

RECOMMENDATIONS OF THE BUS TERMINAL WORKING GROUP - ENDORSEMENT

At the March 19, 2015 meeting of the Board of Commissioners, Chairman John Degnan announced the formation of a working group of the Board to focus on advancing the planning process for replacement of the 65-year old Port Authority Bus Terminal (“PABT”), comprised of Chairman Degnan, Vice Chairman Scott Rechler, and Commissioners William “Pat” Schuber and Kenneth Lipper (the “Working Group”). The mandate of the Working Group was to examine a broad range of approaches for the replacement of the PABT and to identify the most promising alternative for the consideration by the full Board prior to year-end 2015.

Assisted by the Executive Director and Port Authority staff, and with the input of outside experts on a variety of issues, the Working Group has considered a number of concepts, ranging from the demolition and rebuilding of the PABT in its present location to re-siting major bus terminal operations in New Jersey. Key priorities considered in this analysis included: (1) meeting the present and future capacity needs of the commuting public; (2) providing continued access by bus commuters to mass transit in Manhattan; (3) minimizing construction-related disruption to commuters and adjacent neighborhoods; and (4) reducing the net cost of the project by utilizing modern construction techniques and project delivery methods (such as public private partnerships), and by monetizing real estate assets and/or development rights not required for a new Port Authority bus terminal.

Based on the information and preliminary analysis performed to date, the Working Group has concluded that the most promising approach to replacing the PABT would involve: (1) constructing a new bus terminal on available Port Authority-owned property one block west of the current structure, between Ninth and Eleventh Avenues; (2) constructing facilities, that may include people-moving technology, to connect the new terminal with subway and other mass transit connections; (3) preserving the option of an additional “bus staging facility” appurtenant to the new terminal as future needs dictate; (4) operating the existing PABT continuously until the new terminal is completed, thereby minimizing disruption for commuters; and (5) exploring innovative financing strategies (consistent with the Authority’s obligations to its bondholders) to help finance the construction of the new terminal, including the disposition of real estate owned by the Port Authority at or adjacent to the existing PABT site.

The Working Group further recommends that the Port Authority initiate three parallel processes to advance this project:

- A “design competition” inviting private design firms and other interested organizations to submit concepts for the design and construction of a new Port Authority bus terminal in the Ninth Avenue location, including its connections with nearby mass transit; and
- A request for proposals (“RFP”) for an outside consultant to advise the Port Authority on strategies for meeting and managing the anticipated increases in trans-Hudson commuter demand over the next 30 years, taking into account other modes of increased Trans-Hudson capacity including rail and ferry capacity, as well as improvements to, and expansion of, existing infrastructure, expansion of commuting alternatives, promotion of workplace flexibility, and utilization of new technologies to improve throughput and efficiency of existing facilities.

- At an appropriate stage of the project, a detailed review by an outside consultant of potential construction costs, projected operating costs, as well as methods to deliver the project in the most cost-effective and efficient manner, and operate the terminal on a sustainable basis moving forward.

The Working Group also recommends that the Port Authority continue to engage the firm of Cushman & Wakefield to advise it on the valuation of the Authority's property fronting on Eighth Avenue at the site of the current PABT.

Finally, the Working Group recommends that the Board and staff solicit substantial public and stakeholder input as they consider the concepts produced by the recommended bus terminal design competition and parallel study of commuting capacity strategies.

Pursuant to the Working Group's recommendations, the Board adopted the following resolution:

RESOLVED, that the Board of Commissioners endorses the recommendations of the Bus Terminal Working Group; and it is further

RESOLVED, that the Executive Director (and the Chief Executive Officer when appointed) is authorized to implement the recommendations set forth above; and it is further

RESOLVED, that appropriate funds be allocated in the Port Authority's budgets to support implementation of these recommendations, and it is further

RESOLVED, that allocation of Port Authority funds for the construction of a new bus terminal shall be subject to future Board authorizations and consistent with the Port Authority's Capital Planning process.

RESOLVED that the Bus Terminal Working Group shall remain in operation to oversee and support the Staff in this effort; and it is further

RESOLVED that the Board shall receive quarterly progress reports of these initiatives.

Midtown Bus Master Plan Update

September 24, 2015

Major Issues at the PABT

- Quality of service – lines, delays, reliability.
- Current peak demand exceeds capacity and spills over onto city streets.
- Queuing buses affect air quality and generate traffic congestion.
- Operating deficit of over \$100 million per year.

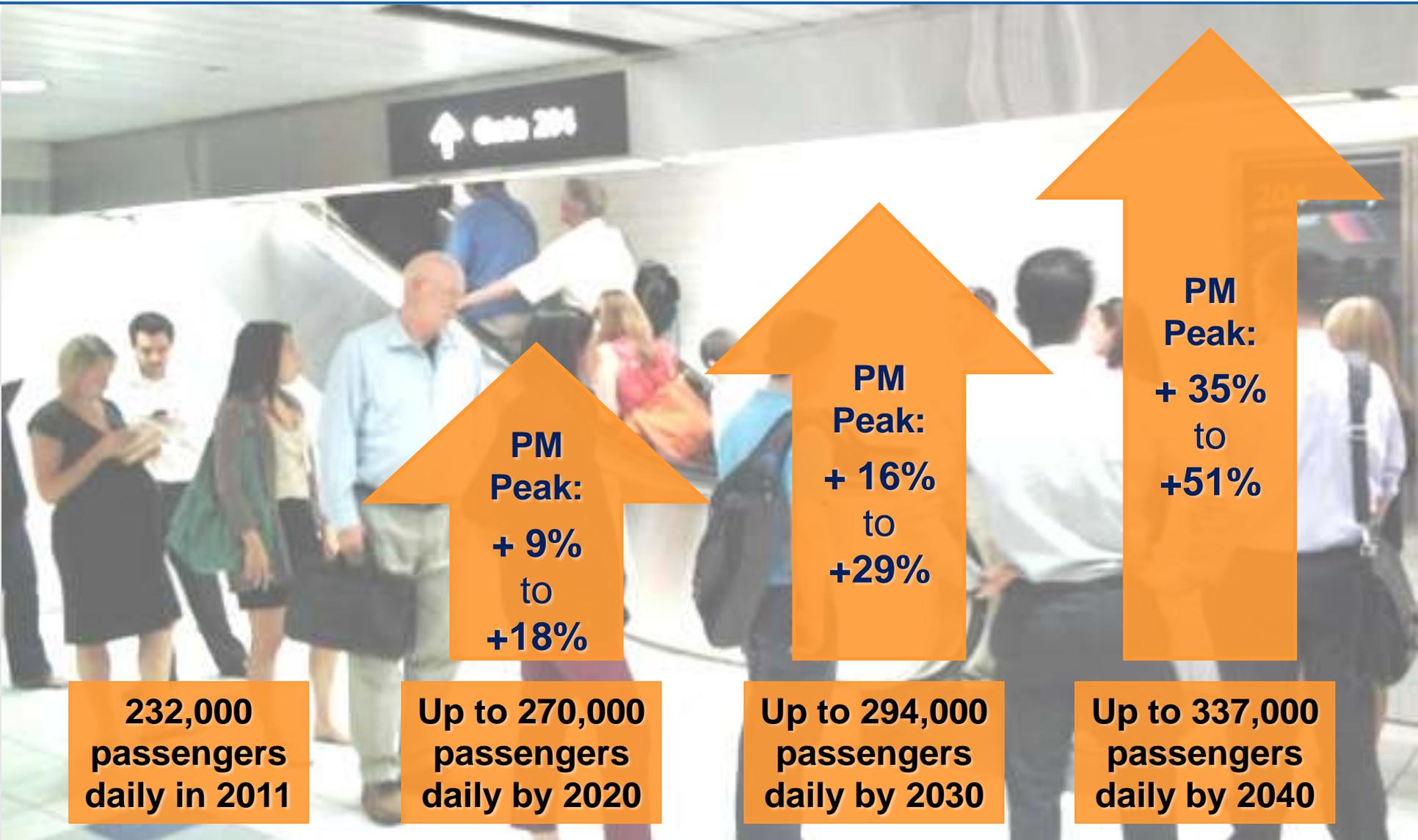


Major Issues at the PABT

- The structural slabs supporting bus operations will need to be replaced in 15-25 years.
- Addressing structural issues requires replacing the terminal.
- Terminal was not built for taller, longer, heavier modern buses.
- Inadequate bus parking, staging, circulation space.



Forecasted PABT Passenger Growth 2011-2040



232,000
passengers
daily in 2011

Up to 270,000
passengers
daily by 2020

Up to 294,000
passengers
daily by 2030

Up to 337,000
passengers
daily by 2040

PM
Peak:
+ 9%
to
+18%

PM
Peak:
+ 16%
to
+29%

PM
Peak:
+ 35%
to
+51%

Early Actions in Place

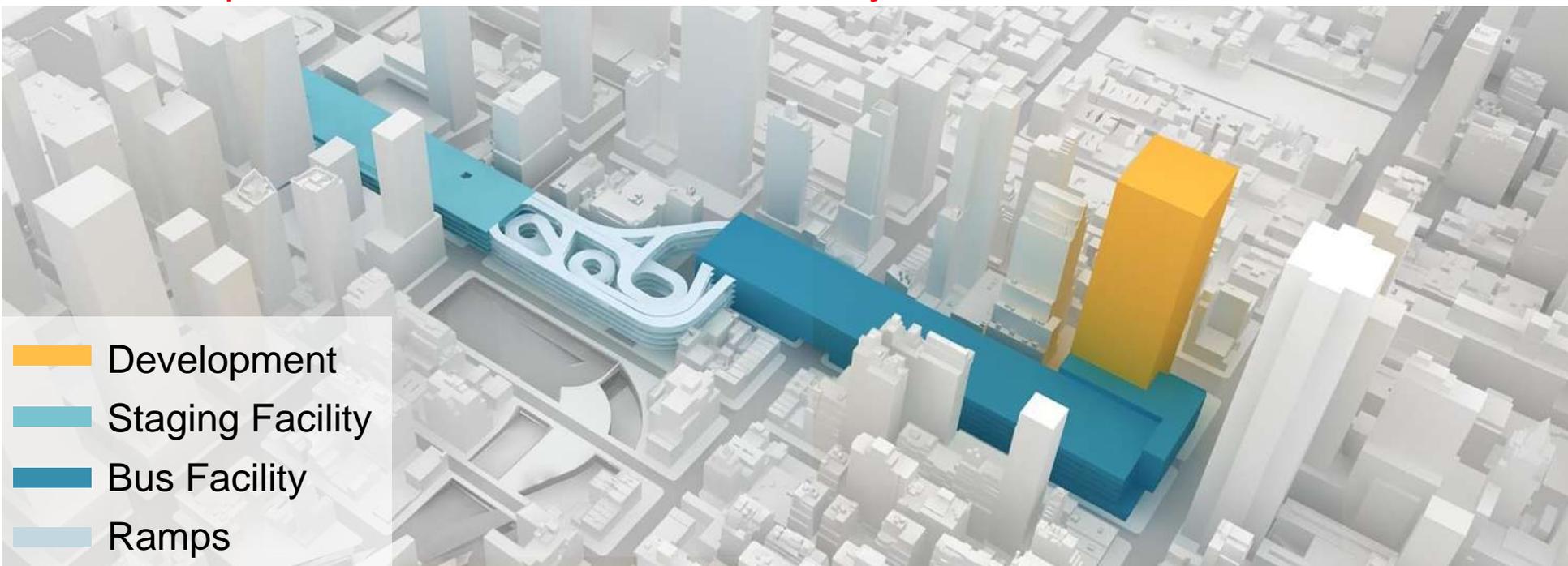
PABT \$90 million Quality of Commute Improvement Program

- Improved Trip Reliability/Reduced Terminal Crowding
- Consolidated NJT operations on third floor and reassigned bus gates
- Improved Communications
- Improved Terminal Conditions



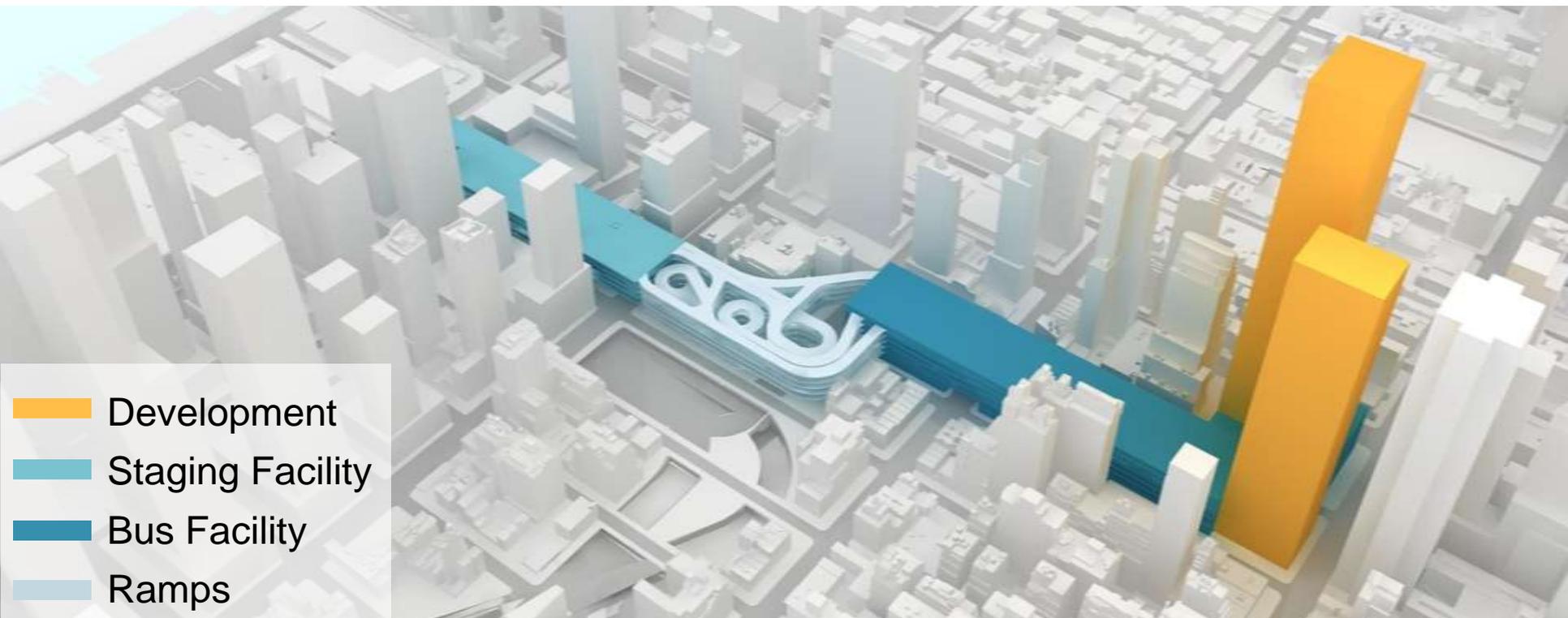
Concept 1

- Only concept that accommodates all 2040 commuter and intercity demand
- Locates terminal close to subways and midtown central business district
- **Requires an interim terminal facility**



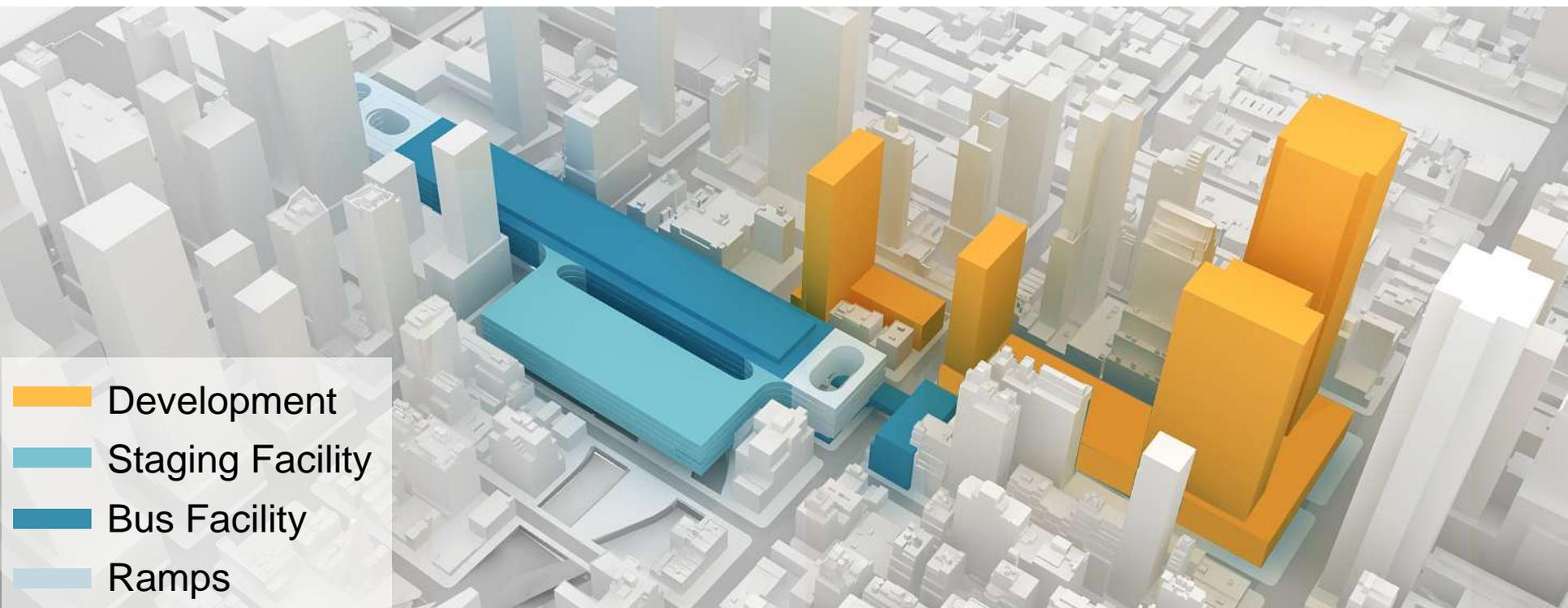
Concept 2

- Allows for additional office tower on bus terminal site
- Requires an interim terminal facility
- Requires additional facility to accommodate intercity buses



Concept 3

- Does not require an interim facility
- Maximizes revenue potential from development of PABT site
- Requires additional facility to accommodate intercity buses
- Longer walk for most bus passengers



Pedestrian Challenges with moving terminal west

- 87% of bus terminal passengers are expected to cross 9th Avenue as they arrive at or leave the terminal.
- In 2040, the forecast is for approximately 194,000 pedestrian trips across 9th Avenue every business day.
- Bus gates are between 1,200 and 1,600 feet from terminal entrance on 8th Avenue at 41st Street – a 5-7 minute walk.

Concept 3 and 5: Pedestrian Walkway



-  Commercial Development
-  Retail
-  Passenger Circulation

Mezzanine Level Floor Plan

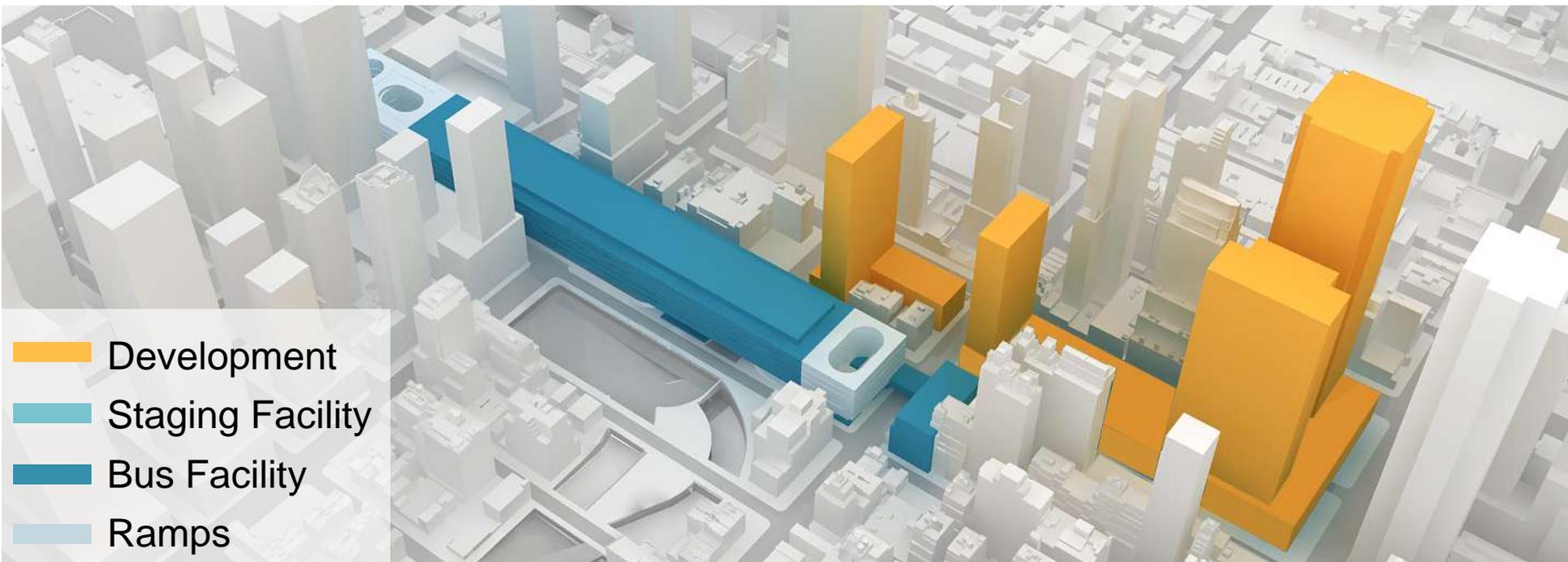
Concept 4

- Requires an interim terminal facility
- Requires additional facility to accommodate intercity buses
- Bus staging and storage facility does not meet Port Authority operational and engineering standards due to site constraints



Concept 5

- Least expensive set of bus facilities in NYC
- Maximizes development revenue
- Accommodates only 50% of 2040 commuter demand
- Requires additional facility to accommodate intercity buses
- Longer walk for most bus passengers



Ideas for further study from outside consultants

1. Consider shortening project schedule by
 - a. Avoiding development of an interim bus terminal.
 - b. Consolidating government approvals with site acquisition.
 - c. Breaking construction work into multiple bid packages.
2. Focus on reducing total project cost by:
 - a. Shortening project duration.
 - b. Using pre-cast elements.
 - c. Reducing soft costs.

Ideas for further study from outside consultants

3. Possible changes to program and facility design:
 - a. Replace triple helix ramp complex with ramps cantilevered on the outside of the terminal.
 - b. Increase bus-only lanes on the Lincoln Tunnel corridor and automate vehicle technology.
 - c. Centralize control of PABT operations in a single entity.
 - d. Scale back on staging/storage facility and stage buses within terminal building and at other facilities in NYC or NJ.
 - e. Reconsider whether Port Authority should provide bus parking facilities, which are typically an operator responsibility.