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PORT  
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# DELIVERING PROGRESS TO THE REGION

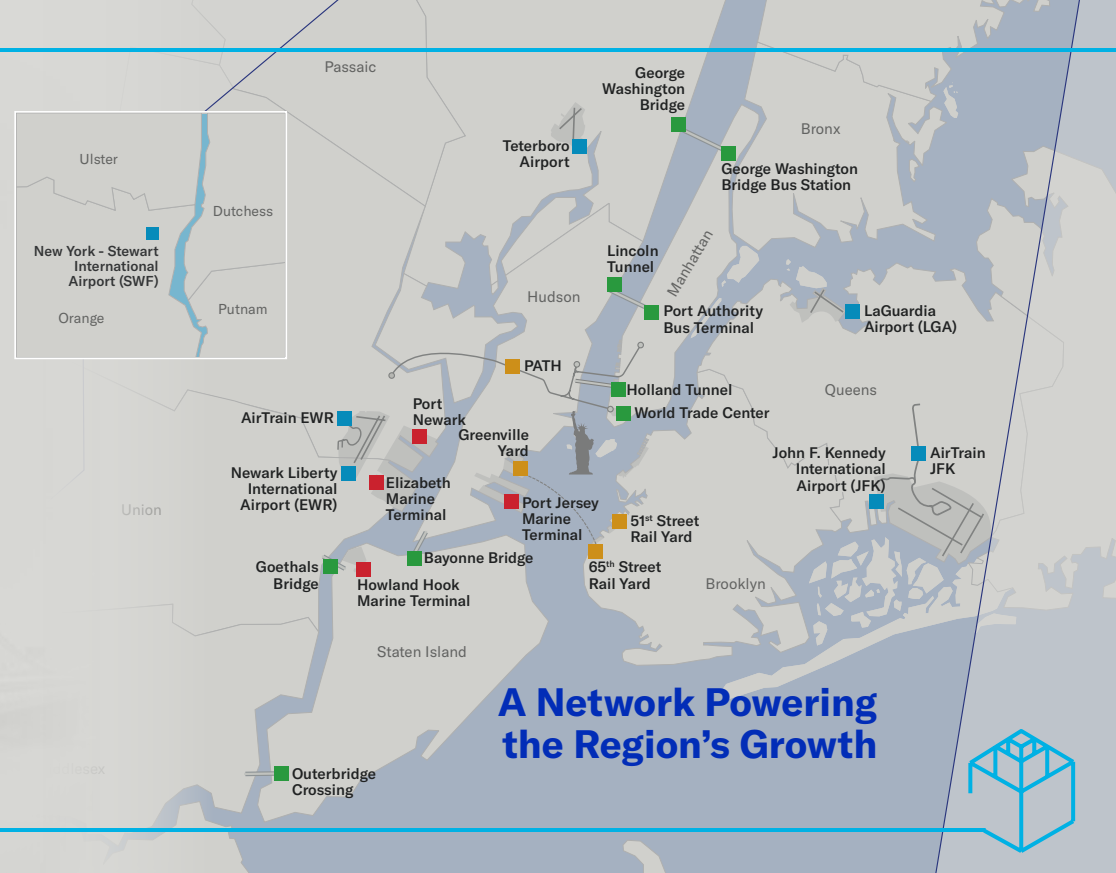
Highlights from the 2017-2025  
Capital Plan and Proposed  
2026-2035 Capital Plan



A Decade of Big Ambition



# OUR MISSION IS TO KEEP THE REGION MOVING



**A Network Powering the Region's Growth**



# **BUILDING FOR TOMORROW**

**The proposed \$45 billion 2026-2035 Capital Plan would continue the agency's strong momentum and finish what was started in the 2017-2025 plan and more**

**We are committed to delivering next-generation, reliable, resilient infrastructure now and in the future to keep the region moving as it continues to grow and thrive**





# FUNDING INVESTMENTS RESPONSIBLY

**Sustained investment in our critical assets is essential to ensure the region's infrastructure keeps pace with growth and resilience needs**

**Financially, the Port Authority is self-sustaining, receives no funding from either state, and raises the funds it needs to operate, construct, and improve its facilities**

**Two-thirds of the Port Authority's revenues are generated from non-toll/non-fare sources**



# CONTEXT AND HEADWINDS

The Port Authority has been navigating one of the most difficult operating environments in its history

COVID erased \$3 billion in revenue over a 24-month period, forcing painful capital spending delays and cost-cutting measures

Inflation, supply chain shocks, and tariffs drove up the cost of steel, concrete, and electrical components

Rising interest rates increased borrowing costs

Lack of federal COVID relief for PATH combined with severe reductions in ridership further increased PATH's financial deficit



Despite these headwinds, the agency continued to move forward with the vast majority of the ambitious agenda laid out in the 2017 – 2025 Capital Plan



# 2017-2025 CAPITAL PLAN: A DECADE OF ACHIEVEMENT

Over the past decade, the Port Authority has delivered an unprecedented wave of renewal with transformative projects across the region as part of a \$37 billion capital plan



# 2017-2025 CAPITAL PLAN: A DECADE OF ACHIEVEMENT

## Completed Projects

\$37 Billion of Planned Investments Across Airports, Bus Terminal, Seaport, PATH and WTC



\* Continuing from the current 2017-2025 Capital Plan; excludes support of Gateway Tunnel

### SEAPORT

Raised the Bayonne Bridge to allow for higher-capacity cargo ships to call on the port

Made critical infrastructure investments to increase capacity of cargo movement at the ports

Leveraged new terminal leases to drive future investment

### AVIATION

Transformed LaGuardia airport from worst to first with a wholesale rebuild

Constructed an award-winning, five-star Newark Terminal A

Developed the EWR Vision Plan to bring the whole airport up to the same standard set at Terminal A

### PATH

Installed \$1B state-of-the-art signal system

Made critical resiliency upgrades

Expanded the rail car fleet by 20%

Increased capacity by implementing 9-car trains on the NWK – WTC line

### TB&T

Secured all federal and local approvals and broke ground on the \$11B Midtown Bus Terminal replacement

Built a new Goethals Bridge, ensuring the bridge's vitality for the next 100 years

### WTC

Revitalization of the World Trade Center:

- ▶ PAC NYC
- ▶ 3 WTC
- ▶ St. Nicholas Greek Orthodox Church
- ▶ High-end programming



# PROPOSED 2026-2035 CAPITAL PLAN: A DECADE OF BIG AMBITION

## Completing A Generational Transformation

Proposed \$45 billion 2026-2035 capital plan continues an unprecedented rebuilding program

Maintains the world-class standard set in the previous plan — finishing major projects and aggressively advancing the agency's renewal and transformation agenda

The proposed plan creates 50,000+ jobs, including 33,000+ union construction jobs



# BUILDING A WHOLE NEW JFK, A WORLD-CLASS GLOBAL GATEWAY



## **John F. Kennedy International Airport:**

### **The 2017-2025 Capital Plan achieved:**

An ambitious vision plan to transform JFK into a world-class global gateway, with construction beginning on the \$4.2 billion Terminal 6, the \$9.5 billion New Terminal One, and a redesigned roadway network. Expansions at Terminal 4 and Terminal 8 delivered expanded gates, new concessions and improved customer amenities.

### **The proposed 2026-2035 Capital Plan would drive:**

A generational transformation of JFK, with the first gates of Terminal 1 and 6 opening in 2026. The plan also calls for designing and completing a transformation of AirTrain JFK with state-of-the-art new train cars to double capacity, alongside new world-class stations.

## Newark Liberty International Airport:

**The 2017-2025 Capital Plan achieved:** Major steps toward an entirely new Newark Liberty experience, as outlined in the ambitious EWR Vision Plan. That included the opening of the new Terminal A – awarded best new airport terminal in the world by Skytrax – and the start of construction on a brand-new AirTrain Newark.

**The proposed 2026-2035 Capital Plan would drive:** Construction of a world-class gateway, with funding to establish a public-private partnership to develop a new Terminal B. Finishing our work to improve transportation access, including completion of the new AirTrain (2030), a new community access point to Newark Airport Rail Station for historically underserved areas of Newark and Elizabeth (2026), and a simplified roadway network. The proposed capital plan would also fund a third major taxiway to reduce flight delays.



# THE EWR VISION PLAN: AN ENTIRE AIRPORT, REIMAGINED



# MAKING LAGUARDIA EVEN BETTER



## LaGuardia Airport:

**The 2017-2025 Capital Plan achieved:** An unprecedented worst-to-first transformation, thanks to \$8 billion invested across two innovative public-private partnerships at Terminal B and Terminal C. LGA has set the new standard for U.S. airport infrastructure, winning a series of prestigious, international awards.

**The proposed 2026-2035 Capital Plan would drive:** Finishing the job to make a vastly improved LaGuardia even better, with improved fast, free and frequent LGA Link Q70 bus service, and the construction of a brand-new, world-class Terminal A that respects the rotunda's landmark status.

## Tunnels, Bridges & Terminals:

**The 2017-2025 Capital Plan achieved:** The first major bridge construction since 1931 and critical steps toward a new Midtown Bus Terminal. The Bayonne and Goethals bridges were rebuilt and the \$2 billion Restoring the George program at the George Washington Bridge is now 60 percent complete. A complete transition to cashless tolling has saved drivers time, reduced emissions, and decreased crashes at toll plazas. At the Holland Tunnel, damage caused by Superstorm Sandy was repaired, and critical resiliency reinforcements were installed.

**The proposed 2026-2035 Capital Plan would drive:** The design, planning, construction and opening of the \$11 billion new Midtown Bus Terminal, a world-class, light-filled transit hub that will serve both commuters and the surrounding community. Planned rehabilitation programs for the Outerbridge Crossing and Lincoln Tunnel Helix will keep these critical roadways structurally sound as we plan for their eventual replacement in the 2036-2045 capital plan period.

# STRENGTHENING OUR LEGACY INFRASTRUCTURE FOR A CHANGING WORLD



# DELIVERING MAJOR INCREASES IN PATH SERVICE FREQUENCY



## PATH:

**The 2017-2025 Capital Plan achieved:** A \$3 billion investment to make the 117-year-old system more reliable and resilient. An outdated signal network was replaced with a state-of-the-art system – allowing more trains to run closer together safely – and the extensive PATH Forward program is nearing completion, repairing tracks, switches and stations. The new Harrison Station transformed an outdated structure into a sleek, modern facility. New railcars expanded the fleet by 20 percent and platforms were extended to run nine-car trains on the Newark-World Trade Center line during peak hours. Customer-focused features were introduced, including a tap-to-pay fare system, updated countdown clocks, and the RidePATH app. Critical efforts to repair damage from Superstorm Sandy were completed, making stations and tunnels more resilient against future storms.

**The proposed 2026-2035 Capital Plan would drive:** One of the largest service increases in PATH history, with every line running every day for the first time in 25 years. More frequent service during rush hour, weekends and late nights would be introduced to respond to rider feedback. The plan also funds all new uptown tracks, critical infrastructure investments to enable faster and more reliable service, and the installation of new state-of-the-art fare gates to combat fare evasion.

## SEAPORT:

**The 2017-2025 Capital Plan achieved:** Sustained leadership for the Port of New York and New Jersey as the East Coast's busiest seaport and second busiest in the country. The raising of the Bayonne Bridge enabled the movement of larger, higher-capacity cargo ships. Terminal leases were restructured to drive private investment in best-in-class operations. The ExpressRail system opened at Port Jersey, marking completion of the overall \$600 million system across the seaport, supporting rapid transfer of cargo from ship to rail. Construction launched on a rebuild of the Port Street corridor to eliminate congestion at the Newark-Elizabeth marine complex's main northern entrance. The agency also gained full ownership of the Howland Hook Marine Terminal on Staten Island, expanding opportunity for cargo growth in the region. Finally, critical repairs were made following Superstorm Sandy to reinforce the seaport for a more resilient future.

**The proposed 2026-2035 Capital Plan would drive:** Investments to maintain our position as a "must-call" port on the East Coast. More than \$1.2 billion in private investments would modernize and expand container terminal operations and infrastructure, improve the trucker experience and aid the transition to sustainable port operations, including electric cargo handling equipment. Plans are underway to further strengthen rail operations to increase fluidity and capacity. The agency is also advancing deepening of the harbor to 55 feet in cooperation with the U.S. Army Corps of Engineers to enable the safer, more efficient movement of larger, high-capacity cargo vessels. Wharves and berths, some over 60 years old, will be restored or replaced to ensure long-term vitality as operations grow.

# STRENGTHENING THE LARGEST PORT ON THE EAST COAST



# RE-ENERGIZING THE WORLD TRADE CENTER



## WORLD TRADE CENTER:

**The 2017-2025 Capital Plan achieved:** Major contributions toward the revitalization of Lower Manhattan. The Port Authority and its private partners completed 3 World Trade Center, and One World Trade Center was established as a hub for technology and media companies, with 95 percent occupancy. The PAC NYC opened to the public to widespread acclaim. Additionally, the rebuilt St. Nicholas Greek Orthodox Church and National Shrine reopened, the only house of worship destroyed on 9/11. The Port Authority has also implemented unique, highly successful event programming on the campus, including local food markets and a beer garden, live sports watch parties, yoga and wellness classes, and riveting public art.

**The proposed 2026-2035 Capital Plan would fund:** Continued efforts to ensure that the World Trade Center remains a resilient, world-class destination and driver of downtown economic development for decades to come. The Port Authority aims to complete the campus with buildouts of Tower 2 and Tower 5, while making strategic investments to maintain One World Trade Center as a Class-A office building that continues to attract high-quality tenants.