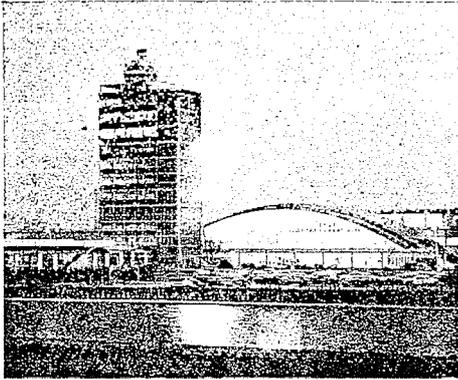




Annual Report

THE PORT OF NEW YORK AUTHORITY

1957



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Annual Report
THE PORT OF NEW YORK AUTHORITY
1957

RESPECTFULLY SUBMITTED IN ACCORDANCE WITH THE PORT COMPACT OF 1921 TO:

THE HONORABLE ROBERT B. MEYNER, GOVERNOR AND
THE LEGISLATURE OF THE STATE OF NEW JERSEY

THE HONORABLE AVERELL HARRIMAN, GOVERNOR AND
THE LEGISLATURE OF THE STATE OF NEW YORK

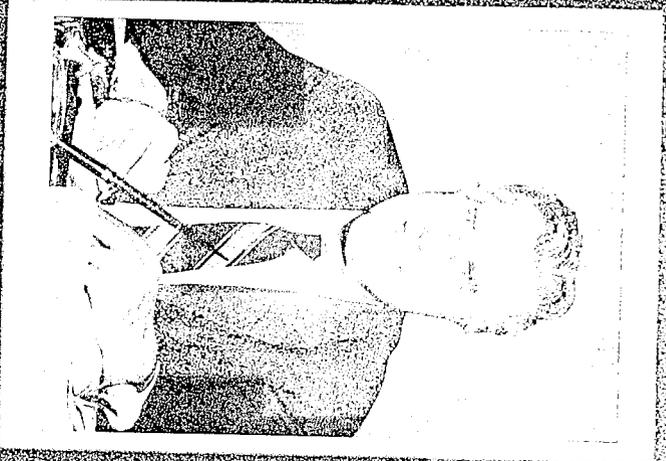
COMMISSIONERS

New Jersey

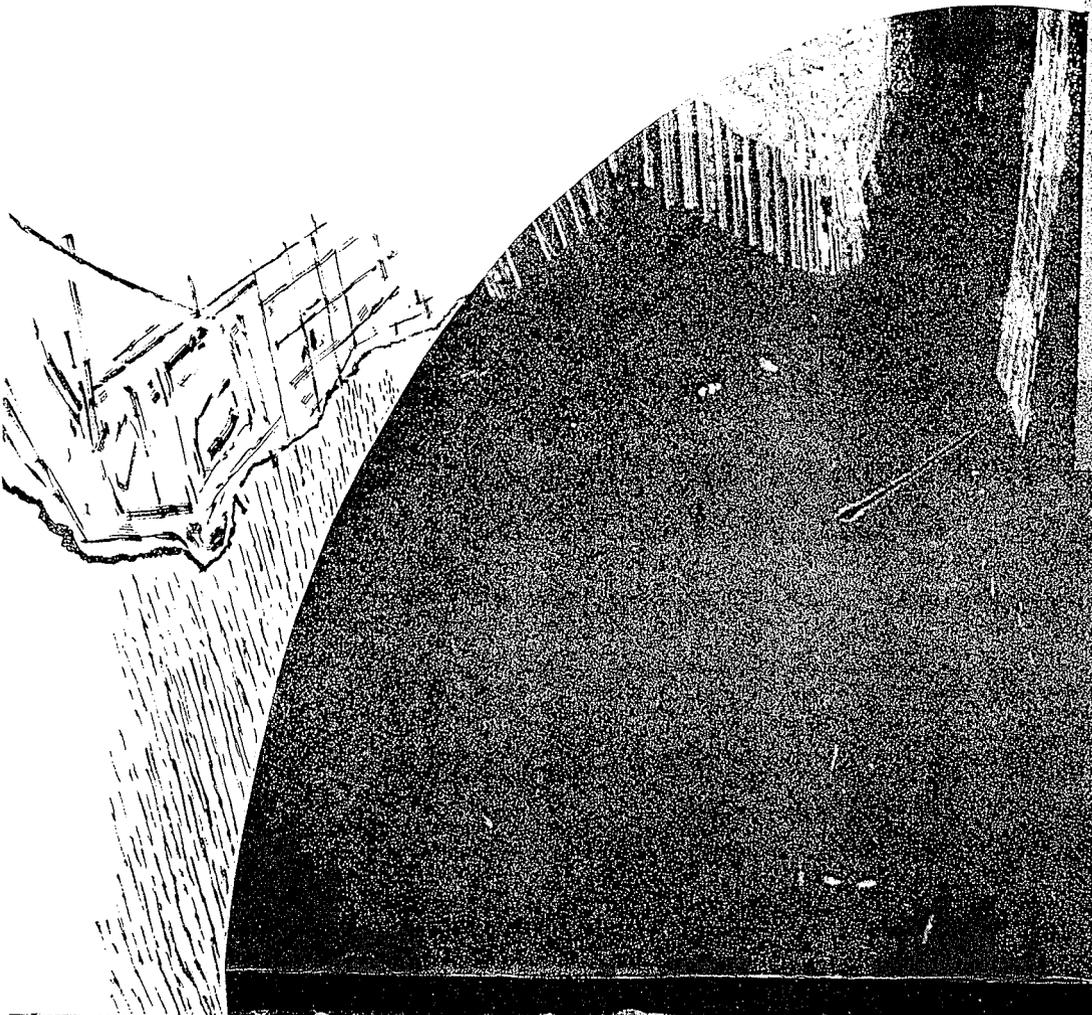
DONALD V. LOWE, CHAIRMAN
HORACE K. CORBIN
JESS HARRISON DAVIS
DOW H. DRUKKER, JR.
JAMES C. KELLOGG, III
THORN LORD

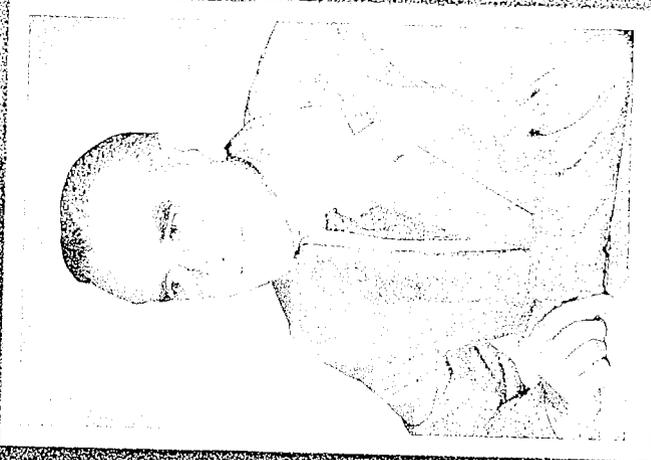
New York

HOWARD S. CULLMAN, HON. CHAIRMAN
EUGENE F. MORAN, VICE-CHAIRMAN
S. SLOAN COLT
CHARLES S. HAMILTON, JR.
CHAS. H. SELLS
N. BAXTER JACKSON

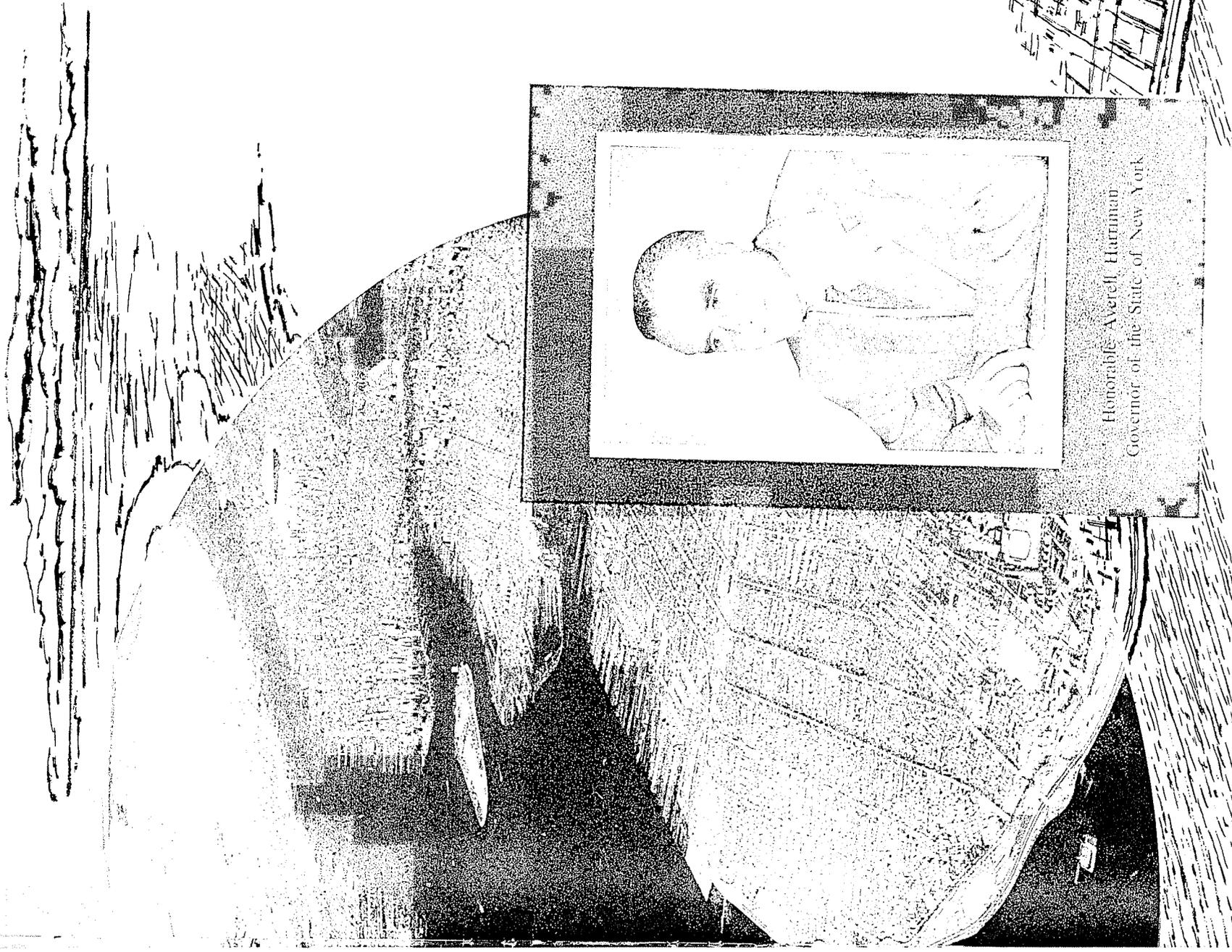


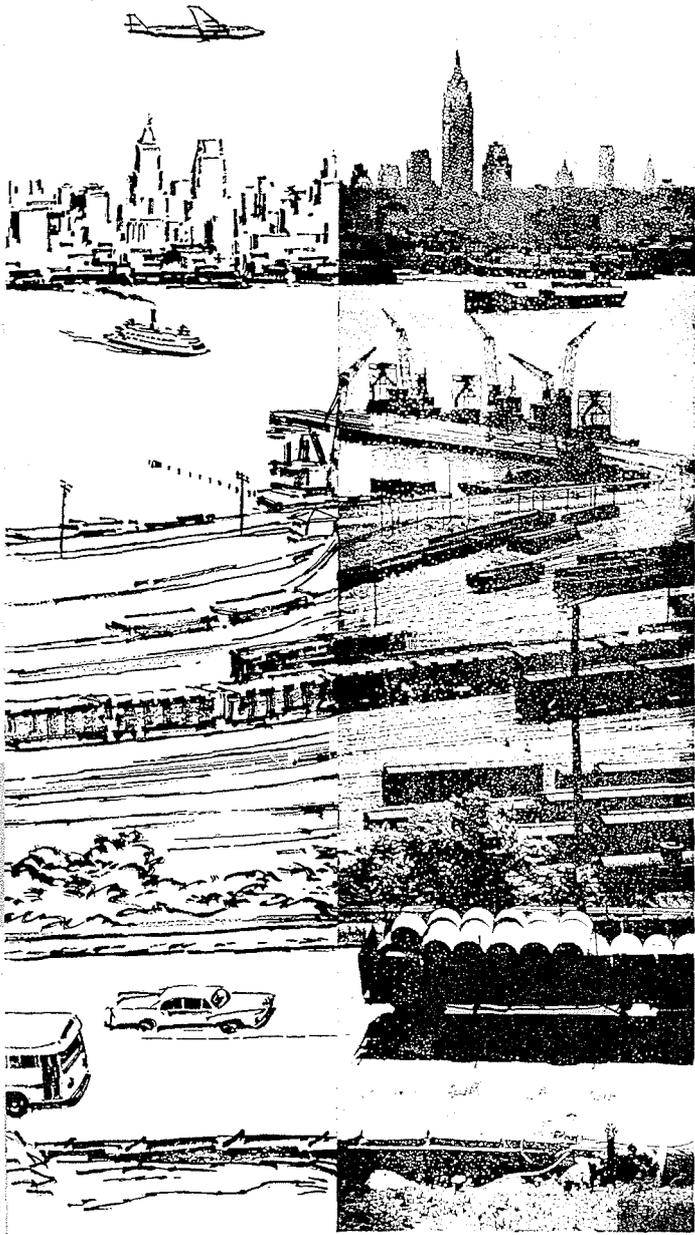
Honorable Robert B. Meyner
Governor of the State of New Jersey





Honorable Averell Harriman
Governor of the State of New York





PORT COMPACT

In their Compact the two States found and determined that:

“a better coordination of the terminal, transportation and other facilities of commerce in, about and through the port of New York will result in great economies, benefiting the nation, as well as the states of New York and New Jersey;” and that

“The future development of such terminal, transportation and other facilities of commerce will require the expenditure of large sums of money and the cordial cooperation of the states of New York and New Jersey in the encouragement of the investment of capital, and in the formulation and execution of the necessary physical plans;” and that

“Such result can best be accomplished through the cooperation of the two states by and through a joint or common agency.”

POWERS AND DUTIES

The Port Authority consists of 12 Commissioners — six resident voters from the State of New Jersey and six resident voters from the State of New York — appointed by the Governors of their respective States with the advice and consent of the Senates thereof.

In establishing the Port Authority, the two States created an area known as the *“Port of New York District,”* embracing a territory within a

THE STORY OF THE PORT AUTHORITY

The Port of New York Authority came into being 36 years ago when New Jersey and New York entered into a Compact, with the consent of Congress, by which the States solemnly pledged *“each to the other, faithful cooperation in the future planning and development of the port of New York”* and created The Port of New York Authority as their joint and common agency to effectuate such pledge of cooperation.

radius of approximately 25 miles of the Statute of Liberty. Within the Port District the Port Authority exercises jurisdiction and performs duties relating to the development of the port derived from the Compact and the Comprehensive Plan (which was adopted in 1922 under and pursuant to the Compact), and from additional legislation adopted by the two States.

According to the Compact:

"The port authority shall constitute a body both corporate and politic with full power and authority . . .

". . . to purchase, construct, lease and/or operate any terminal or transportation facility within said (port) district; and to make charges for the use thereof;

". . . and for any of such purposes to own, hold, lease and/or operate real or personal property, to borrow money and secure the same by bonds or by mortgages upon any property held or to be held by it."

The agency was also authorized to . . .

". . . make recommendations to the legislatures of the two states or to the congress of the United States . . . for the better conduct of the commerce passing in and through the port of New York, the increase and improvement of transportation and terminal facilities therein, and the more economical and expeditious handling of such commerce." And

". . . petition any interstate commerce commission . . . public utilities commission . . . or any federal, municipal, state or local authority . . . for adoption and execution of any physical improvement, change in method, rate of transportation, system of handling freight . . . which in the opinion of the port authority, may be designed to improve . . . the handling of commerce in and through said district . . ."

A CONTINUING RESPONSIBILITY

Looking forward to a dynamic, continuing program of port development by their agency, the Port Authority, the two States, in the Compact, provided that:

"The port authority shall have such additional powers and duties as may hereafter be delegated to or imposed upon it from time to time by the action of the legislature of either state concurred in by the legislature of the other."

Thus, as the needs arose to meet new port problems, the two States by additional legislative

enactments have expressly charged their agency, the Port Authority, with responsibility for going forward with airport, marine terminal, inland terminal and vehicular developments.

A SELF-SUPPORTING AGENCY

Basic to the mandate of the two States for the accomplishment of the planning and development of the Port of New York entrusted to The Port of New York Authority, is the principle that such facilities be provided on a self-supporting basis. The Compact provides:

"The port authority shall not pledge the credit of either state except by and with the authority of the legislature thereof."

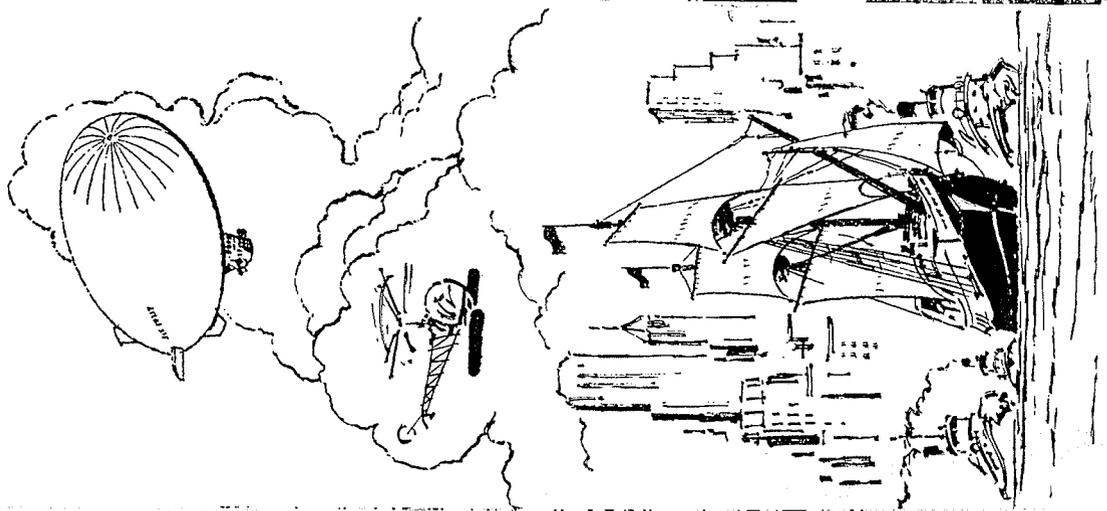
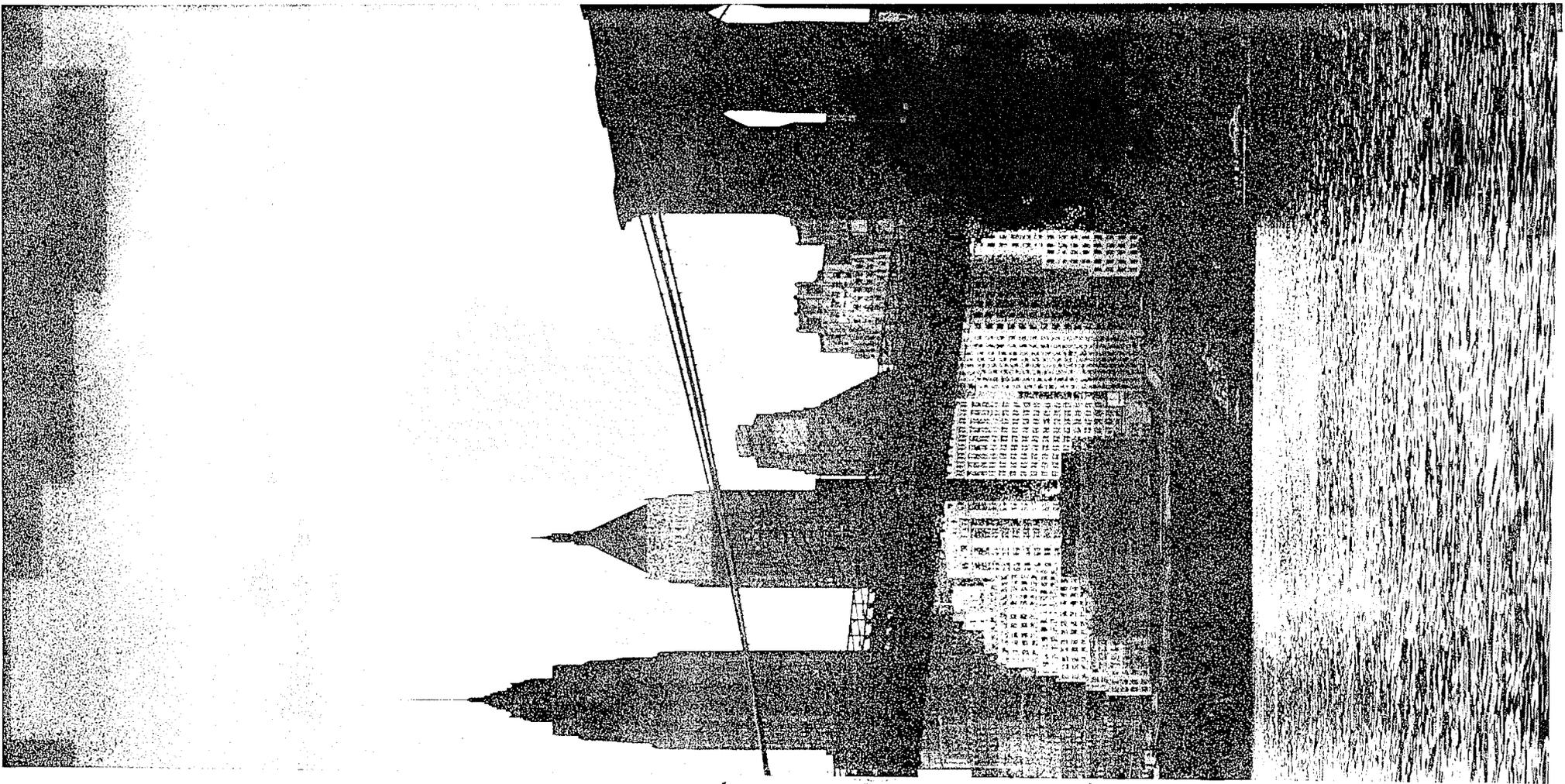
And the Comprehensive Plan vested the Port Authority with all necessary and appropriate powers *" . . . not inconsistent with the constitution of the United States or of either state . . ."* to effectuate the Comprehensive Plan for the development of the Port of New York, except the power to levy taxes or assessments.

PORT AUTHORITY ACTIVITIES

The Comprehensive Plan for the Development of the Port of New York, adopted by the two States, under and pursuant to the Compact, directed the Port Authority to proceed with the development of the Port *"as rapidly as may be economically practicable."*

Today, the Port Authority has 19 terminal and transportation facilities. These comprise six interstate bridges and tunnels, five air terminals, including a heliport, four marine terminal areas, two union motor truck terminals, an off-street motor truck terminal for consolidation of rail freight, and a union bus terminal.

Charged also with the promotion and protection of port commerce, the Port Authority appears before governmental regulatory bodies in the interests of the welfare of the Port of New York. It maintains Trade Development Offices in Washington, Cleveland, Chicago, New York, and in Rio de Janeiro, London and Zurich to promote the movement of commerce through the Port of New York.



THE YEAR IN BRIEF

AIR TERMINALS: New York International Airport's \$30,000,000 International Arrival and Airline Wing Buildings dedicated December 5, 1957 — a milestone in construction of the great airport's \$150,000,000 Terminal City, which includes roads, a heating plant, parking areas and individual airline terminals. Plans for La Guardia redevelopment costing over \$35,000,000 announced. Newark Airport's United Air Line's hangar was 85 per cent complete. Over 13,441,000 passengers, 354,043,700 pounds of air cargo and 99,930,700 pounds of air mail highlighted record year at the four regional Port Authority air terminals. Page 2

TUNNELS AND BRIDGES: Plans announced for \$182,000,000 George Washington Bridge second deck and related facilities. On May 25, Lincoln Tunnel \$95,000,000 Third Tube opened, increasing crossing's capacity 50 per cent. Record traffic at six Port Authority tunnels and bridges totaled 88,051,454. Page 14

MARINE TERMINALS: Port Authority invested \$26,500,000 in new and modernized marine terminals. Port Newark's \$10,000,000 Norton, Lilly terminal, bulk wine and cargo terminals completed. Three-berth terminal and cargo center under construction. Brooklyn-Port Authority Piers' three-berth Pier 11 was 60 per cent complete and construction advancing on Piers 1 and 2 in \$85,000,000 redevelopment. Four Port Authority marine facilities handled 5,116,999 tons of cargo. Page 24

TERMINALS: Three-story bus passenger facility in northern Manhattan entered blue-print stage. Record 48,800,000 passengers and 1,831,100 bus movements handled at Port Authority Bus Terminal. Boom freight year at New York and Newark Motor Truck Terminals. Port Authority Building operations expanded. Page 32

PORT DEVELOPMENT: Port Authority Commissioners authorize London and Continental Trade Development Offices to provide European shippers and businessmen with assistance in shipping via Port of New York. New York Port promoted by Port Authority Trade Manager on Caribbean and Latin American trip. Through efforts of Port Authority and other port interests, Congress appropriated \$9,700,000 for waterway maintenance and improvements. Page 36

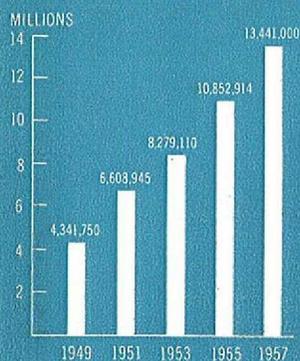
ADMINISTRATION: Chairman Donald V. Lowe, Honorary Chairman Howard S. Cullman and Vice-Chairman Eugene F. Moran re-elected to Board posts. Chairman Lowe received United Nations post. Honorary Chairman Cullman continued as U. S. Commissioner General for the Brussels Exhibition. Executive Director Austin J. Tobin awarded first Howard S. Cullman Distinguished Service Medal. Page 48

THE STAFF: Eleven staff members won Port Authority medals for outstanding service and deeds. Some 2,600 employees enrolled in training courses and 1,473 educational refund were completed. For third consecutive year, the Port Authority's suggestion system received national award for the highest employee participation among government agencies. Page 62

FINANCIAL: Port Authority bonds totaling \$108,800,000 were marketed and facility investments reached \$725,300,000. Year's gross operating revenues totaled \$84,700,000, a ten per cent increase. Page 66

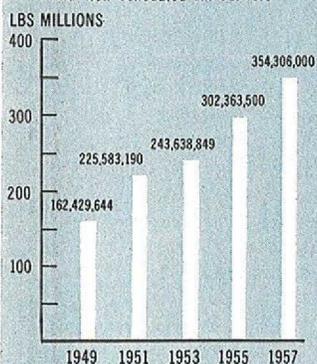
P.A. AIR TERMINALS PASSENGERS

Arriving and Departing on Scheduled, Non-scheduled, and Non-commercial Air Carriers

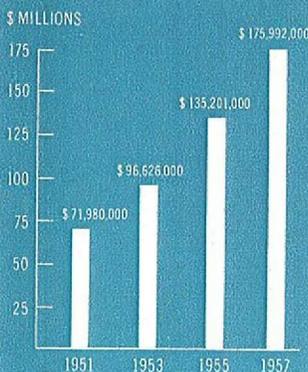


P.A. AIR TERMINALS CARGO

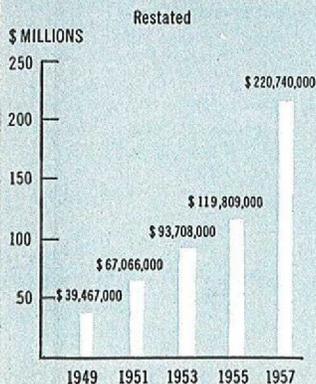
Arriving and Departing on Scheduled and Non-scheduled Air Carriers



P.A. AIR TERMINALS PAYROLL



P.A. CUMULATIVE INVESTMENT IN AIR TERMINALS



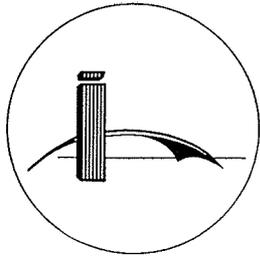
AIR TERMINALS

The year 1957 was outstanding for the beginning and the completion of a number of major air terminal construction projects and for the continued high rate of expansion of commercial air service in the Port District. At New York International Airport, the International Arrival Building and foreign-flag airline Terminal Buildings, the first passenger terminals of the \$150,000,000 Terminal City development, were dedicated on December 5th. A redevelopment program for La Guardia Airport, including a new passenger terminal, was announced in June. The program will cost over \$35,000,000.

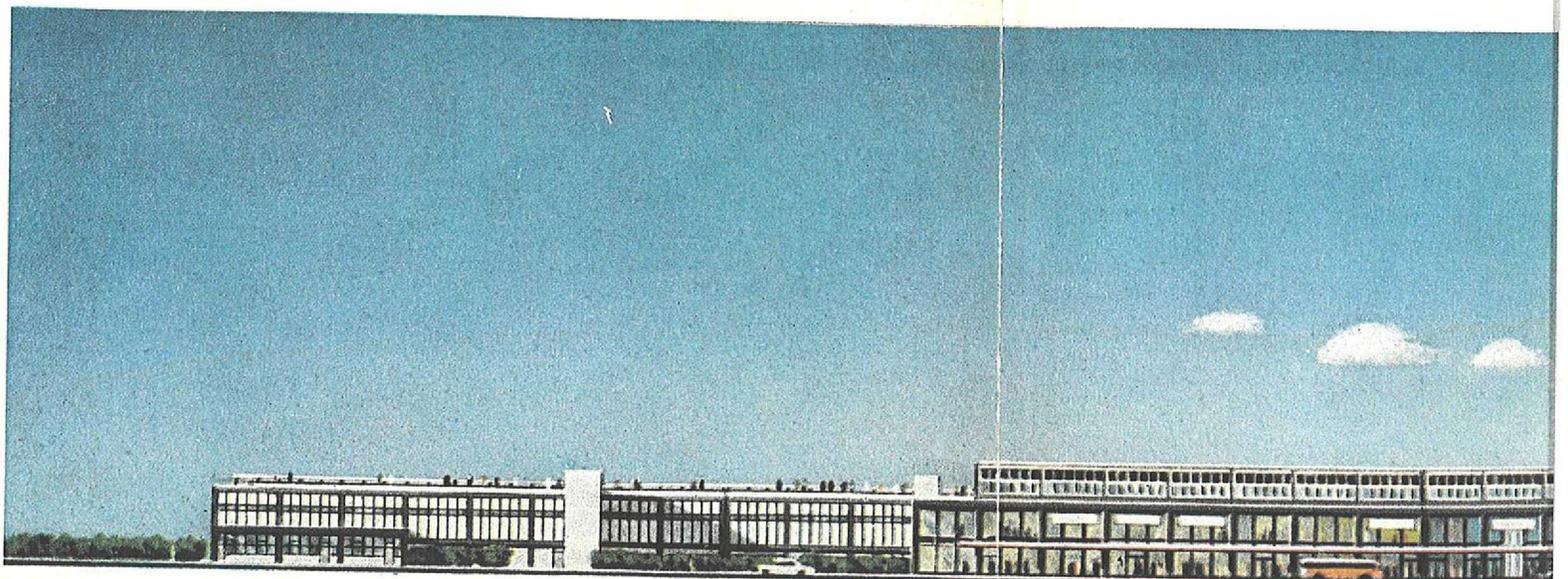
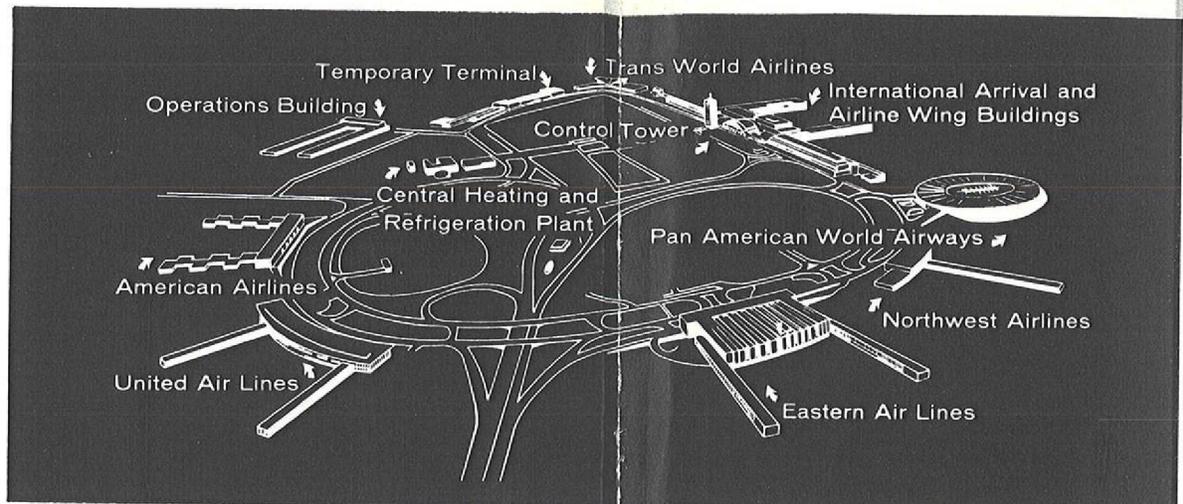
When the La Guardia program is completed, each of the three Port District airline terminals will have modern and efficient Port Authority-built passenger terminal facilities. The new Newark Airport terminal building has been in operation since 1953.

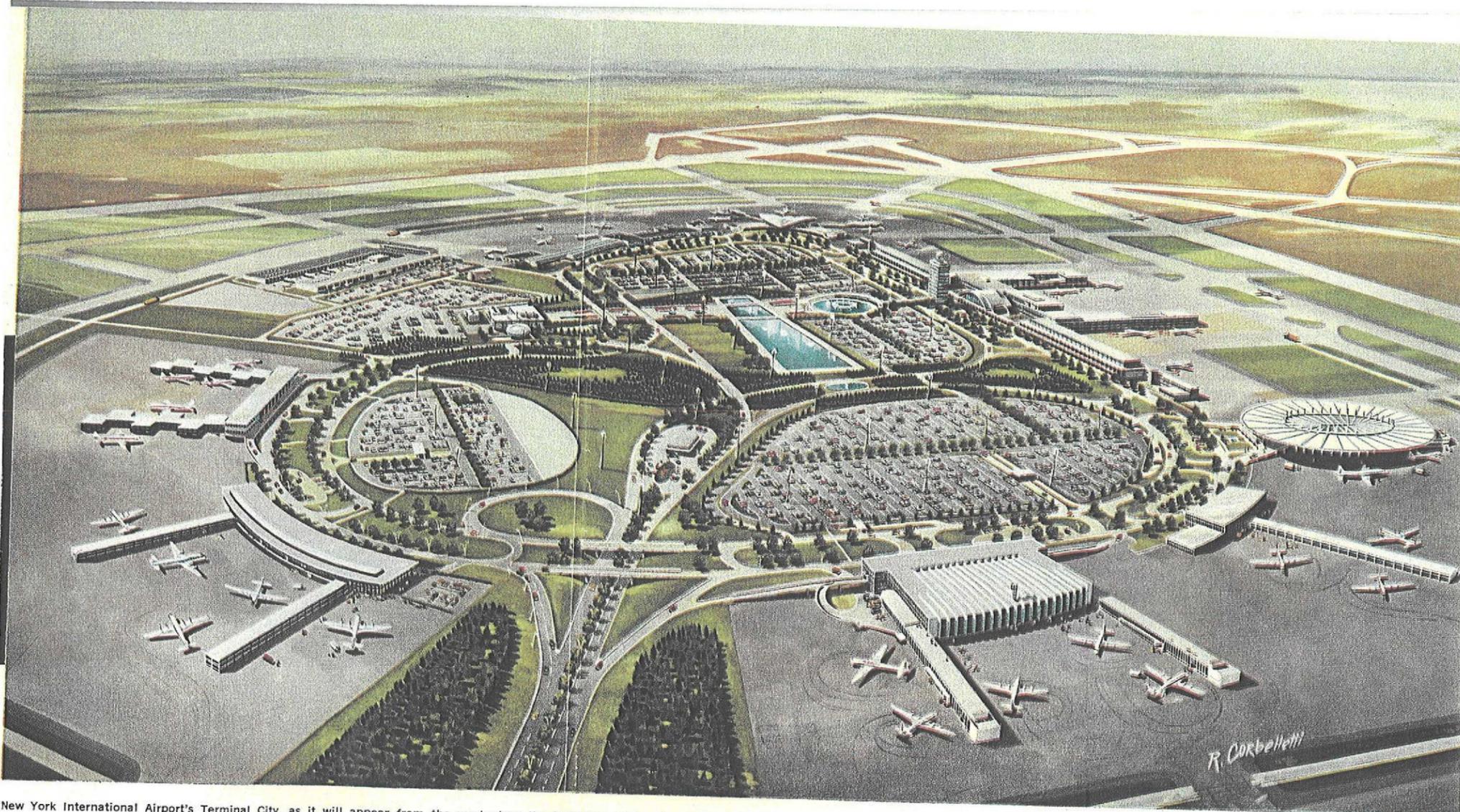
During 1957, the Port Authority-West 30th Street Heliport, located in New York City, completed its first full year of operations.

The operations of the Port Authority regional airport system — Newark and Teterboro Airports

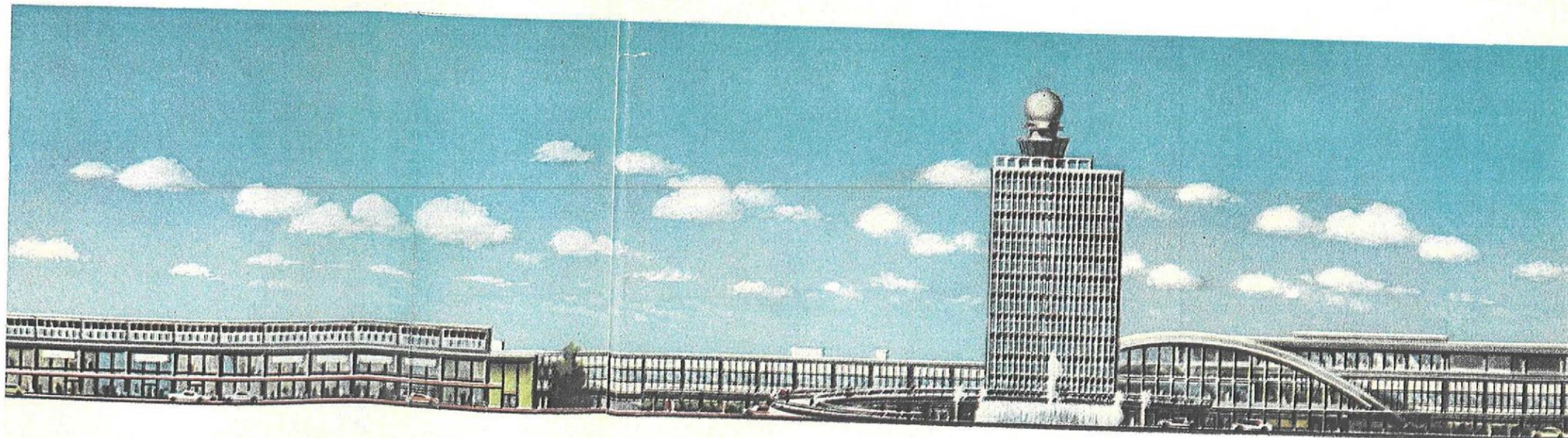


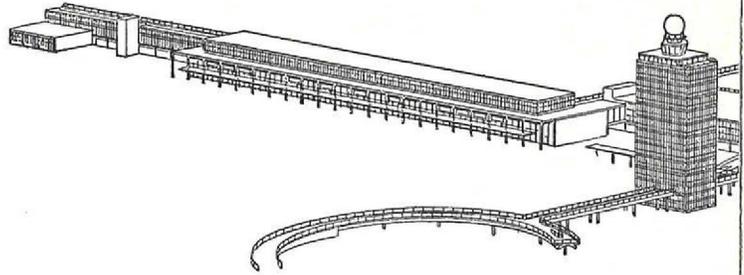
This symbol represents a brilliant new aerial gateway to the United States—Terminal City, New York International Airport.





New York International Airport's Terminal City, as it will appear from the west when the individual airline terminals are completed. See key map (left).





INTERNATIONAL ARRIVAL BUILDING

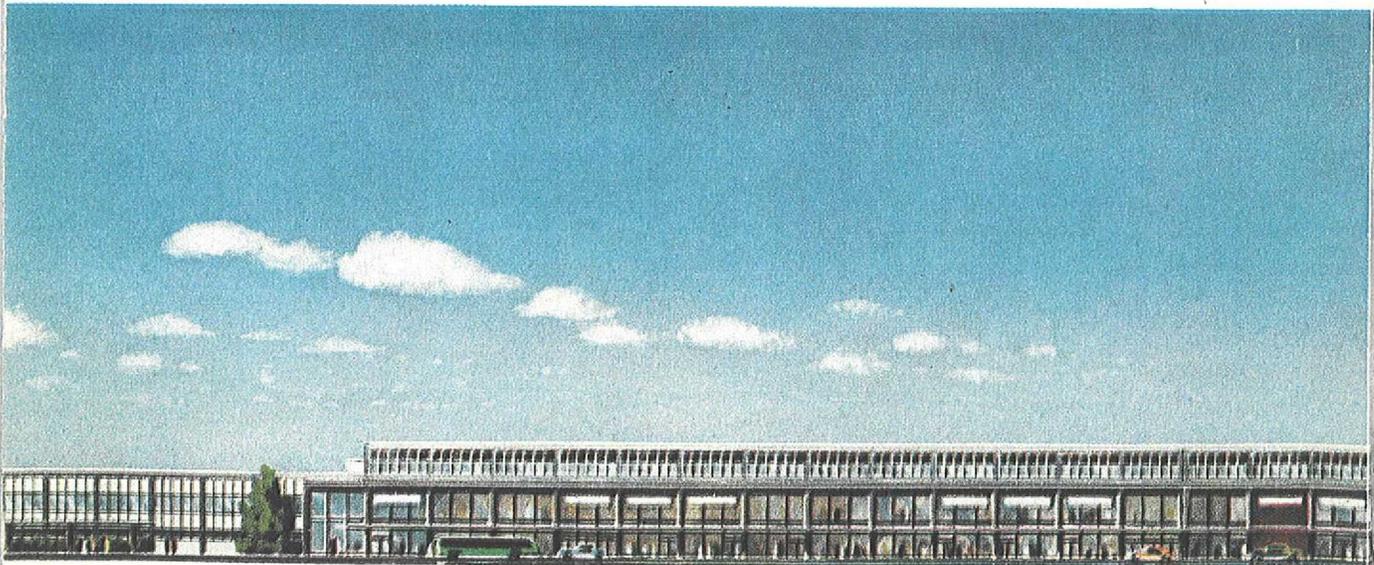
The International Arrival Building is the dominant structure in Terminal City at New York International Airport. It handles all international air travelers entering the United States through the New York-New Jersey Port and thus is the country's air age front door.

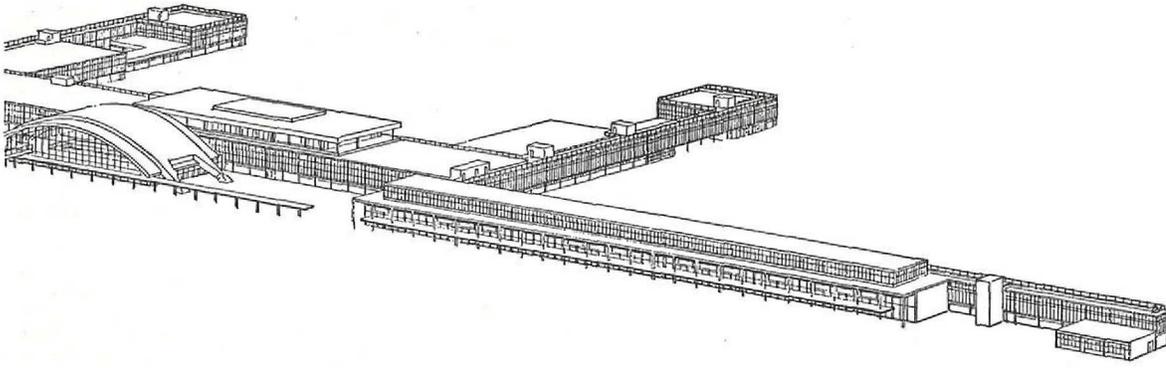
It is three stories high and 640 feet deep. With the two foreign-flag airline Terminal Buildings, which are constructed as wings on either side of the main terminal, it has an overall length of 2,300 feet, or eleven city blocks.

The Arrival Building itself has 362,000 square feet of floor space, housing all customs, health and immigration inspection services, as well as the unique Golden Door Restaurant and cocktail lounge, coffee shop, barber shop, book store, florist shop, jewelry shop and waiting rooms. The for-

eign-flag airline Terminal Buildings which flank the Arrival Building on either side, have a total of 230,000 square feet of floor space. They house ticket counters, lobbies and offices for 14 foreign-flag airlines as well as a consolidated service for handling passengers on other lines or on itinerant aircraft. Four double-decked arcades provide a total of 1,000 feet of enclosed passage to 24 aircraft positions. A 4,000-foot-long observation deck extends the full length of the buildings and arcades at the third-floor level.

The International Arrival and Wing Buildings were designed to eliminate congestion and to achieve the maximum in passenger comfort and convenience by separating the various types of traffic. Incoming passengers deplane, clear through health and immigration, claim their baggage, clear





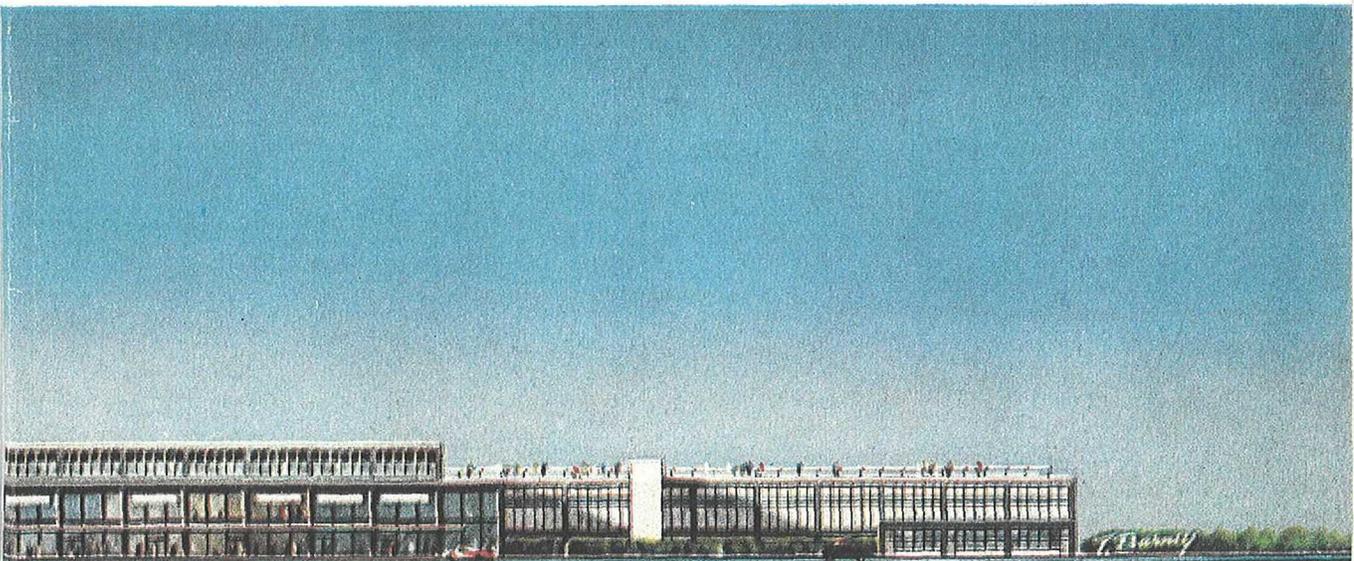
through customs, and reach ground transportation, all on the first floor of the International Arrival Building. Outgoing passengers go to the Wing Building office of the airline on which they are to depart where they are ticketed and check their baggage. When their flight is called, they proceed directly to their plane by way of second floor arcades or passages.

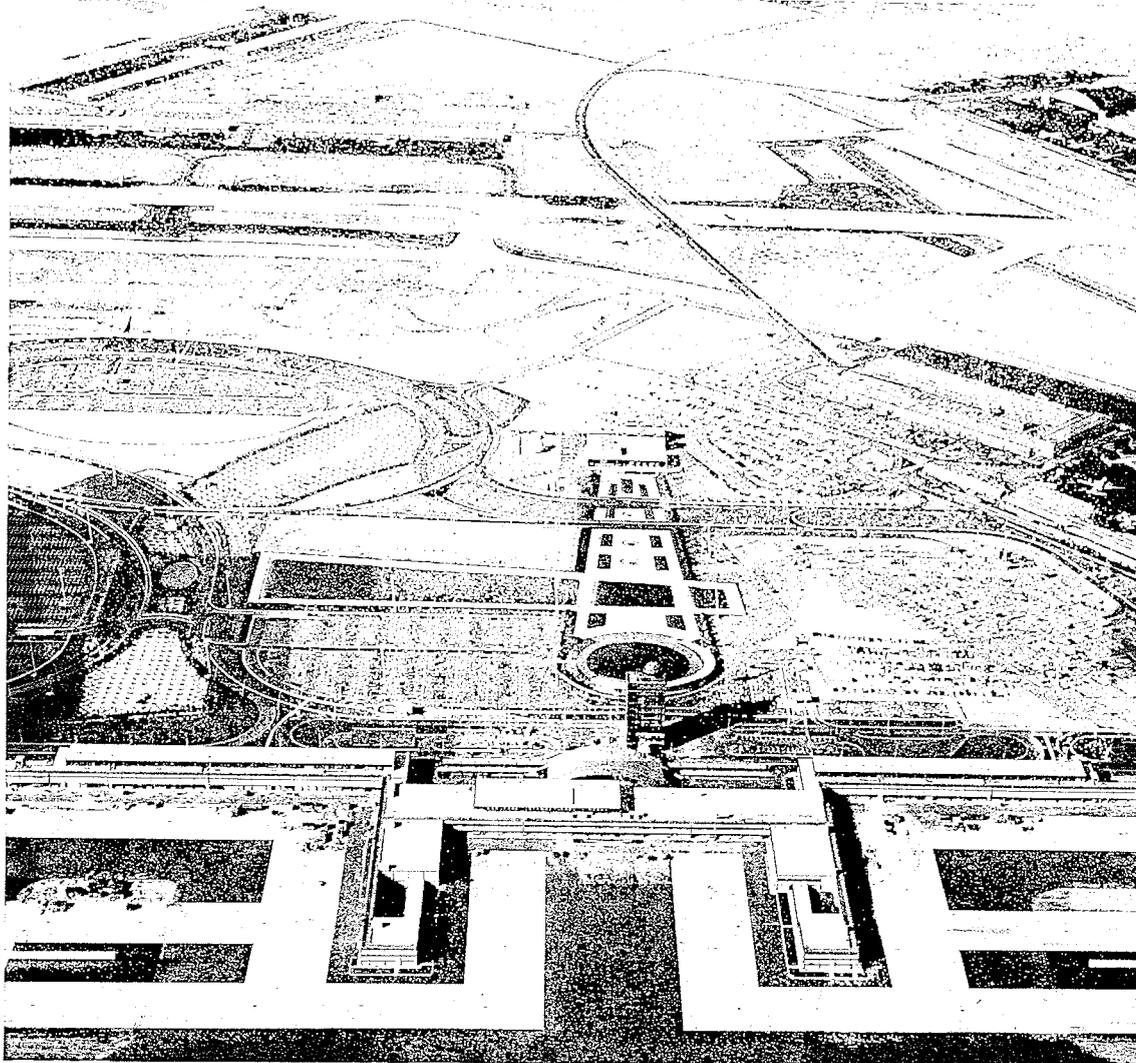
Typical of the attention given to passenger convenience are the new streamlined customs facilities which are capable of speeding incoming passengers through customs in half the time required with the old procedures. Instead of having to crowd around a customs check-out counter, the passenger claims his own baggage from a rack and takes it to any one of the supermarket-type check-out counters in each of the two customs halls in the building. Once

past this counter, the passenger is clear of customs. (If duties are to be paid they are collected there.)

Meanwhile, friends or relatives who are meeting the traveler have been waiting in the comfortable second floor visitor's lounge and watching through a glass wall overlooking the length of the customs inspection area.

The concrete, glazed brick and masonry structure was constructed at a cost of \$30,000,000. Functional and physical plans for maximum efficiency and passenger convenience were prepared under the direction of the Chief of the Port Authority Aviation Planning Division, architect Thomas M. Sullivan. Design plans were executed by the architectural firm of Skidmore, Owings and Merrill, architects for the Air Force Academy, Lever House, and other famous structures.





Work on the eleven-block-long \$30,000,000 International Arrival and foreign-flag airline Terminal Buildings (foreground), heart of New York International's Terminal City development, was completed in 1957. During construction of buildings, roadways, parking lots and landscaping, traffic at the airport reached a high of 5,193,000 passengers and 206,054,000 pounds of air cargo and air mail.

in New Jersey, and La Guardia and New York International Airports and the West 30th Street Heliport in New York — are the immediate responsibility of the Director of Aviation, John R. Wiley.

The Port Authority had invested a total of \$220,700,000 in the regional airport system by the end of 1957, including \$67,700,700 invested during the year. Together, the four airports served 13,441,000 passengers, 354,043,700 pounds of air

cargo and 99,930,900 pounds of mail in 1957, for increases over 1956 of eleven, ten and eight per cent, respectively. They also handled 792,000 aircraft take-offs and landings, a ten per cent increase over 1956.

Newark, La Guardia and New York International Airports provided employment for 29,596 persons in 1957, at a total payroll of \$175,992,000. In addition, many hundreds more were employed at the various construction projects at all of the

air terminals. Gross operating revenues for 1957 totaled \$21,500,000.

NEW YORK INTERNATIONAL AIRPORT

New York International Airport was the most rapidly expanding air terminal in the Port District in 1957, in terms both of traffic and construction. Passenger traffic increased 16 per cent over 1956 to a total of 5,193,000 passengers, including 3,394,000 domestic and 1,799,000 overseas air travellers, representing respectively, 13 and 21 per cent increases. Aircraft take-offs and landings increased 14 per cent to a total of 171,000 movements, and the 160,967,000 pounds of air cargo and 45,087,100 pounds of air mail handled represent 23 and 9.4 per cent increases, respectively. The Port Authority invested \$62,200,000 in new and improved facilities during the year, bringing its total investments in New York International Airport to \$167,100,000.

TERMINAL CITY CONSTRUCTION

Striking progress was made on the \$150,000,000 Terminal City passenger facility development at New York International during 1957. Most significantly, the \$30,000,000 International Arrival and foreign-flag Airline Wing Buildings were put into service on December 6th. A total of \$16,000,000 was invested in Terminal City roadways, taxiways, utilities, parking lots and landscaping. A \$7,000,000 central heating and refrigeration plant,

which will serve all Terminal City buildings, was completed during the year. The plant's rated capacity could provide heat for about 1,800 six-room homes.

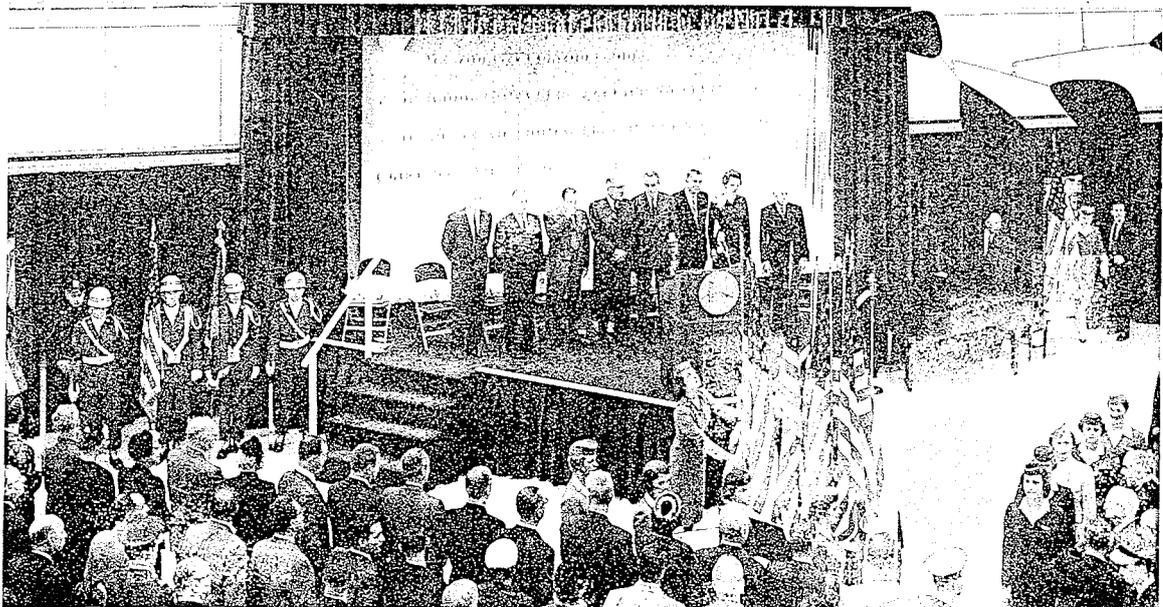
AN IMPRESSIVE DEDICATION

Approximately 2,500 representatives of the aviation industry, government and Port District community organizations attended the impressive dedication of the Arrival Building and foreign-flag airline Terminal Buildings on December 5th, at which Governor Robert B. Meyner of New Jersey, Governor Averell Harriman of New York and Mayor Robert F. Wagner of New York City were the principal speakers.

In his remarks, Governor Harriman stressed the importance of the great structure as an instrument in promoting international trade and travel. As such an instrument, he pointed out, the new building, housing all international arrivals and all flights of foreign-flag lines, will make an indispensable contribution to understanding and cooperation between nations.

Governor Meyner declared that the Port Authority "through its development of the regional airport system once more had demonstrated the indispensability of a unified Port District. It has transformed destructive competition into constructive cooperation, completely free of provincial influence." He added that he was delighted that the people of New Jersey, as well as the people of New York and the nation would have available

About 2,500 guests attended the dedication ceremonies inside the International Arrival Building and watched as 12 American and 23 foreign-flag airlines presented their respective national colors. The Arrival Building has 362,000 square feet of floor space.





Presiding at the ceremonies dedicating the International Arrival and the two foreign-flag airline Terminal Buildings was Port Authority Chairman Donald V. Lowe (standing). Other distinguished speakers, from left, were: James T. Pyle, Administrator of Civil Aeronautics; Port Authority Honorary Chairman Howard S. Cullman; Robert F. Wagner, Mayor of New York City; Governor Averell Harriman of New York; and Governor Robert B. Meyner of New Jersey. The dedication was held on December 5, 1957.

to them *"this remarkably efficient and beautiful terminal."*

In his address, Mayor Wagner stated that *"... here amidst so much beauty it is difficult for us to remember that there is a practical workaday side to the story... Those who want to do business in New York have long found here outstanding facilities and services for handling people and goods by land and by sea. Today we add to this, expanded facilities and services for handling them by air. Long may they thrive."*

The Mayor added that he wanted *"... to congratulate the Commissioners and staff of the Port Authority and all of the people who contributed to the design and construction of this superlative airport, and particularly to this structure in which we gather today."*

From the first day they went into service, the International Arrival and foreign-flag airline Terminal Buildings have received the acclaim of the airlines and air travellers for their operational efficiency, comfort and convenience. Principal features of these structures are described in a special feature of this report.

INDIVIDUAL TERMINALS BEGUN

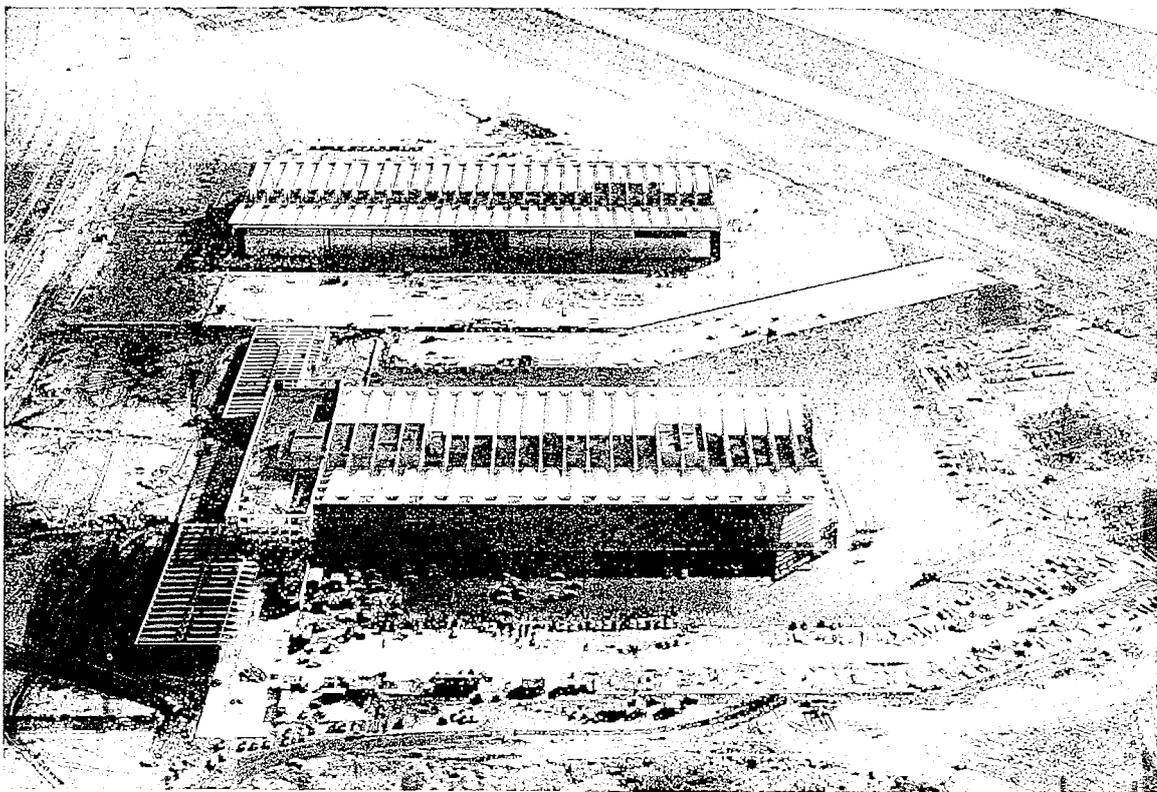
In 1957, work began on three of the several United States airline individual terminal buildings which will be built at a total cost of \$97,000,000

around the perimeter of the 655-acre Terminal City oval. American Airlines and Pan American World Airways placed earth surcharge on their terminal sites and Eastern Air Lines commenced work on the structure of its terminal. United Air Lines awarded pile and foundation contracts and Trans World Airlines presented plans for its terminal. Northwest Airlines plans to share its terminal with Braniff Airways and Northeast Airlines and is preparing plans for its terminal construction.

HANGAR DEVELOPMENT

During 1957, three hangars neared completion and agreements were executed for the construction of three additional hangars which will give New York International Airport a total of 16 hangars. The field's three largest hangars — 10, 12, and 14, each of which is located on sites ranging from 50 to almost 80 acres — neared completion at the end of 1957. They are being constructed on land leased to American Airlines, Pan American World Airways and Trans World Airlines. The estimated cost is \$15,000,000 each, including paving and utilities.

Three hangars will be constructed in the undeveloped southwesterly area near the bulk fuel storage farm, in accordance with agreements executed in 1957. Five foreign-flag carriers, BOAC, Air France, KLM, Sabena, and Lufthansa will share a six-bay, \$10,200,000 hangar on a 49-acre



Pan American World Airways Hangar 14 (foreground) and Trans World Airways Hangar 12, have cantilevered concrete roofs over the hangar section. The roofs of these hangars are suspended by tensioned steel cables extending from the center section.

site. Two more hangars will be constructed for operation by individual airlines. They are: a single-bay, million dollar hangar on a seven-acre area for Swissair, and a three-bay, \$4,000,000 hangar on a 14-acre site for Seaboard & Western Airlines, a certificated international all-cargo carrier. In April, 1958, Seaboard & Western is expected to lease aircraft and services for the first transatlantic flights of the Irish Airline-Aerlinte Eireann.

NAVIGATIONAL FACILITIES

The Civil Aeronautics Administration completed the installation of an instrument landing and approach lighting system at the northern end of Instrument Runway 4-22, making the runway bi-directional, for instrument landings from either end. Among the greatest advantages of the new bi-directional system are the increased instrument

flying weather capability of New York International Airport and the noise reduction made possible by minimizing aircraft circling over communities adjacent to the field. Previously, under certain instrument flying conditions with winds from the south, aircraft made their instrument approaches on the south end of the runway, then, using visual flight rules, circled to land from the north.

Surcharge was placed preparatory to the construction of a second instrument runway 3,000 feet east of and parallel to the present one. The second instrument runway, which was authorized by the Port Authority Board of Commissioners late in 1956, will double the airport's aircraft-movement capacity in instrument weather to between 80 and 100 movements per hour. The new instrument runway system, also to be bi-directional, further improves New York International Airport's system of aids to safe operation which is unsurpassed by any commercial airport in the world.

FUEL STORAGE AND SERVICE

In October, the Board of Commissioners authorized the construction of four 500,000-gallon fuel storage tanks. These tanks will increase the capacity of the airport's aircraft fuel storage tank farm along the Bergen Basin to over 6,800,000 gallons. The tanks will be installed in the summer of 1958 at a total cost of \$900,000. The tank farm, which receives bulk fuel deliveries by barge, efficiently handles over 14,000,000 gallons of fuel delivered into aircraft at the field during peak months.

OTHER DEVELOPMENTS DURING 1957

The 320-room International Hotel, begun at New York International Airport during 1957, was nearing completion by the end of the year. It is the first new hotel to be built in New York City

since World War II. In addition to providing rooms for passengers, the new hotel will be used by the airlines to quarter flight crews on short turn-around schedules.

A 58,000 square-foot industrial building was completed in November, 1957, in the industrial development area of New York International at a cost of \$518,000 and leased to Empire Corrugated Container Corporation for a period of 20 years. Approximately 75 persons are employed by the company at the field.

MAJOR REDEVELOPMENT PLANNED AT LA GUARDIA

La Guardia Airport maintained its position as the busiest air terminal in the Port District in 1957 by serving 5,692,000 passengers and handling 41,586,000 pounds of air mail for gains over 1956

AIR TRAFFIC AT PORT AUTHORITY AIRPORTS

NEW YORK INTERNATIONAL AIRPORT AIR TRAFFIC				NEWARK AIRPORT AIR TRAFFIC			
	1957	1956	% Change 1957/1956		1957	1956	% Change 1957/1956
Passengers				Passengers			
Domestic	3,394,161	3,001,176	+13.1	Domestic	2,503,566	2,181,293	+14.8
Overseas	1,798,862	1,488,874	+20.8	Overseas	2,713	1,963	+38.2
Total	5,193,023	4,490,050	+15.7	Total	2,506,279	2,183,256	+14.8
Mail (Pounds)				Mail (Pounds)			
Domestic	24,279,400	21,648,300	+12.2	Domestic	13,257,400	11,151,900	+18.9
Overseas	20,807,800	19,563,400	+ 6.3	Overseas	—	—	—
Total	45,087,100	41,211,700	+ 9.4	Total	13,257,400	11,151,900	+18.9
Cargo (Pounds)				Cargo (Pounds)			
Domestic	98,490,900	79,171,100	+24.4	Domestic	90,271,100	88,167,800	+ 2.4
Overseas	62,476,100	52,031,500	+20.1	Overseas	—	10,000	—
Total	160,967,000	131,202,600	+22.7	Total	90,271,100	88,177,800	+ 2.4
Aircraft Movements				Aircraft Movements			
Domestic Air Carrier	108,194	92,763	+16.6	Domestic Air Carrier	117,704	105,145	+11.9
Overseas Air Carrier	49,157	44,788	+ 9.8	Overseas Air Carrier	68	50	+36.0
Non-Commercial	13,494	12,274	+ 9.9	Non-Commercial	18,181	16,192	+12.3
Total	170,845	149,825	+14.0	Total	135,953	121,387	+12.0

LA GUARDIA AIRPORT AIR TRAFFIC				PORT AUTHORITY AIRPORTS TOTAL AIR TRAFFIC (Includes Teterboro)			
	1957	1956	% Change 1957/1956		1957	1956	% Change 1957/1956
Passengers				Passengers			
Domestic	5,682,003	5,364,481	+ 5.9	Domestic	11,629,634	10,579,988	+ 9.9
Overseas	10,173	38,758	-73.8	Overseas	1,811,748	1,529,595	+18.4
Total	5,692,176	5,403,239	+ 5.3	Total	13,441,382	12,109,583	+11.0
Mail (Pounds)				Mail (Pounds)			
Domestic	41,560,800	40,388,900	+ 2.9	Domestic	79,097,800	73,189,100	+ 8.1
Overseas	25,300	44,600	-43.3	Overseas	20,833,100	19,608,000	+ 6.2
Total	41,586,100	40,433,500	+ 2.9	Total	99,930,900	92,797,100	+ 7.7
Cargo (Pounds)				Cargo (Pounds)			
Domestic	92,401,400	96,009,400	- 3.8	Domestic	291,512,600	270,980,800	+ 7.6
Overseas	55,000	106,200	-48.2	Overseas	62,531,100	52,147,700	+20.4
Total	92,456,400	96,115,600	- 3.8	Total	354,043,700	323,128,500	+ 9.6
Aircraft Movements				Aircraft Movements			
Domestic Air Carrier	204,607	190,092	+ 7.6	Domestic Air Carrier	432,978	390,957	+10.7
Overseas Air Carrier	315	959	-67.2	Overseas Air Carrier	49,540	45,797	+ 8.2
Non-Commercial	40,418	38,663	+ 4.5	Non-Commercial	309,620	286,359	+ 8.1
Total	245,340	229,714	+ 6.8	Total	792,138	723,113	+ 9.5



New York International Airport's 320-room International Hotel, which neared completion at the end of 1957, will provide modern accommodations for airport travelers and for airline flight crews. The white brick hotel will be fully air-conditioned.

of five and three per cent, respectively. Air cargo volumes in 1957 decreased to 92,456,000 pounds, or four per cent less than 1956 volumes. The decline represents a growing transfer of air cargo traffic to Newark Airport and, particularly, to New York International Airport. A total of 245,000 aircraft landed or took off at this terminal during the year.

To better serve this traffic and prepare for the 6,900,000 air travelers who are expected to use La Guardia Airport by 1965, the Port Authority began work during 1957 on an extensive redevelopment program which will cost in excess of \$35,000,000. This program, which was announced in June, followed a lengthy series of negotiations with the six scheduled airlines serving the field, including the renegotiation of the long term leases that had been signed by four of the carriers with the City of New York. Work is being carried out in a series of stages that will permit the uninterrupted operation of the airport.

PASSENGER TERMINAL BUILDING

Major item in the program is the construction of new, modern passenger terminal facilities. The passenger terminal building, which will be four times the size of the present terminal, will be built in three stages. One wing will be constructed at the side of the present terminal, and then a second wing will be built on the other side. When the wings are completed, the present terminal will be replaced.

The terminal is to be operated similarly to the International Arrival and Airline Wing Buildings at New York International Airport. Plans provide for the complete separation of arriving and departing passengers, both on the two-level roadway that will be built to serve the terminal and within the terminal itself. Out-bound passengers will arrive

on the second-floor level of the roadway at a portion of the building operated by the airline on which they travel. They will then proceed on the second floor through the adjoining arcades to the aircraft loading gates. Passengers arriving by air, on the other hand, will utilize only the ground floor of the terminal building, from which they board departing ground vehicles. This system will enable the great number of air travelers expected to use La Guardia Airport to be served without congestion and confusion. The terminal will have four two-story arcades leading to 36 readily accessible aircraft gate positions, compared with the 24 gate positions in the present terminal.

ROADWAYS AND VEHICULAR PARKING

The Port Authority will revise and rehabilitate the airport roadway system at La Guardia and increase the airport's parking space. Through the help and cooperation of Park Commissioner Robert Moses, the unused 15.5-acre Boat Basin, which parallels Grand Central Parkway, will be filled in and paved for use as a public parking area for about 3,000 feet in front of the present terminal. Areas now used for parking adjacent to the existing terminal are to be occupied by the wings of the new passenger terminal.

LANDING FACILITIES

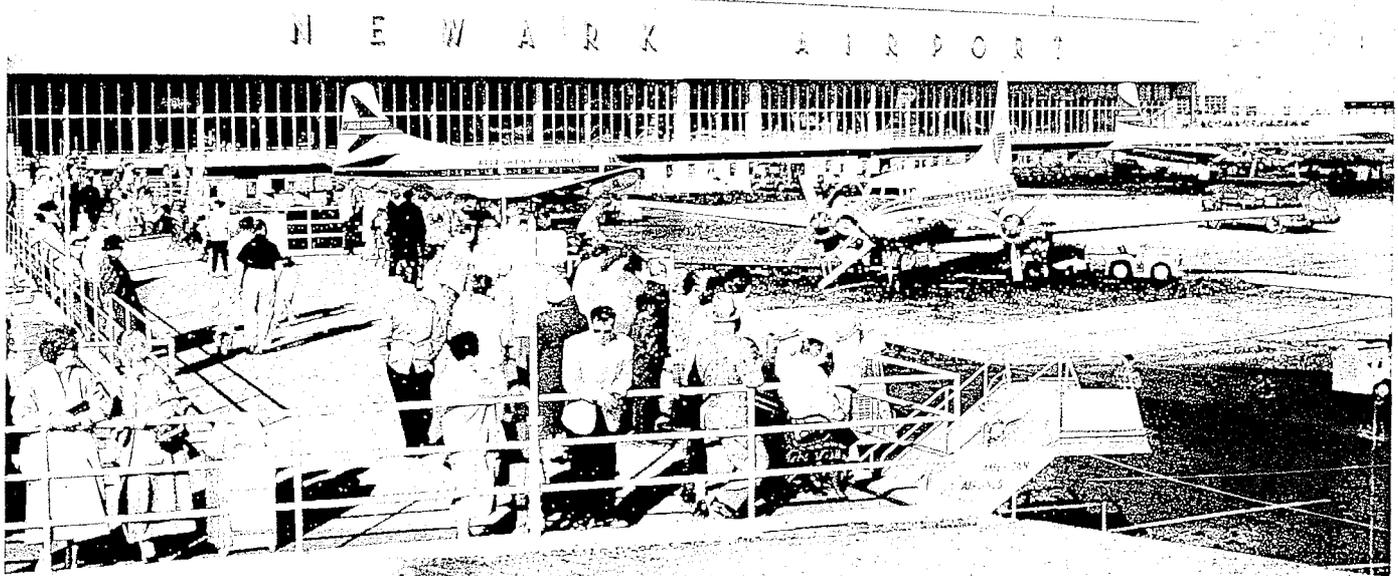
The Port Authority plans to improve public landing facilities, including the construction of a \$1,000,000 control tower, and the rebuilding of the airport's two active runways. The east and west aprons and taxiways will be rebuilt and additional taxiways and warm-up pads are to be constructed.

IMMEDIATE EFFECTS OF REHABILITATION PROGRAM

During 1957, the airlines serving La Guardia Airport modified their passenger handling operations in anticipation of the rehabilitation program. A new technique of "remote loading" passengers



Artist's rendering (above) of La Guardia Airport redevelopment plans as announced in June, 1957. Improved and expanded air and ground traffic accommodations will also be provided in a program to cost in excess of \$35,000,000. Airport's present terminal (below), which handled 5,692,000 passengers and 245,000 aircraft movements in 1957, is expected to be replaced by new terminal.



Port Authority investment in Newark Airport totaled \$33,200,000 by year's end. Completed during 1957 were the extended terminal arcades with six additional gate positions. Plans for a \$1,750,000 control tower for Newark Airport were also announced.

at points on the airport away from the loading gates in the passenger arcade was instituted. Vehicles drive passengers directly from the terminal to aircraft at the loading site. This procedure is expected to become more common during reconstruction of the present arcades.

A new 600-foot taxiway connecting the Marine Terminal area with the instrument runway was constructed to eliminate the need for planes taxiing across this runway. Aircraft hardstands (paved parking areas) and warm-up pads were also constructed on the airport.

During 1957, the Port Authority invested \$900,000 in La Guardia Airport, bringing its total investment in the air terminal to \$10,800,000.

NEWARK AIRPORT'S TRAFFIC AND NEW CONSTRUCTION GAIN

The importance of Newark Airport to the general welfare of the New Jersey-New York Port

District was reflected in the new traffic and employment highs reached at this terminal during the year. The 2,506,000 passengers served at the airport in 1957 represented a 15 per cent increase over 1956. The 90,271,000 pounds of air cargo and 13,257,000 pounds of air mail showed two and 19 per cent increases, respectively. Newark Airport last year provided employment for 3,811 persons who earned a total of \$23,118,000.

PASSENGER TERMINAL IMPROVEMENTS

The \$4,000,000 spent on new construction and improvement projects during the year brought the total Port Authority investment in Newark Airport to \$33,200,000. Completion of a \$300,000 air conditioning system for the passenger concourse and other public areas of the terminal building and the \$220,000 extension of the east and west

arcades of the terminal building to provide covered access to all 28 aircraft gate positions greatly contributed to the comfort and convenience of air travelers using this airport. A two-story Port Authority operations office was also constructed during the year at the end of the extended east arcade.

UNITED AIR LINES HANGAR

Newark Airport's first major hangar project since before World War II, a two-bay cantilevered hangar being built by the Port Authority for lease to United Air Lines, neared completion during 1957. This \$3,000,000 hangar is expected to be in operation by March, 1958.

CONSTRUCTION PLANS ANNOUNCED

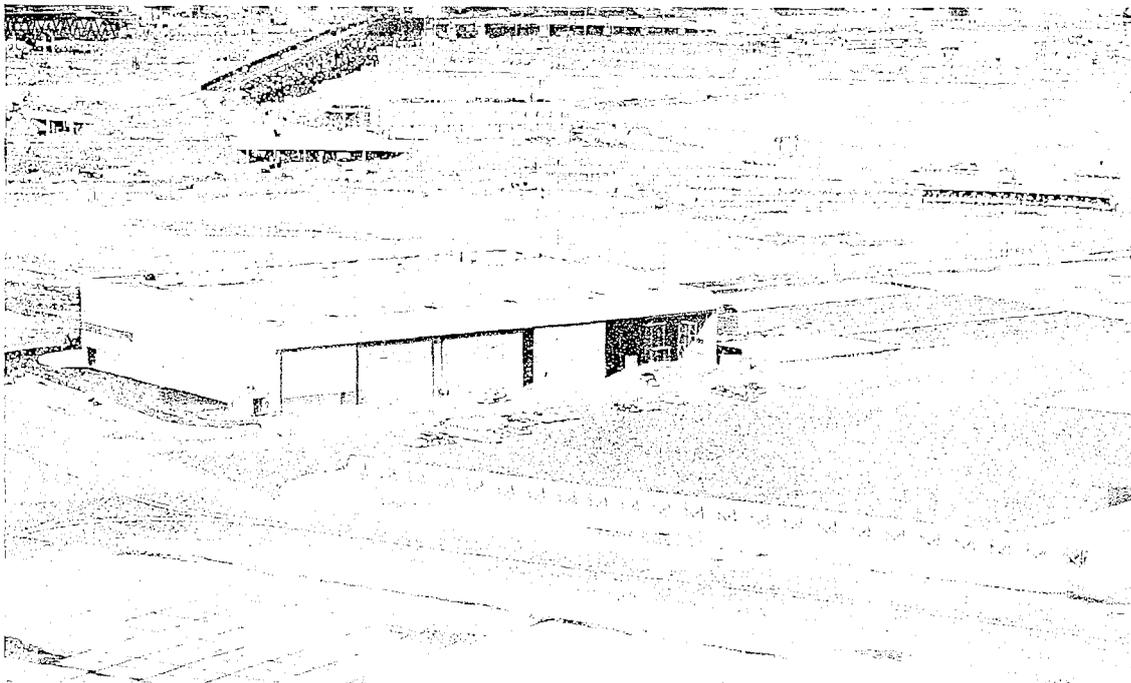
Plans for a new \$1,750,000 control tower and related roadways, and a \$3,750,000 air cargo center were announced during the year. The tower has been designed to accommodate all present and contemplated future navigational aids and related com-

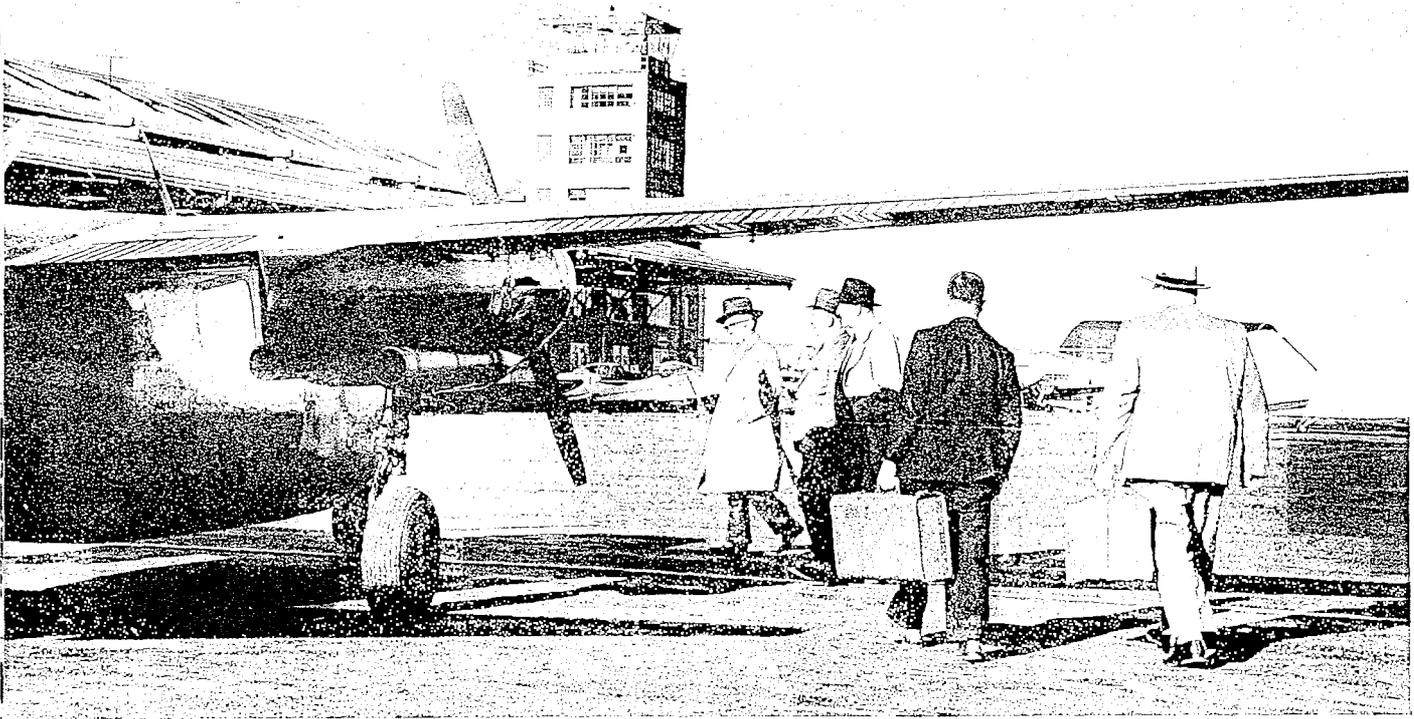
munication equipment. The Civil Aeronautics Administration will install about \$100,000 worth of new equipment in the projected tower in addition to equipment transferred from the present tower. This will give Newark a total of about \$2,500,000 worth of navigational and communications equipment, making it one of the best equipped airports in the world.

The 150-foot tower, to be located in the center of the airport, will offer CAA controllers a better view of all parts of the two active runways at the airport. It will also provide increased space for the radio, radar and other equipment now used by CAA for the safe and efficient handling of air traffic. The CAA will staff the new tower around the clock with a total force of 75 controllers and other specialists.

An air cargo center, scheduled for construction on a 29-acre site in the area between hangars 12 and 14, will be similar in design and operation to the air cargo facility at New York International Airport. It will consist of three cargo buildings with a total of 108,000 square feet of floor space

The first major hangar project at Newark Airport in recent years, United Air Line's two-bay cantilevered hangar (left) neared completion during 1957. The \$3,000,000 structure and adjacent paved areas are expected to be put into operation by March, 1958.





Teterboro Airport, one of nation's busiest handled a total of 240,000 aircraft movements in 1957 and was increasingly used for executive flights. The Port of New York Authority, which purchased Teterboro in 1949, has invested \$9,200,000 in this important facility.

and a cargo service building with 24,000 square feet of floor space. The cargo structures will have ground-level platforms on the aircraft side and truck-bed-high platforms on the ground transportation side, to provide for the rapid and efficient transfer of cargo between truck and aircraft. The service building will house freight forwarders, customs brokers, and other agencies connected with the movement of air cargo.

Newark Airport's location in the industrial heart of Northern New Jersey, and its proximity to major highways, railroads and Port Newark, insure this air terminal's future as one of the nation's leading air freight centers. The completion of the cargo center in 1959 will provide the airport with facilities adequate to serve a large share of the air cargo traffic of the Port District. By the end of 1957, ten airlines and ten air freight forwarders had requested space in the projected center.

LANDING FACILITIES

The Civil Aeronautics Administration, using property provided by the Port Authority, installed a second instrument approach system at the northeast end of instrument Runway 4-22 during 1957.

It will be put in operation early in 1958. This improved system will allow aircraft to make instrument approaches in either direction. It also permits greater adherence to the "preferential" runway system and further reduces the number of landings over populated areas. This installation further reinforces Newark Airport's leadership in aids to safe, efficient flying.

OTHER AIRPORT IMPROVEMENTS

The new 4,500-foot Taxiway B was completed in 1957, supplementing the improvements to Instrument Runway 4-22, which it parallels. This runway is now equipped with two parallel taxiways for about one-third of its length and a single parallel taxiway for its full length.

Taxiway N paralleling Runway 11-29 was also improved during 1957 by the addition of a large holding pad at the west end of the runway. Taxiway P was also extended during the year to provide an alternate direct route from the western-most portion of the paved aircraft apron area to the passenger terminal apron.

A 400-car parking lot north of Port Street was completed during the year at a cost of \$150,000. A one-story building on a 300-by-300-foot site —

in the industrial area originally laid out by the City of Newark around the perimeter of Newark Airport — was completed during the year and leased to Cummins Diesel Sales Corporation for 20 years at an annual rental of \$37,500. The company employs over 300 people at the field.

TETERBORO AIRPORT

Teterboro Airport, which is operated to serve the needs of non-airline aviation activity, handled a total of 240,000 take-offs and landings in 1957, an eight per cent increase over 1956. During 1957, the Port Authority invested a total of \$550,000 in the field, bringing total investment in Teterboro, which was purchased in 1949, to \$9,200,000.

A \$350,000 hangar, constructed for lease to Teterboro School of Aeronautics, was completed. The hangar, located on a three-acre site south of the Administration Building, measures 125 x 130 feet. It will greatly expand the Teterboro School of Aeronautics' facilities for the training of pilots and aircraft mechanics.

Industrial Avenue was extended 3,900 feet at a cost of \$150,000, from its former terminus at the boundary between the Boroughs of Moonachie and Teterboro to Moonachie Avenue. The purpose of the extension is to provide a through street to Route 46, and to add a further access to the airport.

The hangar and Industrial Avenue extension were completed in 1957, substantially ahead of schedule, and \$150,000 devoted to drainage improvements, originally scheduled for completion in June, 1958, are proceeding ahead of schedule.

PORT AUTHORITY-WEST 30th STREET HELIPORT

The Port Authority-West 30th Street Heliport, which is operated as a public heliport by New York Airways, in accordance with an agreement with the Port Authority, served 4,000 passengers in 1957, its first full year of operation. In addition, 1,451,000 pounds of air mail and 10,000 pounds of air cargo moved through the facility. A total of

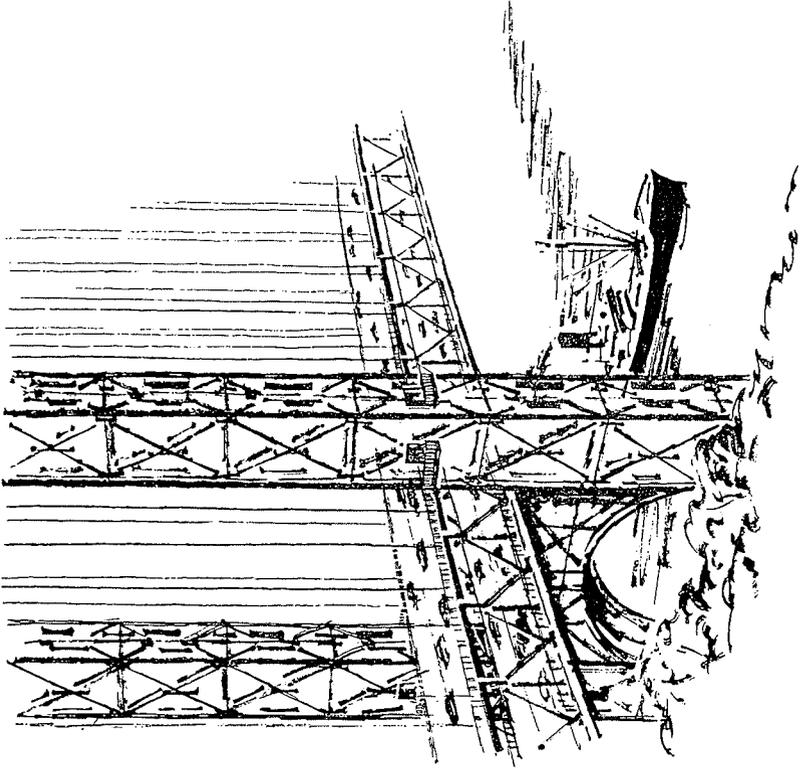
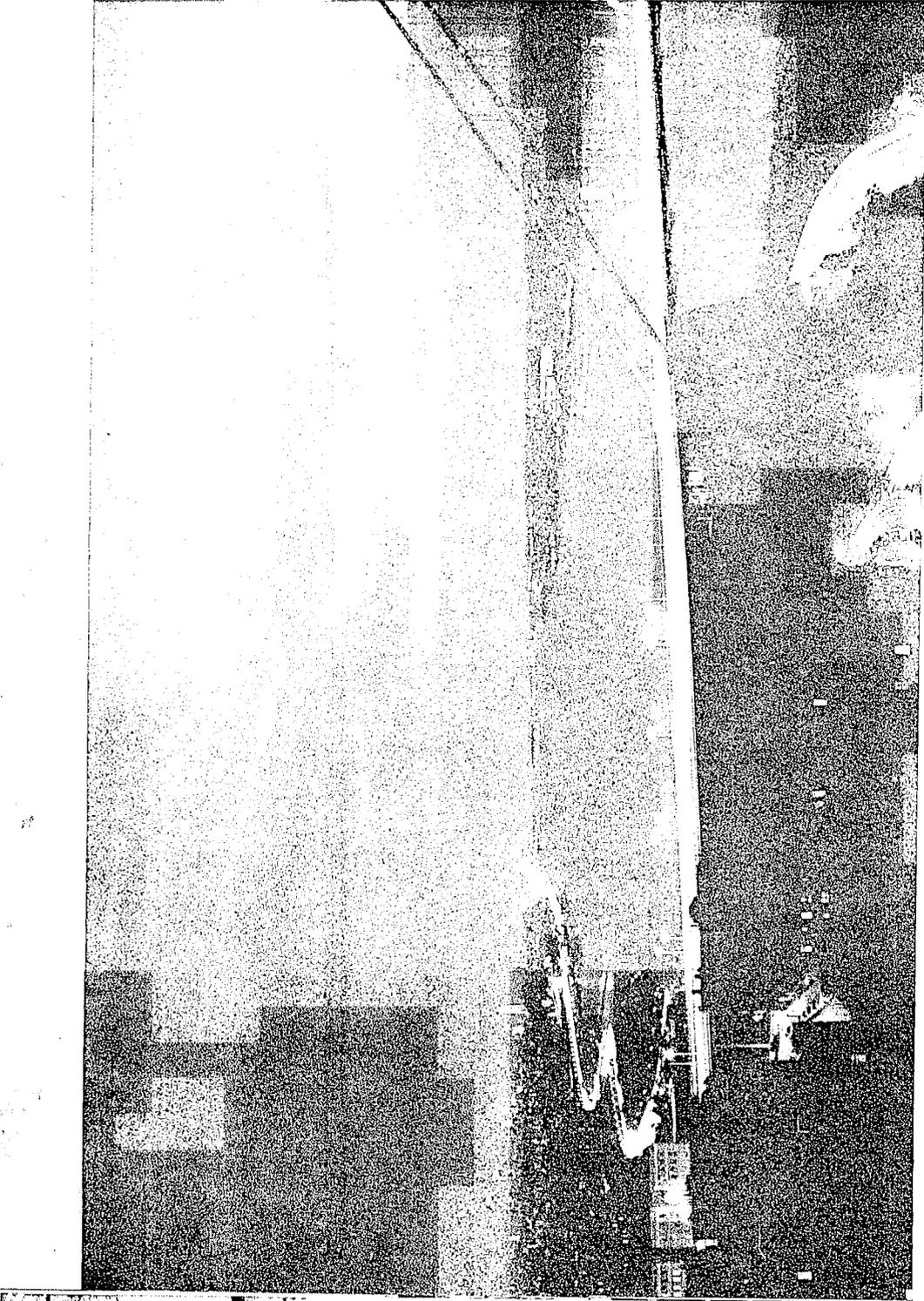
12,900 helicopter landings and take-offs were recorded during the year.

Most heliport passenger activity was on inter-airport service because of the limited public service revenues available to New York Airways. The limited public service revenue available for this pioneering service, plus operational problems with the Sikorsky S-58, forced New York Airways to remove these 12-passenger helicopters from mid-town service. While the heliport is now served by five-passenger S-55 helicopters, New York Airways is planning to re-equip with Vertol helicopters. Expected to be placed in service during the Spring of 1958, these 15-passenger helicopters will triple available passenger service from the heliport.

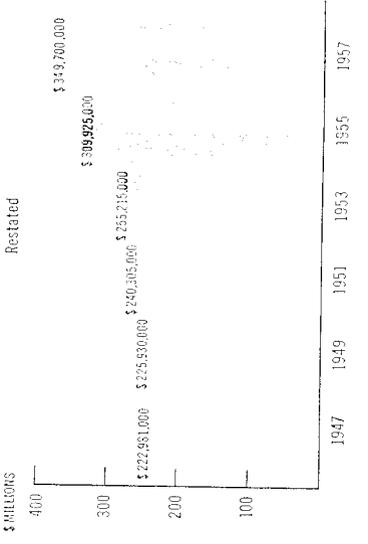
New York Airways is now proceeding before the Civil Aeronautics Board on an application that will permit it to restore and increase its suburban service. The Port Authority is a party in the proceedings in the interest of improved transportation service in the Port District.

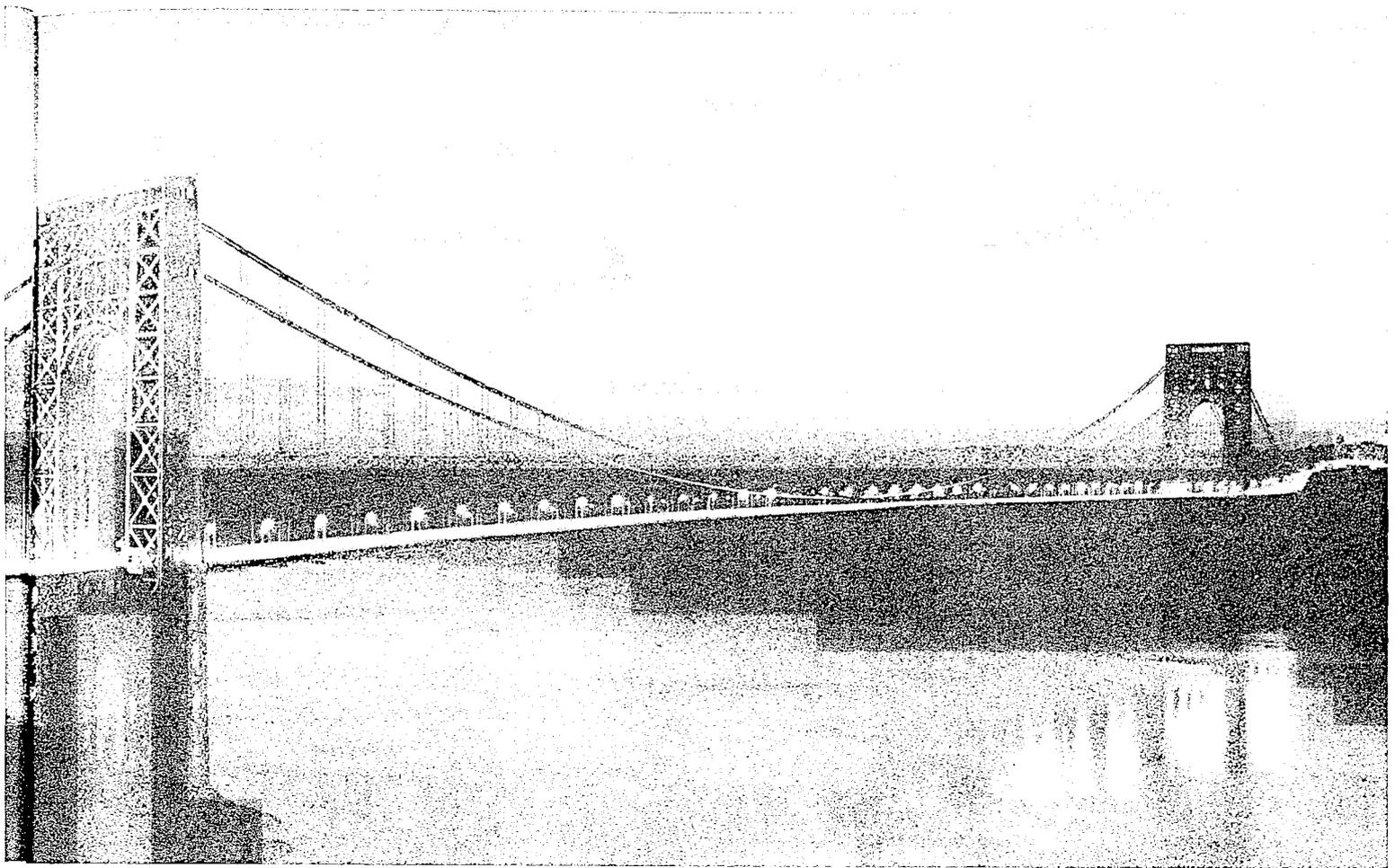
The Port Authority-West 30th Street Heliport, located on the Hudson River's edge, served 4,000 passengers during 1957.





**CUMULATIVE PORT AUTHORITY
INVESTMENT IN TUNNELS AND BRIDGES**





TUNNELS AND BRIDGES

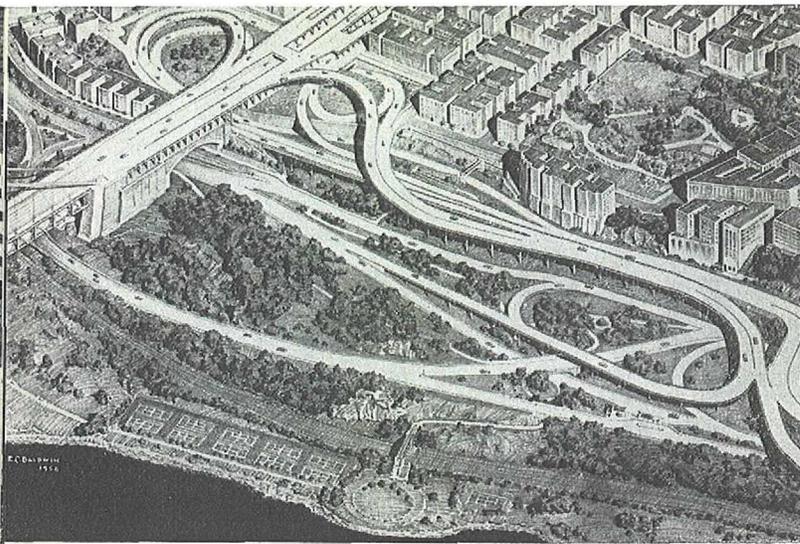
Two great strides toward improved vehicular facilities paced a banner year for the Port Authority's tunnels and bridges. One of these was the opening of the new third tube of the Lincoln Tunnel. The other was the actual commencement of the project to add a second roadway to the George Washington Bridge.

These improvements will be of increasing importance to motorists, truckers and bus travelers and to the general welfare of the people of the two states and the nation in the years ahead.

In 1957, 79,797,079 vehicles crossed the Hud-

son River; it is estimated that 90,000,000 vehicles will use these crossings in 1960 — only three years away. The Port Authority, therefore, has planned or already has put into effect a significant part of the facilities and services necessary to meet these demands and avert congestion.

The activities of the six vehicular crossings, the George Washington Bridge, Lincoln and Holland Tunnels, the Goethals and Bayonne Bridges and Outerbridge Crossing, were directed by Charles H. Taylor, who is Director of the Tunnels & Bridges Department.



On New York side plans for George Washington Bridge second deck included twelve-lane, depressed, trans-Manhattan expressway connecting with major arterial highways. Extensive modification of street and highway connections and construction of a \$13,000,000 bus passenger facility are part of project.

TRAFFIC AND REVENUES FOR 1957

During 1957, 88,051,454 motor vehicles used the six Port Authority vehicular crossings. This represents a 2.2 per cent increase over the traffic for 1956. Gross revenues for the year were \$45,300,000.

The increase in traffic over the Hudson River crossings occurred primarily at the Lincoln Tunnel with a gain of 7.6 per cent over 1956. The major factor in this growth was the expanded capacity of the Lincoln Tunnel following the opening of the Third Tube on May 25, 1957. A sizeable amount of traffic was diverted to the Lincoln Tunnel from the Holland Tunnel and the George Washington Bridge. The George Washington Bridge achieved a record total of 35,810,000 vehicles despite the diversions from this crossing not only to the Lincoln Tunnel but also to the Tappan Zee Bridge of the New York State Thruway. Traffic at the Holland Tunnel was down to 20,732,391 vehicles, as compared with the previous year's 20,847,672. Altogether, the three Hudson River crossings recorded an increase of 1,807,000 vehicles or 2.3 per cent over last year.

Diversions to the Newark Bay Bridge continued to diminish total traffic volume over the Staten Island Bridges as this New Jersey Turnpike Authority facility completed 21 months of operation. The Bayonne Bridge, which felt the full effect of these diversions, fell below its 1956 volume by 2.9 per cent. The Outerbridge Crossing also experienced a slight decrease from 1956. A strong

growth in traffic volume at the Goethals Bridge, however, resulted in an increase of 3.7 per cent over last year. The three crossings achieved a slight increase over 1956 of 47,500 vehicles (0.6 per cent). Investment in the six crossings was increased in 1957 by \$15,800,000 which brings the total tunnel and bridge investment to \$349,700,000.

LINCOLN TUNNEL PARKING LOT

Utilization of the Lincoln Tunnel Parking Lot continued to increase through the year, the annual volume reaching 300,114 cars which is 42 per cent greater than that of 1956. The lot was constructed to relieve congestion at the Lincoln Tunnel and to provide a convenient service for motorists.

GEORGE WASHINGTON BRIDGE - LOWER LEVEL

The Port Authority's plans to provide traffic relief through an additional six-lane lower level to the George Washington Bridge and expansion of the approaches in both New Jersey and New York moved close to actual construction during 1957. Demolition of buildings on the New York approaches was started by the end of 1957.

The project, to cost an estimated \$182,000,000,

TRAFFIC	G WASHINGTON BRIDGE		
	1955	1956	1957
AUTOMOBILES	32,584,442	32,402,365	32,648,449
BUSES	671,547	640,046	659,429
TRUCKS	2,518,719	2,481,174	2,502,136
TOTAL VEHICLES	35,774,708	35,523,585	35,810,014

was one of the major recommendations made in the Joint Study of Arterial Facilities in the New York-New Jersey Metropolitan Area announced jointly by the Port Authority and the Triborough Bridge & Tunnel Authority in January, 1955.

Detailed design on this essential project has been commenced and actual construction will get under way early in 1958. It is expected that the lower deck with its greatly improved approaches will be open to traffic by the end of 1962.

EXPRESSWAY PART OF PROJECT

The plans for the New York approaches include a twelve-lane, depressed trans-Manhattan expressway crossing upper Manhattan between 178th and 179th Streets. This expressway will lead to a new bridge across the Harlem River to be constructed by the New York State Department of Public Works with Federal Aid. The new Harlem River Bridge in turn will connect directly with the Cross Bronx and Major Deegan Expressways to complete an important arterial network in this region. The project includes extensive modifications to the existing connections on the west side of Manhattan leading to and from the Henry Hudson Parkway, Riverside Drive and local Washington Heights streets.

In addition, plans for the New York approaches

call for construction of a \$13,000,000 bus passenger facility over the expressway in the blocks between Fort Washington Avenue and Wadsworth Avenue. This facility will be capable of handling 255 bus departures in the peak hour and will accommodate all uptown interstate bus lines. Construction of the bus passenger facility will make possible the removal from Washington Heights streets of those interstate suburban buses using existing terminals in the 166th Street-167th Street area.

Early in 1957, plans for the New York City street connections were reviewed with city agencies and Washington Heights civic groups in advance of a public hearing before the City Planning Commission in May. The City Planning Commission reported the plans favorably to the Board of Estimate which conducted its own hearing on the project in June and officially approved the Manhattan street connection plans at that time.

EXTENSIVE IMPROVEMENTS IN NEW JERSEY

On the New Jersey side of the bridge, the Port Authority and the Borough of Fort Lee reached an understanding under which the Port Authority will finance and construct a new \$2,000,000 marginal street system and a 600-car municipal park-

															
LINCOLN TUNNEL			HOLLAND TUNNEL			STATEN ISLAND BRIDGES			ALL CROSSINGS						
1955	1956	1957	1955	1956	1957	1955	1956	1957	1955	1956	1957				
16,367,512	16,654,298	17,954,546	14,972,463	15,472,865	15,376,417	7,362,694	7,327,770	7,349,888	71,287,111	71,857,298	73,329,300				
1,997,435	2,060,535	2,185,917	128,816	137,362	146,784	67,259	51,236	50,256	2,865,057	2,889,179	3,042,386				
2,976,195	2,904,013	3,114,211	5,136,254	5,237,445	5,209,190	850,494	827,858	854,231	11,481,662	11,450,490	11,679,768				
21,341,142	21,618,846	23,254,674	20,237,533	20,847,672	20,732,391	8,280,447	8,206,864	8,254,375	85,633,830	86,196,967	88,051,454				

ing lot to cost about \$415,000 in connection with the approach improvements required in the double decking of the George Washington Bridge. The Port Authority will also build a new administration building between Center Avenue and Lemoine Avenue immediately south of the new marginal street to serve expanded operations of the enlarged bridge. Upon completion of the new building, the Port Authority will dispose of and return to the tax rolls the property occupied by the present administration building.



Port Authority construction plans for New Jersey approaches to George Washington Bridge second deck include \$2,000,000 system of marginal streets and a new administration building.

The new marginal street system in Fort Lee will include a new 60-foot-wide street extending from Lemoine Avenue to Hudson Terrace within an 80-foot right-of-way. The municipal parking lot, bounded by Lemoine Avenue, Main Street, Center Avenue and the new administration building, will comprise 500 metered parking spaces and 100 non-metered spaces to be made available to the Port Authority for its own use.

The facility is expected to return revenues in the vicinity of at least \$33,000 annually to the Borough of Fort Lee after the Port Authority has recovered its annual debt service on the facility.

Improvements in New Jersey also include two new plaza areas flanking the existing plazas, one on the south for eastbound traffic and one on the north for westbound traffic. The completed ap-

proach system will provide access to and from both levels of the George Washington Bridge as well as existing state highways US-46, US-1, US-9W, NJ-4 and Palisades Interstate Parkway. The New Jersey approaches are to connect with the proposed Bergen County Expressway, an east-west limited-access highway between NJ Route 4 and US Route 46. It is currently under design by the New Jersey State Highway Department. The state's share of the Bergen County portion of this new interstate highway (which is part of the National System of Interstate Highways eligible for 90 per cent Federal Aid) will be contributed by the Port Authority.

Following these actions in both states in the early part of 1957, the Port Authority Board of Commissioners in July approved submission of official plans to the New Jersey and New York Governors. Governor Averell Harriman approved the New York approach plans in August, followed in September by Governor Robert B. Meyner's approval of the New Jersey plans. Final clearance was obtained in September when the Department of the Army agreed to a modification in the original Federal Permit of 1926 for construction of the two-level George Washington Bridge. This action paved the way for a start on the program of property acquisition and tenant relocation.

TENANT RELOCATION PROGRAM UNDERWAY

By the latter part of 1957, the Port Authority had commenced property acquisition and relocation of tenants on the Manhattan side of the bridge. Title to property needed in the Washington Heights-upper Manhattan area vested in the Port Authority in October. This property includes 82 improved parcels, most of which are five-story walk-up apartments housing 1,824 families.

The tenant relocation program put into effect is similar to the one successfully used by the Port Authority in the Lincoln Tunnel Third Tube area where 817 families were relocated without a single eviction. The central features of the program are to establish good working relationships with ten-

ants, to determine what their relocation requirements are, and to assist them in every way (including financial help) to find new living quarters.

As a first step, a relocation office is established in the area. This office is staffed by competent, courteous Port Authority personnel. Continuous contacts are made with the tenants by this staff. Not only are tenants paid a bonus for moving, but, in accordance with a standard schedule, payments are made which generally cover moving expenses and decorating costs.

To assure the availability of apartments for relocating tenants, the Port Authority has enlisted the aid of several hundred real estate brokers. These brokers receive a broker's commission from the Port Authority for making such apartments available. Finder's fees are also paid by the Port Authority to landlords who execute contracts with the Port Authority for aiding in the relocation program.

It is anticipated that this relocation program, the largest ever undertaken by the Port Authority, will take approximately three years to complete. By the end of 1957, some 500 families had been relocated.

LINCOLN TUNNEL THIRD TUBE OPENED TO TRAFFIC

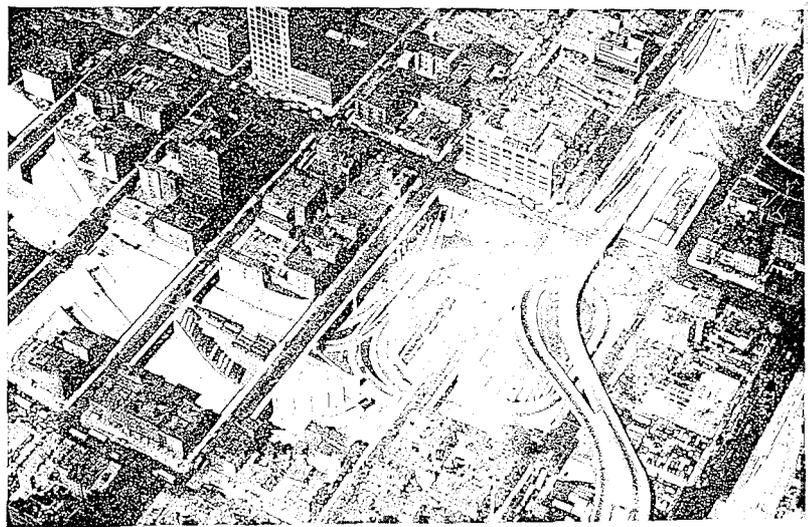
The opening of the \$95,000,000 Third Tube

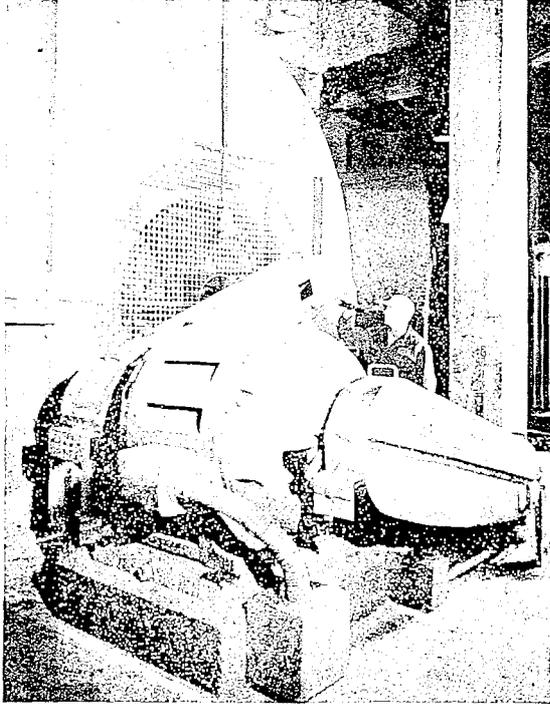
of the Lincoln Tunnel on May 25 inaugurated the only three-tube underwater tunnel operation in existence. The two-lane Third Tube increases the Lincoln Tunnel's annual traffic capacity by 50 per cent and brings to 18 the number of trans-Hudson traffic lanes now available for vehicular traffic (four at the Holland Tunnel, six at the Lincoln Tunnel and eight at the George Washington Bridge).

The expanded facility provided immediate relief for trans-Hudson traffic as evidenced by seven months of three-tube operation. Traffic stoppages due to vehicular breakdowns in the tunnel have been reduced by ten per cent and delays on approaches to the Lincoln Tunnel have been all but eliminated. This under-river crossing has permitted suburban bus companies to improve and speed service, with appreciable savings, while thousands of commuters have benefited from reduced traveling time.

In connection with the Third Tube, expanded approach roadways were provided in New York and New Jersey. In New Jersey, the Port Authority expended \$11,500,000 for the widening of the approach ramp and the North Bergen Viaduct. Included in this expenditure was a new center ramp for traffic to and from local streets and the widening of the tunnel plaza from 13 to 18 lanes. In Manhattan, the Port Authority expended \$23,500,000 for improvements to existing street connections, including the construction of the

To open \$95,000,000 Lincoln Tunnel Third Tube (in the group photograph below, left), New Jersey Governor Robert B. Meyner, Port Authority Chairman Donald V. Lowe and New York Governor Averell Harriman throw switch turning on tunnel's lights. Weehawken, New Jersey Mayor Charles F. Krause, Jr. (far left) and New York City Mayor Robert F. Wagner (far right) watch ceremony held May 25, 1957. As seen in the aerial photograph below, right, part of the Lincoln Tunnel project was the Lincoln Tunnel Expressway and improved street connections in Manhattan. Costing \$23,500,000, they were opened in February, 1957.





Holland Tunnel's \$800,000 fan motor replacement program was completed in 1957. The 120 new motors activate fans which change air in the tunnel every one and a half minutes.

\$11,000,000 Lincoln Tunnel Expressway extending between the tunnel and West 30th Street. The expressway was opened on February 19, 1957.

Third Tube dedication ceremonies took place just four years and eight months after the day on which ground-breaking ceremonies occurred. Governor Averell Harriman of New York, Governor Robert B. Meyner of New Jersey, Mayor Robert F. Wagner of New York and Mayor Charles F. Krause, Jr., of Weehawken headed the list of participants. Ceremonies were presided over by Port Authority Chairman Donald V. Lowe. The new tube was officially placed into service with the throwing of a master switch to illuminate the tunnel and with the cutting of a ceremonial ribbon by Governors Harriman and Meyner, Mayors Krause and Wagner and Chairman Lowe.

Considerable advance planning was necessary to insure an efficient, flexible service for patrons utilizing the Lincoln Tunnel. Provisions had to be made so that center-tube traffic, using both lanes, could

move east one way, or in two directions simultaneously, or west one way. Directional changes in these flow-patterns had to be available at a moment's notice. These unique features made planning critically complex, but were effectively accomplished. Plans providing for 27 different operating conditions were developed in detail, after which a training program was conducted to insure familiarity with all the features of these plans, the new plant, and the traffic control equipment.

The nerve center of the three-tube operation is an indicating and control panel developed specifically for this installation. The 33-foot-long panel registers or controls traffic signals, 80 multi-stage fan motors, circuit breakers and carbon monoxide analysers as well as the many signs and signals on the complex network of approaches to the tunnel. Over 500 push-buttons operate the red, green and amber traffic lights in the three tubes.

Traffic volumes for the Lincoln Tunnel's seven-month three-tube operation have increased ten per cent as compared to a similar period in 1956.

MODERNIZATION CONTINUES AT THE HOLLAND TUNNEL

The \$800,000 fan motor replacement program at the Holland Tunnel — begun in 1953 — was completed this year with the installation of the last of 120 new fan motors. These motors, with ratings up to 200 horsepower, supply the power necessary for the ventilation of the tunnel: they activate huge fans which send fresh air into the tunnel and draw out the exhaust fumes, completely changing the air each one and a half minutes. In some instances, a single speed motor has been replaced with both a high speed and a low speed motor to provide optimum service at various speeds.

Also completed in 1957 was the \$196,000 New York Plaza Improvement Program which included the installation of eight new "left-hand" toll booths covered by a protective canopy, and new mercury vapor lighting throughout the plaza area. These new booths — replacing the old bronze booths which had been in use for 30 years — present a neat, modern appearance, and provide conveni-

ence for both the patrons and the toll collectors. A similar improvement to the New Jersey Plaza of the Holland Tunnel was completed in 1954.

AUTOMATIC TOLL COLLECTION EQUIPMENT TESTED

Trial of automatic toll collection equipment began at the George Washington Bridge on August 6th as part of the continuing effort to provide more convenient service for patrons, to improve traffic handling capabilities and to reduce operating costs. Designed for passenger-car patrons with exact change, the installation totals four machines, two in the New Jersey-bound lanes and two in the New York-bound lanes.

Tests are expected to continue into 1958 at which time an evaluation will be made of the installation to determine its possible permanent utilization at the George Washington Bridge and other facilities.

IMPROVEMENTS AT STATEN ISLAND BRIDGES

During the year, the Goethals Bridge roadway and the main span roadway of the Bayonne Bridge were resurfaced at a cost of \$18,600. This low cost resurfacing was accomplished through the application of a one-half inch coating of Silica Sand Asphalt, rather than the standard three-inch-thick asphaltic concrete. A comparatively new development in roadway resurfacing, tests have shown that this material offers durability and other required qualities.

The use of this one-half inch topping instead of repaving with standard asphaltic concrete obviated replacement of expansion joints at the Bayonne Bridge and raising the existing joints at the Goethals Bridge as well as raising the roadway drains on each bridge. Total savings through elimination of this work and reduced material requirements was \$175,000.

Modernization of the roadway lighting was also accomplished this year at the Goethals Bridge by replacing the incandescent lights with mercury

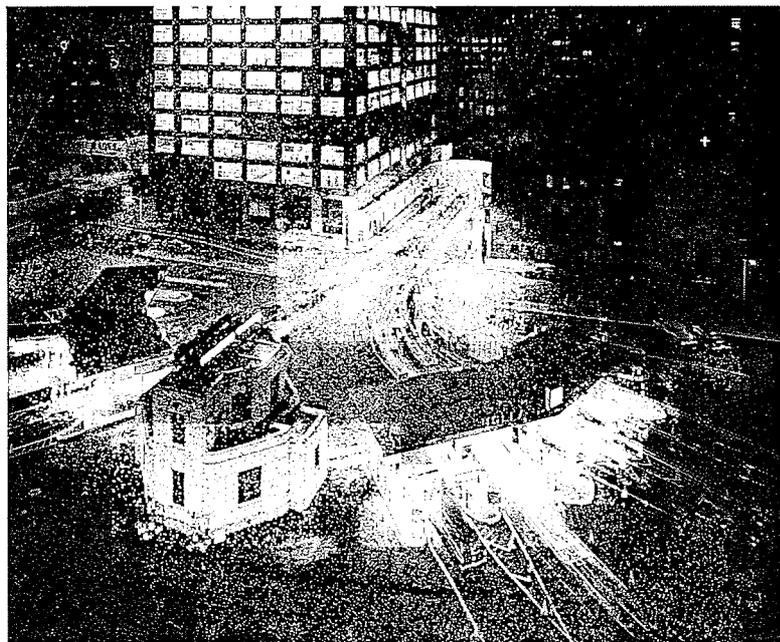
vapor lamps. These lamps provide added safety and convenience for patrons.

STUDY METHODS OF INCREASING PEAK HOUR CAPACITY OF TUNNELS

Constantly growing traffic at the Hudson River Crossings over the past few years has strained the capacities of Port Authority bridges and tunnels. Continual efforts have been exerted to increase operating capacities of these facilities — particularly during those “peak hours” when traffic is heaviest.

Some steps taken include improved tunnel lighting, adjusted methods of feeding traffic into the tunnels and a program requiring trucks to maintain a higher minimum speed. The Tunnels and Bridges Department has been collecting data on vehicle speeds within the Holland and Lincoln Tunnels to identify and measure factors which restrict maximum flows through the tunnels. The American Institute for Research, a non-profit consulting organization, was retained to study the relation between tunnel environment and driver behavior.

New York Plaza of the Holland Tunnel was modernized in 1957 at cost of \$196,000, with installation of eight new toll booths with protective canopies and mercury vapor lighting.



Results of the Institute's study are being integrated with analyses made by the Port Authority staff to determine and test the best methods for easing the peak hour flow of traffic.

HAZARDOUS CARGO PROGRAM

The Port Authority — in order to promote safety and insure maximum protection to life and property — has prescribed regulations governing the transportation of explosives and other dangerous articles through its tunnels and across its bridges. Under the program for control of the movement of hazardous cargoes, the Port Authority enforces these regulations by inspecting vehicles for dangerous commodities. Also conducted is an education program through which trucking firms, shippers and manufacturers are informed of our safety requirements. In 1957, over 300,000 vehicles were inspected at our Hudson River Crossings.

ANNUAL HOLLAND TUNNEL SAFETY "BLOCK" PARTY FOR JERSEY CITY CHILDREN

The second annual Holland Tunnel Safety "Block" Party for neighboring Jersey City children,

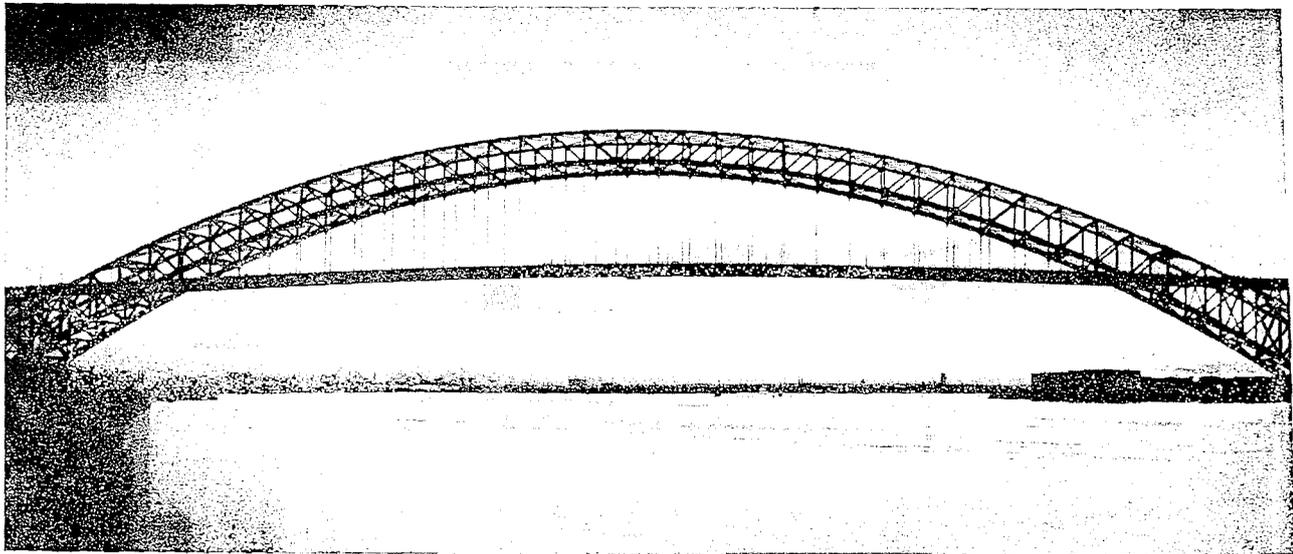
co-sponsored by the Port Authority and Jersey City Police, was held on September 11, 1957. Approximately 1,200 children attended the party where safety films and cartoons were shown. The parties, which were initiated in 1956, have been successful in fostering and maintaining the safety-mindedness of Jersey City children.

NARROWS BRIDGE

The year 1957 was marked by a number of steps toward realization of the two-level \$300,-000,000 Narrows Bridge. This strategic arterial highway link spanning the entrance to New York Harbor was proposed jointly by the Port Authority and the Triborough Bridge & Tunnel Authority in 1955. An agreement was reached during the year with the Department of the Army relative to the use of portions of Federal lands in Fort Wadsworth, Staten Island and Fort Hamilton, Brooklyn for the bridge approaches. Among other things, the agreement calls for the reconstruction of those military facilities which will be displaced by the bridge approaches and the construction of certain military facilities affected by the bridge which must be relocated to off-base sites.

The Department of the Navy, during 1957, ap-

The Kill Van Kull, spanned by the handsome arch of the Bayonne Bridge, is one of the Port of New York's important industrial waterways. The busy Kill Van Kull links the Upper New York and Newark Bays and the deep-water channel of the Arthur Kill.



proved the grant of an easement and right of entry to Navy-owned Fort Lafayette, an island off shore near Fort Hamilton which is planned as site for the Brooklyn tower of the bridge. In the latter part of 1957, the Department of the Army granted the Triborough Authority a modification of its original permit of 1949 to build the twelve-lane structure, the present plan having a center suspension span of 4,260 feet and a vertical clearance at mid-span of 218 feet above mean high water.

During the year, the New York City Board of Estimate approved the alignment of the Clove Lakes Expressway on Staten Island, a seven-mile arterial highway to be built with Federal Aid by the New York State Department of Public Works. This expressway will link the proposed Narrows Bridge with the Port Authority's Goethals Bridge.

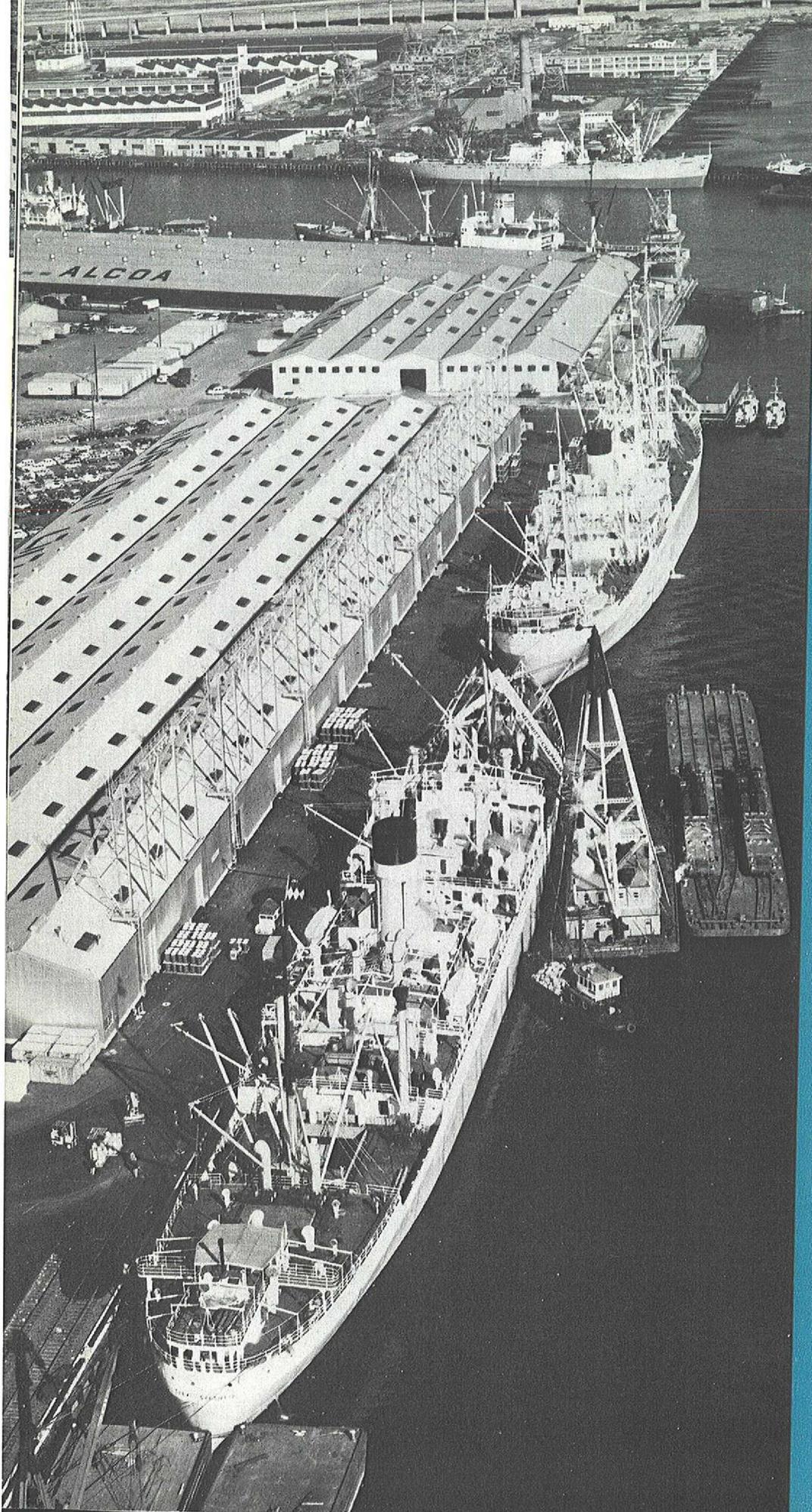
In Brooklyn, the northern section of the Gowanus Expressway extending from the vicinity of 60th Street to the Brooklyn Battery Tunnel was approved by the Board of Estimate as a part of the National System of Interstate Highways, also a Federal-state project. Awaiting approval by the Board of Estimate at the close of 1957 is the connecting expressway link between 60th Street and the bridge approaches at 92nd Street.

There is hope that construction of this great arterial project with its system of Federal Aid expressways can get underway in the near future

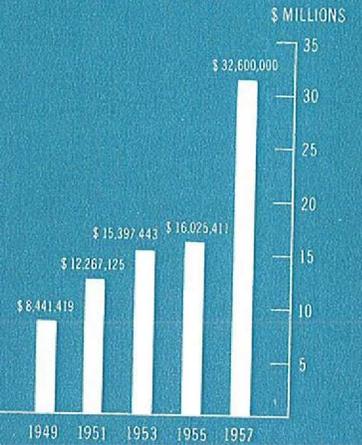
following final approval of the expressway plans required by the New York City Board of Estimate. The Narrows Bridge is expected to be opened to traffic five years after ground-breaking.

Its distinctive cantilevered span an area landmark, the Goethals Bridge was resurfaced in 1957, as was the Bayonne Bridge main span roadway, with special material permitting savings of \$175,000. It joins Staten Island with Elizabeth, N. J.



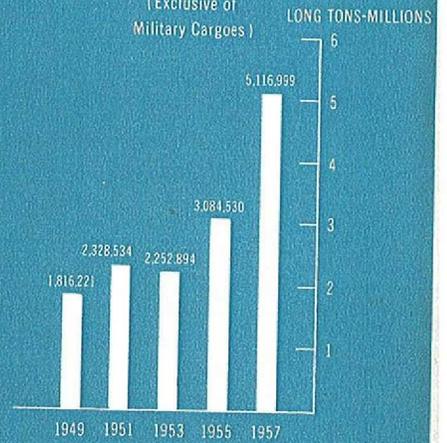


**P.A. MARINE TERMINALS
PAYROLL**



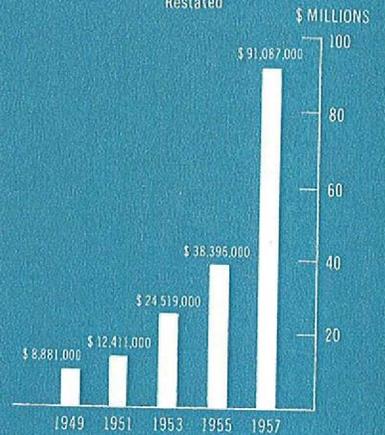
**P.A. MARINE TERMINALS
TONNAGES**

(Exclusive of
Military Cargoes)

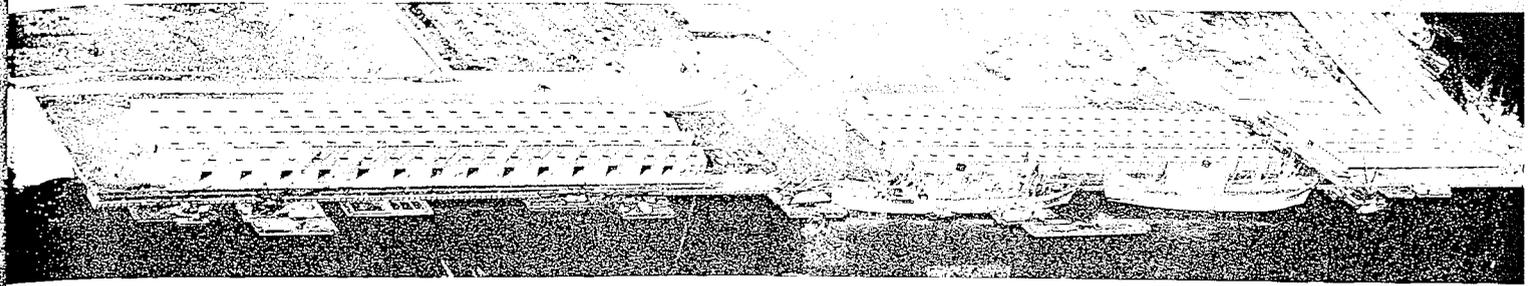


**P.A. CUMULATIVE INVESTMENT
IN MARINE TERMINALS**

Restated



Note: P.A. Operation of
Hoboken - Port Authority Piers
began October, 1952; of
Brooklyn - Port Authority Piers,
March, 1956



At left, first cargo ships tie up at one of two new sheds at Port Newark's Norton, Lilly Terminal. Above, Norton, Lilly's \$10,000,000 new terminal (foreground) provides four ship berths along 2,400-foot wharf and ample shedded cargo space, office, garage and paced areas.

MARINE TERMINALS

Building efficient, self-supporting marine facilities to meet the demands of expanding waterborne commerce is a major challenge to those directly responsible for providing them. And nowhere is this challenge being met more vigorously than in the New Jersey-New York Harbor. The Port Authority in 1957 alone, devoted \$26,500,000 toward waterfront development programs aimed at fortifying New York's supremacy among United States seaports.

The construction of these marine terminal facilities creates millions of dollars in annual savings for shippers and steamship and truck operators. Just as important as savings, the new, modern piers are critically essential in helping the Port of New York compete with other ports. Compared with the older and smaller piers, the wide, new piers give faster ship and truck turn-around-time, they reduce port operating costs and provide superior facilities with safer working conditions for labor.

The four marine terminal areas operated by the Port Authority include Port Newark, the Port Authority Grain Terminal and Columbia Street Pier, the Hoboken-Port Authority Piers, and the Brooklyn-Port Authority Piers. These facilities are administered by Marine Terminals Department Director A. Lyle King.

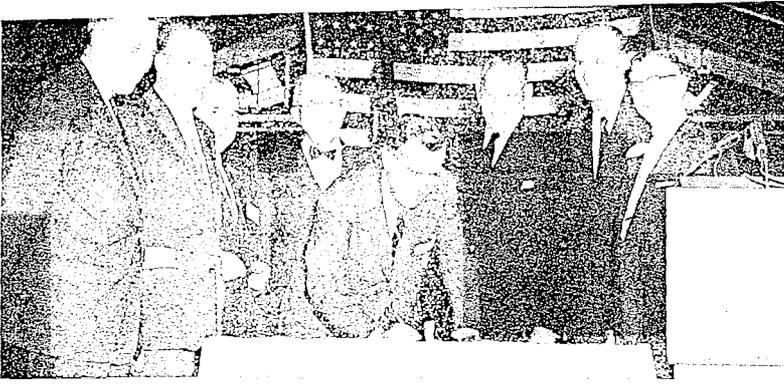
The total number of piers in operation at the four facilities comprise 20 per cent of the usable

deep-water general cargo piers in the port. During 1957, the Port Authority spent \$26,500,000 in modernizing these facilities, making a total of \$91,100,000 spent by the agency in waterfront improvements in the New Jersey-New York Port since 1945. This is nearly 59 per cent of total post-war expenditures for all improvements along the Port of New York's waterfront by all port interests, both public and private. The Port Authority has budgeted over \$25,000,000 for further marine development in 1958. During 1957, its four self-supporting pier facilities earned gross revenues of \$10,200,000.

These four facilities handled a total of 5,116,999 tons of cargo valued at \$1,900,000,000 in 1957, of which 3,851,200 tons or 75 per cent, was general cargo. The amount of general cargo is important since it provides substantially more waterfront employment than bulk cargo.

The combined Port Authority marine facilities handled 25 per cent of the general cargo, 53 per cent of the lumber, 43 per cent of the scrap metal, 54 per cent of the export grain, 42 per cent of the cork and 99 per cent of the woodpulp that moved through the New York-New Jersey Harbor in 1957.

Employment was provided for 7,600 persons who earned a gross annual income of approximately \$32,600,000 at these four marine installations. In addition, an average of at least 1,000 workers



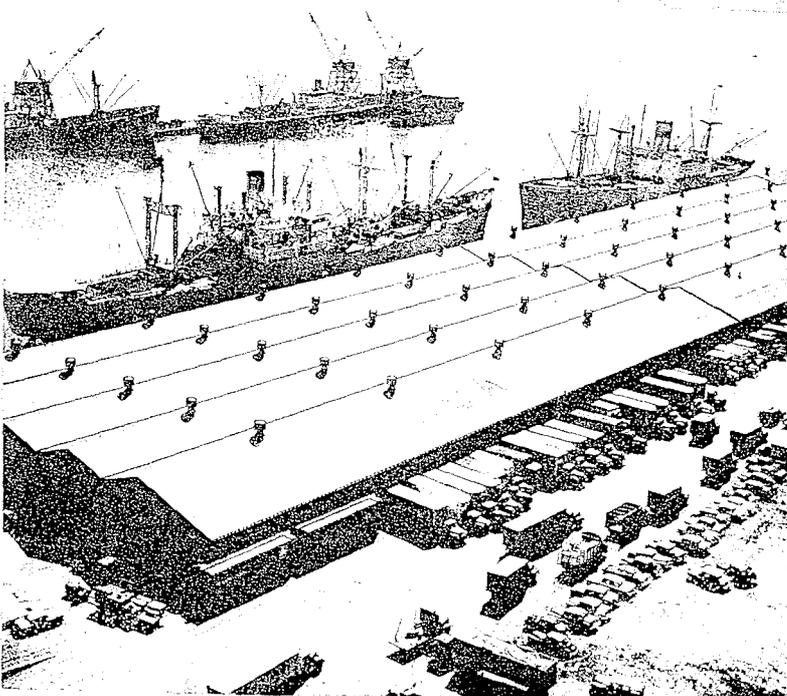
New Jersey's Governor Robert B. Meyner (center), signs scroll in ceremony marking opening of Port Newark's Norton, Lilly Terminal. Waiting their turns are (from left): Edward A. Curtis, First Vice President, Newark Chamber of Commerce; Newark Fire Commissioner James T. Owens; Port Authority Executive Director Austin J. Tobin; Port Authority Chairman Donald V. Lowe; Skeffington Norton, Partner, Norton, Lilly & Co.; Anthony B. Akers, Regional Director, New York State Department of Commerce; and, at far right, Thomas E. Stakem, Jr., Vice-Chairman of the Federal Maritime Commission.

earning \$8,000,000 a year were employed on marine construction projects at the Brooklyn and Port Newark facilities.

PORT NEWARK

Rapid progress on large-scale construction projects plus substantial expansion in vessel and commercial services made 1957 one of the most active periods in the history of Port Newark. During the year, a bulk wine terminal, a cargo terminal building and the Norton, Lilly & Company terminal were finished and considerable progress made towards completion of a three-berth terminal. The first stage of a new cargo distribution center was undertaken.

The Alcoa Steamship Company leased a two-berth terminal on Port Newark Channel in 1957. The company plans 104 yearly cargo sailings to Caribbean and South American ports.



During 1957, the Port Authority spent \$16,400,000 in waterfront construction at Port Newark, bringing total Port Authority investment in the seaport since undertaking its operation in 1948 to \$43,000,000.

NORTON, LILLY TERMINAL DEDICATED

Dedication of Norton, Lilly's \$10,000,000 four-berth terminal highlighted the year's activities. Taking part in the ceremonies on October 16, 1957, were Governor Robert B. Meyner of New Jersey, Anthony B. Akers, Regional Director of the New York State Department of Commerce who represented Governor Averell Harriman of New York, Thomas E. Stakem, Jr., member of the Federal Maritime Board, Newark Fire Commissioner James T. Owens, representing Mayor Leo Carlin of Newark, and Skeffington Norton, partner in the Norton, Lilly firm. Norton, Lilly & Co., has leased the terminal for ten years at a self-supporting rental.

At the time of the dedication, one of the two cargo terminal buildings (each 880 feet long and 200 feet wide), most of the 2,400-foot-long wharf, the 8,000-square-foot, two-story Norton, Lilly office building, the stevedore's garage and much of the paving and utilities installation were completed and in operation. By the end of the year, work on the second cargo terminal building, the wharf and associated facilities was completed.

A portion of the Norton, Lilly operations, which brought Port Newark its first regular foreign common carrier service, was transferred to two general cargo berths at Port Newark in March, 1957. One of these temporary berths is the new \$1,600,000 Building 145 which was completed in 1957.

When the entire new terminal is in full operation, it is expected to handle some 400,000 tons of general cargo annually, employ 500 persons and add \$2,000,000 to the seaport's annual payroll.

WINE FACILITY IN OPERATION

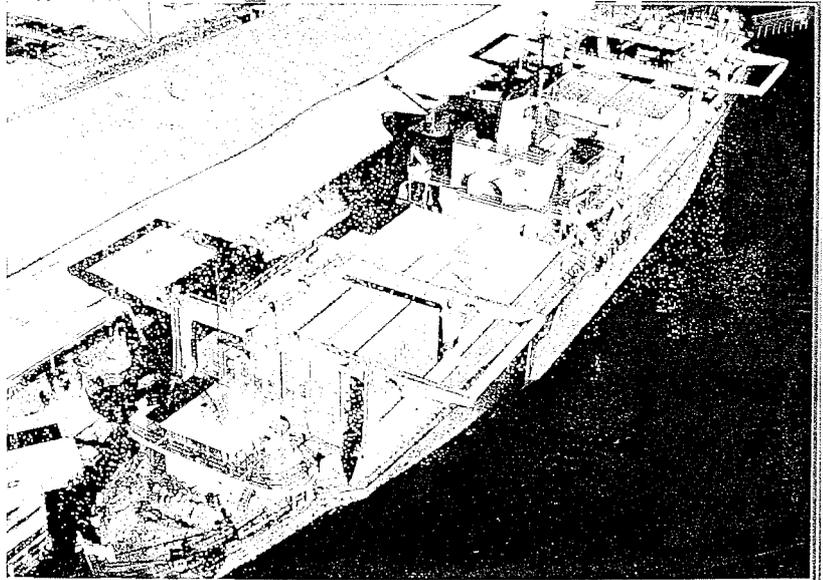
Port Newark became the site of the first waterfront bulk wine terminal in the New Jersey-New

York Harbor when United Vintners, Inc., (producer of Petri and other wines) put its new \$1,200,000 wine terminal into operation in the Fall of 1957. The terminal was built by the Port Authority for the tenant and includes facilities for the berthing of a tanker, the *Angelo Petri*, specially adapted for the carriage of wine in bulk. The wine is pumped through overhead, stainless steel pipelines 800 feet long from the wharf to a newly-constructed building which houses the offices, storage tanks and bottling facilities of the company. The *Angelo Petri* arrived in Port Newark on October 8, 1957, and discharged the first cargo of wine, almost 1,400,000 gallons. United Vintners itself invested \$750,000 in special equipment, including the pipelines, stainless steel tanks and bottling machinery.

FURTHER CONSTRUCTION AT PORT NEWARK

Major progress was made during 1957 on other construction projects at Port Newark. By the end of the year, about 85 per cent of the \$6,100,000 three-berth terminal in the former Army Base Area on the north side of the channel was completed. Construction of this new facility represents the first step by the Port Authority in the complete redevelopment of this area, originally built in 1918.

Also during 1957, construction started on four new cargo distribution buildings at a cost of \$4,400,000. Containing a total area of 412,160 square feet of covered space, they are being built in advance of leasing to expedite their availability to meet the demand for distribution space at the seaport. In August, 1957, the task of paving and installing utilities along Tyler Street was initiated. On completion early in 1958, this street will provide the port with a second major east-west service highway in the rapidly expanding southerly section of Port Newark. Also in 1957, the \$1,400,000 installation of new water lines and pumping stations as part of the improved water distribution and fire-fighting system at Port Newark progressed rapidly. Substantial progress also was made on construction of a new service building for the



One of Pan-Atlantic Steamship Corporation's converted cargo vessels, which handle 226 trailer-size containers with self-contained gantry cranes, is seen at Pan-Atlantic's new leasehold at Port Newark. In 1957, 226,999 tons of cargo moved through Port Newark via this efficient and remarkable freight operation.

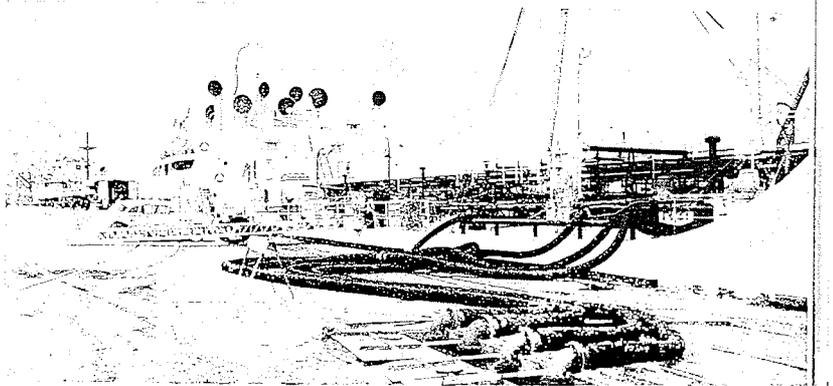
Towmotor Company, manufacturer of cargo-handling equipment. It will be completed by January 31, 1958.

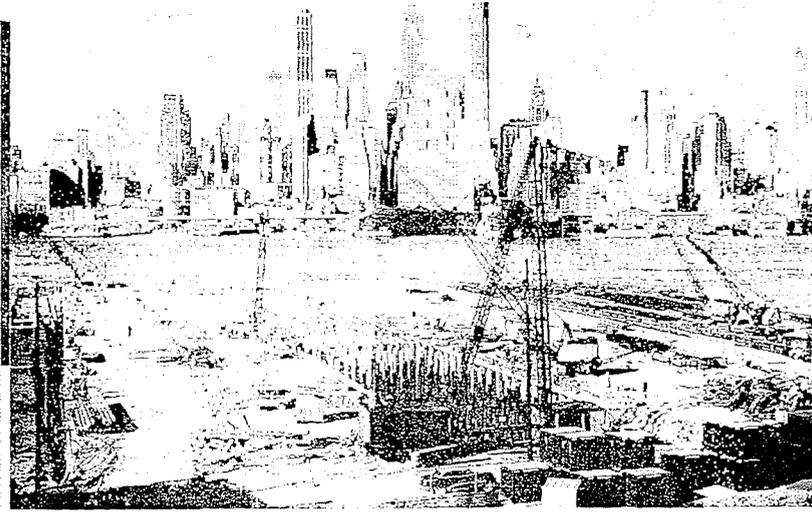
MAJOR LEASES EXECUTED

During 1957, other major steamship and commercial organizations became new tenants at Port Newark. The Alcoa Steamship Company occupied a two-berth terminal July 1st under a five-year lease and began immediate service from Port Newark to Puerto Rico, Venezuela, the Virgin Islands, Trinidad, the Guianas and the Leeward and Windward Islands. The company expects to have 104 sailings a year from Port Newark.

Renault, Inc., signed a three-year lease with the Port Authority in June, 1957, for two cargo sheds and the use of adjacent vessel berths. The site is used as the exclusive importation point for about 20,000 French built Renault cars destined annually for distribution in the eastern United States. Vessels of United States Lines, the French Line and Cosmopolitan Line frequently call there to

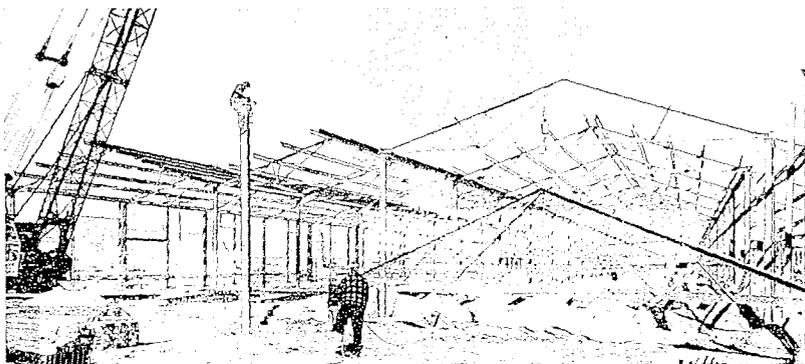
Wine tanker "Angelo Petri" discharged 2,400,000 gallons of wine carried in its first shipment to Port Newark's new, \$1,200,000 United Vintners' wine terminal on October 8th.





Construction of \$5,100,000 Pier 2 of the Brooklyn-Port Authority Piers, was 45 per cent complete by the end of 1957.

Erection of steel framework at Pier 11, Brooklyn-Port Authority Piers, was major step toward completion of the terminal.



discharge the French cars. During 1957, Port Newark attained stature as a major port-of-entry for foreign cars, handling 19,974 Volkswagens, Renaults, Volvos, English Fords, Hillmans, Anglias, Prefects and other makes between March 11th, when the port received its first shipment of foreign cars, and the end of the year.

NEW CONTAINER SHIP SERVICE

During the year, Pan-Atlantic Steamship Corporation started a new lift-on, lift-off container ship program between Port Newark and Miami, Tampa and New Orleans, as well as Houston, Texas. The company is utilizing C-2 type cargo vessels in the new service, converted to hold 226 trailer-size aluminum cargo containers and equipped with two 60,000-pound-capacity gantry cranes to load the containers. The service is being operated from the line's new leasehold at Port Newark which in-

cludes one vessel berth, a transit shed and over 400,000 square feet of open area. Pan-Atlantic still retains its lease on one general cargo berth on the south side of the channel where its container operation utilizing converted T-2 type tankers, begun in April, 1956, is still in progress between Port Newark and Houston.

In Pan-Atlantic's unique container service, both the truck trailer and ship are designed to perfectly complement each other for maximum handling efficiency and minimum cost. This remarkable integration of ocean and overland carrier provides benefits for shipper and operator alike. Trailer-load cargo is handled only once; it is sealed against pilferage, protected against damage and is picked up and delivered without needless delay. The in-port time is measured in hours instead of days with consequent reduction in costs. Results of this operation so far indicate it is a revolutionary development that will have a most significant effect upon the future of the maritime industry.

ACTIVE YEAR AT PORT NEWARK

Following the pattern set in previous years of Port Authority operation, general cargo tonnages, employment and payrolls at Port Newark continued at high levels during 1957.

Overall general cargo tonnages, which include packaged freight, container cargo, scrap metal and lumber, totalled 1,687,309 long tons in 1957, an increase of 17 per cent over the 1,446,412 tons handled in 1956. New records were set in the handling of scrap metal and container cargo while Port Newark retained its status as leading lumber port on the East Coast, handling some 223,672,960 board feet.

Employment and payrolls reached new highs, 3,690 workers earning \$14,887,000 during 1957, compared to 3,400 workers earning \$13,700,000 during 1956.

BROOKLYN-PORT AUTHORITY PIERS

Since undertaking operation of the Brooklyn-Port Authority Piers on March 1, 1956, the Port

Authority has made important progress in its \$85,-000,000 marine development program for this sector of waterfront. Formerly owned by the New York Dock Company, the property stretches for two miles from a point south of the Brooklyn Bridge to and including Atlantic Basin.

The Port Authority schedule calls for replacement of 25 of the 26 narrow, obsolete piers in existence at the time of the purchase with ten single-story, wide, concrete and steel general cargo piers. One pier will be rehabilitated completely and 50 acres of upland area, formerly occupied in part by Civil War-era warehouses and industrial buildings, improved and paved for trucks and cargo. Located at the shipping crossroads of New York Harbor, this deteriorated sector of waterfront is being transformed into one of the most efficient land-water cargo interchange points in the world.

SELF-SUPPORTING PROGRAM UNDERWAY

Initial steps in the seven-year, self-supporting program were taken by the Port Authority in 1956 with the removal of a portion of the existing antiquated warehouses and industrial buildings; the start of construction of \$8,000,000 Pier 11, a three-berth facility in Atlantic Basin; and the announcement of plans for construction of \$5,100,000 Pier 2, a two-berth facility, and for three-berth, \$7,350,000 Pier 1, both in Fulton Terminal.

This rapid pace was continued in 1957 as construction of Piers 1 and 2 began. In addition, the Port Authority Commissioners authorized the start of construction of \$5,000,000 Pier 10 in Atlantic Basin and its leasing to Booth American Shipping Corporation.

Pier 10 will be located in the northwest corner of Atlantic Basin on the site of old Pier 33 which is under demolition. The new single-story pier will be 710 feet long and 325 feet wide. It will contain a shedded area of 180,000 square feet with aprons 30 feet wide on the sides and 20 feet on the out-shore end. In addition, the pier will be serviced by 14 tail gate-high truck docks on the inshore end and truck entrance and exit ramps. A paved upland

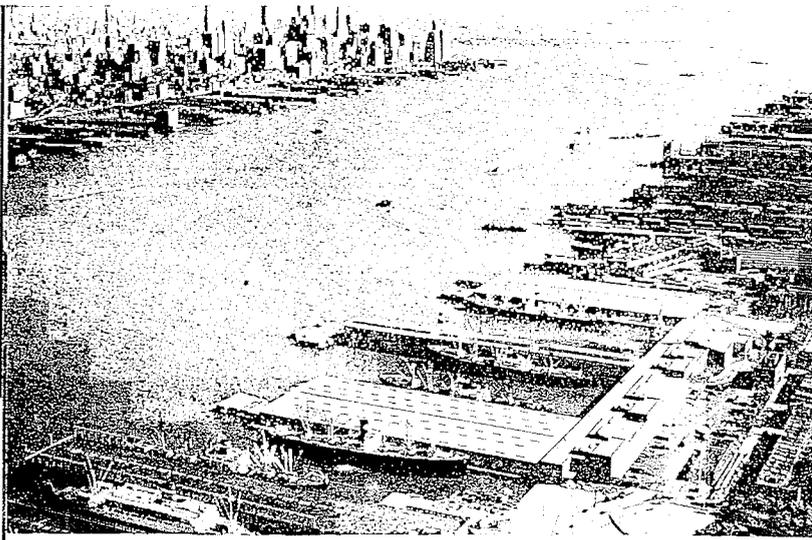
area of about 97,000 square feet will also be provided. Booth American, which formerly operated from Pier 33, is now operating from Pier 26, Fulton Terminal, while their new pier is under construction. Completion of Pier 10 is expected by June 30, 1959.

Under demolition at present as part of the Pier 2 project to be completed by the end of 1958, are old Piers 8, 9 and 9½. Work on the construction of the substructure and deck for the new pier also started late in 1957. By the end of the year 45 per cent of the entire project had been completed. At the Pier 1 project, scheduled for completion April 30, 1959, demolition of Piers 3, 4, 5 and part of 6 was finished, as well as dredging, and the contractor began the placing of fill. Some 30 per cent of this project was finished by the end of the year. At the Pier 11 project, construction proceeded to the point where erection of structural steel for the pier shed was underway at year's end. By December 31st, about 60 per cent of the project, scheduled for conclusion by May 31, 1958, was completed.

Removal of the obsolete warehouses and industrial buildings also continued, 36 more such structures in Baltic Terminal and Atlantic Basin being razed in 1957 bringing to 51 the total number of old buildings demolished since the start of the Port Authority program in 1956. The former sites of some of these buildings have been cleared, graded and leased to tenants at their Brooklyn-Port Authority Piers for use in their current operations, thus lessening considerably the congestion formerly besetting activities at these locations.

While demolition and construction activity has been in progress, facility forces have continued their maintenance and repair programs, improving the operating condition and the safety of the old installations.

Despite the extensive construction and demolition program underway at the Brooklyn property in 1957, cargo continued to flow through the facility in large quantities. During the year, 1,483,811 long tons of merchandise were handled at Brooklyn-Port Authority Piers. Employment was provided for 2,450 persons who earned an annual payroll of \$11,804,000.



Located in what was once a deteriorated sector of the New York Harbor, these modern Hoboken-Port Authority Piers (foreground) completed their first full year of operations in 1957. The handling of 509,122 tons of cargo at these piers helped to bring Hoboken back to the forefront of world shipping.

HOBOKEN-PORT AUTHORITY PIERS

Prosperity returned once more to a vital stretch of waterfront in the New Jersey-New York Harbor during 1957 as American Export Lines concluded their first year of full operation of the Hoboken-Port Authority Piers.

What was once a deteriorating section of the harbor, cramped by narrow, obsolete piers and with constantly decreasing vessel and labor activity, became in 1957 one of the world's most dynamic port areas, bustling with the myriad activities that accompany a healthy business enterprise.

The Port Authority undertook operation of the Hoboken-Port Authority Piers on October 1, 1952, under a 50-year lease with the City of Hoboken and the Federal Maritime Administration. At that time, the Port Authority anticipated spending at least \$15,000,000 (at 1952 construction costs) by 1960 on the Hoboken development program. This program was expanded substantially and was completed November 30, 1956, at a cost of \$18,000,000 — four years ahead of schedule.

Under the program, the Port Authority constructed two wide, single-story general cargo piers of the most efficient design; completely rehabilitated an existing two-deck passenger cargo pier; and completely renovated the facility's headhouse. The terminal was leased to American Export Lines in 1954 and the entire facility placed in operation by that line following dedication ceremonies November 30, 1956.

30

RECORDS SET IN 1957

During 1957, the Hoboken terminal experienced substantial expansion in vessel, cargo, employment and payrolls. In this period, 509,122 long tons of general cargo valued at \$312,585,000 were handled at the facility, a 54 per cent increase over the 331,105 long tons handled in 1956 and a 179 per cent increase over the 182,207 long tons handled in 1953, the first full year of Port Authority operation. In addition, 302 ships berthed at the facility in 1957 compared to 149 in 1956, while 1,369 passengers boarded or debarked from American Export vessels in 1957 compared to 122 in 1956.

The increase in employment was also substantial, 1,092 workers being employed in 1957, or 26 per cent more than the 865 persons employed in 1956 and 293 per cent more than the number employed in 1953. During 1957, the total payroll was \$4,378,000, some 19 per cent greater than the 1956 payroll and 241 per cent higher than the 1953 payroll.

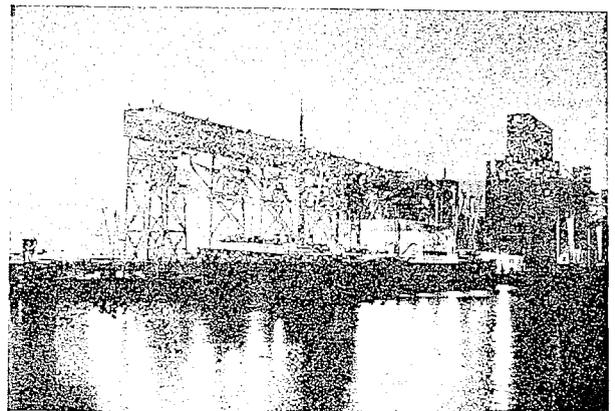
Also in 1957, plans were initiated to remove a 52-year-old structure located at the north end of the Hoboken pier property, behind Pier C.

This will create 13,000 square feet of upland area which will be paved and added to the American Export Lines' leasehold. It will provide the additional space for trucks, rail cars and cargo which is required for Export's operations at this facility.

PORT AUTHORITY GRAIN TERMINAL AND COLUMBIA STREET PIER

During the past year, the Port Authority grain elevator experienced the most active year in its history, elevating 11,625,403 bushels of grain, nine per cent more than in 1956, the previous record year.

The Port Authority Grain Terminal on Brooklyn waterfront handled record amount of grain in 1957, its most active year.



The 1,800,000-bushel capacity elevator is one of two installations in the New Jersey-New York Harbor capable of loading grain directly into deep-sea vessels. The Port Authority elevator loaded 11,699,505 bushels into 86 seagoing ships during 1957. Approximately 51 per cent of this was commercial grain, the remainder being government farm-loan grain.

During 1957, the five-acre public lumber terminal adjacent to the elevator experienced a nine per cent drop in lumber tonnage. This drop was attributed to the continuing decrease in home construction in the metropolitan area. In 1957, some 54,205,760 board feet or 72,597 tons of lumber were handled, compared to 59,553,489 board feet or 79,759 tons in 1956.

The Columbia Street Pier is occupied by two tenants, the Fern Line and the Chilean Line. The Chilean Line provides service to South American and Western European ports while the Fern Line services the Mediterranean and Far East. In 1957, these two lines handled a combined total of 166,610 long tons of general cargo.

The Port Authority Grain Terminal and Columbia Street Pier were originally constructed by the State of New York as part of the New York State Barge Canal system. The property was transferred to the Port Authority by the State on May 1, 1944. Since that time the Port Authority has spent \$3,400,000 in improving the terminal. Now self-supporting, this facility is an important asset to the port.

ELIZABETH - PORT AUTHORITY MARINE TERMINAL

In 1956, the Board of Commissioners of the Port Authority approved a general plan for the development of a new marine terminal facility, to be located south of Bound Creek in the City of Elizabeth, and authorized the acquisition of the 635 acres necessary for the development.

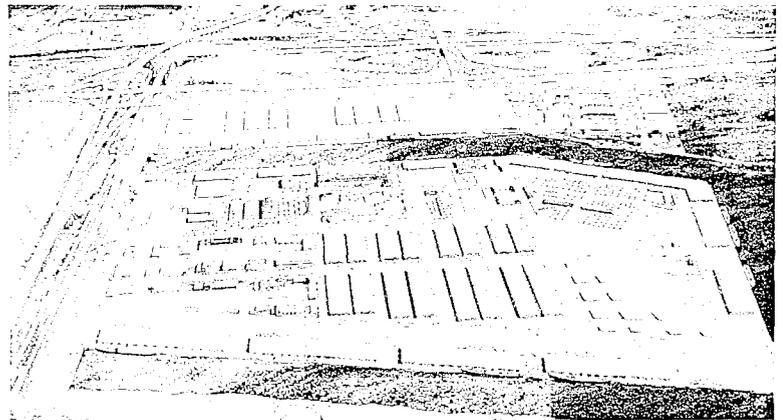
On March 29, 1957, condemnation proceedings were commenced involving approximately 460 acres of privately owned land. It is anticipated that during 1958, the amount of the awards to

the respective owners will be determined in condemnation proceedings which are now awaiting trial.

Title to the remainder of the land (some 170 acres under water along Newark Bay) will be acquired from the State of New Jersey.

The general plan for the Elizabeth-Port Authority marine terminal was developed from a study by the Port Authority at the request of Governor Robert B. Meyner. Governor Meyner declared ". . . we are going to turn this unused marshland into one of the most important port areas in the world . . ." when announcement was made of this Elizabeth waterfront development program.

The tentative physical layout of the facility calls for dredging and development of a mile-long channel for the berthing of ocean going vessels.



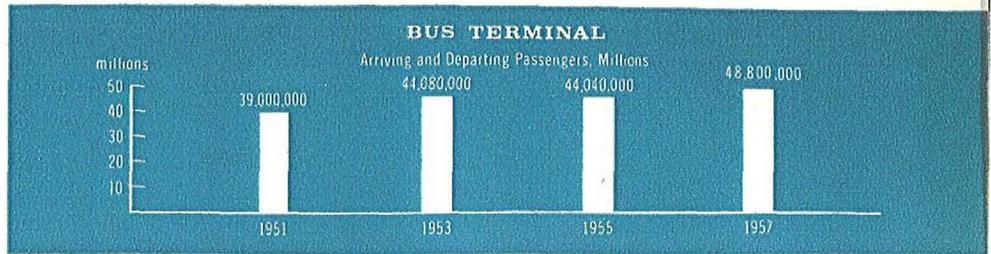
This artist's rendering of the projected Port Elizabeth development indicates the scope of the channel and a segment of the adjacent land area in the City of Elizabeth, New Jersey.

About 635 unused acres of New Jersey marshland and water (foreground) are expected to comprise the projected Elizabeth-Port Authority marine terminal. In the background of this aerial photograph is rapidly-growing Port Newark with its 7,000-foot-long channel providing 30 berths for ocean-going vessels.





The New York Truck Terminal, conveniently located near the Holland Tunnel, is a consolidated freight receiving and shipping station. Its streamlined operations eliminate pick-up and delivery duplications for the eight carriers of the tenant Empire State Truck Terminal Corporation. It has accommodations for 142 tractor-trailers at one time as well as roof parking for 115 units.



Largest of its kind in the world, the Newark Truck Terminal can handle 160 trucks simultaneously and is located adjacent to busy Route 1 on the outskirts of the heavy industrial area of Newark, N. J.

TERMINALS

In 1957, activity at the Port Authority's inland terminals reached new highs and indicated continuing improvements in the future. A projected three-story bus passenger facility, as an addition and improvement to the George Washington Bridge at Washington Heights in New York City, moved rapidly toward the construction stage. At the New York and Newark Union Motor Truck Terminals, freight movements surpassed every previous year while at the Port Authority Bus Terminal, bus and passenger movements mounted to record heights. Operational developments such as the addition of new carriers and the expansion of services at the Port Authority Building and the Port Authority Bus Terminal gave promise of even greater utilization of the inland terminal facilities in the years to come. These facilities are under the supervision of Henry Davison, Director of Terminals.

In 1957, gross revenues totaled \$7,700,000 — an increase of almost 20 per cent over 1956. Over 7,650 persons were employed at these terminal facilities during 1957 of whom 415 were Terminals Department personnel. The Port Authority's investment in these facilities reached a total of \$63,800,000 as the year ended.

In June, the Board of Estimate of the City of New York gave its approval to the Port Authority's plans for the street connections of the second deck of the George Washington Bridge. These connections anticipate the construction of a \$13,000,000 bus passenger facility at Washington Heights as an integral part of the double-decking project. By the end of 1957, the Real Estate Department had embarked on its tenant relocation and property acquisition responsibilities and the Engineering Department, Tunnels and Bridges Department and Terminals Department were completing the functional plans and construction schedules for the project.

BUS PASSENGER FACILITY

Plans for the Washington Heights bus passenger facility envision a three-story structure located between 178th and 179th Streets in the vicinity of Fort Washington Avenue and Wadsworth Avenue. The facility will straddle a trans-Manhattan expressway, and direct ramps will connect the bus-loading level of the proposed bus facility to the George Washington Bridge. A bus parking and turn-around area, connected to the loading level by two vehicular bridges, will be provided east of Broadway. Underground pedestrian ways will provide direct connection to the New York City subway system from the suburban platforms on the

upper level and from the long distance bus facilities on the ground floor.

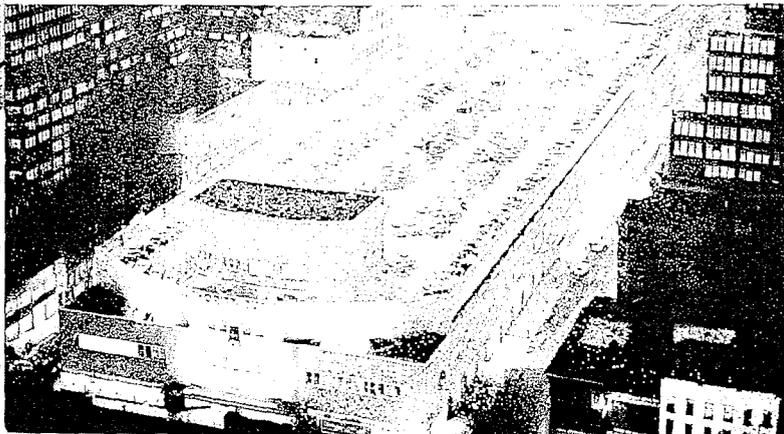
Traffic estimates place the total bus passenger movements through the proposed Washington Heights facility at about 20,000,000 annually while prospective yearly bus movements into and out of the terminal are expected to approximate 650,000. Provisions will be made to accommodate a daily peak-hour capacity of 255 departures and a daily commuter movement of over 10,000 passengers.

The significance of the Washington Heights bus passenger facility is clearly evident in the volumes of traffic it will handle. Not only will travelers and commuters benefit in terms of reduced travel time and better accommodations, but street congestion in the uptown area will receive direct relief by the removal of large volumes of intercity bus traffic.

BUS TERMINAL TRAFFIC INCREASES

At the Port Authority Bus Terminal, located at 41st Street in the heart of Manhattan, traffic in every category exceeded all past experience. A considerable part of this increase is attributable to the services provided by the addition of one short haul and three long distance bus companies to the carriers operating from the terminal. Today, of the 3,500 total daily bus departures from mid-Manhattan, over 86 per cent originate from the Port Authority Bus Terminal and, of these, more than 85 per cent avoid city streets by use of the direct ramp connections to the Lincoln Tunnel. In May, the start-charge for buses departing the terminal was reduced from 60 cents to 50 cents when more than 218,750 starts were made during a three-month period.

Direct ramp connections from the Port Authority Bus Terminal to the Lincoln Tunnel remove suburban interstate buses from busy Manhattan Streets. The roof of the terminal, now a car-parking area, has been designed to accommodate future expansion of bus operations within the three-acre space.



One of the primary connecting links between the States of New York and New Jersey, the Bus Terminal was used by 31 suburban and long-distance bus carriers in 1957 as their exclusive terminal point in midtown Manhattan. During the year, these companies were responsible for 1,831,100 bus arrivals and departures — an increase of almost eight per cent over 1956 — and carried the record-breaking total of 48,800,000 passengers.

Financial support for the terminal and its operations was augmented by the numerous privately operated shops and stores located throughout the terminal. These retail areas give useful services to terminal patrons. Gross sales of these various stores and shops amounted to over \$13,143,000 in 1957.

SUBURBAN BUS TRAFFIC AT NEW HIGH

Short haul traffic from the terminal reached a new record weekday average of 2,500 departures in 1957 and provided for a daily service for more than 134,000 New Jersey-New York commuters. Total departures from the suburban level during the year climbed to slightly more than 808,055 starts, an increase of 6.5 per cent over the previous year, while annual suburban passenger traffic showed a corresponding increase of 3,500,000 passengers, a rise of 8.7 per cent over 1956.

A prominent factor in the 1957 increase in suburban traffic was the initiation of services by Boulevard Transit Lines. Another important factor in the increase was the prolonged strike of a trans-Hudson rail carrier during March and April. It is estimated that over 500,000 passenger movements were added in the month of April alone as a result of this strike. Other gains attributable to better bus service were afforded by the opening of the Third Tube.

LONG DISTANCE TRAFFIC GAINS

The long-term growth in departures from the long distance level surged upward with the additional activity generated by three new carriers who transferred to the terminal in April. These three carriers contributed almost 11,500 departures to

the record yearly total of 106,600 long distance departures. Related activity such as baggage handling, parcel checking, red cap sales, and parcel locker usage showed corresponding increases.

The long distance level of the terminal, which consists of forty "saw-tooth" loading berths and a common unloading platform, handled the year's accelerated bus activity without difficulty. Space on the roof of the terminal, capable of doubling the long haul capacity when necessary, was incorporated in the original design of the facility.

NEW ACTIVITY BEGINS AT PORT AUTHORITY BUILDING

The first terminal constructed by the Port Authority, the Port Authority Building, which is located on Eighth Avenue above 15th Street in New York City, undertook a new operation in March of 1957. Prior to March, the 99 tractor-trailer loading docks and platform space on the ground level of the building had been used exclusively by seven of the Port District's railroads as a consolidating and distributing center for less-than-carload rail freight. Since the end of World War II, an increasing share of Manhattan's less-than-carload rail freight has been handled by truckers and freight forwarders. With freight volumes through the Union Inland Station constantly declining, the railroads have released a section of the truck and platform space for other use. This space has been leased for trucking operations to Inter-Boro Transportation Terminal Corporation.

The new operation is similar in concept to that of the New York and Newark Truck Terminals although smaller in scale. It will provide coverage to a large part of the nation and direct service from the building to points from Maine to Georgia and as far west as Missouri.

The basement of the Port Authority Building is leased to the Railway Express Agency and is used for consolidating freight for as many as 100 truck shipments at one time. Over-the-road freight is received at this station from out-of-state and rural points and is sorted for delivery. Similarly, freight received from the agency's local pick-up fleet is

consolidated for over-the-road shipments. In 1957, a total of 205,768,000 pounds of freight moved through the Railway Express Agency's truck docks.

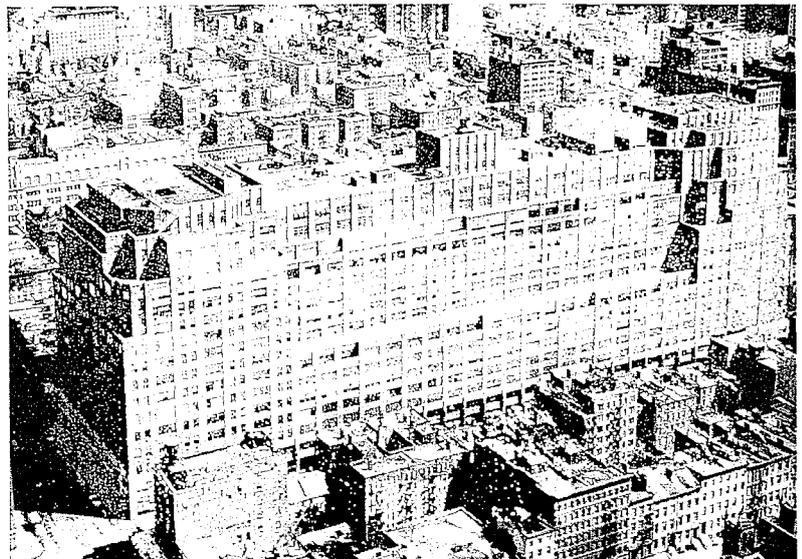
On the upper fourteen floors of the building are located the main offices of the Port Authority and extensive office and warehouse space which is leased to 60 commercial tenants.

ACTIVITY INCREASES AT THE NEWARK AND NEW YORK TRUCK TERMINALS

The Port Authority's Newark and New York Union Motor Truck Terminals, two of the largest truck terminals in the world, continued throughout 1957 as centers for consolidating the freight of a number of major motor carriers in the New York area. Each terminal is leased by the Port Authority to an operating corporation composed of several independent over-the-road trucking companies. The New York Truck Terminal is operated by a group of eight carriers known as the Empire State Truck Terminal Company, Inc., while the Newark Terminal is operated by a group of six carriers known as the Garden State Truck Terminal Corporation.

The functions of both terminals are identical. Each serves as a center for consolidating the local metropolitan operations of its member carriers and each serves as a means for eliminating duplication in the pick-up and delivery activities of the participating carriers.

The Port Authority Building (foreground) is close to the center of the Port District. First-floor and basement areas are consolidated freight receiving and shipping stations for railroad and trucking concerns. It also houses the agency's administrative offices and the commercial areas of 60 tenants.





Against Manhattan's skyline, ships work through the night at the Port of New York. The Hudson River, pictured with the Hoboken-Port Au

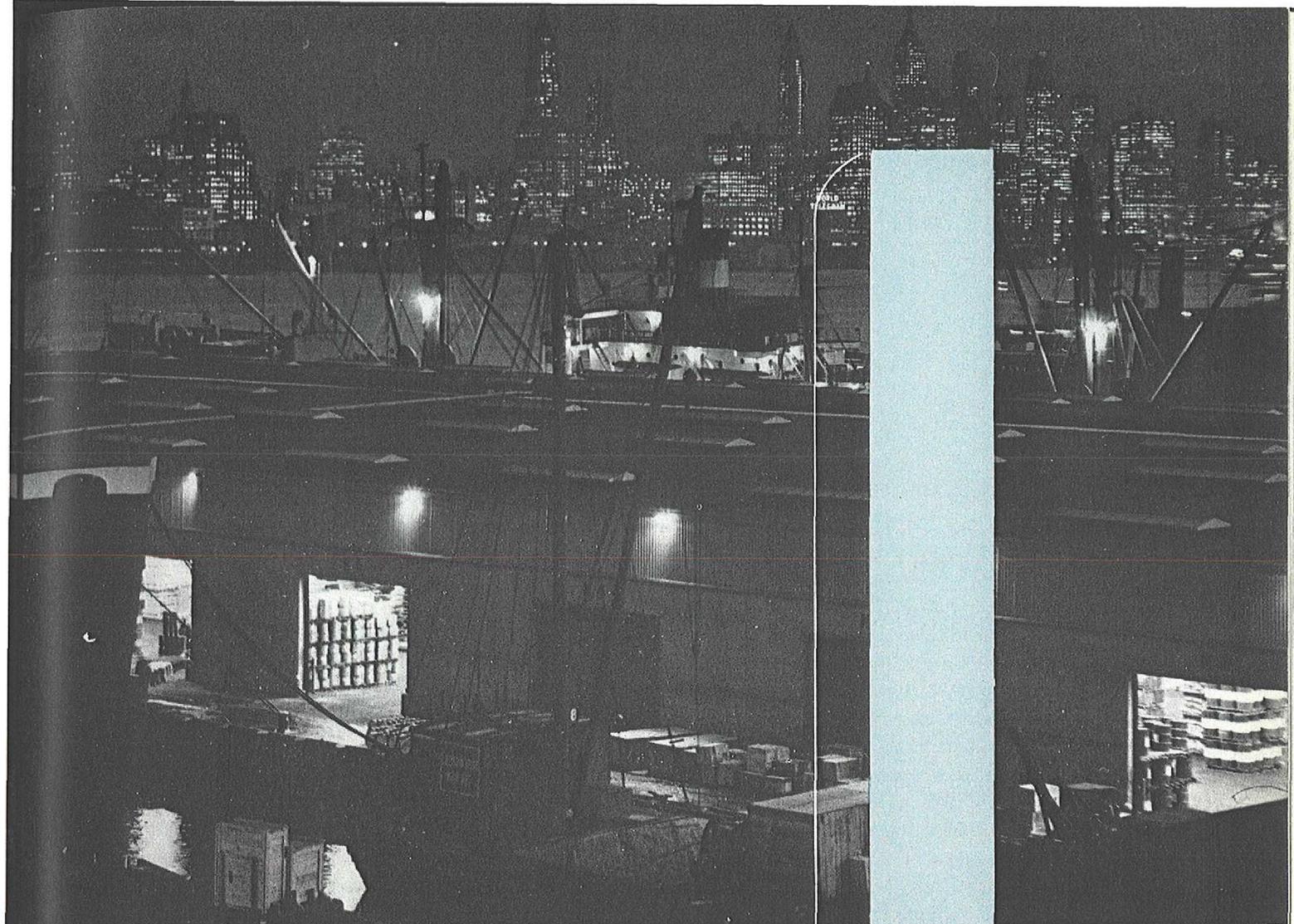
PORT DEVELOPMENT

Having developed around the premier port, against which all other eastern and southern United States ports compete, the New Jersey-New York region is faced with constant challenges to its growth and economic well-being. Rapid and important changes in transportation methods, travel behavior and business practices crowd upon the scene, complicating the problem of expediting the free flow of goods and passengers through the port. In the case of the New Jersey-New York region, where prosperity is centered around the port, the need for understanding and evaluating these changes and for attacking transportation problems with vigor and determination is of basic

importance to the continued economic well-being of the whole Port District of Northern New Jersey and New York.

The Port Authority is charged by the two States under the Port Compact of 1921 with responsibility for port planning and for promoting and protecting the trade of the Port District. The operations of the Port of New York provide the means through which *one out of every four persons* who lives within the 1,500-square-mile Port District earns his bread and butter.

Port planning, promotion and protection activities are carried out primarily by the Port Development Department, under the direction of Roger H.



Piers in foreground, is a main artery of the world's greatest port.

**TOTAL U.S.
GENERAL CARGO**
Imports and Exports (long tons)
27,045,311

Gilman. This work required a budget during 1957 of some \$1,217,000. During the year, long strides were taken toward fulfillment of three of the basic requirements for port prosperity: provision of modern and efficient facilities for the handling of passengers and cargo; promotion of the movement of cargo via the Port of New York; and protection against handicaps, such as discriminatory rates and practices which not only favor competing ports but also inhibit the movement of commerce through the Port of New York.

The need for continued vigilance in the field of port development is emphasized by the Port Authority's analyses of foreign trade data for the year



New Jersey - New York
PORT'S SHARE
of general cargo
Exports and Imports
(long tons)
6,618,946
This is 24.5 per cent of
the total U.S. general cargo

(All figures for the first 6 months of 1957)



Howard S. Cullman, Honorary Chairman of The Port of New York Authority, was named "Man of the Year in Foreign Trade" by the National Propeller Club. At left, he receives the award plaque from Professor A. E. Albrecht of the City College of New York and T. P. Wynkopf, National President of the club.

1956. Total ocean-borne foreign trade volumes through the Port of New York during the first six months of 1957 showed a 3.6 per cent increase over the same six months in 1956 (rising from 19.0 to 19.7 million tons), but the port's *share* of the total United States ocean-borne trade for the period declined to 13.5 per cent compared to 15.6 per cent in 1956 and 18.3 per cent in 1955. The most important segment of the port's foreign trade, general cargo, not only showed a decrease of 1.4 per cent in absolute tonnage, but also declined in the share of total United States volume — from 27.9 per cent in the first six months of 1956 to 24.5 per cent for the same period in 1957.

TRADE DEVELOPMENT PROGRAM

To counter the competition of rival ports and to assure that shippers are aware of the benefits which may accrue to them through the movement of their cargo via the Port of New York, the Port Authority has established regional trade development offices in strategic cargo-generating areas. These offices assist shippers in moving their goods through New York harbor and provide them with up-to-date and accurate information on the facilities and services available at the port. The Port Authority's first trade development office was established in Chicago in 1945. It was followed by offices in Cleveland and Washington, D.C., in 1948. The shipper-assistance program was further

expanded in 1951 with a Latin American Trade Development Office located in Rio de Janeiro, Brazil, and in 1955 by the opening of the Eastern Trade Development Office in Manhattan.

In 1957, the United States and Latin American representatives made over 10,600 calls on shippers, receivers of cargo, public officials and others involved in, or responsible for the shipment, delivery and receipt of cargo. On many occasions, aid rendered by trade development representatives resulted in concrete savings in both time and money for shippers.

Our Chicago Trade Development Office was relocated during 1957 to newer quarters in the Prudential Building on Michigan Avenue near the Loop, Chicago's business hub.

NEW OVERSEAS OFFICES

Establishment of the Port Authority's new London and Continental (Zurich) Trade Development Offices in 1957 was prompted by the importance of the western European trading area to the commerce of the Port of New York, to counteract the mounting competition from rival parts, and to anticipate added competition when the St. Lawrence Seaway is opened in 1959. Western Europe is by far the greatest market for United States general cargo exports and imports. In 1956, nearly 4.5 million tons of general cargo were exchanged between the Port of New York and Western Europe. The value of this trade was well over 2.3 billion dollars. Total United States trade with Western Europe was over 17.3 million tons.

The strategic location of these offices in London and Zurich permits complete coverage of all Western European nations. The London trade representative serves the British Isles, Sweden, Norway, Spain and Portugal, while the Zurich office covers France, Switzerland, Western Germany, Denmark, The Netherlands, Belgium, Italy and Austria. The London office in Fountain House, Fenchurch Street, is close to the headquarters of shipping companies, banking and insurance interests, and to the offices of principal exporters, importers and foreign freight forwarders. Zurich is important as a

European banking center, is close to the major trade centers which exercise control over the movement of foreign trade, and has excellent rail and air connections to all continental points. The Continental Trade Development Office is located at Zellerstrasse 61, Zurich 38, Switzerland.

Both of these new European offices will be managed by representatives who bring to their new positions a wealth of experience in the foreign shipping field. Mr. Charles S. Devoy, formerly of Lykes Brothers Steamship Company, is the manager of the new London office. The activities of the Continental office in Zurich will be directed by Mr. Carl J. Barfoed, who had been with the Mississippi Shipping Company (Delta Line).

TRADE DEVELOPMENT PROGRAM FURTHER EXPANDED

Additional steps were taken during the year to extend trade development services to the Caribbean area — another important segment of the trade of the Port of New York. Early in November, Chairman Donald V. Lowe met with port officials in Havana, Cuba, and later visited the British West Indies. Mr. Lowe was preceded by the Port Authority's Trade Development Manager, Gerard G. Gorman, who visited the Caribbean cities of Havana, Cuba; San Juan, Puerto Rico; and St. Thomas, Virgin Islands to acquaint shippers in this cargo-generating region with the services and facilities available at the Port of New York. Mr. Gorman, in company with Joseph N. Marcal, manager of the Rio de Janeiro office, also visited Venezuela and Colombia to meet with foreign trade representatives contacted by Mr. Lowe during his visit to the area in November, 1956.

SHIPPERS ADVISED OF PORT SERVICES

To provide shippers with the maximum service possible, the Port Authority, through its port promotion program, distributes a variety of printed material and visual aids which describe the port's advantages, facilities and services. Foremost among the trade promotion media prepared by the Port

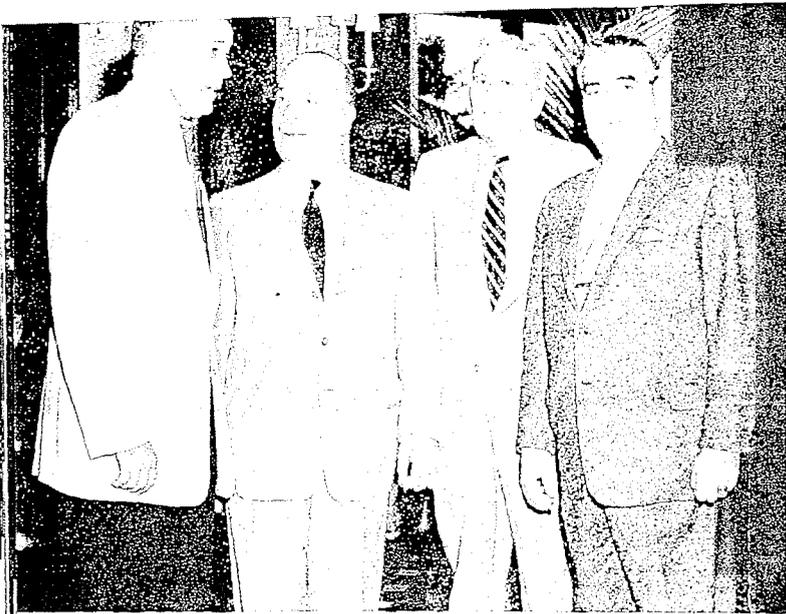
Authority staff is the monthly commerce magazine *Via Port of New York* which is mailed to some 15,000 exporters, importers, foreign freight forwarders, customs house brokers, banking representatives and others concerned with shipping both in this and overseas countries. The excellence of the magazine was attested to by a second Certificate of Merit awarded during 1957 by the International Council of Industrial Editors.

Supplementing this magazine are the Port Authority's *Steamship Services Directory* and harbor terminals map which were brought up to date during 1957. Also issued in 1957 were a new edition of the *Directory of Export Packers*, a booklet on marine terminal facilities at the port, and a new edition of the *Port of New York* brochure which describes the land, sea and air services at the port. The Port Authority continued its program of advertising the port's advantages in selected domestic and overseas shipping and transportation journals.

The Port Authority's 27-minute sound and color film "Via Port of New York" was viewed by more than 1,500,000 people at special showings and has been shown on 160 television programs since its release in 1953. In 1957, a German language version of this film was prepared, supplementing versions previously available in English, French, Spanish and Portuguese.

As part of its visual aids activity, the Port Authority also prepared numerous exhibits. Many of these displays were placed in our New York trade development office at 32 Broadway and were viewed by the thousands of people working in this important financial and shipping area. Another exhibit was prepared for the United States World Trade Fair, which was held for the first time at the New York Coliseum in the Spring of 1957. Also prepared for the Eastman-Kodak exhibit in the Grand Central Station Exhibition Hall was a "Port of New York" exhibit, which told the story of the port in a group of outstanding photographs. The pictures, taken by Port Authority photographers, were viewed by an estimated 60,000 persons.

The Port Authority coordinates its port promotion activity with numerous other agencies concerned with attracting foreign commerce to the



Gerard G. Gorman (left), Port Authority Trade Development Manager, is seen here while in Havana on Caribbean trade mission in 1957. Guests are (left to right): Paul Heilman, President, Havana Rotary Club; H. Gilbert Smith, President, American Chamber of Commerce (in Havana); and Burke Hedges, President, Cia Textilera Ariguanabo, a major Caribbean firm.

Port of New York. In this connection the Port Authority participated in the work of the Joint Committee for Promotion of the Port of New York. The committee is comprised of 15 prominent organizations which have joined to create an awareness of the harbor's importance to the prosperity of the area. An active part also was taken in the Port Resources Information Committee which is developing promotional media for the port.

AIR COMMERCE PROMOTION

The Aviation Department's air commerce promotion program provides information and advisory services to assist overseas air shippers in handling their shipments via New York. This program is carried out through personal contact with shipping and aviation interests, and through promotional brochures. Most important of these publications is the *Guide to Air Shipping Via the Port of New York*, which has a distribution of 7,000.

PLANNING FOR THE PRESENT AND THE FUTURE

In a dynamic center of finance, commerce and transportation such as the New Jersey-New York Port District, plans must always be in hand for new transportation and terminal facilities and

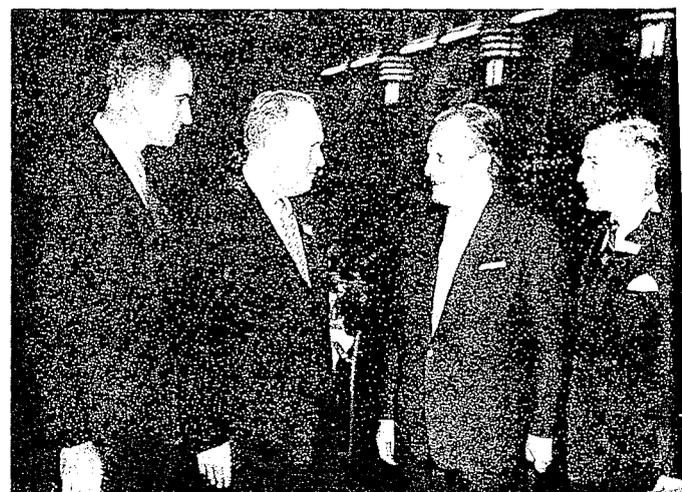
for the modernization and improvement of existing facilities. Present needs of the port must be met and its future needs must be evaluated and anticipated. This "comprehensive planning" function is conducted by the Port Development Department and seeks to identify these needs and to unify and coordinate the development of specific terminal and transportation facilities. This planning is an integral part of the port development program.

Basic to this planning process is the need for understanding the multiple factors which influence and control the future development of the region. Also required is an understanding of changes and advances in technology and business and shipping practices which may affect the region's present and future transportation network. The planning staff, augmented by outside experts in the various fields of transportation, continued to study the future transportation needs of the port.

RAPID TRANSIT

One of the critical problems facing the New York-New Jersey metropolitan area is that of mass transportation. The Metropolitan Rapid Transit Commission, an agency of the States of New York and New Jersey completed an intensive study of the problem in 1957. This 18-month survey of interstate rapid transit was financed by the Port Authority at a cost of over \$800,000. It was conducted under the management of Arthur W. Page, project director, by four nationally known consulting firms and by the Regional Plan Asso-

Pictured at the Biennial Congress of the International Association of Forwarding Agents (FIATA) held in 1957 in Amsterdam, are Charles S. Devoy, Manager of the Port Authority's new London Trade Development Office, Clifford B. O'Hara, Chief of the Authority's Port Commerce Division, Dr. Fernand Gyssens, Director of FIATA, and Carl J. Barfoed, Manager of the new Port Authority Continental Trade Development Office in Zurich.



ciation of New York. Following completion of the consultant's studies, the project director released his final report in May, 1957, recommending specific means for maintaining and improving rapid transit in the metropolitan area. The Metropolitan Rapid Transit Commission was expected to submit its report to the two States early in 1958.*

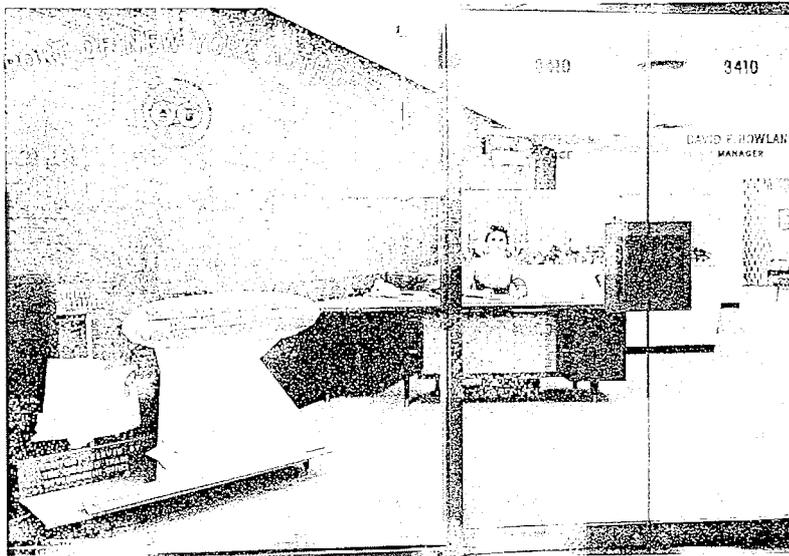
IMPROVING THE PORT'S WATERWAYS

While the Port Authority's planning program is in large measure concerned with the physical improvement of man-made facilities, attention has been directed toward the improvement of natural advantages enjoyed by the New York-New Jersey Port such as the harbor's unparalleled system of channels and other waterways. Throughout 1957, the Port Authority played an important role in stimulating essential channel development.

Close working relationships with maritime interests, civic and trade associations, government agencies and private industry are essential to the orderly progress of the bi-state port's channels program. During 1957, these cooperative efforts resulted in a substantial measure of achievement. The channel improvements underway will help to maintain the port's standing as the world's foremost gateway for international trade.

NEW YORK-NEW JERSEY CHANNELS

Continued progress was made during 1957 to improve the all-important system of waterways — known as the New York and New Jersey Channels — which extend from Raritan Bay along the west-



To serve better the manufacturers and shippers in the mid-west area, the Port Authority moved its Chicago Trade Development Office to the Prudential Building near Chicago's loop.

ern shore of Staten Island through the Arthur Kill and Kill van Kull to Upper New York Bay. The objective of the improvement is to deepen the six and one-half mile center stretch of the Arthur Kill from 30 to 35 feet. A uniform 35-foot depth will enable most ocean-going ships to traverse the entire Arthur Kill. When completed in 1960, it will provide a second deep-water entry to the New York-New Jersey Harbor. In 1957, the Port Authority intensified its effort to urge appropriations for work in the Arthur Kill and Congress responded by appropriating \$5,200,000 for fiscal year 1958. This represents \$1,200,000 over the amount appropriated during the 1957 fiscal year,

*On January 4, 1958, the Metropolitan Rapid Transit Commission submitted its report to the Governors and Legislatures of New York and New Jersey. The report made two major recommendations. First, it recommended that the two States create a permanent Metropolitan Transit District of New York and New Jersey. This new agency would be governed by a Council composed of representatives appointed by the governing bodies of the 13 counties included in the district. It would be given authority to: negotiate with commuter railroads, bus companies, transit agencies and other transportation organizations; consider alternative plans with officials of the two States and of the affected local governments within the bi-state district; submit to the Governors and Legislatures a General Plan for the maintenance and improvement of mass rapid transit for trans-Hudson commuters and other suburban traffic, including a detailed physical plan and the formula for providing the public subsidy necessary to carry out such plan. The second recommendation of the commission was that the provision of a new bi-state rail transit loop to be operated in conjunction with feeder services by New Jersey commuter railroads and buses offers the most feasible over-all solution to the problem of trans-Hudson rapid transit. However, the commission stated that the final choice of a physical plan for rapid transit should rest with the new district and be dependent upon negotiations it would be empowered to conduct.

bringing to \$12,000,000 the amount expended so far on the project. About \$12,000,000 more will be necessary to complete deepening of the entire channel.

The second objective of the Arthur Kill Channel program is the removal of the antiquated low-level Staten Island Rapid Transit Railway swing bridge located in the center of the Arthur Kill Channel and its replacement by a modern lift bridge. During 1957, Congress provided \$1,700,000 which will permit this project to move into construction under the direction of the U.S. Army Engineers as quickly as possible. It is expected that the bridge will be completed in 1960.

A preliminary study made by the Port Authority in 1955 indicated that the present dimensions of the New York and New Jersey channels, including width and depth, are not adequate for existing and future commerce — particularly with the trend toward huge “super” tankers. Through the cooperation of Congressmen whose districts border on the channels, the House of Representatives in 1956 authorized the Army Engineers to undertake a review study of the dimensions of this system. In March, 1957, at a public hearing held by the Army Engineers, the Port Authority and other interests presented statements in support of a 45-foot-deep and 900-foot-wide channel.

HUDSON RIVER STUDY

Additional funds were voted by Congress in 1957 for work on the review of the Hudson River channel project currently being undertaken by the

Army Engineers. Initiation of this study was prompted by the Port Authority, the Borough of Edgewater, New Jersey, and industrial representatives who were concerned with the accumulation of silt in the Hudson River. Rapid siltation along the Edgewater waterfront has necessitated extensive and costly maintenance dredging by private owners of waterfront property as well as by the Federal government. Funds appropriated in 1956 were supplemented this year by an added \$105,000 which will permit continuation of these studies. It is expected that \$141,000 will be required in fiscal 1959 to complete the study and to recommend methods of relieving the situation.

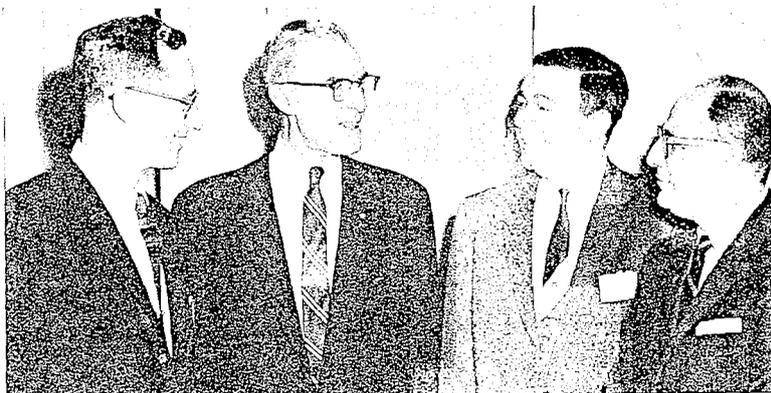
OTHER CHANNEL IMPROVEMENT STUDIES

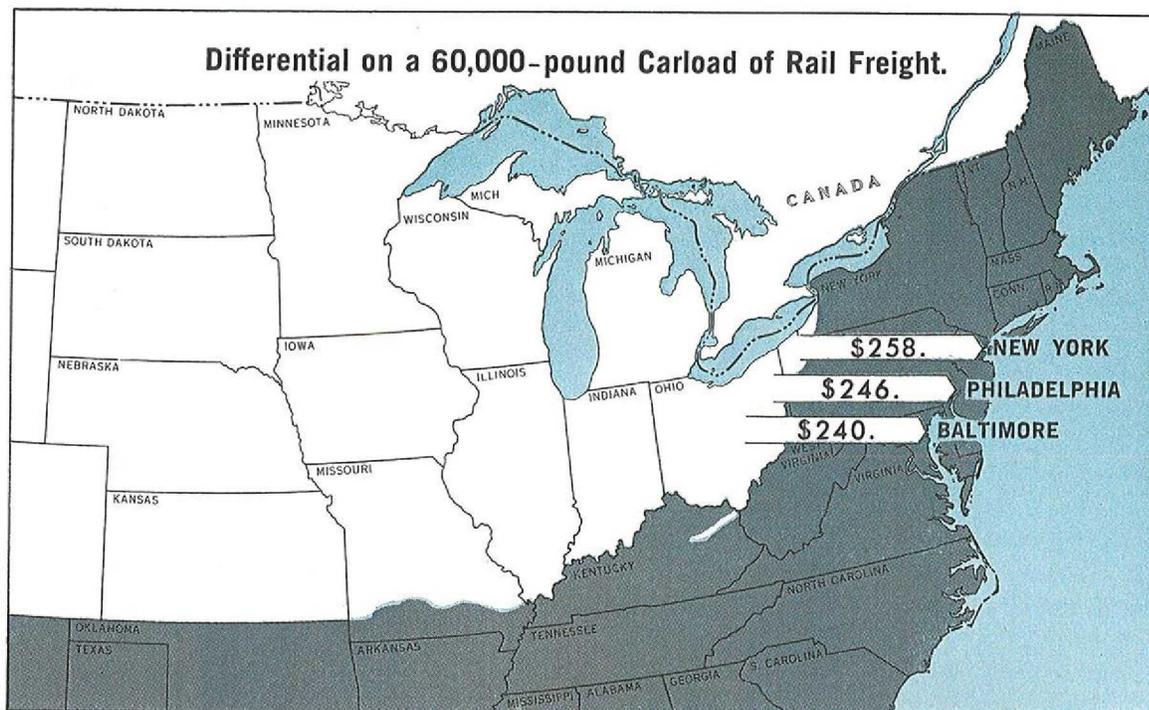
The Port Authority's 1957 channels program was instrumental in obtaining authorizations for Federal review studies of the New York deep-water anchorage area, Buttermilk Channel, the Passaic River and the New York State Barge Canal. These surveys will determine what improvements are required and economically justified.

NEW YORK - MONTREAL WATERWAY

The Port Authority also urged Congress to authorize a survey of a water route between the Port of New York and Montreal, Canada. The survey would be necessary to determine both the economic feasibility of such an inland waterway, and the work required to provide an adequate route.

David E. Howland, Manager of the Port Authority's Chicago Trade Development Office, A. S. Bolthouse, manager of the export division of a Michigan manufacturing firm, Roger H. Gilman, Director of the Port Authority's Port Development Department and Harry E. Liss, foreign sales manager of a St. Louis manufacturing corporation (reading from left) are photographed at a meeting of the National Foreign Trade Convention held in 1957 in New York City.





The radical contrast in rail rates to different ports can be seen in the chart above. If a hypothetical, 60,000-pound carload of general cargo export freight was shipped from the light area (above) to Baltimore, it would cost the shipper \$240. The same car shipped to Philadelphia would cost \$246. But, movement of this carload by rail to the Port of New York would cost the shipper \$258, or \$18 over the rate to Baltimore. Generally, rates to other ports on South Atlantic and Gulf Coasts are based on rates in effect to Baltimore, or lower, dependent on foreign destination. (This is based on shipment of bagged barley malt from Milwaukee.)

BASIC RATE HANDICAPS ATTACKED

The importance of protecting the Port of New York against discriminatory freight rates while competing with other ports was recognized by the Port Compact of 1921. The Compact empowered the Port Authority to protect the commerce of the Port of New York by intervening in any proceedings affecting the commerce of the port. In 1957, the port protection program was carried on vigorously by the Port Authority and resulted in participation in numerous proceedings before the Interstate Commerce Commission, the Federal Maritime Board and other regulatory agencies.

Paramount among problems facing the bi-state port is that of rail rate differentials. The importance of this struggle cannot be overestimated. For almost 80 years, shippers using the Port of New York for the movement of export-import cargo have been penalized by a system of rail rate relationships

which has severely impaired the port's competitive position and which has diverted cargoes to rival North Atlantic ports.

Under rail rate schedules presently in effect, shippers pay three cents more per hundred pounds to route export-import cargo from the Midwest through the Port of New York than through Baltimore and two cents more per hundred pounds than Philadelphia. These differentials are patently unfair in that equalized rates are in effect at all ports along the Pacific, Gulf and South Atlantic Coasts.

The Port Authority was authorized by the Board of Commissioners in 1955 to support again, together with civic and trade associations, shipper groups, local and state governmental agencies, the railroads of the Port District in their efforts to eliminate this differential. Following the publication in 1956 of equalized rates by Port District railroads

(the New York Central, Erie, Delaware, Lackawanna & Western and Lehigh Valley), the railroads serving competing ports filed new tariffs aimed at maintaining the antiquated rate differential. Subsequently, the Port Authority and others petitioned the Interstate Commerce Commission to suspend and investigate the retaliatory tariffs. As a result of petitions filed by the interested parties, the ICC suspended the proposed rates and called for an investigation.

For the better part of 1957, the traffic management staff, cooperating with the Port Authority Law Department and Washington Counsel, was actively engaged in preparing testimony and exhibits designed to impress upon the Interstate Commerce Commission the overriding importance of the rate equalization proceeding to the future economic well-being of the Port of New York. This testimony filed with the Interstate Commerce Commission in June, stressed the adverse effect of the differential not only on the port but also on the facilities available at the harbor. Also emphasized was the declining share of total United States commerce handled by the port. Testimony narrated the history and development of the problem and provided the ICC with a comparison of rate schedules at New York with those of other ports.

In October, 1957, exhibits and testimony prepared by the opponents of equalization (including the Pennsylvania and Baltimore & Ohio Railroads, both of which serve New York) were filed with the Commission. It is to be regretted that these two railroads which serve several ports have seen fit to enter this case against the Port of New York. After several postponements, the Commission was scheduled to hold hearings in February, 1958, at which time both opponents and proponents will be heard.

THE "EX-PARTE" PROBLEM

While the very existence of port differentials represents a substantial handicap to the New York-New Jersey Port, this difficulty has been aggravated during the past ten years as a result of "ex-parte" increases granted to the railroads by the Interstate

Commerce Commission. Successive percentage increases granted to the carriers resulted in widening the gap between normal cents-per-hundred-pound port differentials. For many years the Port Authority urged the ICC, on those occasions when it granted percentage increases, to direct the railroads to restore normal port differentials. The Port Authority has also negotiated with the railroads to achieve this end. During 1957, the ICC granted another across-the-board percentage increase to the railroads. The increase, known as Ex Parte 206, provided for a 14 per cent increase in rates for those railroads serving the area east of the Mississippi River and north of the Ohio River.

In approving these freight increases, the ICC for the first time took a strong position on the question of maintaining normal port differentials. The ICC specifically directed the carriers to make tariff changes within a prescribed time limit. In its report, the Commission accepted written and oral arguments presented by the Port Authority and stated categorically that: "*Rates should be promptly revised by specific publication to restore recognized port relationships . . .*" The Commission granted the carriers a period of three months in which to effect these tariff changes and later permitted a further extension until February, 1958. This action on the part of the ICC effectively supported the Port Authority's position and should improve the port's ability to attract cargo.

IRON ORE IMPORTS: AN EXAMPLE

The serious effect of railroad differentials on the Port of New York is graphically illustrated by the movement of import iron ore to the Youngstown, Ohio area. As a result of the lower rates in effect from Baltimore and Philadelphia, the bulk of this tonnage moves through those ports with the Port of New York participating in this movement only to a negligible extent. In 1956, for example, the Ports of Baltimore and Philadelphia handled more than ten million and nine million tons of this commodity respectively, while the volume handled by the Port of New York amounted to only 600 tons. To correct this situation and to permit the Port

of New York to attract a *fair competitive share* of the mounting volume of iron ore being imported into the United States from all corners of the globe, the Port Authority in 1953 supported the action of two New York railroads in equalizing their rates on transporting iron ore with the rates in effect through the ports of Baltimore and Philadelphia.

In October, 1956, after four years of proceedings (I & S 6074), the Interstate Commerce Commission granted New York and Philadelphia equalized rates with Baltimore. Baltimore rail and port interests appealed the matter to the Federal courts. Early in 1957, a three-judge Federal court in Baltimore handed down a decision which reversed the Interstate Commerce Commission's approval of a rail rate equalization as between New York and Baltimore and remanded to the Commission for further findings the decision as to Philadelphia. The Port Authority joined with the ICC and the New York railroads to appeal the decision as to the New York rates to the Supreme Court.

In December, 1957, the Supreme Court held that the ICC had the right to take into account the effect of New York rates on the relationships between Philadelphia and Baltimore. Since the decision of the Baltimore court had remanded to the Commission only the matter of Philadelphia rates, the Supreme Court reviewed that part of the Baltimore decision which related to the New York rates. Thus the door was opened for a complete reconsideration of the rate relationships as between all three ports on this important traffic.

TOWARD SELF-SUPPORTING PIERS

In 1956, the Federal Maritime Board launched an investigation (FMB 816) into marine terminal fee-charging and practices at Atlantic and Gulf ports. A number of ports had granted special concessions with respect to permissible free time allowances and had permitted steamship lines to use pier facilities free of charge or levied non-compensatory rates for the use of such facilities. These practices, which are unreasonable and discriminatory, create serious handicaps for public and private marine terminal operators, who are ob-

ligated to operate marine facilities on a self-supporting basis. Accordingly, the Port Authority, working in cooperation with the American Association of Port Authorities and the North Atlantic Ports Association took action to support the Federal Maritime Board in making this investigation.

AIR COMMERCE

During the year, the Port Authority also participated in a number of proceedings before the Civil Aeronautics Board in order to promote and protect the Port District's air commerce.

Of these CAB proceedings, perhaps the one that will have the most significant impact on the New Jersey-New York metropolitan area is the *New York Airways Renewal Case* (Docket #8569).

The Port of New York is one of only three metropolitan areas in the United States in which the Civil Aeronautics Board has authorized scheduled helicopter service. At the present time, helicopter service is provided between all four Port Authority airports and the Port Authority-West 30th Street Heliport as well as to and from White Plains, New York and Stamford, Connecticut. In time, the flight pattern should be expanded to other suburban points.

This service has met with enthusiastic public response. In 1957, more than 68,000 passengers in the Port District used the helicopter airline, as compared to less than 9,000 in 1954, the first full year of operation.

In addition to the issue of certificate renewal, this proceeding will also consider the level of service (i.e. the number of flights) that New York Airways may operate. It is the Port Authority's position that not only must the helicopter authorization be renewed, but that there is an urgent need to increase the number of helicopter schedules in the Port District.

PORT AUTHORITY ACTIVE IN CAMPAIGN TO ASSURE COMPENSATORY TOLLS ON ST. LAWRENCE SEAWAY

Under the terms of the 1954 legislation which authorized the Saint Lawrence Seaway Develop-

ment Corporation to proceed with the construction of the St. Lawrence Seaway, the corporation was directed to establish a self-supporting toll structure which would permit amortization of the project over a period not to exceed 50 years.

A 27-foot channel in a section of the St. Lawrence River between Montreal and Lake Ontario is presently under construction at a cost of about \$450,000,000 and is expected to be opened to deep-draft vessels in 1959. With the end of construction in sight, both United States and Canadian seaway agencies took steps in 1957 to formulate a toll structure for ships which will use this waterway.

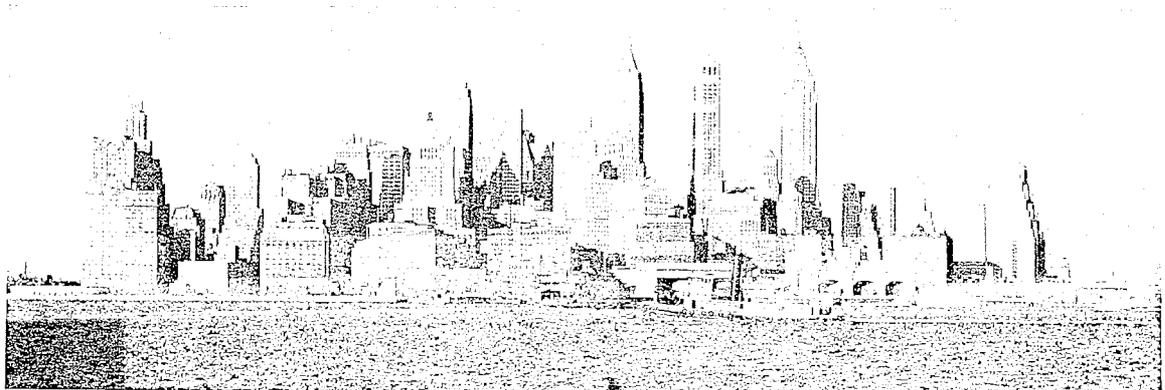
In order to assure that a compensatory toll structure is established in keeping with the legislative mandate of Congress, the Port Authority took an active part in local and national committees which were established during the year to publicly stress self-supporting tolls on the waterway. This became necessary when spokesmen for potential Seaway users and other Midwest interests moved to bypass the Congressional mandate. The spokesmen called for low tolls or even for complete elimination of all tolls, so that part of the Seaway costs would be subsidized at the expense of the taxpayer. A statement of the Port Authority's position with respect to the St. Lawrence Seaway tolls problem was presented to the Saint Lawrence Seaway Development Corporation at a conference in Washington in September, 1957. The Port Authority statement backed the Seaway Corporation officials in their announced intention to adhere strictly to the requirements of the Seaway Legislation and to recommend establishment of self-supporting tolls.

Should a *non*-compensatory toll structure be established on the Seaway, the Port of New York, together with other Atlantic and Gulf ports, will be subjected to a severe discriminatory handicap which will aggravate the loss of business and employment. It was emphasized that the establishment of the Seaway on a subsidized basis would place a burden on the taxpayers of the New York-New Jersey region as well as the nation as a whole.

FULL-TIME QUARANTINE SERVICE ACHIEVED

Since 1950 the Port Authority, in cooperation with other maritime interests in the harbor, has been promoting and urging the need for full-time quarantine service in the Port of New York as well as other United States ports. Prior to 1957, quarantine inspection service had been available only during the hours from 6:00 a.m. to 6:00 p.m. As a result, vessels arriving in the port during night hours were required to drop anchor at the quarantine station until inspection could be made at 6:00 a.m. the following morning. Some 40 per cent of the vessels arriving at the Port of New York were delayed overnight in this manner. It was estimated that such delays in *all* United States ports cost steamship lines some \$10,000,000 a year.

In 1957, Congress approved and the President signed a bill permitting round-the-clock quarantine service at all United States seaports. This action represents a successful conclusion to a long campaign of the Port Authority and other port interests to establish full-time quarantine service.



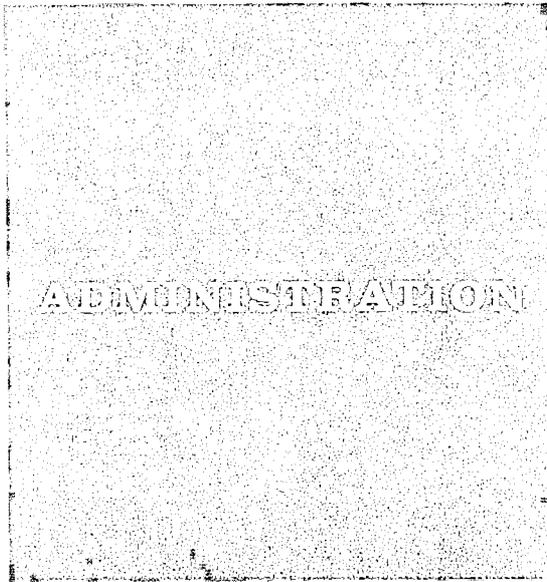
In addition to the cases outlined on preceding pages, the Port Authority has also participated in the following proceedings in order to promote and protect the land, sea and air commerce of the New York-New Jersey Port.

MARINE, RAIL AND MOTOR CARRIER PROCEEDINGS

DOCKET	SUBJECT	STATUS
FMB 789	Filing of Freight Rates in Foreign Import Trade of the United States	In June, 1957, FMB ordered this proceeding discontinued.
ICC-W-376-Sub 13	Pan-Atlantic Steamship Corporation—Extension, Intercoastal	In a final report issued by the ICC in November, 1957, a permanent certificate was granted to Pan-Atlantic.
MCF 6167	Pan-Atlantic Steamship Corporation—Acquisition of S. C. Loveland	In 1957, ICC Examiner approved acquisition of S. C. Loveland by Pan-Atlantic. Final decision has not yet been issued by the ICC.
MC-C-1646	Class Rates between Points in the Middle Atlantic Territory	Arbitraries charged by motor carriers ordered cancelled by the ICC in 1956. Extensions of effective date requested by motor carriers in 1957 denied by ICC.
PSCNY-12877	General Investigation of the New York Motor Carriers	Proceeding ordered closed by New York State Public Service Commission in 1957.
ICC-32290	Increased less-than-carload Rates in Official Territory	Hearings before ICC held in December, 1957. Further hearings scheduled for early 1958.
FMB-GO 72	Proposed Revised Rules Pertaining to Freight Forwarders and Brokers	No formal proceeding commenced by FMB. Statement filed by Port Authority in July, 1957. Matter still pending before FMB.
MC-C 1794	New York City Arbitraries—1955	Petition for cancellation of the proceeding presently pending before ICC.
I&S 6658	Demountable Truck Bodies—Baltimore and Chicago and St. Louis	Tariffs were withdrawn by railroads. Proceeding has been cancelled by ICC.

PROCEEDINGS BEFORE THE CIVIL AERONAUTICS BOARD

7375 et al	Air service between Puerto Rico and the mainland of the United States	In November, the CAB authorized the continuation of three existing airline services (Pan American, Eastern and Riddle) between the Port District and Puerto Rico, and also certificated Trans Caribbean Airways as a fourth airline in the market.
6179 et al	Need for additional non-stop service between Port District and Syracuse	In April, the CAB authorized Mohawk as a second non-stop carrier in the market.
6436 et al	Review of local airline service pattern in northeastern U.S. The Port Authority is supporting additional service to Harrisburg, Bridgeport, New Haven and New London.	In hearing at year's end.
2909 et al	Non-stop air service between the Port District and Mexico City	In August, the CAB authorized Eastern Airlines and Aeronaves de Mexico to provide non-stop service in this market.
8258 et al	Service by cargo-only air carriers between the Port District and a number of cities in northeastern U.S.	An Examiners decision is expected in early 1958.

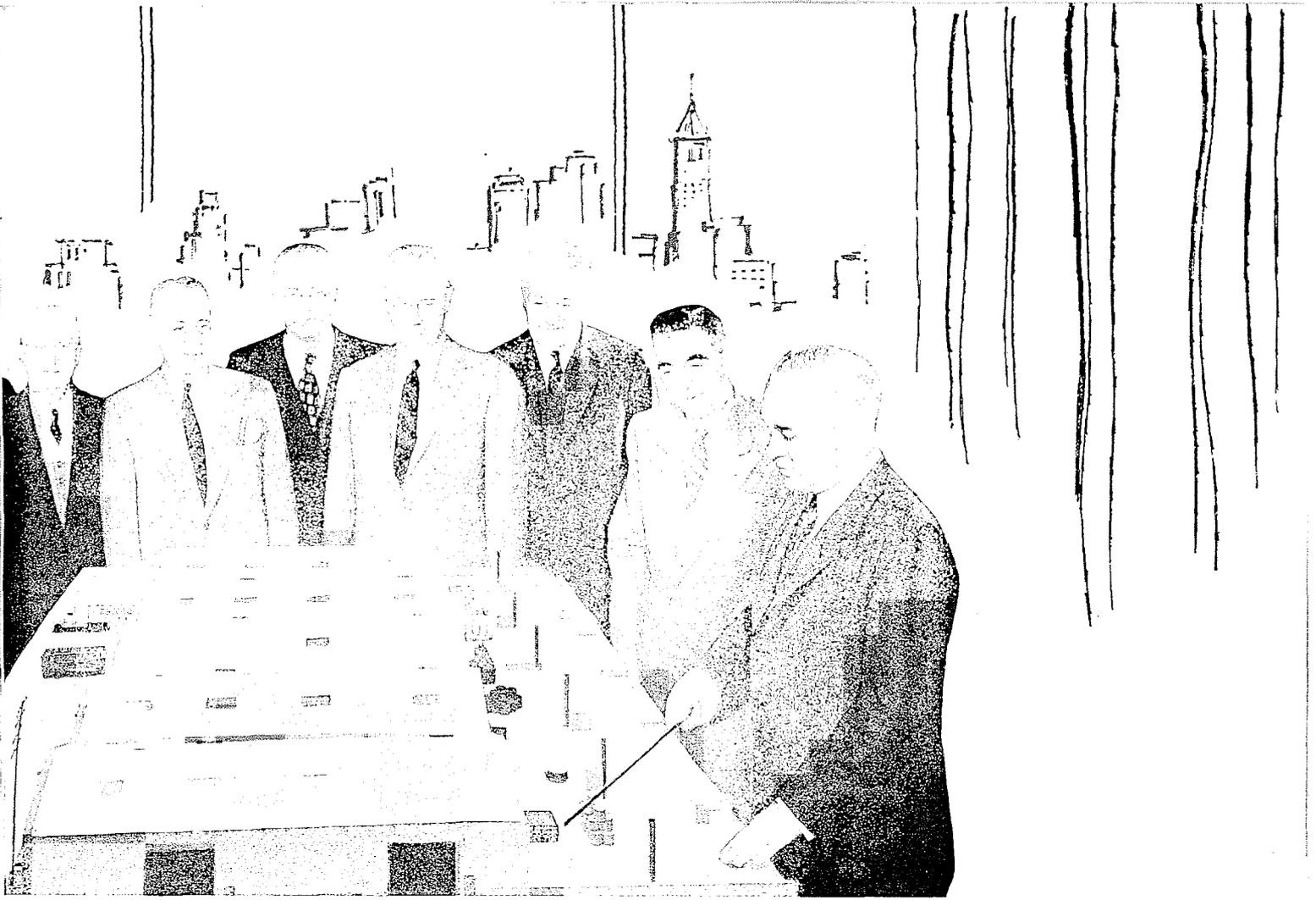


The Port Authority Board of Commissioners receives a report from Executive Director Austin J. Tobin (at far right) on design features of Pier 2 of the Brooklyn-Port Authority Piers. Commissioners (from left) are: James C. Kellogg, III, Thorn Lord, Chas. H. Sells, Chairman Donald V. Lowe, Dow H. Drukker, Jr., Vice-Chairman Eugene F. Moran, Honorary Chairman Howard S. Cullman, Charles S. Hamilton, Jr., S. Sloan Colt, Horace K. Corbin, and Jess Harrison Davis.



The Port of New York Authority, the first public authority to be organized in the United States, was created in 1921 under the Compact between the States of New York and New Jersey. The Port Authority consists of twelve Commissioners, six appointed by the Governor of New York and six by the Governor of New Jersey. These men serve, without compensation, for overlapping terms of six years. Prominent in business, finance and industry, the Commissioners provide the Port Authority with its overall policy and direction.

In 1957, at the annual election meeting of the Board, the Commissioners re-elected Donald V. Lowe of Tenafly, New Jersey, Chairman of the Board for the third consecutive year. Howard S. Cullman was re-elected Honorary Chairman at the meeting and Eugene F. Moran was named again as Vice-Chairman of the Board.



Chairman Lowe was first elected Chairman in 1955 after serving as Board Vice-Chairman from 1953 to 1955. Active in New Jersey civic affairs, Chairman Lowe is also an officer and director of numerous businesses and associations. He received his appointment to the Port Authority Board of Commissioners in 1945 from New Jersey's former Governor Walter E. Edge. In May, 1957, the Chairman became, through appointment by President Eisenhower, United States Representative on the United Nations Transport and Communications Commission.

Honorary Chairman Howard S. Cullman of New York City in 1957 entered upon his thirty-first year of service as a member of the Board of Commissioners. First appointed to the Board by New York's late Governor Alfred E. Smith, in March 1927, he served as Vice-Chairman from 1934 to

1944 and as Board Chairman from 1945 to 1955. Prominent in philanthropic and business affairs, the Honorary Chairman is an officer and director of many financial and business enterprises. During 1956, the President appointed him United States Commissioner General for the United States exhibit at the Universal and International Exhibition of Brussels which will open in April, 1958.

Commissioner Eugene F. Moran of New York City was re-elected as Vice-Chairman of the Port Authority by the Board of Commissioners in 1957. Vice-Chairman Moran is Chairman of the Moran Towing and Transportation Company and is well known as an expert on New York Harbor and other great world ports, and for his writings on the New York Port and its history. For nearly half a century he has been a member and chairman of the Maritime Association of the Port of New

NEW JERSEY COMMISSIONERS

HORACE K. CORBIN

of West Orange, New Jersey, is chairman of the Fidelity Union Trust Company of Newark. Also director of insurance companies, utility and manufacturing companies, he is one of New Jersey's outstanding bankers and business men. Commissioner Corbin is greatly interested in civic and philanthropic affairs and is a trustee emeritus of Princeton University. He was appointed to the Port Authority by former Governor Alfred E. Driscoll in May, 1948, and reappointed in June, 1953.



Horace K. Corbin



Donald V. Lowe

DONALD V. LOWE

of Tenafly, New Jersey, is president of the Lowe Paper Company. In 1957, President Eisenhower appointed him Senior Advisor to the United Nations' Transport and Communications Commission. He is trustee of the New Jersey Manufacturers Association and a director of its associated insurance companies. A director or former officer of many businesses and associations, he is also active in civic, school and church affairs and is a trustee of and holds memberships in associated organizations. Chairman Lowe was appointed to the Port Authority by former Governor Walter E. Edge in January, 1945, and reappointed by former Governor Alfred E. Driscoll. He was elected Vice-Chairman of the Authority in 1953 and Chairman in 1956. In 1956 and 1957, he was re-elected to the Chairmanship of the Port Authority.

DOW H. DRUKKER, JR.

of Montclair, New Jersey, is director and president of The Union Building and Construction Corporation of Passaic and is an officer in a number of companies in building, construction and other fields. He was formerly publisher of the Passaic, New Jersey, Herald-News and a member of the Associated Press. Commissioner Drukker is active in civic affairs and is a trustee of Stevens Institute of Technology. He was appointed to the Port Authority Board of Commissioners in May, 1953, by former Governor Alfred E. Driscoll.



Dow H. Drukker, Jr.



Jess Harrison Davis

JESS HARRISON DAVIS

of Hoboken, New Jersey, has been president of Stevens Institute of Technology since 1951 and previously was president of Clarkson College of Technology. Dr. Davis is a leader in the movement to emphasize the scientific, analytical approach in the teaching of engineering and is a board member of the American Society of Mechanical Engineers. Formerly an engineering consultant, he has served industry further as a director of several corporations and is currently a director of the First National Bank of Jersey City, Philip Morris, Inc., the Prudential Insurance Company of America and the Hoboken Bank for Savings. Dr. Davis was appointed a Port Authority Commissioner by former Governor Alfred E. Driscoll in 1952.

JAMES C. KELLOGG, III

of Elizabeth, New Jersey, is chairman of the Board of Governors of the New York Stock Exchange and senior partner of Spear, Leeds and Kellogg. He joined the Exchange in 1936 and, then 21, was the Exchange's youngest member. He is also director of the City Federal Savings and Loan Association, the Central Home Trust Co. and Manhattan Shirt Co. and of other business and financial organizations. Commissioner Kellogg is also president of the J. C. Kellogg Foundation for Infantile Paralysis. He was appointed to the Port Authority Board in 1955, by Governor Robert B. Meyner.



James C. Kellogg, III



Thorn Lord

THORN LORD

of Princeton, New Jersey, has been a practicing attorney in New Jersey since 1933. From 1943 to 1945, he served as United States Attorney for New Jersey. Commissioner Lord was appointed to the Port Authority Board in July, 1955, by Governor Robert B. Meyner.

NEW YORK COMMISSIONERS

HOWARD S. CULLMAN

of New York City is president of Cullman Bros., Inc., and an officer and director in many business and banking enterprises. He is noted for his interest and investments in the theatre and his activities in civic, philanthropic and medical circles. In 1956, President Eisenhower appointed him United States Commissioner General for the Brussels Universal and International Exhibition of 1958. Commissioner Cullman was appointed to the Port Authority Board by former Governor Alfred E. Smith in March, 1927, and reappointed by former Governors Herbert H. Lehman and Thomas E. Dewey. Vice-Chairman of the Board from 1934 to 1945, he served as Chairman for ten years until his election to the post of Honorary Chairman in 1955, to which post he was re-elected in 1956 and 1957.



Howard S. Cullman



Eugene F. Moran

EUGENE F. MORAN

of New York City is board chairman of Moran Towing and Transportation Company, Inc. For nearly 50 years, he has been a member and chairman of the Maritime Association of the Port of New York's Committee on Rivers, Harbors and Piers. He served with distinction in the Navy during World War I and is noted for his many articles and books on the Port of New York. Commissioner Moran was first appointed to the Port Authority Board by former Governor Herbert H. Lehman in 1942, and reappointed by Governor Thomas E. Dewey in 1948 and 1954. He was first elected Vice-Chairman of the Authority in 1955 and re-elected to that position in the years 1956 and 1957.

S. SLOAN COLT

of New York City is president of the National Fund for Medical Education. For many years he was president and then chairman of the Bankers Trust Co. He is director of many leading business and financial firms and is active in civic, philanthropic and cultural circles. Commissioner Colt was appointed to the Port Authority Board by former Governor Thomas E. Dewey in April, 1946, and was reappointed in the month of February, 1950.



S. Sloan Colt



Charles S. Hamilton, Jr.

CHARLES S. HAMILTON, JR.

of Pleasantville, New York, is vice-president and treasurer of Russell, Burdsall & Ward Bolt & Nut Co. For many years he was a member of the law firm of Sullivan & Cromwell. He is also a member of the Westchester County Park Commission and of the Westchester County Parkway Authority. Commissioner Hamilton was appointed to the Port Authority Board in 1947 and reappointed in 1954 by former Governor Thomas E. Dewey.

CHAS. H. SELLS

of Cross River, New York, is a consulting engineer with offices in Pleasantville and New York City. He served as Superintendent of Public Works for the State of New York and as Westchester County Engineer. Also, he was the county's first Commissioner of Public Works. He directed construction of supply lines in Iran and Iraq under World War II lend-lease agreements. Commissioner Sells was appointed to the Port Authority in 1949 and reappointed in 1953 by former Governor Thomas E. Dewey.



Chas. H. Sells



N. Baxter Jackson

N. BAXTER JACKSON

of New York City is chairman of the executive committee and director of the Chemical Corn Exchange Bank. He is also a director of many financial, manufacturing and business corporations. Active in civic and philanthropic affairs, Commissioner Jackson is a director of the Y.W.C.A., trustee of the Roosevelt Hospital, and director and treasurer of the Beekman-Downtown Hospital. He was appointed to the Port Authority Board of Commissioners in 1955 by Governor Averell Harriman.



On his thirtieth anniversary of service with The Port of New York Authority, Executive Director Austin J. Tobin (center) was presented with the first Howard S. Cullman Distinguished Service Medal by Chairman Donald V. Lowe (left) and Honorary Chairman Cullman in whose honor the award was established.

York's Committee on Rivers, Harbors and Piers. First appointed to the Board of Commissioners by former New York Governor Herbert H. Lehman in 1942, Vice-Chairman Moran was elected to his present post in 1955 and re-elected to that position in 1956.

The four Committees of the Board of Commissioners are: the Committee on Port Planning with Commissioners Horace K. Corbin and Dow H. Drukker, Jr., serving as Chairman and Vice-Chairman, respectively; the Committee on Finance with Commissioners S. Sloan Colt and James C. Kellogg, III, serving as Chairman and Vice-Chairman, respectively; the Committee on Construction with Commissioners Eugene F. Moran and Chas. H. Sells, serving as Chairman and Vice-Chairman, respectively; and the Committee on Operations with Commissioners Jess Harrison Davis and

Charles S. Hamilton, Jr., serving as Chairman and Vice-Chairman, respectively. These Committees act upon policies and programs related to their specific responsibilities.

THE STAFF

The Executive Director of the Port Authority, Austin J. Tobin, reports directly to the Board of Commissioners. Elected on an annual basis, Executive Director Tobin was re-appointed to this top staff post by the Board of Commissioners for the fifteenth consecutive year.

In July, 1957, Mr. Tobin became the first recipient of the Howard S. Cullman Distinguished Service Medal, an award created in honor of the 30 years of Port Authority service by Honorary Chairman Cullman. The award was given Mr. Tobin in recognition of ". . . his human spirit, his wisdom, his great courage, his tireless efforts and his rugged integrity, and for the conspicuous inspiration and leadership he has brought to the staff of the Port Authority;" and in recognition of the fact that the Port Authority has been able to go forward with many construction and port development programs ". . . due, in no small part, to the indefatigable efforts of . . ." Executive Director Tobin. The Assistant Executive Director of the Port Authority is Matthias E. Lukens.

Joseph G. Carty serves as Secretary of the Board and is responsible for preparing and keeping the official minutes of the meetings of the Commissioners. He also retains the official records of the Port Authority.

DEPARTMENTAL ORGANIZATION

To accomplish its overall objective effectively and efficiently, The Port of New York Authority is organized into "line" and "staff" departments which report to the Executive Director.

The line departments are held accountable by the Executive Director for the overall success of the facilities under their supervision. The line departments include the Aviation Department, directed by John R. Wiley; the Tunnels & Bridges

Department, directed by Charles H. Taylor; the Marine Terminals Department, under the direction of A. Lyle King; and the Terminals Department, directed by Henry Davison. Their activities are discussed in the preceding chapters.

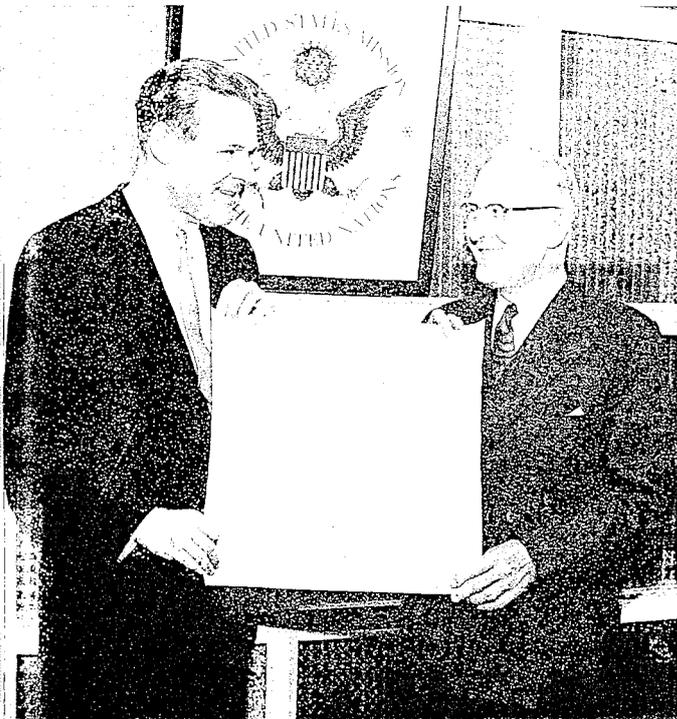
The Port Authority's staff departments, whose activities are discussed on the following pages, provide technical or specialized advice and services to the Executive Director and the line departments.

LAW DEPARTMENT

Sidney Goldstein, as General Counsel, is legal advisor to the Port Authority and heads the Law Department's activities.

Staffed by career lawyers, the department assists General Counsel in representing the Port Authority in legal matters before Federal and state courts, the legislatures of both states and Congress, and before many administrative agencies. The depart-

Henry Cabot Lodge, Permanent Representative of the United States to the United Nations, presents Donald V. Lowe, Chairman of the Port Authority, with his Presidential appointment as United States Representative on the Transport and Communications Commission of the UN Economic and Social Council.



ment also serves the Port Authority staff through its advice on day-to-day Port Authority activities, in anticipating legal problems before they arise and helping in their solutions.

TREASURY DEPARTMENT

Under supervision of Treasurer Eugene A. Mintkeski, the Treasury Department administers the Port Authority's debt and outlines the financial program which enables the Authority to meet its current and long-range capital requirements. The unit also directs credit and collection policies and administers the agency's liquid assets and handles investments of the Authority's capital, operating and reserve funds.

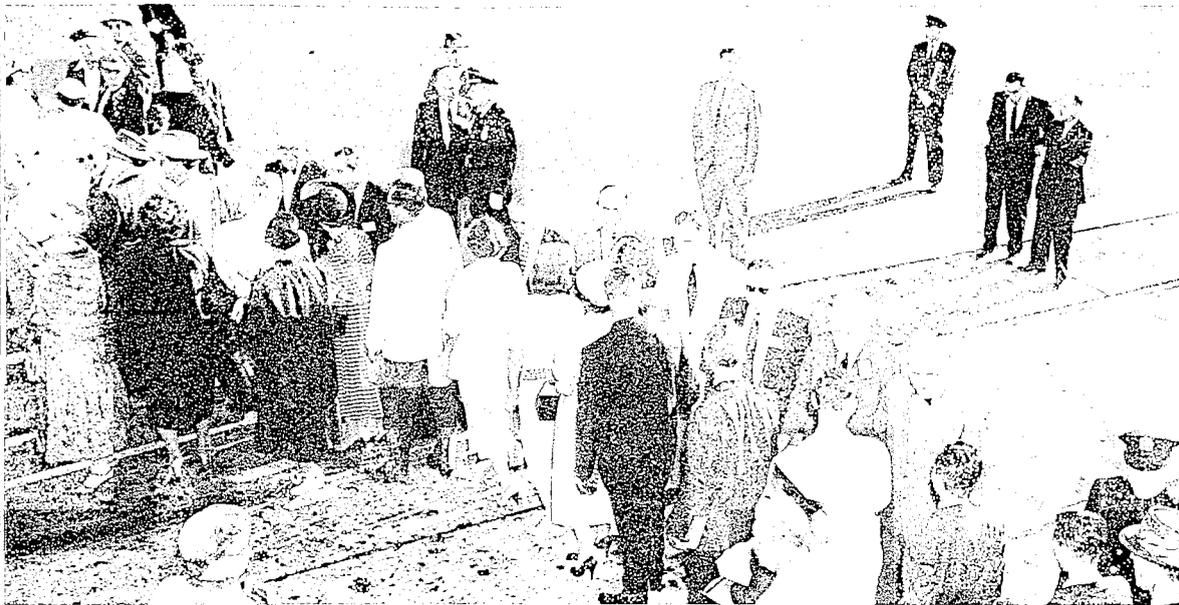
COMPTROLLER'S DEPARTMENT

The Comptroller's Department is responsible for yearly and long-range financial planning for Port Authority operations and development. Headed by James J. Doyle, the Comptroller's Department is also responsible for the Authority's financial control and reporting; for conducting internal, lessee and contractor audits; for administering the Port Authority's program budget; for maintaining budgetary controls; and for directing the insurance program.

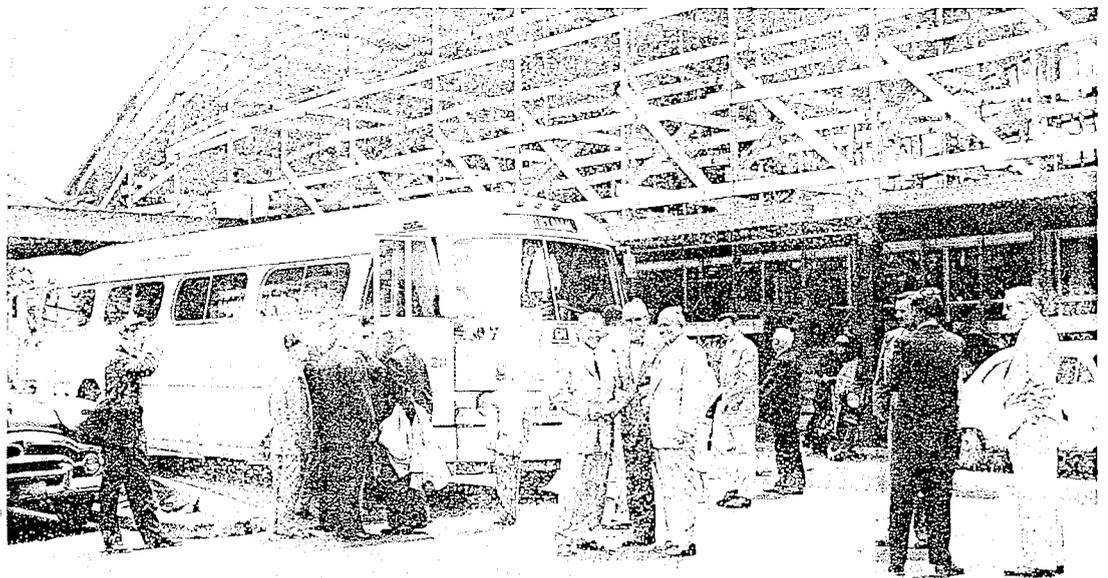
During 1957, there was continued conversion of the Port Authority's accounting work to electronic equipment. As the new system and equipment were increasingly utilized, economies were realized from the conversion. Use of the computer on engineering and operations research problems was begun in 1957 on a small scale.

Considerable strides were made during 1957 in developing new markets for future insurance requirements. In view of construction plans within the coming years, it is expected that the promotion of these markets will aid substantially in meeting insurance requirements in excess of \$50,000,000 to protect the facilities built and operated by the Port Authority.

Those aspects of the Port Authority insurance program which covered employees of contractors



New Jersey Legislators, disembarking after June 10th inspection of New Jersey-New York Port and Port Authority facilities, are bid farewell by Port Authority staff and Commissioners (from upper left): Assistant Executive Director Matthias E. Lukens, Executive Director Austin J. Tobin, Commissioners Thorn Lord, James C. Kellogg, III, Dow H. Drukker, Jr., Horace K. Corbin and Chairman Donald V. Lowe.



Following inspection of New York International Airport's construction progress by New York Legislators and their families, Port Authority Executive Director Austin J. Tobin and General Counsel Sidney Goldstein prepare to board bus with tour guests. Pictured at center are (from left) New York International Manager Vincent A. Carson, Chairman Donald V. Lowe and Gordon S. Hamilton, Special Assistant to the airport manager.

engaged in the Lincoln Tunnel Third Tube construction was concluded in 1957 and returned premium payments in excess of \$1,300,000.

PUBLIC RELATIONS DEPARTMENT, AN INFORMATION CENTER

The Public Relations Department, directed by Mrs. Lee K. Jaffe, advises the Executive Director and the staff on public relations aspects of Port Authority policies. The department disseminates information to the public and press, radio and television on Port Authority activities to provide the widest possible understanding and to encourage support of its programs.

As a central and official information source, the Public Relations Department plays an important part in each Port Authority public project. For example during the nearly five-year construction period of the \$95,000,000 Lincoln Tunnel Third Tube, almost 3,000 stories and 225 editorials were published on the project in newspapers and magazines, all of which included information provided by the Public Relations Department.

The dedication of the International Arrival and Airline Wing Buildings in New York International's Terminal City on December 5, 1957, also culminated a major public information program in which the story of the airport's development as the aerial gateway to the United States was relayed to media throughout the world.

OPERATIONS SERVICES DEPARTMENT HAS TWOFOLD FUNCTIONS

Under the direction of Daniel N. Mandell, the Operations Services Department fulfills a dual role. The first of its functions is to provide a variety of technical services to other departments. These services range from providing standards and training for the Port Authority's 1,071-man police force to its responsibility for carrying out heavy maintenance projects through use of Central Maintenance Services personnel or outside contractors. Included in this scope of activity are numerous other functions performed by Operations Services Department's

traffic, industrial, safety and automotive engineers.

A second important responsibility is the department's formal inspection and observation programs, designed to assure that each Port Authority facility's operation and maintenance are equal to — or above — exacting Port Authority standards. Typical of this inspection function is the role performed by the safety and inspection engineers who periodically complete a minute examination of every Port Authority structure, and equipment, evaluate safety conditions and recommend necessary action. Other inspection groups examine facility housekeeping techniques.

In its program of service to other Port Authority departments, the Operations Services Department cooperates with the Engineering Department in reviewing plans, prior to construction, to assure good operating and maintenance design. Similarly, the traffic engineers cooperate with other units to develop plans for facility roadway, directional signs and traffic patterns, thus assuring safe and efficient highway operation.

The Inspection and Safety Division is responsible for planning and developing Authority-wide programs in the fields of employee, fire, and public safety. During 1957, the disabling injury frequency rate for Port Authority employees was 4.22 injuries per million man-hours of work. This is the second consecutive year in which the Port Authority has bettered the National Safety Council's average rate for all industries. The division also supervises the Port Authority's self-insured Workmen's Compensation Program.

REAL ESTATE DEPARTMENT

In 1957, the Real Estate Department, headed by Robert S. Curtiss, undertook and completed some of the largest projects ever assigned this staff department.

The department proceeded with acquisition of 82 parcels in the northern Manhattan area during 1957, constituting part of the property necessary for construction of the George Washington Bridge second deck and new approach system which includes a bus passenger facility. A tenant relocation

program was also initiated by the Real Estate Department to find, with the aid of hundreds of real estate brokers, suitable new homes for the 1,824 families residing in this area. By the end of 1957, 507 of these families had moved to new locations.

Also in 1957, the real estate staff successfully completed negotiations for rental of a new industrial building at New York International Airport, as well as the lease of the airport's ultra-modern International Hotel to Knott Hotels Corporation. To provide patrons with good shops and services, staff members also planned and rented to a variety of tenants the commercial areas in New York In-

Mayor William B. Gero, Millburn, N.J., and Mayor Robert P. Hughes of Rye, N.Y., are photographed with Commissioner Thorn Lord during inspection of New York Harbor and Port Authority developments by Port District Community Committees.



ternational's International Arrival Building.

The Real Estate Department also leases commercial and office space in other Port Authority facilities, including the Port Authority Bus Terminal and huge Port Authority Building. A regularly scheduled program of inspection of tenants insures not only good service and merchandise for customers, but also assures adherence to Port Authority maintenance and cleanliness standards.

The rental and management of terminals' non-operating areas produces revenues which contribute to the self-support of the Port Authority. During 1957, these gross revenues totaled \$9,700,000 or eleven per cent of all Port Authority income.

ADMINISTRATION DIRECTOR HEADS FIVE STAFF UNITS

Daniel L. Kurshan, Director of Administration, is responsible for the planning and general direction of Port Authority administrative activities. Five staff departments, whose operations promote effective functioning of the Port Authority organization and better the public's understanding of Port Authority programs, are under his general direction. These departments include the Purchase and Administrative Services Department, the Personnel Department, Medical Department, Community Relations Department and Organization and Procedures Office.

THE PURCHASE AND ADMINISTRATIVE SERVICES DEPARTMENT

The specialist, technical and clerical personnel in the Purchase & Administrative Services Department, directed by James Clark McGuire, assist both line and staff departments in fulfilling their programs. Equipment, materials and office services required by Port Authority operations are supplied through this department.

As the Port Authority's central purchasing agency, the department buys supplies necessary for operation of and construction at all of the 19 facilities. Among 1956-1957 orders for equipment were \$250,000 of materials for the New York

International Airport's new terminal and \$500,000 of construction equipment for Port Newark's new Norton, Lilly & Co. piers.

The department's photographic unit takes pictures for engineering, legal, operational and promotional purposes. During 1957, 6,100 pictures were taken and 89,500 prints were processed. The reproduction section duplicated some 1,500,000 square feet of engineering plans, forwarding Port Authority construction and development projects. This division also produces reports, speeches, documentary material and other records for all Port Authority departments. The scale models and other exhibits produced in the department aid in planning and design work of other departments and are used for informational and promotional purposes.

The Port Authority Library has become an important reference source on all phases of transportation. During 1957, the Library handled 12,000 requests from the Port Authority staff, governmental units, business and educational institutions.

The Food Services Division of the department served over 323,000 employee meals at the Port Authority Building and Holland and Lincoln Tunnels.

The department's Special Services Division implements public and community relations programs by conducting guided inspections of Port Authority facilities and New York Harbor. During 1957, over 29,000 official visitors from all over the world inspected Port Authority operations. The division also plans and coordinates public meetings and ceremonial events.

PERSONNEL DEPARTMENT SERVES CAREER STAFF

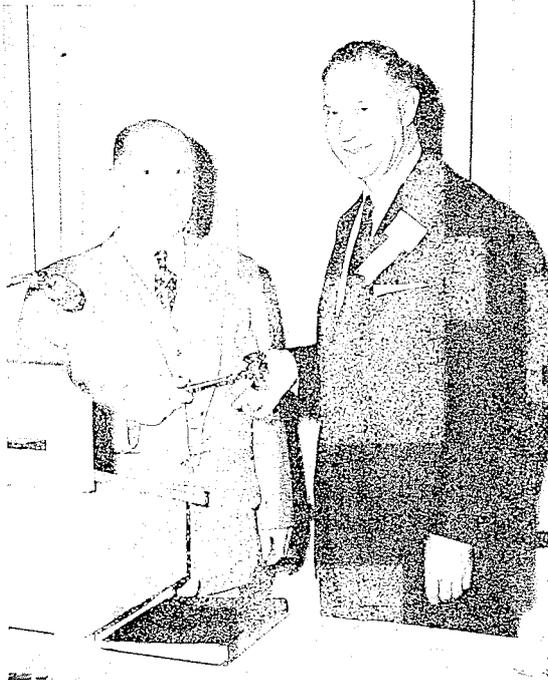
It is the responsibility of the Personnel Department, under the direction of John D. Foster, to attract and assist in the maintenance of a staff in which every man or woman is well fitted, in abilities and attitudes, to make his or her particular contribution to the Port Authority's program for the Port District and its citizens.



Port Authority Chairman Donald V. Lowe (left) accepts silver pen and ink stand from Herbert Stellwagen, Executive Vice-President of the Indemnity Insurance Company of North America, in recognition of the outstanding safety record achieved in the construction of Lincoln Tunnel Third Tube. The company underwrote the workmen's compensation for this project.

The Personnel Department has carefully specified the skills, training and work habits of the 639 different kinds of jobs necessary to Port Authority operation and administration. Through an active recruitment program, these positions are staffed with people well suited by training, ability and aptitude.

Utilizing the most advanced personnel policies and practices of business and government, the department assists employees in advancing their careers. With written, oral or performance examinations as measurements, promotions are based on merit, with respect for seniority and experience. Supplementing advancement policies is the Personnel Department's training program. It provides opportunities to learn new skills or improve performance for future promotions and on-the-job betterment. During 1957, the Personnel Department offered some 40 courses, covering clerical, mechanical, technical, supervisory and managerial subjects, to develop individual potentialities and opportunities.



During 1957, over 400 United States port representatives gathered in New York to attend the 46th Annual Convention of the American Association of Port Authorities. A. Lyle King, President of the A.A.P.A. for the past year and Director of the Port Authority's Marine Terminals Department served as principal host on behalf of the Port of New York. Mr. King (right) as retiring President, is shown as he handed the gavel to his successor-President, Peter Mc Culloch. Mr. Mc Culloch is presently Commissioner of the Toronto Harbor Commission.

Other personnel programs and policies serve every person in the agency. The department conducts an annual survey of salaries in Port District businesses and industries to insure that salaries offered by the Port Authority compare favorably with those for similar work in other organizations. The agency's vacation and sick-leave programs, and extensive life, health and retirement insurance programs are additional employee benefits administered by the department.

The department's communication program keeps the staff informed of Port Authority policies and operations, encourages suggestions for organizational improvements and recognizes the roles of individuals in Port Authority achievements.

Additional activities and accomplishments of Port Authority personnel are illustrated in the chapter entitled "The Staff."

HEALTH PROGRAM ADMINISTERED BY MEDICAL DEPARTMENT

The Port Authority's Medical Department, headed by Dr. Samuel I. Kooperstein, carries out an extensive program directed at maintaining a staff that is healthy. In 1957, Dr. Arthur Schifrin was appointed Deputy Medical Director to assist in managing the department's health program.

Functioning primarily in the field of preventive medicine, the department has an extensive pre-placement examination program. Those selected by the Personnel Department as qualified to fill positions at the Port Authority are given careful medical examinations to insure that they will be able to perform the work involved in their new positions. In 1957, the department conducted 1,435 of these examinations.

The department also conducts annual physical examinations of the employees to assure their continued good health. In 1957, some 4,144 of these examinations were held. Staff members who are absent from work because of illness are examined on their return to determine readiness for work. Throughout the year, doctors and nurses are available for other medical services and for health counselling for employees and their families.

A program to inoculate the staff with Asian Flu vaccine was authorized when it appeared that the Asian Flu would reach epidemic proportions. In order to curtail any widespread epidemic within the organization, the Medical Department arranged to inoculate all personnel on a voluntary basis. Over 3,000 staff members were inoculated during the fall of 1957.

HARBOR IMPORTANCE STRESSED BY COMMUNITY RELATIONS

The Community Relations Department, under the direction of Edwin B. Wilson, plans and administers a program designed to increase throughout the Port District understanding and appreciation of the port and its transportation and terminal facilities and their effect on the development of the area.

Through continuing contact with representatives

of the port communities, the department maintains an exchange of information between the Port Authority and Port District communities which keeps the latter abreast of current Port Authority activities while the Port Authority is kept constantly informed of community reaction to our projects.

The Community Relations Department also supplies information to Port District residents through its releases to weekly newspapers and its speakers program covering large numbers of local organizations.

In addition, the department is responsible for gathering material for and development of the format of the Annual Report to the Governors. For the third consecutive year, this report has won a top award from the *Financial World* and a Special Merit Award from *The Score* for its excellent reporting of Port Authority activities during the year. The department also exercises a like function for the reports to the municipalities from which the Port Authority has leased facility areas.

ORGANIZATION AND PROCEDURES OFFICE

The Organization and Procedures Office, under Manager Harvey Sherman, provides the Executive Director and Port Authority departments with a management consulting service for improving service, increasing efficiency and reducing costs.

The office worked with several departments in comprehensive surveys of department or division overall management. These studies covered functions, organizational structure, personnel administration, procedures, work methods and cost controls and produced improvements in services and monetary savings.

Throughout 1957, the Organization and Procedures Office cooperated with other departments. Among numerous projects were the following: Preparation of instruction manuals for records activities and the Port Authority-tenant relocation programs; preparation of a brochure on the design of forms; initiation of a study of internal reports

to improve their usefulness and to eliminate those which may be unnecessary; conduct of a training seminar for personnel who schedule or control maintenance work; refinement of materials for a work simplification program under which supervisors will be trained in management improvement techniques; development of a statement of organization principles to govern relationships among departments; and extension of the use of performance standards for clerical and administrative activities.

ENGINEERING DEPARTMENT

The Engineering Department has overall responsibility for the design and construction of the Port Authority's terminal and transportation facilities. The department is staffed by 260 professional and technical personnel under the direction of Chief Engineer John M. Kyle. Fifteen outside engineering firms and nine consultants collaborated in the design and the preparation of contract drawings for 111 new contracts which ranged from an \$800 sprinkler and fire alarm system to the \$5,000,000 International Hotel at New York International Airport.

During 1957, contracts totaling \$41,200,000 were awarded for new construction. A record of \$71,200,000 in payments to contractors for construction was made.

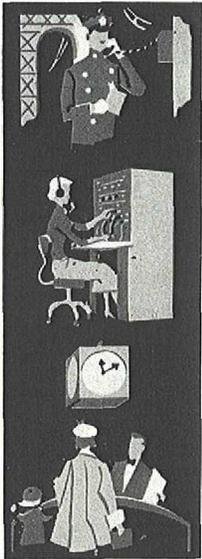
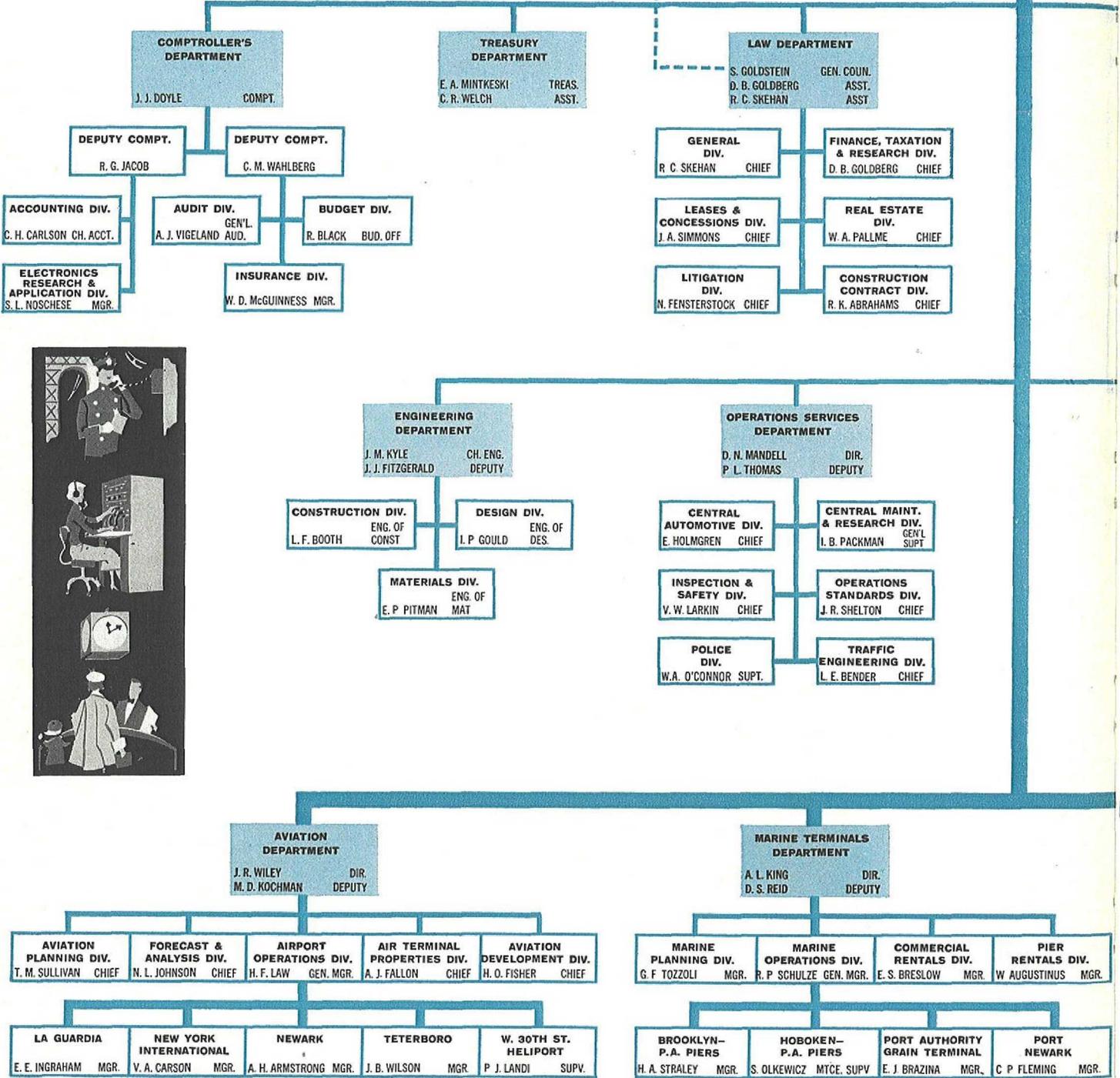
Engineering Department personnel from the Materials Division made more than 5,000 trips covering half the United States to expedite production and shipping of materials essential to construction projects. The experimental project for the design and construction of a flexible steel bulkhead at the Brooklyn-Port Authority Piers was reported and discussed before the International Conference of Soils Mechanics and Foundations at London, England as well as at local society meetings.

Among the major projects completed in 1957 were the Lincoln Tunnel Third Tube; the Norton, Lilly Terminal at Port Newark; and the \$30,000,000 International Arrival and Airline Wing Buildings at New York International Airport.

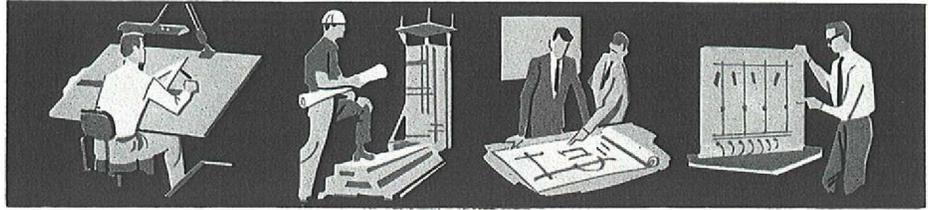


THE PORT OF NEW YORK BOARD OF COMMISSIONERS

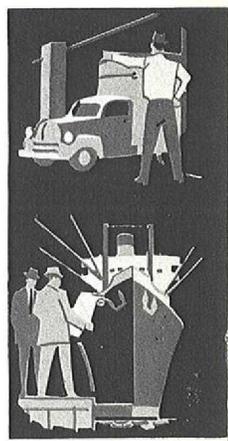
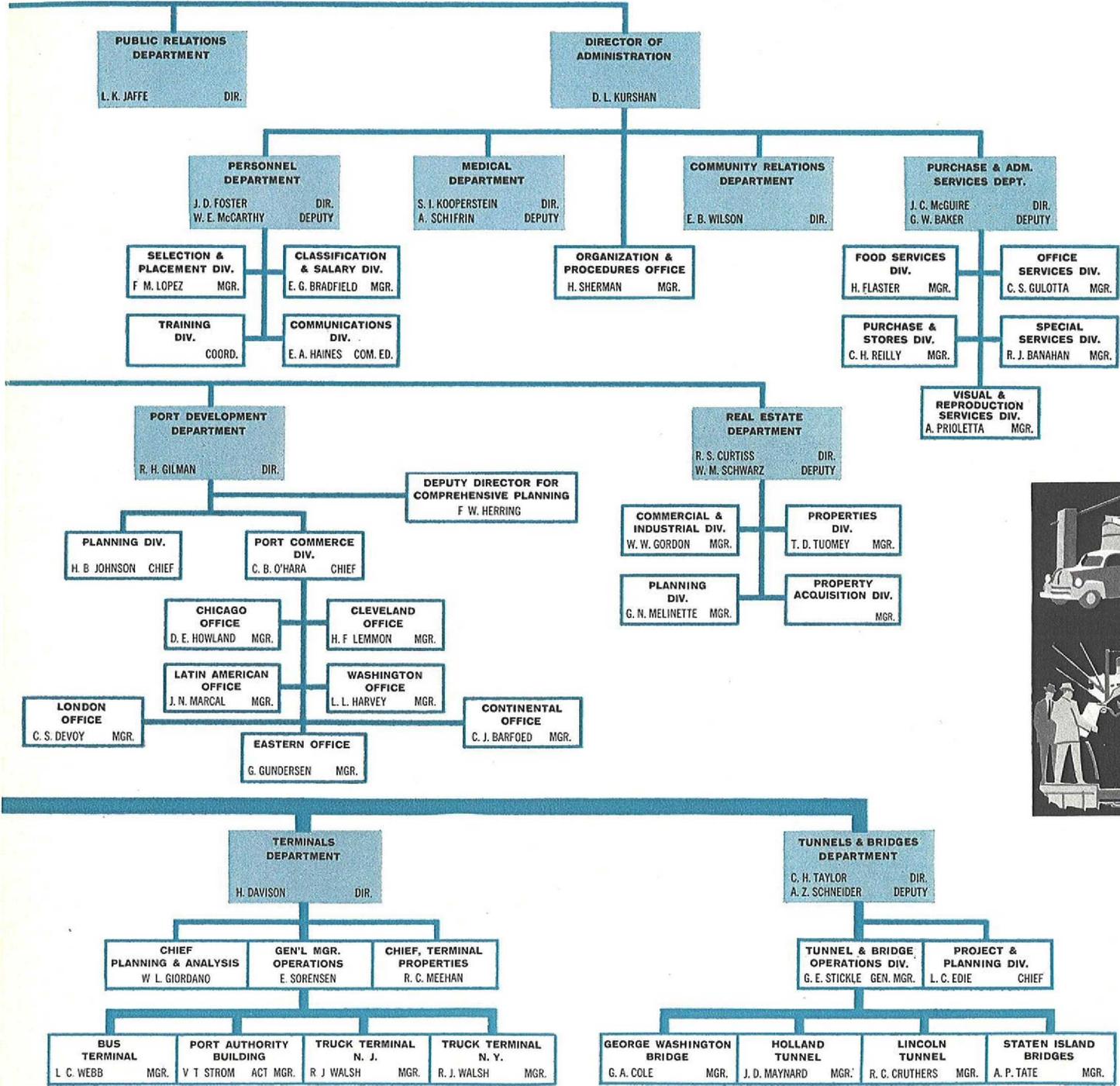
**OFFICE OF THE
EXECUTIVE DIRECTOR**
A. J. TOBIN EX. DIR.
M. E. LUKENS ASST. EX. DIR.

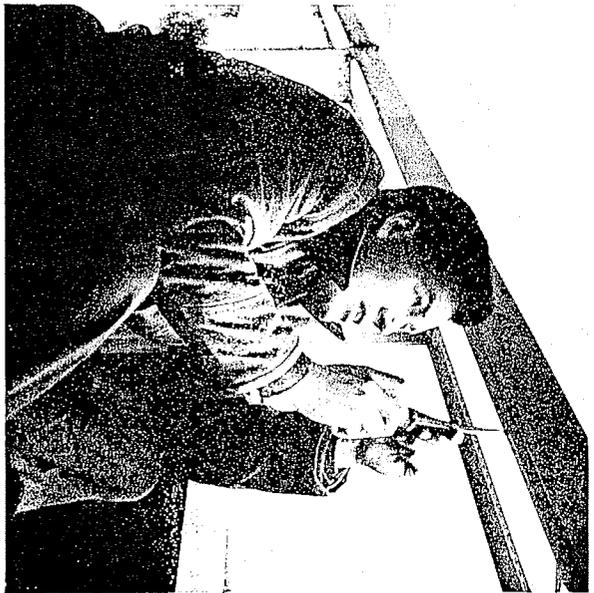
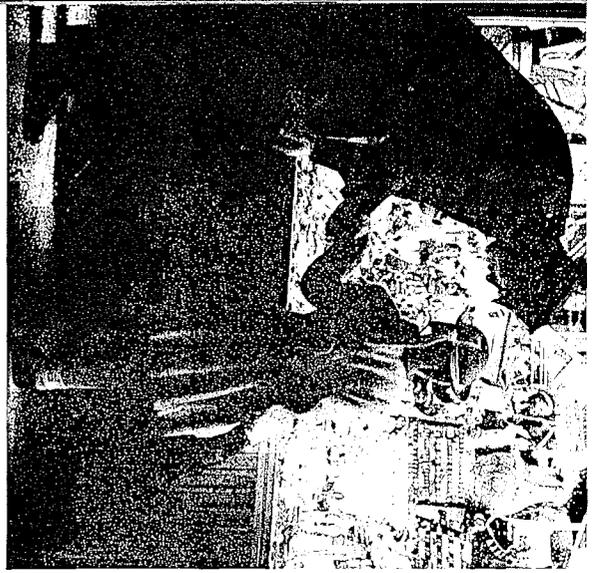
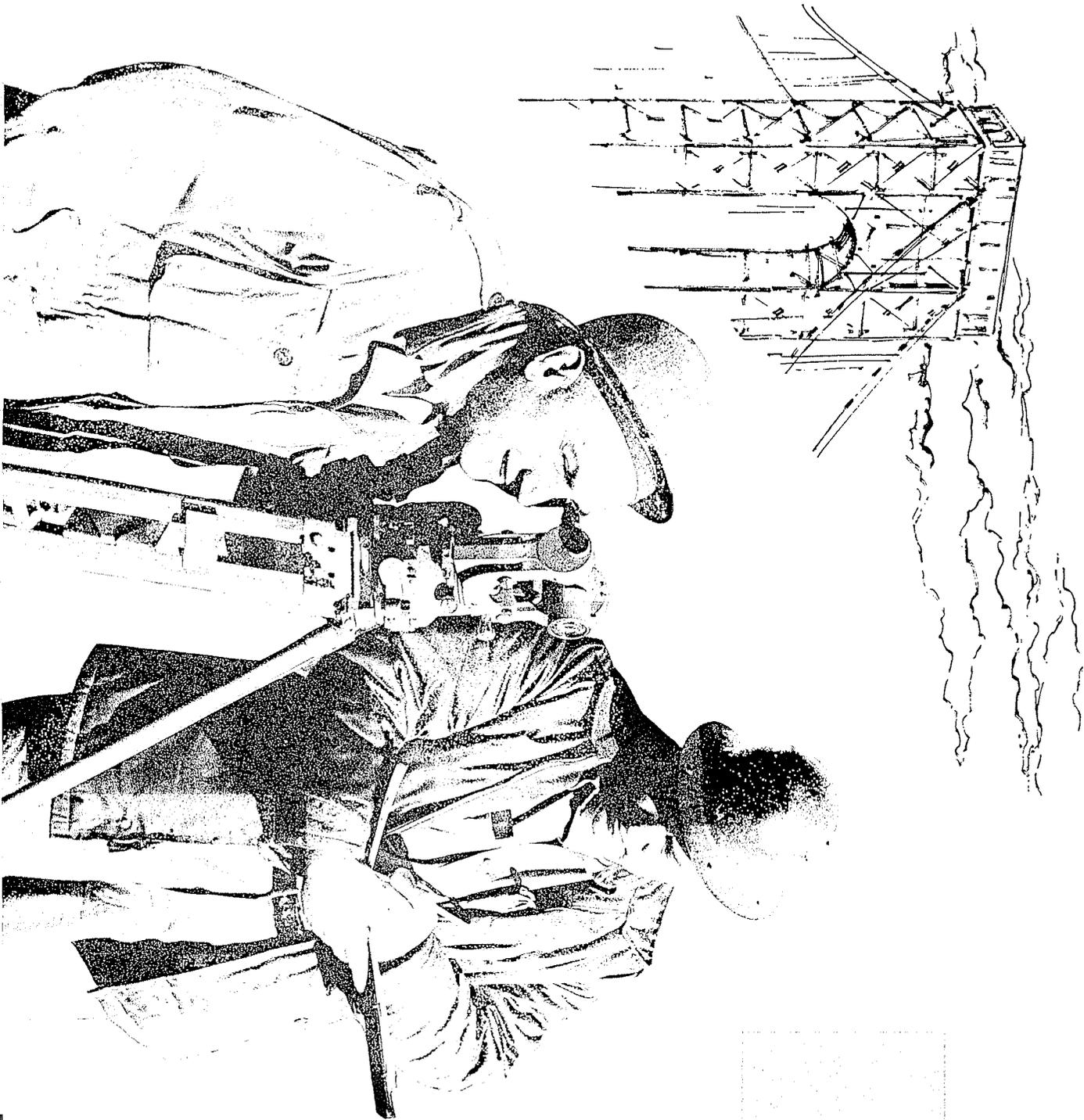


YORK AUTHORITY COMMISSIONERS

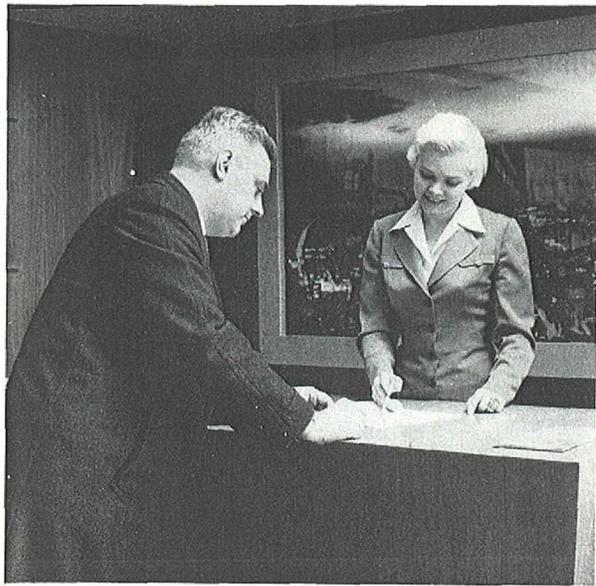


J. G. CARTY SECY. TO BD.
P. HUNTER ASST.





THE PILOT'S
DAILY LIFE



police officer who waves them through the tunnel, or by the telephone operator who handles their calls to Port Authority offices, or by the Port Authority clerk, plumber, engineer, accountant or laborer who also happens to belong to the family next door.

Of course, each of the 4,255 men and women who made up the Port Authority staff in 1957 is an individual, with his own talents, ideals and aspirations. But all of them — from the year's 284 newcomers to the 200-plus who have shared most of the Port Authority's 36-year history — have many qualities in common as well.

Paramount among these shared qualities is a spirit of service revealed in many ways — not only

OUR STAFF



THE STAFF

How best to convey an understanding of a complex organization?

For the banker, the bondbuyer, the auditor and lawyer, a company's financial statement may give the most readily recognizable clues to its character.

To the management analyst, an organization chart.

To the contractor, architect or engineer, a description of its construction and development activities may be most meaningful.

To the economist, the industrialist, the regional planner, the company's pattern of growth — in size, scope of activity, volume of work — tell the most significant story.

But to the great majority, our organization is most readily identified by the individual character and attitude of the members of its staff — by the

through their daily jobs, but as constructive participants in both employee and community activities.

In 1957, as in previous years, The Port of New York Authority enjoyed an employment turnover rate significantly lower than both the Federal government rate and the national all-industry rate. A modern personnel concept, carried out in programs which provide the opportunity to participate effectively and efficiently, good pay, benefits, working conditions and security, is certainly a major factor in this low turnover rate. But there's another element which has made our staff so much a career staff: people like to do work that is important and to be part of an organization that has important tasks to fulfill.

Over 500 of our staff members in 1957, or approximately one-eighth of the total were past the 15-year mark in their Port Authority careers.

The evident trend is toward long service — an indication that the members of our staff find the Port Authority a good place to put their abilities to use. How well they do this — that is, the quality of their service — is demonstrated not only by the over-all smooth functioning of many diverse operations, but by the hundreds of appreciative letters written by members of the public to commend individual acts of courtesy, alertness, and assistance “beyond the call of duty.” Exceptionally distinguished service or meritorious actions are recognized by the award of Port Authority medals, the highest honors which the Board of Commissioners can bestow on members of the staff. In 1957, eight persons joined the 52 men and women who previously had been awarded the Distinguished Service Medal honoring *“unusually efficient or distinguished service involving outstanding judgment, conduct or initiative over a period of years.”* To the group of 34 previous holders were added three men who in 1957 earned the Commendation Medal, given for *“unusually effective service involving good judgment as it applies to a particular event or occasion.”*

Emergency assistance is also made available to employees by employees with management participating. A Welfare Fund supported by employee contributions and administered by elected officers can make loans or grants to those in need. A blood bank, maintained through an annual employee-conducted drive, makes blood available free of charge to staff members and their immediate families. Nearly 1,000 pints were donated in the 1956-57 campaign.

Many members of the staff also join forces to perform extra-curricular acts of service — some groups “adopting” needy children, or serving as Big Brothers and Sisters, some playing host and hostess on outings for youngsters from homes for the orphaned, the lame, the blind.

And in their home communities, they find many more opportunities to serve as useful citizens. In hundreds of New York and New Jersey towns, they devote their time and energies to participation in school, church and community activities as counselors to youth organizations, as volunteer firemen, nurses, Civil Defense personnel.

Hand-in-hand with Port Authority men and

For their outstanding careers and heroism, nine Port Authority staff members were awarded the Distinguished Service and Commendation Medals. In the back row, from left, are Chairman Donald V. Lowe, and recipients Sgt. William Reese, Herman Wunderler, Police Officer Wallie Cannady and, far right, Executive Director Austin J. Tobin. In the front row, from left, are award recipients, Joseph T. Hines, Police Officers Nils Jensen and Frank Conte, Moses Markowitz, John Van Putten and George Stickle.



women's highly-developed concept of service goes an alertness to opportunities for improvement, both of their own abilities and potentialities, and of the operations of the organization through which they express a major part of these abilities.

During the past year, 2,636 staff members participated in one or more of the career development activities offered through the Port Authority's training program. These included 39 job-related courses on technical, professional and managerial skills conducted by the Port Authority. Some 1,473 courses at approved schools were also completed by career-minded employees under the Education Refund Plan which provides reimbursement upon successful course completion.

The Port Authority's promotion system, which insures that advancement shall be based on merit, attracted 3,476 candidates to 136 promotion examinations during 1957. Over 700 of these men and women, having qualified in the tests, achieved places on the lists of those eligible to fill specific positions. During the year, 564 staff members, or over 13 per cent of the entire staff, advanced to more challenging and rewarding posts within the organization.

The interest and ingenuity of Port Authority workers contribute daily to the efficiency of their own operating units. Overall improvements also result from their continuing participation in such organization-wide programs as the employees' suggestion system and the safety campaign.

For the third consecutive year, their suggestion record (625 suggestions received per 1,000 eligibles in 1956) earned the National Association of Suggestion Systems' award for the highest participation among "government" agencies. The 1957 participation record — about 630 suggestions per 1,000 — make prospects for a fourth award look bright.

Feeling that the individual members of its staff have the most direct and emphatic personal impact in conveying the picture of a large organization, the Port Authority is indeed proud to be represented by its men and women, whose concept of service and progress make them good spokesmen for its objectives.

Police Officer Pat Pellegrino beams at check, the largest ever awarded by the Port Authority Suggestion System which in 1957 received national award for third consecutive year for highest rate of employee participation among numerous government agencies.



Commissioner Jess Harrison Davis (left) presents the Port Authority's Chief Engineer John M. Kyle with the Distinguished Service Medal for "... the engineering skill, the energy and the limitless time ..." given to construction of the Lincoln Tunnel Third Tube.



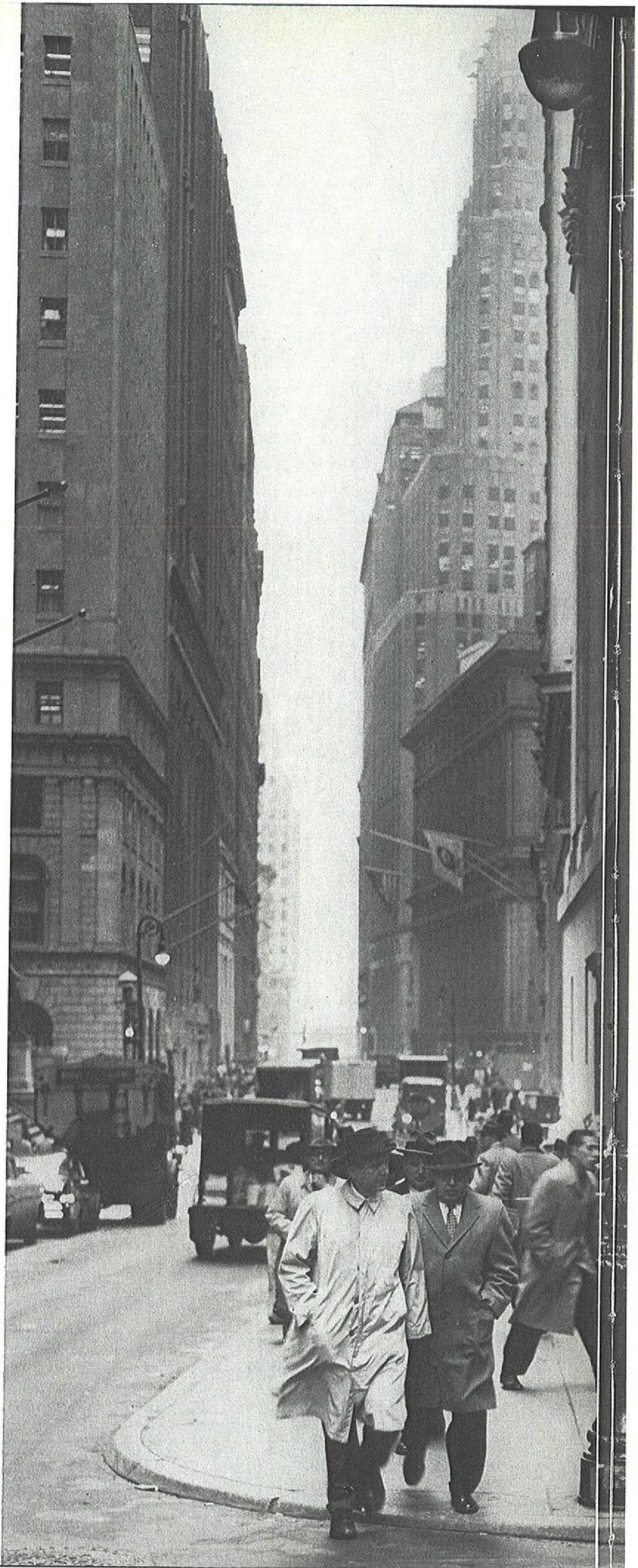
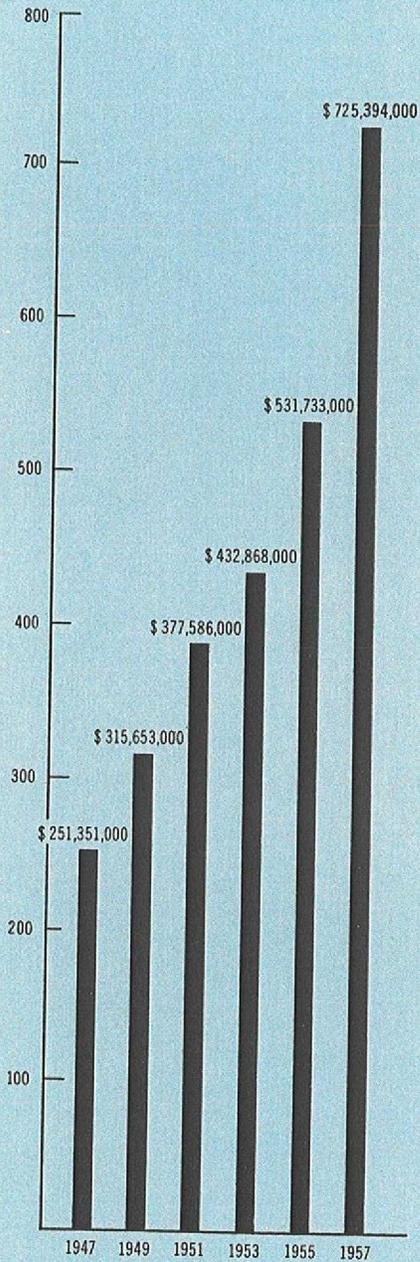
The Chief of Aviation Planning, Thomas M. Sullivan, registers surprise at the New York International Arrival Building dedication as Honorary Chairman Howard S. Cullman calls him forward to receive the Distinguished Service Medal for "... his exceptional ability, ingenuity ... and service ..." to the Port Authority in planning the complex terminal project.



CUMULATIVE PORT AUTHORITY INVESTMENT IN FACILITIES

Restated

\$ MILLIONS



FINANCIAL

CUMULATIVE INVESTMENT

By the end of 1957, the Port Authority's cumulative investment in its facilities totaled \$725,394,000. More than \$100,000,000 was invested in 1957 alone, chiefly at New York International Airport, Port Newark, Lincoln Tunnel and the Brooklyn-Port Authority Piers. In the past seven years, the Port Authority's cumulative investment in transportation and terminal facilities in the Port District has more than doubled — from \$356,693,000 at the beginning of 1951 to more than \$725,300,000 at the end of 1957.

REPORT OF OPERATIONS

The statement of Revenues and Reserves shows that the Port Authority's facilities grossed \$84,753,000 — ten per cent more than in 1956. Operating expenses increased only seven per cent — from \$37,094,000 to \$39,579,000. Other income totaled \$5,311,000 including a \$3,093,000 security valuation adjustment. This adjustment reflects the Authority's established policy of valuing all U. S. Government securities and Port Authority bonds held for investment at the lower of aggregate cost or market value. Port Authority net revenues available for debt service and reserves were \$50,485,000 — as compared to the 1956 total of \$38,708,000. After meeting debt service of \$31,835,000 from revenues and reserves — \$25,689,000 on account of principal and \$6,146,000 for interest — the Port Authority, as required both by statute and by its agreements with its bondholders, transferred remaining revenues so that the balances in the various Port Authority reserve funds were increased by a net of \$18,649,000. The details of these transfers are shown in Exhibit B.

At year end, Port Authority reserve funds consisting of U. S. Government securities and cash totaled \$55,837,000, compared to \$37,187,000 the previous year. These reserves, in accordance with a Port Authority policy of several years' standing, were in excess of the next two years' debt service.



Wall Street in downtown Manhattan houses the foremost financial enterprises in the United States and in the world. One of the primary markets for the Port Authority's bonds, this area has long recognized the soundness of Port Authority bond securities.

The General Reserve Fund was again maintained at the statutory amount equal to ten per cent of outstanding bonds. With funded debt of \$420,676,000, the General Reserve Fund balance at the end of the year was \$42,067,000.

The increase in funded debt from \$324,848,000 at the end of 1956 to \$420,676,000 at the end of 1957 was the result of borrowing \$122,300,000 during the year and retiring \$26,472,000. Of the \$26,472,000 retired, \$2,832,000 had been purchased by the Port Authority in the open market in anticipation of future years' sinking fund requirements. The amortized cost of these bonds at the time of retirement was \$775,000 less than their call prices.

At the end of the year, four classes of Port Authority bonds were outstanding — General and Refunding Bonds, Air Terminal Bonds, Marine Terminal Bonds, and Consolidated Bonds.

Gross revenues of the General and Refunding Bond facilities were \$54,016,000, five per cent higher than the 1956 total of \$51,413,000. Net revenues available for debt service and reserves totaled \$33,695,000, an increase of ten per cent over the previous year. General and Refunding Bonds have a first lien on the net revenues of the Port Authority's six bridges and tunnels, four inland terminals, the Port Authority Grain Terminal and the adjacent Columbia Street Pier.

The Air Terminal Bond facilities produced gross revenues of \$21,442,000 in 1957 compared to \$17,949,000 in 1956. Net revenues available for debt service and reserves were \$9,097,000, a 35 per cent gain over 1956 results. Air Terminal Bonds have a first lien on the net revenues of La Guardia, New York International, Newark and Teterboro Airports.

Operations at Port Newark, the sole facility whose net revenues are pledged to the Marine Terminal Bondholders, resulted in gross revenues of \$4,472,000 — \$833,000 more than in the previous year. Net revenues available for debt service and reserves totaled \$1,983,000, 59 per cent more than the 1956 total.

CONSOLIDATED BONDS

Consolidated Bonds are secured by the General Reserve Fund on an equal basis with all other Port Authority bonds. In addition, Consolidated Bonds have a first lien on the net revenues of the Hoboken-Port Authority Piers, the Brooklyn-Port Authority Piers and the Port Authority-West 30th Street Heliport and, subject to prior liens in favor of the General and Refunding, Air Terminal and Marine Terminal Bonds, Consolidated Bonds are secured by the net revenues of all other Port Authority facilities.

The three Port Authority facilities financed wholly by Consolidated Bonds increased their 1957 gross revenues to \$4,822,000 — \$1,111,000 more than in 1956. Net revenues available for debt service and reserves were also higher — \$2,006,000 against \$1,042,000 in the previous year.

Exhibit A shows 1957 results for each of the foregoing groups.

The Consolidated Bond Resolution of 1952 which authorized the issue of Consolidated Bonds, designed to unify the Authority's debt structure, also contained a covenant that the Port Authority would not thereafter issue any General and Refunding, Air Terminal, or Marine Terminal Bonds. By the end of 1957, the Port Authority had issued \$424,300,000 of Consolidated Bonds. Of this total, \$299,800,000 was allocated to facilities whose net revenues were subject to the first lien of the General and Refunding, Air or Marine Terminal Bonds. Of the remainder, \$68,200,000 was used to refund prior lien bonds and notes and Consolidated Notes, and \$56,300,000 to finance the acquisition or construction of the three Consolidated Bond facilities.

The Port Compact of 1921 and subsequent legislation of the states of New Jersey and New York require the Port Authority to finance the projects and activities which it carries on for the benefit of the Port District without burden to the general taxpayer. The Ten Year Comparison on pages 72 and 73 shows the progress that has been made since 1948.

REVENUES AND RESERVES

	Year Ended December 31,	
	1957	1956
	(In Thousands)	
GROSS OPERATING REVENUES	\$ 84,753	\$ 76,712
OPERATING EXPENSES	39,579	37,094
Net Operating Revenues	45,173	39,617
OTHER INCOME		
Income on investments—net	2,218	1,590
Security valuation adjustment	3,093	(2,500)
	50,485	38,708
DEBT SERVICE		
Interest on funded debt	6,146	5,076
Serial maturities and sinking fund requirements	10,118	8,692
Short-term note maturities	13,500	19,000
Debt retirement acceleration	2,070	1,355
Total Debt Service	31,835	34,123
NET INCREASE IN RESERVES		
Reserve balances—beginning of year	18,649	4,585
	37,187	32,602
RESERVE BALANCES—END OF YEAR	<u>\$ 55,837</u>	<u>\$ 37,187</u>

FINANCIAL POSITION

	December 31,				
	1957			1956	
	Capital Funds	Reserve Funds	Operating Funds	Combined Total	Combined Total
(In Thousands)					
ASSETS					
INVESTED IN FACILITIES	\$725,394	\$ —	\$ —	\$725,394	\$616,298
INVESTMENT IN SECURITIES	50,073	55,279	8,275	113,628	76,650
CASH	4,461	558	737	5,756	7,670
OTHER ASSETS	2,574	—	8,890	11,464	9,987
TOTAL ASSETS	<u>782,503</u>	<u>55,837</u>	<u>17,903</u>	<u>856,244</u>	<u>710,607</u>
LIABILITIES					
FUNDED DEBT	420,676	—	—	420,676	324,848
DEBT RETIRED THROUGH INCOME	349,220	—	—	349,220	320,067
RESERVES	—	55,837	—	55,837	37,187
ACCOUNTS PAYABLE AND OTHER LIABILITIES	12,607	—	11,546	24,154	22,820
PROVISION FOR SELF-INSURANCE	—	—	2,303	2,303	1,913
DEFERRED CREDITS TO INCOME	—	—	4,052	4,052	3,769
TOTAL LIABILITIES	<u>\$782,503</u>	<u>\$55,837</u>	<u>\$17,903</u>	<u>\$856,244</u>	<u>\$710,607</u>

See Notes to Financial Statements

THE PORT OF NEW YORK AUTHORITY

Exhibit A

OPERATING FUNDS REVENUES

Year Ended December 31, 1957

	Related to				Combined Total
	General and Refunding Bonds	Air Terminal Bonds	Marine Terminal Bonds	Consolidated Bonds	
	(In Thousands)				
GROSS OPERATING REVENUES	\$ 54,016	\$ 21,442	\$ 4,472	\$ 4,822	\$ 84,753
OPERATING EXPENSES	21,454	12,710	2,551	2,863	39,579
Net Operating Revenues	32,561	8,732	1,920	1,959	45,173
OTHER INCOME					
Income on investments—net	610	180	31	28	851
Security valuation adjustment	522	184	31	18	756
Net Revenues	33,695	9,097	1,983	2,006	46,782
DEBT SERVICE					
Interest on funded debt	1,231	1,774	213	2,926	6,146
Serial maturities and sinking fund requirements	4,690	405	219	4,803	10,118
Short-term note maturities	—	—	—	13,500	13,500
Total Debt Service	5,921	2,180	433	21,229	29,764
TRANSFERS TO AND (FROM) RESERVES	27,773	6,917	1,550	(19,223)	17,017
ANALYSIS OF TRANSFERS					
From General Reserve—to cover net deficit	—	—	—	(19,223)	(19,223)
To General Reserve—to bring to 10% of funded debt	19,596	4,880	1,093	—	25,571
To special reserves	8,176	2,036	456	—	10,669
	<u>\$ 27,773</u>	<u>\$ 6,917</u>	<u>\$ 1,550</u>	<u>\$(19,223)</u>	<u>\$ 17,017</u>

Exhibit B

RESERVE FUNDS

December 31, 1957

	General Reserve Fund	Special Reserve Fund	Air Terminal Reserve Fund	Marine Terminal Reserve Fund	Combined Total
		(In Thousands)			
ANALYSIS OF RESERVES					
Balance—January 1, 1957	\$32,484	\$ 4,265	\$ 301	\$135	\$37,187
Income on investments—net	1,193	156	11	4	1,366
Security valuation adjustment	2,040	267	19	8	2,336
	35,719	4,689	331	149	40,890
Appropriations for:					
Debt retirement acceleration—payments to sinking funds	—	2,070	—	—	2,070
	35,719	2,618	331	149	38,820
Transfers (to) and from Operating Funds:					
Deficit related to Consolidated Bonds	(19,223)	—	—	—	(19,223)
Revenues related to:					
General and Refunding Bonds	19,596	8,176	—	—	27,773
Air Terminal Bonds	4,880	—	2,036	—	6,917
Marine Terminal Bonds	1,093	—	—	456	1,550
Net Transfers	6,348	8,176	2,036	456	17,017
Balance—December 31, 1957	<u>42,067</u>	<u>10,795</u>	<u>2,368</u>	<u>606</u>	<u>55,837</u>
RESERVE FUND ASSETS					
Investment in securities	41,646	10,687	2,344	600	55,279
Cash	420	107	23	6	558
Total	<u>\$42,067</u>	<u>\$10,795</u>	<u>\$2,368</u>	<u>\$606</u>	<u>\$55,837</u>

See Notes to Financial Statements

**NOTES TO
FINANCIAL
STATEMENTS**

December 31, 1957

NOTE A—ACCOUNTING PRINCIPLES:

1. The Port of New York Authority, created as a corporate instrumentality in 1921 by compact between the States of New York and New Jersey with the approval of Congress, has no stockholders nor equity holders; all revenues or other cash received must be disbursed for specific purposes in accordance with provisions of various statutes and agreements with holders of its bonds. Accounts of the Authority are maintained in accordance with (1) generally accepted accounting principles and (2) the principles set forth in this Note which are based on resolutions of the Commissioners, agreements with bondholders, and on the Authority's interpretation of applicable statutes and agreements.
2. Deductions are made from revenues and reserves equal to payments to sinking funds and other principal payments on debt. These deductions are credited at par to the account "debt retired through income", and constitute the effective recovery of facility costs. Therefore, no separate deductions for depreciation are required.
3. The amount "invested in facilities" consists primarily of expenditures to acquire, construct, place in operation and improve the facilities of the Port Authority and includes net discount and expense incurred in connection with bonds and notes issued for construction purposes as well as the net interest expense during the period of construction.
4. The statement of combined total revenues and reserves is presented for general information purposes only and the amounts stated do not represent revenues applicable to any particular type of bonds. The amount and disposition of revenues applicable to each type of bonds is set forth in Exhibit A and the amount and disposition of revenues applicable to the reserve funds is shown in Exhibit B. Explanatory comments regarding the net revenues and reserve funds securing the various bond issues are set forth in the financial narrative preceding these statements.
5. The long-term and short-term securities are stated at the lower of their respective aggregate amortized cost or market values.

ACCOUNTANT'S OPINION

PRICE WATERHOUSE & CO.

60 PINE STREET

NEW YORK 6

February 3, 1958

The Port of New York Authority
New York, N. Y.

In our opinion, the accompanying statements present fairly the financial position of The Port of New York Authority at December 31, 1957 and the results of its operations for the year, in conformity with accounting principles set forth in Note A of Notes to Financial Statements, applied on a basis consistent with that of the preceding year. Our examination of these statements was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Price Waterhouse & Co.

NOTE B—COMMITMENTS:

At December 31, 1957, the Authority was committed under various contracts to the completion over the next two or three years of approximately \$150,000,000 of structures, nearly all of which are covered by long term compensatory leases with exclusive use tenants. Cash and securities in the capital funds at that date were primarily for these commitments.

NOTE C—GENERAL:

The New York Air Terminals and the Newark Air and Marine Terminals are leased from the Cities of New York and Newark, respectively. In each case, these leases expire (a) upon the

payment by the Authority of all of its funded debt issued in connection with such air and marine terminals or (b) in the years 1997 (New York) and 1998 (Newark), whichever occurs sooner.

The Hoboken-Port Authority piers are leased from the City of Hoboken. This lease will expire in the year 2002, unless a fifty year extension is executed on or before that date.

NOTE D—FUNDED DEBT:

On January 29, 1958, the Authority sold \$40,000,000 of serial maturity Consolidated Bonds, Eleventh Series, various interest rates, and on January 30, 1958, \$30,000,000 Consolidated Notes, Series G, 1.92 per cent.

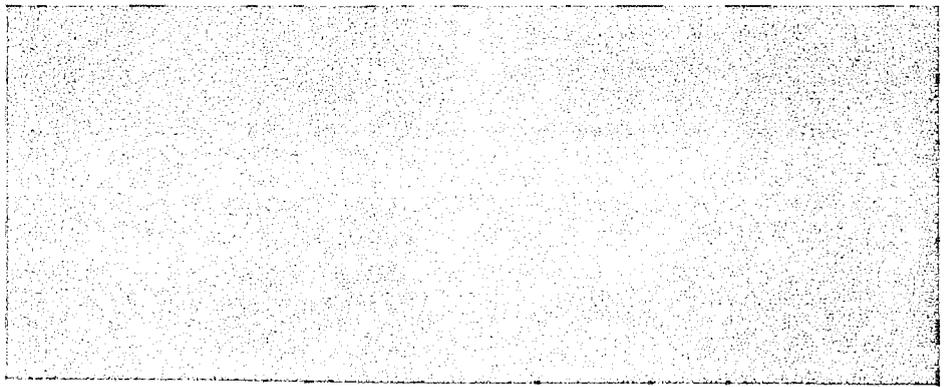
A TEN YEAR COMPARISON (IN MILLIONS)

	10-Year Total	1957	1956
REVENUES AND RESERVES			
Gross Operating Revenues (Note A)	\$569.1	\$ 84.7	\$ 76.7
Operating Expenses	252.8	39.5	37.0
Net Operating Revenues	316.3	45.1	39.6
Other Income			
Income from Investments—net	12.3	2.2	1.5
Security Valuation Adjustment	(.6)	3.0	(2.5)
	328.0	50.4	38.7
Debt Service (Note B)	311.9	31.8	34.1
Net Increase in Reserves (Note C)	16.0	18.6	4.5

	10-Year Growth	1957	1956
FINANCIAL POSITION AT YEAR END			
Invested in Facilities	474.0	725.3	616.2
Construction and Other Funds	25.3	100.3	65.8
	499.3	825.7	682.1
Funded Debt (Note D)	204.9	420.6	324.8
Equity and Reserves	\$294.4	\$405.0	\$357.2
Equity	\$278.3	\$349.2	\$320.0
Reserves	16.0	55.8	37.1

NOTE A — The totals are presented for general information purposes since the net revenues of the various groups of facilities are pledged in support of particular issues of bonds without availability for other bonds or for expenses of facilities financed by other bonds, except through the medium of the General Reserve Fund.

NOTE B — Includes short term note maturities and accelerated debt retirement.



1955	1954	1953	1952	1951	1950	1949	1948
\$ 68.6	\$ 64.1	\$ 59.2	\$ 53.8	\$ 50.2	\$ 42.1	\$ 37.5	\$ 31.9
30.4	29.8	26.8	24.4	21.0	16.3	15.1	11.9
<u>38.1</u>	<u>34.2</u>	<u>32.4</u>	<u>29.3</u>	<u>29.2</u>	<u>25.8</u>	<u>22.4</u>	<u>19.9</u>
1.1	1.1	1.0	.9	.7	2.0	.7	.6
(1.2)	.4	.3	(.1)	(.7)	—	—	—
<u>38.0</u>	<u>35.7</u>	<u>33.8</u>	<u>30.3</u>	<u>29.1</u>	<u>27.8</u>	<u>23.1</u>	<u>20.5</u>
36.4	34.1	35.5	32.2	27.6	38.1	20.4	21.3
<u>1.6</u>	<u>1.6</u>	<u>(1.6)</u>	<u>(1.9)</u>	<u>1.5</u>	<u>(10.3)</u>	<u>2.6</u>	<u>(.7)</u>

1955	1954	1953	1952	1951	1950	1949	1948
531.7	476.2	432.8	400.6	377.5	356.6	315.6	275.2
71.2	59.3	65.4	65.7	56.7	62.4	143.8	84.7
<u>602.9</u>	<u>535.6</u>	<u>498.2</u>	<u>466.4</u>	<u>434.3</u>	<u>419.1</u>	<u>459.5</u>	<u>360.0</u>
279.9	246.7	241.6	241.6	237.1	248.4	312.8	233.9
<u>\$322.9</u>	<u>\$288.8</u>	<u>\$256.6</u>	<u>\$224.7</u>	<u>\$197.1</u>	<u>\$170.6</u>	<u>\$146.6</u>	<u>\$126.0</u>
\$290.3	\$257.8	\$227.3	\$193.7	\$164.2	\$139.2	\$104.8	\$ 86.9
32.6	30.9	29.3	30.9	32.9	31.4	41.7	39.1

NOTE C — 1948 and 1949 are restated.

NOTE D — Bonds outstanding at the end of 1949 include duplication of debt to the extent of \$54,000,000 issued during the year, proceeds of which were used to refund Fourth Series General and Refunding Bonds in 1950, and at the end of 1951, \$3,000,000, proceeds of which were used to refund Series W Notes in 1952.

NEW JERSEY

BERGEN

Alpine
Bergenfield
Bogota
Carlstadt
Cliffside Park
Closter
Cresskill
Demarest
Dumont
East Paterson
East Rutherford
Edgewater
Emerson
Englewood
Englewood Cliffs
Fair Lawn
Fairview
Fort Lee
Garfield
Glen Rock
Hackensack
Harrington Park
Hasbrouck Heights
Haworth
Hillsdale
Hohokus
Leonia
Little Ferry

Lodi

Lyndhurst
Maywood
Moonachie
New Milford
North Arlington
Northvale
Norwood
Old Tappan
Oradell
Palisades Park
Paramus
Ridgefield
Ridgefield Park
Ridgewood
River Edge
Rivervale
Rochelle Park
Rockleigh
Rutherford
Saddle Brook
South Hackensack
Teaneck
Tenafly
Teterboro
Wallington
Washington Township
Westwood
Wood-Ridge

ESSEX

Bellville
Bloomfield
Caldwell
Caldwell Township
Cedar Grove
East Orange
Essex Fells
Glen Ridge
Irvington
Livingston
Maplewood
Millburn
Montclair
Newark
North Caldwell
Nurley
Orange
Roseland
South Orange
Verona
West Caldwell
West Orange

HUDSON

Bayonne
East Newark
Guttenberg
Harrison
Hoboken

Jersey City
Kearny
North Bergen
Secaucus
Union City
Weehawken
West New York

MIDDLESEX

Carteret
Dunellen
East Brunswick
Edison Township
Highland Park
Madison Township
Metuchen
Milltown
New Brunswick
North Brunswick
Perth Amboy
Piscataway
Sayreville
South Amboy
South Plainfield
South River
Woodbridge

MONMOUTH

Atlantic Highlands
Highlands

Holmdel
Keansburg
Keypoint
Matawan
Matawan Township
Middletown
Raritan
Union Beach

MORRIS

East Hanover
Florham Park
Montville
Parsippany - Troy Hills

PASSAIC

Clifton
Haledon
Hawthorne
Little Falls
North Haledon
Passaic
Paterson
Prospect Park
Totowa
Wayne
West Paterson

SOMERSET

Franklin
North Plainfield
Watchung

UNION

Berkeley Heights
Clark
Cranford
Elizabeth
Fanwood
Garwood
Hillside
Kenilworth
Linden
Mountainside
New Providence
Borough
Plainfield
Rahway
Roselle
Roselle Park
Scotch Plains
Springfield
Summit
Union
Westfield
Winfield

COMMUNITIES OF THE PORT DISTRICT

NEW YORK

BRONX

Allerton
Baychester
Bedford Park
Belmont
City Island
Clasons Point
Eastchester
Edenwald
Edgewater
Fordham
Harts Island
Highbridge
Hunts Point
Jerome Park
Kingsbridge
Melrose
Morris Park
Morrisania
Moshulu
Mott Haven
Parkchester
Pelham
Riverdale
St. Mary's Park
Schuylerville
Silver Beach
Soundview
Spuyten Duyvil
Tremont
Throgs Neck
Unionport
University Heights
Van Nest
Wakefield
West Farms
Westchester Village
Williamsbridge
Woodlawn

BROOKLYN

Bay Ridge
Bensonhurst
Borough Park
Brooklyn Heights
Brownsville
Bushwick
Canarsie
Coney Island
Eastern Parkway
English Kills
Flatbush
Flatlands
Fort Greene Park
Gravesend
Greenpoint
Highland Park
Holy Cross
Kensington
Mill Basin
Neck Road
Park Slope
Sea Gate
South Brooklyn
South Greenfield
Spring Creek Basin
Sunset Park
Stuyvesant
Williamsburg

MANHATTAN

Central Manhattan
Downtown Manhattan
Greenwich Village
Harlem
Inwood
Lower East Side
Middle East Side

Middle West Side—
Chelsea
Morningside Heights
Upper West Side
Washington Heights
Yorkville

QUEENS

Arverne
Astoria
Bayside
Beechurst
Belle Harbor
Bellerose
Broad Channel
Cambria Heights
College Point
Corona
Douglaston
East Elmhurst
Edgemere
Elmhurst
Far Rockaway
Flushing
Forest Hills
Fort Tilden
Fresh Meadows
Glendale
Hammels-Holland
Holles
Howard Beach
Jackson Heights
Jamaica
Kew Gardens
Laurelton
Little Neck
Long Island City
Malba
Maspeth

Middle Village
Neponsit
Oakland Gardens
Ozone Park
Queens Village
Rego Park
Richmond Hill
Richmond Hill South
Ridgewood
Rockaway Park
Rosedale
Seaside
South Jamaica
South Ozone Park
Springfield Gardens
St. Albans
Steinway
Sunnyside
Utopia
Whitestone
Woodhaven
Woodside

RICHMOND

Castleton Corners
Charleston
Dongan Hills
Eltingville
Great Kills
Mariners Harbor
New Brighton
New Dorp
Pleasant Plains
Port Richmond
Pine Bay
Richmond Town
Rosbank
Rossville

St. George
Stapleton
Tompkinsville
Tottenville
Travis
West New Brighton

NASSAU

Baxter Estates
Bellerose
Cedarhurst
Elmont
Floral Park
Flower Hill
Glen Cove
Great Neck
Great Neck Estates
Great Neck Plaza
Hempstead
Hewlett
Hewlett Bay Park
Hewlett Harbor
Hewlett Neck
Kensington
Kings Point
Lake Success
Lawrenceville
Lynbrook
Malverne
Manor Haven
Mineola
Munsey Park
New Hyde Park
North Hills
Plandome
Plandome Heights
Plandome Manor
Rock Washington

Russell Gardens
Saddle Rock
Sands Point
South Floral Park
Thomaston
Valley Stream
Woodmere

ROCKLAND

Grand View-on-Hudson
Orangetown
Piermont

WESTCHESTER

Ardley
Bronxville
Dobbs Ferry
Eastchester
Elmsford
Greenburgh
Harrison
Hastings-on-Hudson
Irvington
Larchmont
Mamaroneck
Mt. Vernon
New Rochelle
North Castle
North Palham
Pelham
Pelham Manor
Port Chester
Roseton
Scarlett
Tarrytown
Tuckahoe
White Plains
Yonkers

