

# Recommendations for Southern New Jersey

A report  
to Governor Jim Florio  
from the  
Transportation Executive Council  
Tom Downs, Chairman

October 25, 1990

New Jersey State Library



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# SOUTHERN NEW JERSEY

On September 26, the Transportation Executive Council (TEC) issued *The Decision-making Framework for Transportation in the 1990s*, a set of policies that the Council will use to shape the capital program of the 13 member agencies and authorities in the coming decade. The report represented the TEC's first step in fulfilling its mission, as directed by Governor Jim Florio, to develop an integrated statewide transportation investment plan. A Technical Advisory Group (TAG), comprised of the executive directors of the Council's member agencies, has been established to assist in this on-going effort.

In issuing the framework, the Council promised that a series of regional reports would follow, detailing specific project recommendations based on the policies. This is the first of that series. It focuses on the recommendations for Atlantic City, Camden and the southern New Jersey counties of Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester and Salem.

In many ways these counties have been the sleeping giant of New Jersey. But the coming decade will see that giant stir with opportunities in tourism, trade and housing expansion.

Atlantic City and Cape May County are the heart of the state's tourism industry, the fifth largest in the United States. Each year, the gaming industry and shore resorts attract more than 38 million visitors who reach their destinations primarily by automobile on the Atlantic City Expressway, the Garden State Parkway, Routes 9, 30, 40, 55 or one of the many local roads that traverse the state.

On the other side, housing and commercial development in the suburban areas of Gloucester, Burlington and Camden Counties have made the area one of the important growth markets of New Jersey despite a slowing economy. This growth is expected to continue with the new connectivity that the completion of I-476 (the Blue Route) in Pennsylvania and the Trenton Complex will bring. Camden's wrenching transition from a manufacturing economy to one dominated by service industries may be complete and the city could be poised for a substantial renewal driven by its port gateways and planned investment, particularly on the waterfront.

The strategies presented in this report were guided by several key findings and policies outlined in *The Decision-making Framework*. Two of the five strategic opportunities identified deal with this region — the national and international potential of Atlantic City and the chance to capture a growing "long weekend" leisure market. The *Framework* also focuses on the opportunity inherent in New Jersey cities to support substantial new growth without excessive public cost burdens. Camden is one urban area which we believe presents unusual opportunity for investment.

*The Decision-making Framework* also identifies the fact that New Jersey has a real opportunity to expand its share of global gateway trade, again focusing on the Delaware River ports and the opportunities for expanded air cargo carrying facilities. Rather than reporting the recommendations dealing with the gateways in the southern part of the state, the TEC will present a separate report on goods movement recommendations as its final report in this series.

## Profile of Transportation Facilities

**Western Border.** The western portion of the state is dominated by four major, high-capacity north/south parallel highways between Bordentown and Woodbury: Routes 130 and 206, I-295 and the New Jersey Turnpike. Other highways fan outward from Camden and the approaches to the trans-Delaware bridges (Routes 30, 38, 42, 45, 47, 55, 70, 130 and 206). Route 73 functions as a radial route on its northern segment and as a circumferential route on its southern segment.

**Camden-Shore.** The primary highway connectors between the Camden area and the shore counties are the Atlantic City Expressway and Route 55. Both routes, however, have poor connections to other high speed facilities. The Atlantic City Expressway ends at Route 42, which has no direct connection to the New Jersey Turnpike at its western end. Route 55 ends at Route 47 about 20 miles from the Garden State Parkway.

**Southern Coast.** The Atlantic/Cape May County coastline is served in the north-south direction by the Garden State Parkway and Route 9. The barrier islands are linked by a series of local roads connecting eight old and deteriorated bridges operated by the Cape May County Bridge Commission (CMCBC). From the south, the Cape May-Lewes Ferry, operated by the Delaware River and Bay Authority (DRBA), provides a link between Cape May County and Delaware. Routes 47 and 49 provide local access within the southwestern part of the state and serve as primary routes to the shore during the summer.



**Delaware River Crossings.** The Commodore Barry and Delaware Memorial Bridges and the five bridges serving the Camden/Philadelphia area (the Walt Whitman, Ben Franklin, Betsy Ross, Tacony-Palmyra, and Burlington-Bristol Bridges) serve as trans-Delaware connectors for through traffic headed from Delaware and Pennsylvania to the shore. In addition, these bridges serve local commuter traffic between Philadelphia's central business district and the Camden/Burlington/Gloucester corridor.

**Public Transportation.** In the Camden area, the public transit infrastructure consists of one rapid transit line, PATCO, linking Camden and its suburbs to Center City Philadelphia. Several NJ TRANSIT **express bus routes** serve Philadelphia-bound commuters, while **local routes** serve PATCO and Camden. **Rail service** provides another important regional connection. Leisure travel-oriented express service to Atlantic City is provided by Amtrak via Philadelphia. NJ TRANSIT runs commuter service to Atlantic City from its connection with PATCO in Lindenwold. The primary public transit service to Atlantic City, however, is charter bus service that transports over one-third of the casino visitors to their destinations.

Atlantic City owns and operates two **airports**. Bader Field, located on Route 40/322 within the city limits, is a primary commercial service airport for commuters within a range of 250 miles or less. It is also a general aviation airport for single engine and light twin aircraft. Atlantic City International Airport, located about 12 miles from Atlantic City in Pomona, houses the Federal Aviation Administration's (FAA) Technical Center and served 775,000 passengers last year.

New Jersey's southern counties comprise three distinct but related geographic travel markets:

- Atlantic City/Atlantic and Cape May Counties
- Camden area
- Suburban counties

# **ATLANTIC CITY, ATLANTIC AND CAPE MAY COUNTIES**

## **Opportunities**

Developing Atlantic City as a **national and international visitor destination** has been identified by the TEC as an important strategic opportunity for the '90s. The TEC identified both the risk and the opportunity inherent in Atlantic City's highly leveraged financial position. Although it has the capacity to serve a much larger market, 80 percent of its visitors are from within 300 miles. The national and international market has not yet been tapped. At the same time other states are considering the development of their own gaming industries, leaving a fairly narrow window of opportunity for establishing Atlantic City's national presence. Key to capturing a larger market will be expanding Atlantic City's draw as a prime convention and family resort destination which will require an expanded supply of quality hotel rooms and national airline service.

**Galloway and Egg Harbor Townships**, which currently provide substantial retail support for Atlantic City, are rapidly developing their own economies. The redevelopment of the **Atlantic City International Airport**, the expansion of the FAA research facilities and development of a proposed research park are expected to promote further growth in this region.

The **shore communities in Cape May County** are traditionally the most popular in the state for vacationers from southern New Jersey, Pennsylvania, Delaware and New England.

Transportation investment will be needed to solve the crushing congestion during the peak season that chokes expansion of the market and renders local residents prisoners in their towns on weekends.

## **Problems**

**Lack of air service.** Atlantic City's local market may be reaching saturation. For the first time since the casinos opened in 1978, the number of visitors to Atlantic City dropped from the previous year, resulting in a very small increase in revenues. New growth will have to come from a national market. However, Atlantic City is effectively isolated from the national tourism market by a several hour drive and a car rental fee from the nearest major airport.

**City congestion.** Current local traffic congestion during the peak season reflects the inability of the city's infrastructure to cope with any substantial expansion in the number of vehicles traveling to Atlantic City. Even now, as many as 169,000 vehicles a day enter the city, primarily from the Atlantic City Expressway, dumping onto a narrow grid street system designed to serve a permanent local population of 41,000.

Compounding this problem is a lack of adequate signing, geometric constraints and an obsolete traffic signal system. Taken together, traffic congestion has rendered Atlantic City in non-compliance with air quality standards.

**Fragmentation of operations.** Atlantic City also suffers from operational fragmentation, the result of too many separate agencies overseeing a small portion of the total transportation picture. For example, the New Jersey Department of Environmental Protection (NJDEP) substantially impacts parking in the city by requiring intercept parking while permitting substantial amounts of casino parking. The Atlantic County Transportation Authority (ACTA) controls the staging and routing of charter bus service and the casinos provide individual shuttle services from parking lots and terminals to respective casinos. The city controls on-street parking as well as the street systems. Overlaid on this are the NJ TRANSIT system, the Atlantic City Expressway's operations (which include parking) and those of NJDOT. The fragmentation has sometimes resulted in conflicting policies, duplication of services or missing links between the systems.

**Suburban congestion.** Capacity constraints in the suburbs around Atlantic City and south to the Cape May County resorts are problems which threaten economic expansion outside Atlantic City as well as the growth of the southern tourism market. The main east-west routes in the area — the Expressway and Routes 30 and 40 — are near capacity. South of the Atlantic City area north-south traffic is limited to two-lane county roads, Route 9 or a congested segment of the Parkway with serious capacity problems in the Route 40/322 corridor at Mays Landing and on Routes 47, 49 and 50.

Substandard geometry on Routes 47 and 49 and on the access bridges to the barrier islands, uncontrolled access on Route 9 and portions of the Parkway, the confluence of three state routes in Mays Landing, and inadequate interchange capacity at the Parkway and the Expressway all impede regional traffic flow, particularly during the summer.

The extension of Route 55 provided some relief to parallel shore routes in Gloucester and Cumberland Counties but previous congestion problems may simply have moved to the new terminus of Route 55 near Port Elizabeth. Local residents say they are literally "held hostage" every weekend by the heavy traffic.

Moreover, there is no connectivity within the road system, for example, between Route 55 and the Parkway or between Route 30 and the Expressway.

**Ferry capacity.** For visitors from the south, the only other alternative to congested highways is the Cape May-Lewes Ferry. However, because of insufficient capacity, two hour waits are not uncommon. Once the ferry docks in New Jersey, no shuttle service exists to connect the ferry terminal to Cape May's tourist areas.

## **Solutions**

### **SHORT-TERM STRATEGIES**

#### **Atlantic City and Atlantic County**

- **Consolidate services in a South Jersey Transportation Authority.**

A major convention center and 10,000 additional non-casino hotel rooms have been proposed near the eastern terminus of the Atlantic City Expressway. Both concepts are supported by the NJ Department of Commerce, Energy and Economic Development. There have also been serious proposals for major theme parks as well as more traditional industrial and commercial development in the region.

At the same time, the Federal Aviation Administration (FAA) wants to preserve and improve Atlantic City International Airport as a training and testing facility and is willing to help revamp the airport to include an expanded state-of-the-art regional aviation facility. This is a key opportunity to achieve the transportation infrastructure necessary to support a national Atlantic City market and the FAA has urged the creation of a regional agency to carry out this redevelopment.

The need for an improved regional airport should be integrated with the need for other transportation system improvements in the Atlantic City/Cape May area to develop and implement a truly regional intermodal transportation system designed specifically to handle the unique requirements of tourism.

With these varied needs, the TEC proposes a South Jersey Transportation Authority (SJTA) to assume transportation-related services currently provided by the Atlantic City Expressway, the Atlantic City International Airport and other entities. Jurisdiction would extend to Atlantic, Camden, Cape May, Cumberland, Gloucester and Salem Counties. With this consolidation, the SJTA can go beyond the boundaries of the previous agencies to develop and operate an integrated, multimodal transportation system to support the tourism industry in southern New Jersey.

The SJTA would:

- Plan and assist in implementing a transportation system to support tourism;
- Own, operate and maintain the Atlantic City Expressway and feeder roads;
- Develop, operate and maintain the Atlantic City International Airport at Pomona in conjunction with the FAA;
- Coordinate ground transportation;
- Participate in joint economic development;
- Plan, finance and construct plane, train and bus terminals; and
- Provide staff support to the local metropolitan planning organization.

Establishing the SJTA is envisioned as an initial step toward developing Atlantic City's potential as a national and international attraction and as the gateway to New Jersey's southern shore tourism industry.

- **Implement a four-part transportation plan.**

**1. Transportation Systems Management (TSM) improvements and some on-island street widening.** The congestion on local streets could be substantially improved with a state-of-the-art, computer-controlled signal system, use of one-way street pairs and advance casino-specific signing on the approaches to Atlantic City. Selected widening and intersection improvements would be needed as well.

**2. Improved transit links between on-island residential areas and casinos.**

**3. Diffusion of traffic entering Atlantic City.** Recognizing that Routes 30, 40 and the Atlantic City Expressway are interchangeable as entrances to Atlantic City, strategies will be implemented to help reduce the surge load placed on the local system. The Parkway's planned improvement to the interchange with Route 40 will be key to providing this flexibility. Traffic management on Routes 30 and 40/322 and on the Expressway on the way to the city would also help alleviate in-city congestion.

**4. Demand management.** Vehicular demand into Atlantic City will also need to be controlled. Some approaches that will be pursued include the consolidation of shuttle service from key bus and rail terminals, working with the casino industry to adjust schedules to better support transit, development of an integrated parking policy (city street, casino and intercept) and the incorporation of a transportation management association (TMA) to promote vanpooling.

- **Improve the safety and capacity of Route 30.** Improvement projects in the Galloway Township/Absecon area have been advanced to begin in 1991 followed by improvements to the Absecon/Atlantic City section.

- **Expand capacity of Route 40.** Traffic flow into the city on Route 40 could be improved by a series of TSM intersection improvements and selective widening.

## **LONG-TERM STRATEGIES**

### **Atlantic City and Atlantic County**

- Over the long-term, the Atlantic City Expressway and the Turnpike will be linked. Over the next five years, the Turnpike will evaluate routing alternatives and carry out the necessary environmental work, design and analysis on the designated alternative to advance the project to construction.

- The long-term solution to spreading out traffic entering Atlantic City is a connection between the Atlantic City Expressway and Route 30 to be located at the foot of the Atlantic City Expressway. The New Jersey Expressway Authority (or its successor) will take the lead in evaluating, permitting and designing of the connection over the next five years.

- Airport expansion will require road relocations and new access. Based on a recommendation from Atlantic County, a new highway link conceptually designated as the county beltway will be advanced.

- As Atlantic City achieves its potential as a major convention destination and family resort area, NJ TRANSIT will initiate efforts to add a **second track** to increase the frequency of service into Atlantic City.

## **SHORT-TERM STRATEGIES**

### **Cape May County**

For many years, there has been a tendency to focus primarily on regional commuter needs and to treat recreational travel demands as a seasonal anomaly. This approach is no longer acceptable because existing levels of recreational congestion could eventually choke this key industry. Short-term strategies will:

- **Solve the Mays Landing bottleneck** where Routes 40, 50 and 322 converge. One possibility involves major improvements to Route 690 (Weymouth Road) from Route 40 to Route 322 so that it can serve as a bypass of Mays Landing.
- **Launch a recreational travel-oriented planning effort** to explore ways of adapting the existing infrastructure to accommodate the heavy loads of traffic.
- **Study the options for extending Route 55** south into Cape May County from its current terminus in Port Elizabeth.
- **Explore the use of reversible lanes** and of shoulders as passing lanes.
- **Increase capacity on key Atlantic/Cape May County access routes** by making selected improvements on local roadways to bring them up to current safety standards; implementing access control along the Parkway to improve safety; and exploring widening selected sections of Route 9 south of Atlantic City, including creeper lanes and extra-long turning lanes into campground areas to accommodate large, slow-moving recreational vehicles.
- **Preserve the CMCBC bridges** because these are crucial to providing access to the barrier islands and Ocean Drive. Because the CMCBC's tolls are unable to finance maintenance of these bridges, Cape May County has reached tentative agreement with the CMCBC to assume part of the financial burden of maintenance, which the TEC supports. This situation will have to be monitored closely.
- **Expand the Cape May-Lewes ferry capacity** and provide the necessary shuttle service from the Cape May terminal to Cape May, both of which will be accomplished by the Delaware River and Bay Authority.

## LONG-TERM STRATEGIES

### Cape May County

- Eliminate at-grade intersections on the Garden State Parkway.
- Advance the recommended link between Route 55 and the Garden State Parkway.
- Expand the northbound Garden State Parkway ramp to the westbound Atlantic City Expressway.

## CAMDEN AREA

### Opportunities

There are more than 38,500 daily commuters who live in or pass through Camden, Burlington and Gloucester Counties to jobs in Philadelphia's three-square mile "Center City" business district. Public transit draws 60 percent of these commuters; 47 percent use PATCO and 13 percent ride on express buses. The remainder drive in on I-76 and I-676 and Routes 30, 38, 42, 70, 73 and 130. Auto access is convenient (most drivers park within two blocks of their destinations) and, although somewhat more expensive than public transit, affords considerable time savings.

The city of Camden is ripe for development of projects which have been incubating there. The city retains a large population (81,700) and concentration of jobs (29,000) and forms an important metropolitan sub-center. The ports in Camden are an important economic force in the area, with substantial opportunities for expansion through strategic infrastructure investment. The state aquarium is now under construction and there are ambitious renewal plans for the waterfront, including a hotel, marina, new and rebuilt office space and an expansion of the Rutgers campus.

Along with the movements to and from Philadelphia, there is a significant trans-Delaware traffic flow between New Jersey and Pennsylvania suburbs. On weekends, the flow is predominantly from Pennsylvania to New Jersey. In both instances there are often substantial backups.



## **Problems**

**Route 42 and I-295.** The interchange of Route 42 and I-295 is the most serious bottleneck for this market. In addition to delaying drivers on these routes, the interchange congestion can cause indirect problems for public transit by blocking access to a PATCO station. Diversion of vehicles to other routes further intensifies regional congestion. Similar, but less severe, congestion is evident at the Airport Circle, where Routes 30, 38, 70 and 130 converge.

**Delaware River Crossings.** Adequate capacity exists for crossing the Delaware River, but the system is not well managed. The seven area bridges are currently operated by three separate entities, each using significantly different toll structures and operating procedures. The lack of coordination in pricing and operation has prevented the implementation of one-way toll collection on the bridges, a technique which has proven ability to reduce queues and improve air quality. Backups of 30 minutes or more can exist on the Tacony-Palmyra and Burlington-Bristol Bridges. Because of their low vertical clearance above the river channel, the bridges are often forced to open during rush hours to provide a clear passage for marine operations. The obsolete nature of the Burlington Bristol Bridge is particularly problematic.

**Deteriorating and obsolete infrastructure.** Camden, like the older cities in the northern part of the state, has seriously deteriorating, and sometimes functionally obsolete, infrastructure which is beyond the city's current fiscal capacity to renew.

**Signs.** The highway system lacks adequate informational signs to direct visitors to major destinations.

**Poor local roadway access to the Camden waterfront.**

**Public transit.** Expanded and improved public transit service could benefit this region.

- Although public transit service passes through Camden to provide access to Center City Philadelphia, transit access between Camden and suburban New Jersey employment centers is insufficient.
- Bus service could reach a larger market if routes were extended to the rapidly growing western side of Philadelphia.

- The transfer between PATCO and NJ TRANSIT to SEPTA could be made more user-friendly with transfers or joint ticketing. Currently, no transfer option is available from NJ TRANSIT, and PATCO requires the purchase of a second transfer ticket. Parking at PATCO stations is also nearly at capacity.
- The feasibility of a transit extension to Burlington and Gloucester Counties, an issue raised in several of the local outreach meetings, is being studied.

## **Solutions**

Throughout the corridor, there are network and service components in need of infrastructure preservation and renewal. An overall strategy for the corridor is to upgrade deteriorated, substandard or obsolete highway and public transit infrastructure on a priority basis to preserve and extend the useful life of vital regional facilities.

### **SHORT-TERM STRATEGIES**

- **Address regional congestion at the I-295/76/Route 42 complex.** Congestion around this heavily travelled interchange has been aggravated by the opening of Route 55. While the NJDOT is committed to implementing the best possible solution, the area's serious environmental constraints, along with other barriers to construction, imply that the interchange will never be completely satisfactory. Widening Route 42 between Route 55 and I-295 and utilizing TSM techniques and other measures at this interchange and at the **Airport Circle** should improve this area.

- **Improve traffic flow on Routes 30, 38, 70 and 73.** Improved traffic flow is needed on these routes that provide direct access to Camden. Increasing capacity on Routes 70 and 73, eliminating spot congestion on Route 30 by TSM measures and managing existing capacity with computerized traffic signals should be effective here.

- **Improve access to the Camden Waterfront.** The NJDOT will support projects that improve access to the waterfront and foster circulation throughout the city. Improvements to existing I-676 interchanges and improved signs for major attractions such as the aquarium, Rutgers University and the business district are being evaluated.

- **Improve public transit to Camden and Philadelphia.** To make public transit more convenient, NJ TRANSIT/PATCO joint ticketing will be explored, as well as bus route extensions to western Philadelphia business districts and to developing markets currently accessible only by automobile. Expansion of parking where feasible needs to be a DRPA priority.

- **Improve travel to Trenton and other northern destinations.** This will be accomplished by completing the Trenton Complex. In the long run, however, any new capacity must be preserved through demand management techniques such as:

- location of park and rides along the I-295, NJ Turnpike and Route 130 corridors;
- promotion of ridesharing within NJDOT and through local transportation management associations (TMAs);
- institution of bus routes to Trenton, northern New Jersey and New York, with stops at the corridor's park and ride lots.

- **Turnpike/Route 130.** The Turnpike will explore, design and construct a complete Route 130/Turnpike interchange. This will allow greater diversion to the Turnpike bridge and I-95. Coupled with a partial ban on trucks on the Burlington-Bristol Bridge, this project can relieve some of the immediate concerns on this span. It also complements the planned Pennsylvania Turnpike/I-95 interchange.

## LONG-TERM STRATEGIES

- **Public transit service.** A feasibility study of rail extension will be advanced. A key first step in realizing this potential is a systematic adjustment of zoning in the area of the proposed extension to permit the higher density development that would be required to support public transit service.

- **Delaware crossings.** The Technical Advisory Group (TAG) found adequate crossing capacity over the Delaware River. However, fragmented ownership and operation precludes optimum use. Therefore, the TEC recommends annexing the Tacony-Palmyra and Burlington-Bristol Bridges into the Delaware River Port Authority and Delaware River Joint Toll Bridge Commission systems, respectively, and implementing a one-way toll system in the Camden area.

## SUBURBAN COUNTIES

### Opportunities

Growth in the southern New Jersey suburbs of the Camden/Philadelphia metropolitan area boomed during the '70s and '80s. Commercial and industrial developments and service-oriented white collar industries helped to make the suburbs a prime economic force in the region. In addition, affordable housing and the increased accessibility resulting from the opening of Route 55 spurred residential growth, particularly among Philadelphia commuters in Gloucester County. This growth is expected to be fueled further by the on-going construction of major office buildings in Philadelphia and the opening of I-476 in Pennsylvania.

While many of the residents of the suburbs now commute to jobs in Philadelphia, they could be attracted to Atlantic City's job market by improved transit service.

### Problems

**Congestion.** Two major transportation challenges for the suburbs will be to **increase capacity** to relieve the congestion caused by recent growth without spurring inappropriate development and to address the **weekend and off-peak congestion** caused by motorists passing through the area to New Jersey's shore.

Congestion and safety issues resulting from both cross-corridor suburban flows and radial flows to the Camden/Philadelphia core are evident in mainline capacity deficiencies and in intersection delays.

Current congestion will be compounded with the opening of I-476, which is expected to increase volume on Route 322 as both westbound commuters to Pennsylvania and eastbound Pennsylvanians bound for Atlantic City and the shore, use the new link.

Significant arterial congestion impedes traffic flow on Routes 41, 42, 45, 47, 49, 70, 73 and 130, resulting in diversion of through traffic to local streets and, conversely, reliance on arterial roadways for local circulation. There are also a number of spot congestion problems on Routes 30, 42 and 55.

## SHORT-TERM STRATEGIES

- **Expand or upgrade capacity along key segments of congested routes, particularly Routes 41, 47, 49, 70 and 73.** Major improvements are needed at the critical intersections of Route 70/County Route 644 (Racetrack Circle), Routes 70/41 (Ellisburg Circle), Routes 70/73 (Marlton Circle), Route 70/Springdale Road, Route 73/Fellowship Road and Route 73/Church Road. The highway segments linking these intersections will also require improvement. Route 47 and 49 in Cumberland County will need intersection improvements and widening at some locations.

- **Reduce the number of single passenger vehicles.** This can be accomplished by constructing park and rides at Route 55 in Vineland and at the Atlantic City Expressway/Route 54 interchange, supporting the local TMA (Cross County Connection), and promoting ridesharing incentives, alternative work hours and other demand reduction techniques. NJDOT will pursue alternatives for capital financing of vans used in vanpools in order to make this option more attractive.

- **Integrate multi-agency traffic management.** The region's major highway circulation should be managed to minimize the impact of accidents and other incidents on area traffic. As a first step, the effort should focus on the Delaware Memorial Bridge, I-295 and the Turnpike.

- **Explore options for extending transit capacity from the suburban areas to Atlantic City.** For example, feeder service from southern Cumberland County to the Number 553 bus in Millville might help to attract potential casino employees.

## LONG-TERM STRATEGIES

- **Expand Route 322 to accommodate traffic from newly completed I-476 in Pennsylvania.** The DRPA should design and construct capacity improvements on the Route 322 link between the Commodore Barry Bridge and I-295. The New Jersey Turnpike should undertake a similar study for expansion from I-295 east to the Turnpike.

- **Develop a fast-response traffic management program.** An advanced technology corridor operations system, similar to TRANSCOM in the northeastern New Jersey/New York metropolitan area, should be developed. Such a coordinated, area-wide, fast-response traffic management program would provide motorists with valuable information concerning traffic delays. Early identification of incidents can decrease incident-related delays through fast, effective diversion of traffic. Following early trials of such a system in specific locations, the system could ultimately encompass the entire Camden/Philadelphia metropolitan highway system.

The strategies outlined above will play a crucial role in sustaining southern New Jersey's dynamic business and tourism industries. These strategies are part of a larger package that will establish a statewide transportation system functioning under defined goals and objectives.



