

# PROPOSED 2026-2035 CAPITAL PLAN

NOVEMBER 2025 BOARD MEETING  
IN PUBLIC SESSION



A Network Powering  
the Region's Growth

# OUR MISSION:

# KEEP THE REGION MOVING



# 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 2017-2026 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



A blue and white PATH train is stopped at a station platform. The train has the PATH logo on its side. In the foreground, there are several signal lights, some of which are illuminated with red lights. The background shows the station structure and other tracks.

## 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

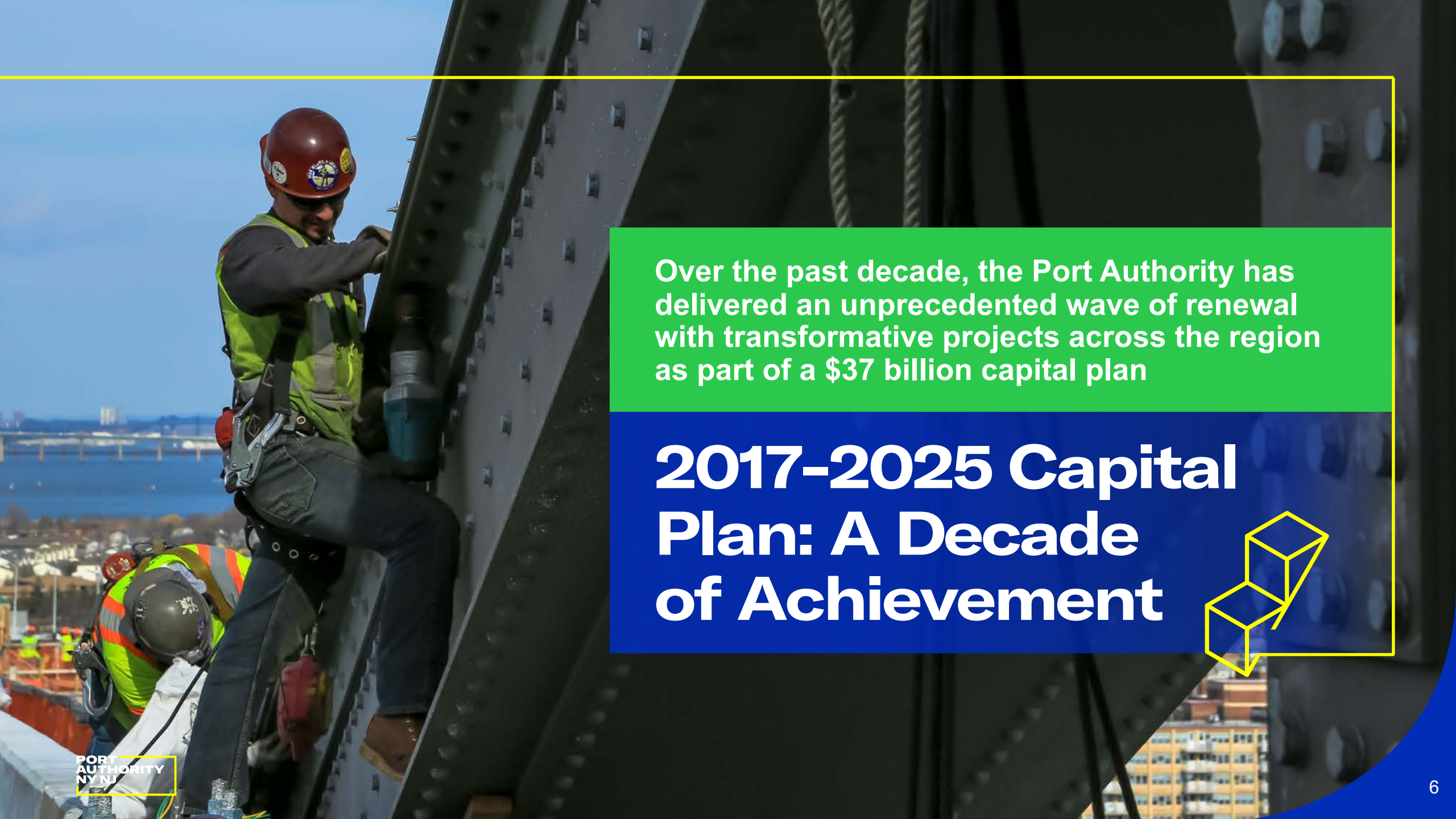
**Inflation, supply chain shocks, and tariffs** drove up the cost of steel, concrete, and electrical components

**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





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



## 2017-2025 Capital Plan

### Completed Projects

# A Decade of Achievement

**\$37 Billion in Investments  
Across Airports, Bus Terminal,  
Seaport, PATH and WTC**

## 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

## 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

## 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

## WTC

Revitalization of the World Trade Center:

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

## 2017-2025 Capital Plan

### Projects Underway

# A Decade of Achievement

**\$37 Billion in Investments  
Across Airports, Bus Terminal,  
Seaport, PATH and WTC**

## AVIATION

Launched the \$19B transformation of JFK:

- ▶ Two brand-new international terminals
- ▶ Brand-new simplified roadway network

Broke ground on a \$3.5B EWR AirTrain

Broke ground on a critical new community access point at the EWR NEC station

## TB&T

Launched critical early works construction on the Dyer Ave deck-overs and the storage and staging facility of the new Midtown Bus Terminal

Advanced \$2B George Washington Bridge restoration

## SEAPORT

Planned, engineered, and started construction of the Port Street Corridor Improvement

## PATH

Advanced the \$430 Million PATH Forward program

## WTC

Advancing the next phase of the World Trade Center, setting the stage for future towers 2 and 5



# 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



# TRANSFORMING OUR AIRPORTS

PORT  
AUTHORITY  
NY NJ  
AIR LAND RAIL SEA

# PA Airports: Then

All PA airports consistently ranked among the worst in the nation; laughingstock and the “butt” of the joke



“ I flew out of the most hated airport in the US - here’s what I saw ”

**BUSINESS INSIDER**  
November 5th, 2018

“ Joe Biden: LaGuardia airport a third-world country ”

**FOX NEWS**  
February 7th, 2014

“ Why Newark is the worst airport in the US ”

**THE WALL STREET JOURNAL.**

NOVEMBER 23, 2022

“ Everyone Agrees: LaGuardia Airport Is The Worst ”

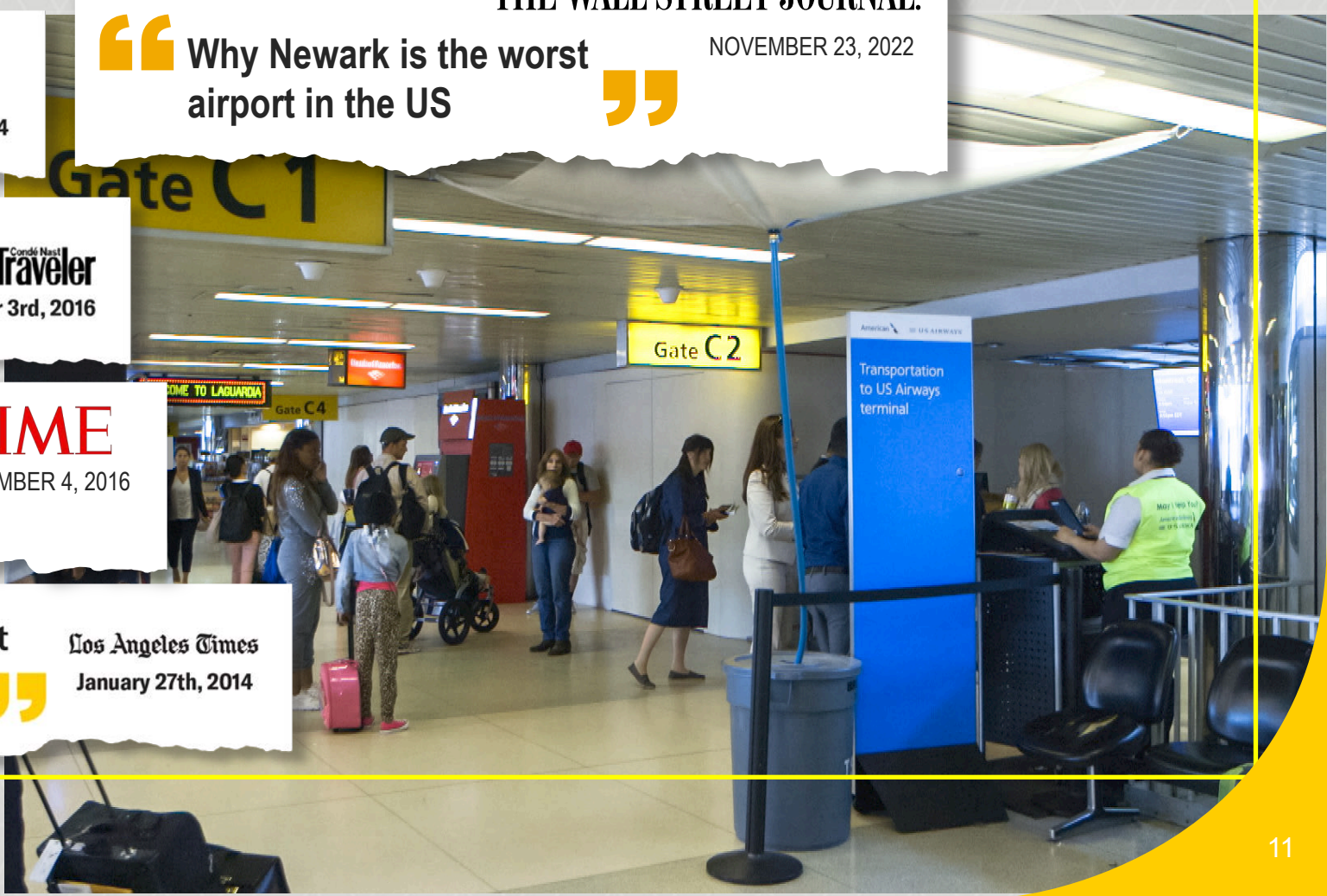
**Condé Nast Traveler**  
November 3rd, 2016

“ All three of the major New York City area airports were right at the bottom of the rankings. ”

**TIME**  
NOVEMBER 4, 2016

“ New York’s LaGuardia Airport is almost a terminal case ”

**Los Angeles Times**  
January 27th, 2014



# What a Difference a Decade Makes — PA Airports Today

LGA and EWR Terminal A receiving widespread accolades and critical acclaim – Now the best in the country

**The New York Times**

JUNE 10, 2020

“From ‘Disgraceful’ to ‘Breathtaking’:

**LaGuardia’s \$4 Billion Makeover**

An airport long regarded as among the least inviting in the United States unveils an airy, art-filled terminal.



**THE WALL STREET JOURNAL.**

JUNE 10, 2020

“LaGuardia’s High-Flying Makeover Has Travelers Doing Double-Takes

New eastern concourse provides glimpse of reimagined terminals; ‘did I book the wrong airport?’ one customer asks



NOVEMBER 15, 2022

“Delta’s Stunning New Terminal at LaGuardia Will Make You Want to Show Up to the Airport Early”



“Newark’s stunning new terminal is enough to change the airport’s reputation”



**THE POINTS GUY**

NOVEMBER 15, 2022

“New Newark Terminal A named among the best in the world”



SKYTRAX VIA  
**NJBIZ**

MARCH 21, 2023

“Newark Airport Unveils New Terminal: Crowd-Pleasers Abound”



**NBC**

NOVEMBER 15, 2022

# Award-Winning Facilities

*Award winning, best-in-class facilities is our new standard, but we're not done yet*



WINNER OF UNESCO 2021 PRIX VERSAILLES FOR BEST NEW AIRPORT IN THE WORLD



ONE OF ONLY THREE AIRPORT FACILITIES IN AMERICA TO RECEIVE A 5-STAR SKYTRAX RATING



RATED BEST AIRPORT IN ITS CLASS IN TOP PASSENGER SURVEY **TWO YEARS IN A ROW**



WINNER OF FORBES TRAVEL GUIDE'S AWARD FOR BEST AIRPORT IN AMERICA **TWO YEARS IN A ROW**



WINNER OF UNESCO 2024 PRIX VERSAILLES FOR EXTERIOR DESIGN



ONE OF ONLY THREE AIRPORT FACILITIES IN AMERICA TO RECEIVE A 5-STAR SKYTRAX RATING



WINNER - WORLD'S BEST NEW AIRPORT TERMINAL



USGBC LEED GOLD CERTIFIED



# 2017 – 2025: A New World-Class Airport Paradigm

An unprecedented \$30B investment across EWR, JFK, LGA

We redefined world-class standards:

- ▶ Best-in-class customer experience
- ▶ Inspiring civic architecture
- ▶ Robust public art program
- ▶ Local concessions & “sense of place”
- ▶ State-of-the-art functionality
- ▶ Cutting-edge technology

We transformed airports from experiences to be endured into destinations



# JFK AIRPORT

Building A World-Class Gateway

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# 2017 – 2025 Capital Plan: A Decade of Achievement

## Achievements Under the 2017–2025 Capital Plan

## JFK Airport



**Launched JFK Vision Plan:** transform airport into a world-class global gateway

**\$2B Terminals 4 and 8** expansion; new gates and concessions overhaul

**Broke ground** on the \$4.2B **Terminal 6** and the \$9.5B **New Terminal One**

**Began construction** on the completely redesigned and simplified **roadway network** (~70% complete)

# 2026 – 2035 Proposed Capital Plan: Big Ambition



**PROPOSED 2026 – 2035  
CAPITAL PLAN WOULD DRIVE:**

**Delivery** of a once-in-a-generation transformation of JFK Airport

**Completion** of JFK’s world-class transformation:

- ▶ \$9.5B international, 2.4 million sq. ft. Terminal One
- ▶ \$4.2B international 1.2 million sq. ft. Terminal 6
- ▶ \$3.9B vastly simplified roadway network

**First New Gates Opening in 2026**





**PROPOSED 2026 – 2035  
CAPITAL PLAN WOULD DRIVE:**

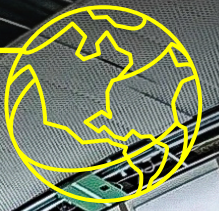
**Design and construction** of a transformed JFK AirTrain:

- ▶ New state-of-the-art train cars
- ▶ Double capacity
- ▶ New world-class stations

**Completion** of a best-in-class restaurant for drivers at the JFK Central Taxi Hold Lot



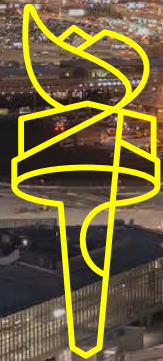
**Proposed 2026–2035 Capital Plan** **JFK Airport New Terminal One**





# The Proposed 2026 - 2035 Capital Plan Would Fund the Promise to Deliver a Global Best-in-Class JFK Worthy of the Region

# NEWARK LIBERTY



Building A World-Class Gateway

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# 2017 – 2025 Capital Plan: A Decade of Achievement

## Achievements Under the 2017–2025 Capital Plan

## Newark Liberty



**Opened** the stunning, airy, and light-filled \$2.7B **Terminal A**

**Completed and published** ambitious **EWR Vision Plan** – roadmap to complete EWR transformation

**Designed, planned, and started** construction on the \$3.5B **EWR AirTrain**

**Started** construction on **EWR NEC station** access project – long overdue community-to-airport connection

# Achievements Under the 2017–2025 Capital Plan

# Newark Liberty Terminal A



# 2026 – 2035 Proposed Capital Plan: Big Ambition



**PROPOSED 2026 – 2035  
CAPITAL PLAN WOULD DRIVE:**

- ▶ **Building** a new, world-class **Terminal B**
- ▶ **Expansion** of five-star **Terminal A**
- ▶ **Updating and expanding** **Terminal C**



**PROPOSED 2026 – 2035  
CAPITAL PLAN WOULD DRIVE:**

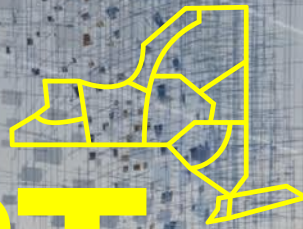
- ▶ **Completing** what we started:
  - ▶ \$3.5B EWR AirTrain (opening 2030)
  - ▶ Critical EWR NEC Station community access point (opening 2026)
- ▶ **Addition** of 3<sup>rd</sup> major taxiway to reduce flight delays
- ▶ **New**, simplified roadway network



# 2035: A Fully-Transformed, World-Class Newark Liberty Airport



# LGA AIRPORT



Building A World-Class Gateway

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# Achievements Under the 2017–2025 Capital Plan

# LaGuardia Airport



**Award-winning Terminal B**

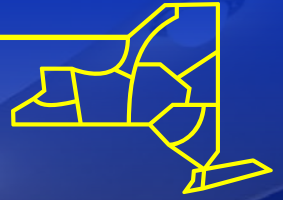
# Achievements Under the 2017–2025 Capital Plan

## LaGuardia Airport



**World-class Terminal C**

# 2026 – 2035 Proposed Capital Plan: Big Ambition



## PROPOSED 2026 – 2035 CAPITAL PLAN WOULD DRIVE:

### Finishing The Job

**Building a brand-new, world-class Terminal A** while respecting the rotunda's landmark status

**Completing** fast / free / frequent LGALink Q70 bus service for passengers: New bus lane on BQE and on-airport bus stop

**Integrating** Terminals B & C with appealing / innovative on-airport pedestrian connection

**Delivery** of a brand-new taxi driver amenity building at Terminal B

## Proposed 2026–2035 Capital Plan

# Goal: Across Airports, Deter Predatory Drivers Illegally Soliciting Rides

Taxi community and the Uber-Lyft / for-hire vehicle community are part of the **lifeblood of airports**

We are **committed** to ensuring that airport rides are available to the legitimate taxis / for-hire vehicles that service the passengers



## Proposed 2026–2035 Capital Plan

### PROPOSED 2026 – 2035 CAPITAL PLAN WOULD DRIVE:

#### “Operation Legal Ride” – 10-year, \$100M investment

**New war on the predators who harass  
passengers by offering illegal rides and  
who steal business from hard-working drivers**

- ▶ Technology tools (license plate readers, AI-aided CCTV)
- ▶ Meaningful enforcement
- ▶ Deterrence strategy
- ▶ Enhanced coordination with Taxi and Limousine Commission
- ▶ Working closely with driver community to ensure effectiveness



## Funding to Support our Aviation Agenda

The majority of Port Authority funding comes from private investments, cost recoveries, revenues from lease activity, and fees

To further support our ambitious agenda in the **proposed 2026 - 2035 Capital Plan**, the plan proposes that:

- ▶ Pick-up and drop-off fees for for-hire vehicles and taxis will be aligned with our peer airports

# A Historic Investment in the Region's Airports

2017 – 2025 was a decade of great accomplishment

The proposed 2026 – 2035 Capital Plan would continue this record investment

**By 2035, a \$50B+ wholesale remaking of three major airports will be complete,** anchored by historic P3s in cooperation with our airline / development partners

The two Capital Plans will bring our paradigm shift to fruition: moving our airports from worst to first



# TUNNELS, BRIDGES & TERMINALS

**A World-Class Transit Hub to Serve the Next Generation +  
Reinvesting in the Region's Crossings**

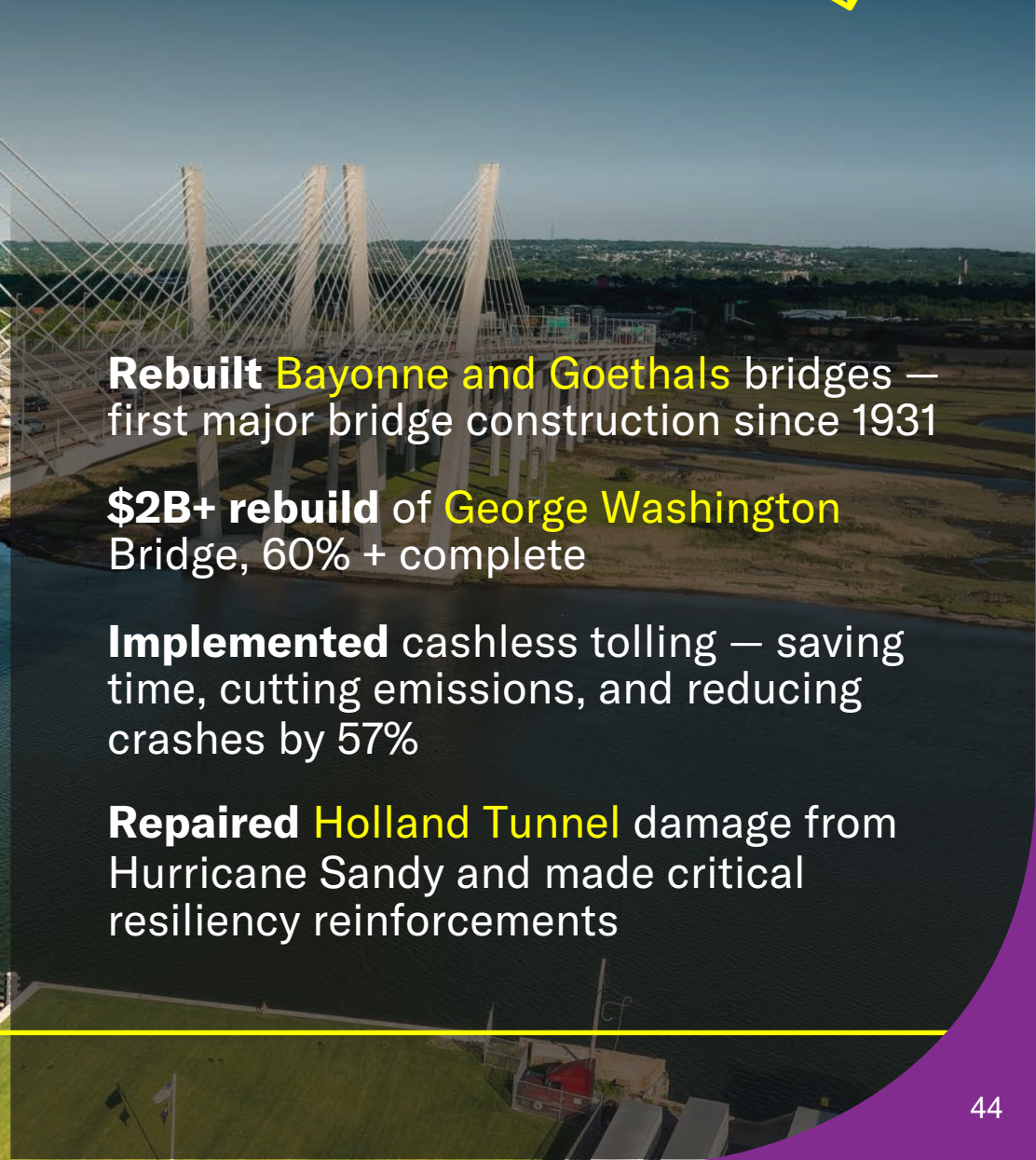
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# 2017 – 2025 Capital Plan: A Decade of Achievement



## Achievements Under the 2017–2025 Capital Plan

## Tunnels, Bridges & Terminals



**Rebuilt Bayonne and Goethals** bridges — first major bridge construction since 1931

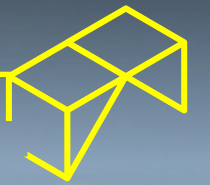
**\$2B+ rebuild** of **George Washington** Bridge, 60% + complete

**Implemented** cashless tolling — saving time, cutting emissions, and reducing crashes by 57%

**Repaired Holland Tunnel** damage from Hurricane Sandy and made critical resiliency reinforcements

## Achievements Under the 2017–2025 Capital Plan

## The Midtown Bus Terminal



Existing Bus Terminal: poster child of legacy infrastructure. Replacement long mired in controversy / inadequate funding

**2019:** Plan proposed to community with extreme negative response. Ask: move buses off streets

**2021 Revised Plan (Current):** Redesigned bus terminal plan incorporating public feedback; project moves from one structure to three structures (doubles cost)

### **2021 – 2025:**

**Secured** all approvals, financing, PILOT agreement, and widespread support for project

**Broke ground** on the project; early works construction underway

# 2026 – 2035 Proposed Capital Plan: Big Ambition



## PROPOSED 2026 – 2035 CAPITAL PLAN WOULD DRIVE:

**\$11B to fund the design, planning, construction, and opening of an inspiring, light-filled, transit hub**

- ▶ **Serving Commuters:** Direct, faster access to Lincoln Tunnel, expanded terminal, 21st century technology to support future all-electric fleet
- ▶ **Serving Community:** Buses off local streets, street-facing concessions, a new 3.5-acre green space, and revitalization of surrounding neighborhood

**Once-in-a-century project completed in two phases:**

- ▶ **Phase 1** (Ramps / Storage & Staging) —2030
- ▶ **Phase 2** (The Main Terminal & Green Space) —2035

**Best-in-class Midtown Bus Terminal a centerpiece of the 2026 – 2035 Capital Plan**



## ALIGNING FEES WITH COST OF NEW BUS TERMINAL AND ITS OPERATING DEFICIT

**Vast majority of project funding derived from general PA net revenues and bond / loan proceeds**

To provide important additional support for the cost of building, operating and maintaining this world-class facility, the 2026 – 2035 Capital Plan proposes:

Updated carrier fees charged to bus companies operating at the facility

- ▶ Revisions to bus toll schedules, creating three new bus classes separated by vehicle type – minibuses, two-axle, and three-axle – and instituting gradual increases in toll rates for new classes from mid-2026 through 2034



**PROPOSED 2026 – 2035  
CAPITAL PLAN WOULD DRIVE:**

**Major state-of-good-repair projects  
at our crossings:**

**Further advance** the Restore the George program to extend the life of the GWB for another century through comprehensive structural rehabilitation

**Rehabilitation** work on the Lincoln Tunnel Helix and Outerbridge Crossing. Planning for the future replacement of these assets in the 2036 - 2045 capital plan period



**A FUNDING STRATEGY TO SUPPORT STATE-OF-GOOD REPAIR**

Two-thirds of our revenues are generated from non-toll/non-fare sources.

We strive to maximize the non-toll/non-fare sources, which include landing and dockage fees, lease payments and other charges to businesses operating at our facilities.

To support these critical tunnel and bridge investments, the 2026 – 2035 Capital Plan proposes:

Phasing out the current \$2 E-ZPass discount for autos/motorcycles offered during off-peak hours; phase out would take place over four years starting in 2027 (50 cents / year)

**The discount program at the Staten Island bridges will remain unchanged**

**The truck discount at off-peak hours will remain unchanged**

**The calculation of the E-ZPass peak rate for autos will remain unchanged**





# The Proposed 2026-2035 Capital Plan will Ensure the Delivery of World-Class Tunnels, Bridges, and Terminals Prepared for Another Hundred Years



# PATH

**Delivering Major Increases in PATH Service Frequency**



# **2017 – 2025 Capital Plan: A Decade of Achievement**



## Achievements Under the 2017–2025 Capital Plan **PATH**



**\$3B to make 117-year-old PATH more reliable and resilient**

**\$1B** state-of-the-art signal system allowing more trains to run closer together safely

**Completed** PATH Forward, \$430M investment to repair aging stations, tracks, and switches

**Replaced and expanded** the outdated Harrison PATH station

## Achievements Under the 2017–2025 Capital Plan PATH

● World Trade Center 0 min  
● World Trade Center 5 min  
10:12 am

### \$3B to make 117-year-old PATH more reliable and resilient

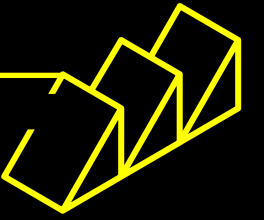
**Expanded** fleet by 20% and began 9-car train service on Newark-WTC line during rush hour, boosting capacity by 12% and reducing crowding

**Completed** critical efforts to repair Hurricane Sandy damage and make our system more resilient

**Implemented** 21<sup>st</sup> century customer amenities: tap-to-pay, updated countdown clocks, RidePATH app

**Awarded** 2022 Outstanding Achievement Award from the American Public Transportation Association

# 2026 – 2035 Proposed Capital Plan: Big Ambition



# MAJOR SERVICE ANNOUNCEMENT



## PROPOSED 2026 – 2035 CAPITAL PLAN WOULD DRIVE:

### One of largest service increases in PATH history

- ▶ More frequent rush hour service
- ▶ More frequent late-night weekend service
- ▶ Direct weekend service:  
JSQ – 33rd, HOB-33rd, and HOB-WTC

**Installing** all new uptown tracks and making critical infrastructure investments for faster and more reliable service

**Installing** new state-of-the-art fare gates to combat fare evasion





**PROPOSED 2026 – 2035 CAPITAL PLAN  
WOULD DRIVE MAJOR SERVICE INCREASES:**

**For the first time in 25 years, all four lines would operate 7 days a week in 2026**

**Significant increase** in Weekend Service to 33rd street starting in 2026, with additional increases in 2027

**Provide** Direct Peak Service on Weekends from JSQ-33rd, HOB - WTC by mid-2026

**Increase** of Peak AM Weekday Service from HOB - WTC in 2026

**Double Service** on Friday late-nights to match Saturday late-night service levels mid-2026

**Additional trains** during NWK-WTC Weekday Peak commute, and Weekend Daytime Hours in first half of 2027

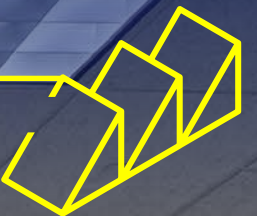


## Funding PATH Improvements

PATH's operations are unique among major US transit systems in that PATH receives no state or federal funding

Fares only cover about 25% of the actual cost of each ride and the Port Authority subsidizes the remaining 75%

To sustain operations and fund these major service increases, the 2026 - 2035 Capital Plan proposes a fare increase of \$0.25 beginning in Spring 2026, with additional \$0.25 increases each January from 2027 through 2029



## A War on PATH Fare Evasion

Fare evasion is unacceptable; we are committed to taking action to prevent it

As part of the proposed 2026-2035 Capital Plan, we will install new state-of-the-art fare gates to reduce fare evasion and ensure that everyone pays their fair share

The proposed 2026 - 2035 Capital Plan also funds technology including CCTV and artificial intelligence to identify patterns of fare evasion and develop targeted strategies to deter more effectively fare evasion and enforce fare payment





# The Proposed 2026 – 2035 Capital Plan will Deliver Major Service Increases and Key Investments in PATH's Infrastructure to Ensure More Resilient and Reliable Service



# SEAPORT

Strengthening the Largest Port on the East Coast

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# 2017 – 2025 Capital Plan: A Decade of Achievement

## Achievements Under the 2017–2025 Capital Plan **The Seaport**



Became the **second busiest** seaport in the country and maintained the status as the East Coast's busiest seaport despite pandemic supply chain shocks

**Avoided congestion** seen at other U.S. ports

**Restructured** terminal leases to drive private investment in best-in-class operations

**Gained full ownership** of Howland Hook Marine Terminal on Staten Island, expanding opportunity for cargo growth in the region

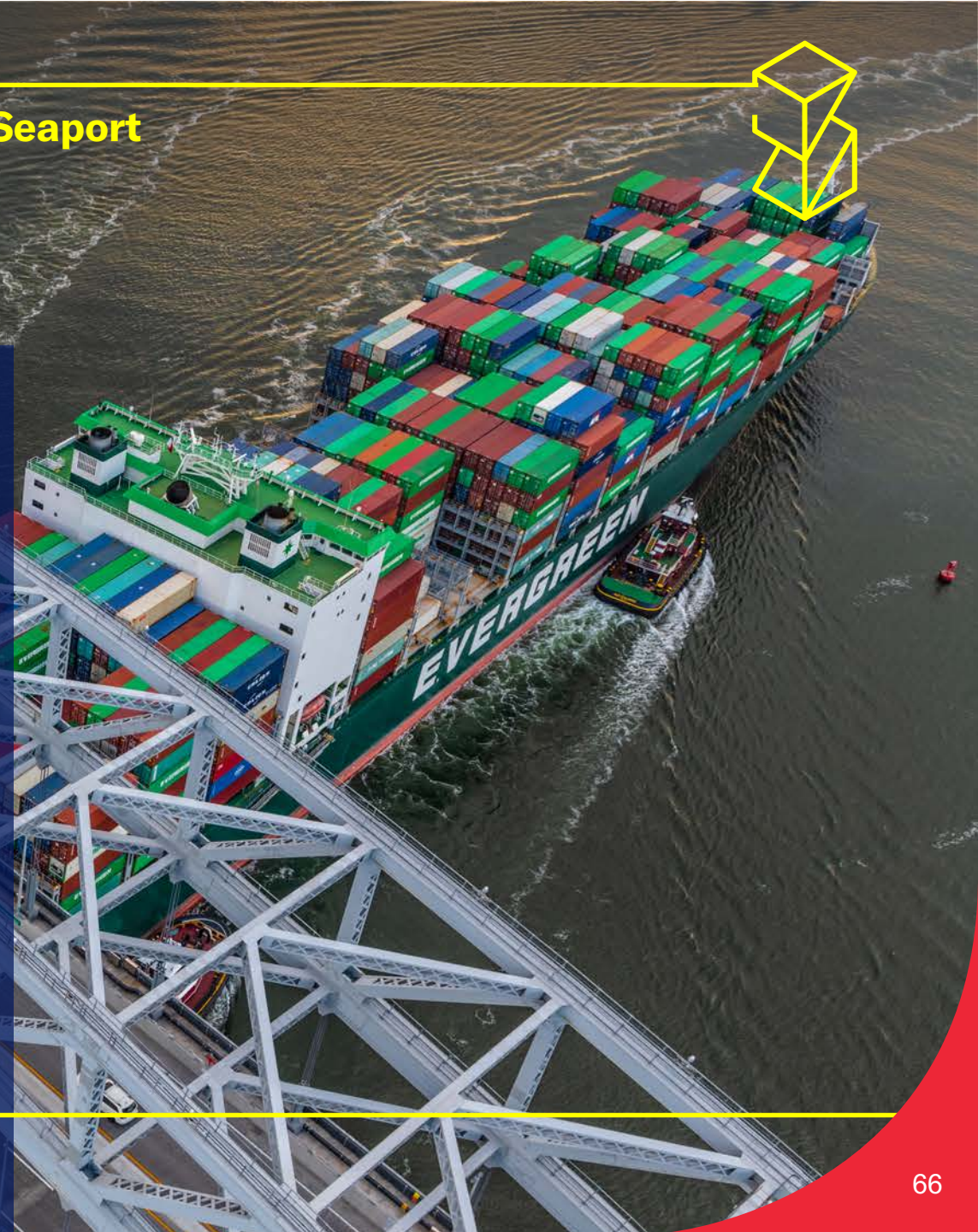
## Achievements Under the 2017–2025 Capital Plan

## The Seaport

**Completed** the deepening of the harbor to 50 feet – coupled with the \$1.7B raising of the Bayonne Bridge – to enable movement of larger cargo ships into the port

**Completed** the ExpressRail Bayonne facility, the last of four on-dock rail terminals (total \$600M investment) which support the efficient transfer of cargo to the national rail freight network

**Planned, engineered, and started** construction on the \$220M wholesale rebuild of the Port Street Corridor to eliminate congestion and improve safety



# 2026 – 2035 Proposed Capital Plan: Big Ambition



## THE PROPOSED 2026–2035 CAPITAL PLAN WOULD DRIVE:

More than \$1.2 Billion in private investment to update and expand container terminal operations and infrastructure – to maintain our position as the “must-call” port on east coast

**Restoration or replacement** of 60+ year old wharves to ensure long-term vitality and support growth

**Further strengthening** of rail operations to expand fluidity and capacity



## THE PROPOSED 2026-2035 CAPITAL PLAN WOULD DRIVE:

**Finishing construction** and putting into service a wholly rebuilt Port Street Corridor that will reduce traffic and improve safety

**Advancing deepening** of the harbor to 55 feet to enable the safer and more efficient movement of larger, high-capacity cargo vessels through the port in cooperation with the Army Corps of Engineers





# These Investments Would Create Regional Jobs, Strengthen Trade, and Support National Economic Security — Keeping the Port Competitive and the Region's Economy Moving



# WORLD TRADE CENTER

Re-energizing the World Trade Center

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# 2017 – 2025 Capital Plan: A Decade of Achievement

## Achievements Under the 2017–2025 Capital Plan

## The World Trade Center



**In cooperation with our private partners:**

**Completed** 3 WTC and established One WTC as hub for technology / media companies (~95% occupancy)

**Reopened** the reimagined St. Nicholas Greek Orthodox Church and National shrine, the only house of worship destroyed by the attacks on September 11th

**Opened** PAC NYC to widespread acclaim– key component of completing the rebuild of the World Trade Center campus

**Contributed** to the revitalization of the Lower Manhattan community:

- ▶ Unique and highly-successful event programming
- ▶ Local food markets and community activations
- ▶ Riveting public art

# 2026 – 2035 Proposed Capital Plan: Big Ambition

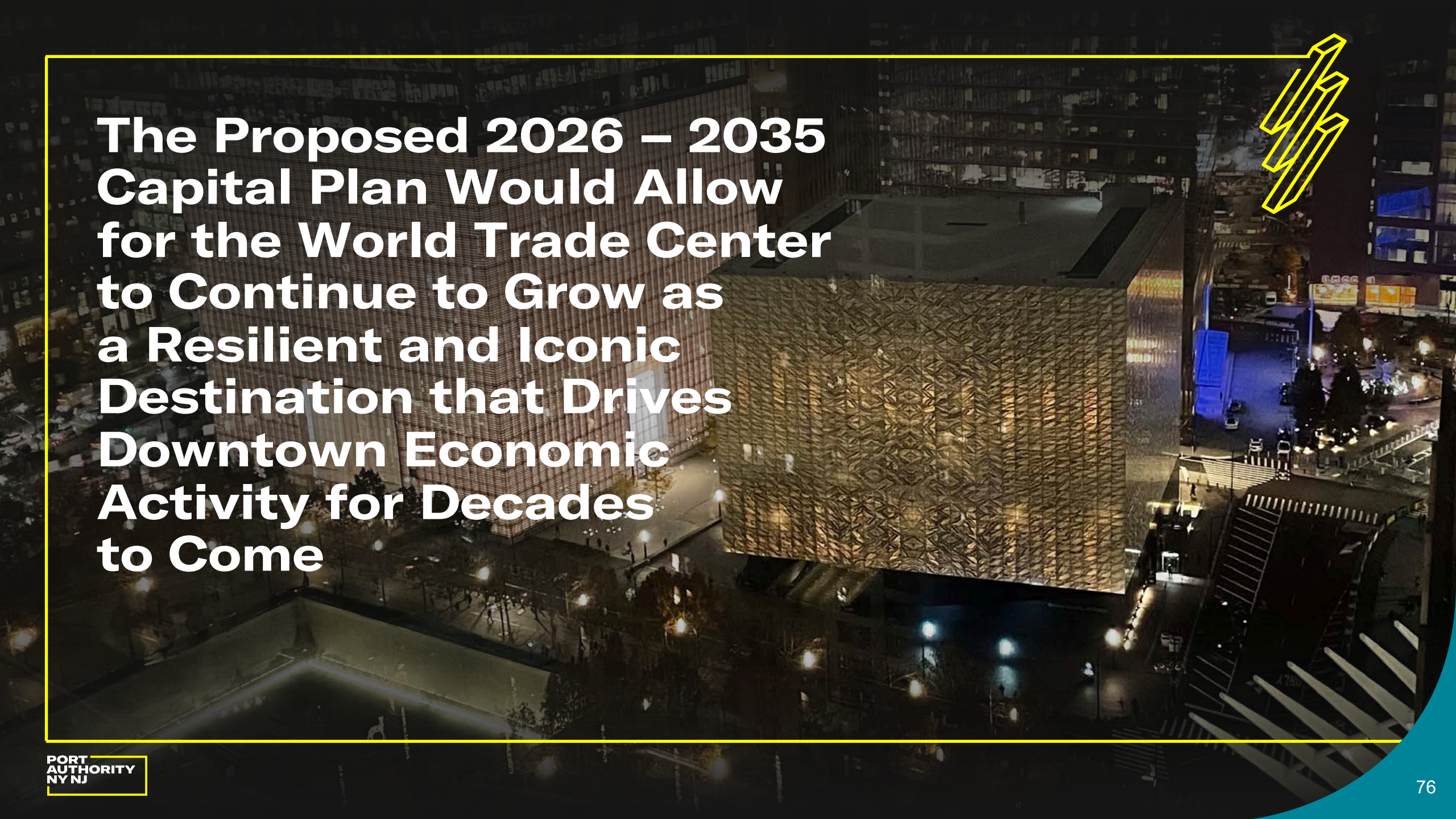
## Proposed 2026–2035 Capital Plan The World Trade Center

### THE PROPOSED 2026-2035 CAPITAL PLAN WOULD DRIVE:

**Continued goal** of building out of World Trade Center Towers 2 and 5

**Continued strategic investments** to maintain One WTC as a Class-A office building which continues to attract highest-quality tenants





**The Proposed 2026 – 2035  
Capital Plan Would Allow  
for the World Trade Center  
to Continue to Grow as  
a Resilient and Iconic  
Destination that Drives  
Downtown Economic  
Activity for Decades  
to Come**



# MOVING THE PROPOSED CAPITAL PLAN FORWARD

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# A Decade of Big Ambition

**\$42 Billion (Excluding Support for Gateway) in Investments Across Airports, Bridges & Tunnels, Bus Terminal, Seaport, PATH and WTC**

## SEAPORT - \$2B

Drive \$1.2B+ in private investment in terminal operations

Restore 60+ wharfs and berths

Deliver new, efficient and safe Port Street Corridor

Advance deepening of the harbor to 55 feet to maintain global competitiveness

## AVIATION - \$20.7B

Finish world-class JFK Airport with new terminals + roadways

Complete overhaul of JFK AirTrain stations and cars

Build and open new Terminal B at Newark

Complete \$3.5B EWR AirTrain

Replace 85-Year-Old LGA terminal A

Streamline fast, free, frequent Q70 LGA Link bus

## TB&T - \$15.4B

Fully complete \$11B Midtown Bus Terminal

Advance \$2B restoration of GWB

Complete full rehabilitation program at Outerbridge Crossing and Lincoln Tunnel Helix

## PATH - \$2.6B

Major service increases: operate all four lines every day

Run more trains when riders need it most: rush hours and weekends / weekend evenings

Install new state-of-the-art fare gates and launch a war on fare evasion

## WTC - \$1.2B

Goal: complete buildout of campus with construction of Tower 2 and Tower 5

Continued strategic investment in One WTC



# BUILDING FOR TOMORROW

This is a **once-in-a-generation** capital plan. We are **delivering** the airports, tunnels, terminals, and rail service that people use every day — and finishing the projects the region has been waiting for

Every dollar goes back into visible, tangible improvements that make the region move better — this is the **foundation** for the region's next generation of growth

We recommend the proposed 2026 -2035 Capital Plan, and ask the board post it to the public for comment



# PUBLIC COMMENT PERIOD

## COMMENTS CAN BE SUBMITTED:

In-person at a public hearing:

- ▶ 12/2/2025 — 9 a.m., hybrid, 2 Montgomery
- ▶ 12/3/2025 — 10 a.m., in-person, JFK Bldg. 14
- ▶ 12/3/2025 — 7 p.m., hybrid, 4 WTC
- ▶ 12/4/2025 — 7 p.m., in-person, EWR Redevelopment Outreach
- ▶ 12/8/2025 — 7 p.m., in-person, Hilton Hasbrouck Heights
- ▶ 12/9/2025 — 7 p.m., in-person, College of Staten Island

Written comments will be accepted through 11:59 p.m., on December 15, 2025

Online at [panynj.gov/publichearings](https://panynj.gov/publichearings)

Through the mail, address to:  
Public Hearing Comments  
4 World Trade Center  
150 Greenwich St, 23<sup>rd</sup> Floor  
New York, N.Y. 10007

Public comments can also be made at the December Board Meeting





# THANK YOU

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