4 World Trade Center
150 Greenwich Street
New York, NY 10007
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PORT AUTHORITY NY NJ
AIR LAND RAIL SEA

PROPOSED 2026-2035 CAPITAL PLAN SUMMARY

A Decade of Big Ambition

Public Comment Period

Comment 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**
- **Through the mail, address to:**
  Public Hearing Comments
  4 World Trade Center
  150 Greenwich St, 23rd Floor
  New York, N.Y. 10007

Public comments can also be made at the December Board Meeting.

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.

Proposed 2026–2035 Capital Plan: A Decade of Big Ambition

$42 Billion* in Investments Across Airports, Bridges & Tunnels, Bus Terminal, Seaport, PATH and WTC.

* Excludes support of Gateway Tunnel

Aviation – $20.7B

- Finish world-class JFK Airport with new terminals + roadways
- Complete overhaul of AirTrain JFK stations and cars
- Build and open new Terminal B at Newark
- Complete $3.5 billion AirTrain Newark
- Replace 85-Year-Old LaGuardia's terminal A
- Streamline fast, free, frequent Q70 LGA Link bus

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

Seaport – $2B

- Drive $1.2+ billion 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

TB&T – $15.4B

- Fully complete $11 billion Midtown Bus Terminal
- Advance $2 billion restoration of GWB
- Complete full rehabilitation program at Outerbridge Crossing and Lincoln Tunnel Helix

WTC – $1.2B

WORLD TRADE CENTER

- Goal: complete buildout of campus with construction of Tower 2 and Tower 5
- Continued strategic investment in 1 WTC

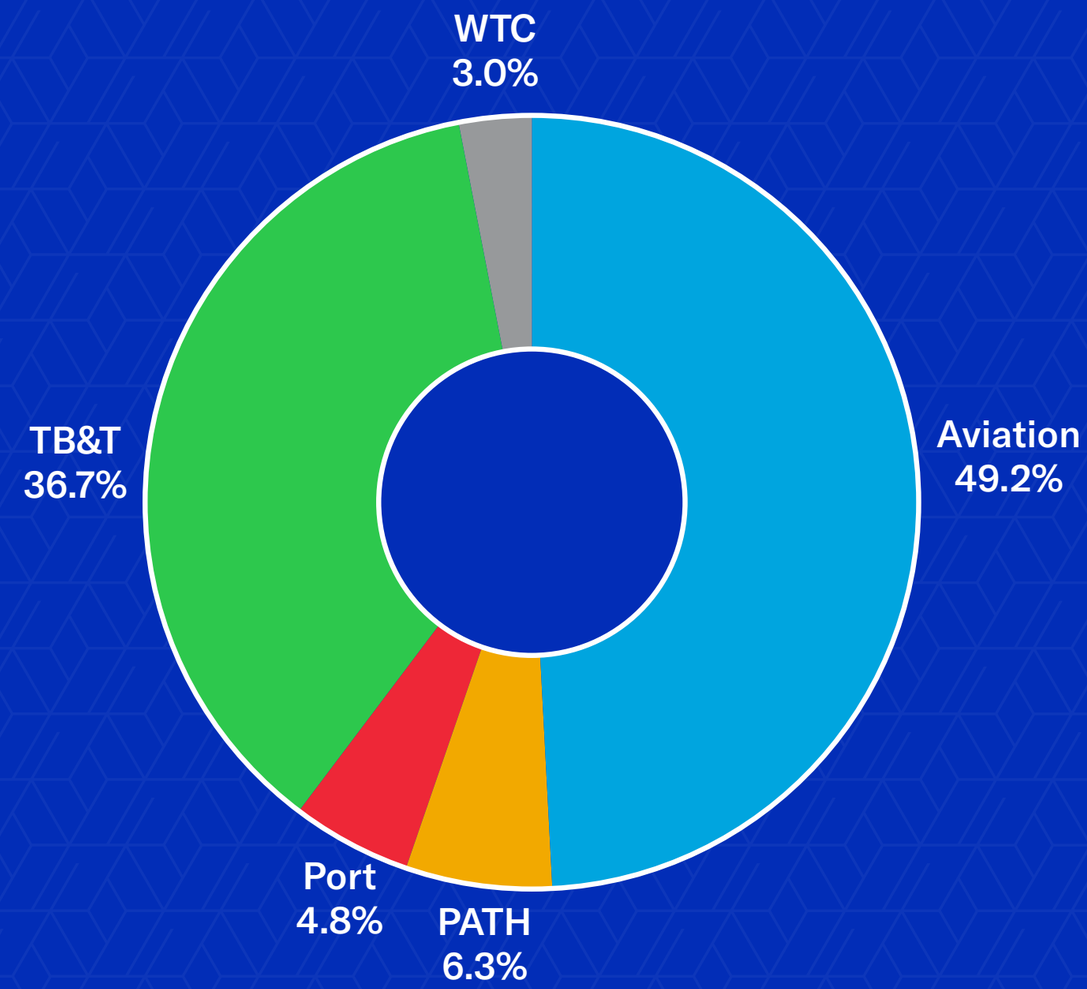
Aviation, PATH, Port, Tunnels, Bridges & Terminals, and World Trade Center

The Port Authority is a bi-state agency, created by interstate compact in 1921 under the clause of the United States Constitution permitting compacts between states with the consent of Congress. The compact also created the Port District, which comprises an area of about 1,500 square miles in both states, centered on New York Harbor. The Port District includes the cities of New York and Yonkers in New York state, and the cities of Newark, Jersey City, Bayonne, Hoboken and Elizabeth in the state of New Jersey, and over 200 other municipalities, including all or part of 17 counties, in the two states. The Port Authority was created to provide transportation, terminal and other facilities of commerce within the Port District and to undertake port and regional improvements not likely to be financed by private parties, or that would not be attempted by either state alone. These include the development of major infrastructure: world-class airports, a modern port for the harbor shared by the two states, tunnel and bridge connections between the states, mass transit rail and terminal facilities and, in general, trade and transportation projects that secure the region's economic well-being.

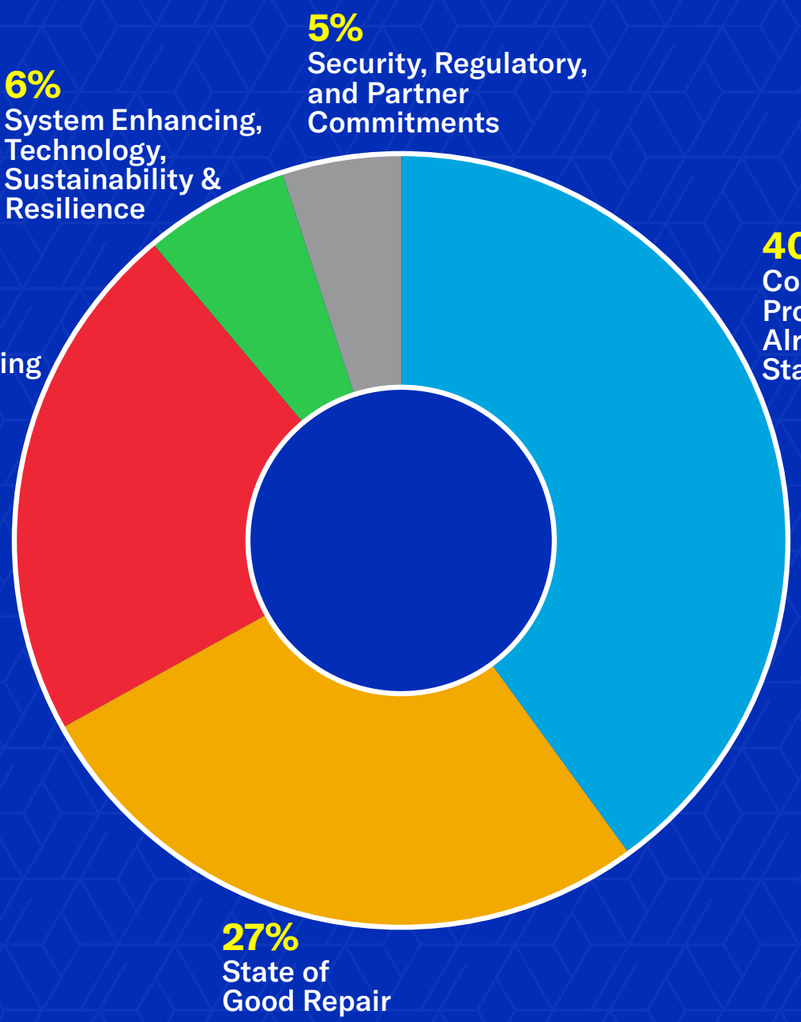
Today, as was envisioned in 1921, the Port Authority is a financially self-supporting entity. It does not receive tax revenue from either state or from any local jurisdiction and has no power to tax, nor does it have the power to pledge the credit of either state or any municipality. The Port Authority relies primarily on revenue generated from facility operations — tolls from its bridges and tunnels between New York and New Jersey; user fees from the seaport, airports and bus terminals; fares on its rail transit system; and rent from facilities, consumer services, and retail stores.

The Port Authority operations are composed of five primary lines of business: Tunnels, bridges and terminals; the Port Authority Trans-Hudson (PATH) rail system; Aviation; the Port of New York and New Jersey; and the World Trade Center. In addition, its real estate department oversees commercial office and other development projects. Specifically, the facilities of the Port Authority include: two tunnels and four bridges between the states of New York and New Jersey, the Hudson Tubes network, including PATH system, two bus terminals, the trans-Hudson ferry service, five airports, five marine terminals, the World Trade Center, two waterfront development facilities, and four industrial development facilities. The Port Authority's role at its airports and marine terminals is primarily that of a landlord.

Capital Spending by Department



Capital Spending by Type



Aviation, PATH, Port, Tunnels, Bridges & Terminals, and World Trade Center

The proposed 2026-2035 Capital Plan includes $42 billion* in direct spending on Port Authority projects, which includes approximately:

- **$16.6 billion (40%)** to finish the projects the Port Authority started in the 2017-2026 Capital Plan including the Midtown Bus Terminal (inclusive of the second phase), transformation of JFK, the implementation of the EWR Visioning Plan, and the replacement of AirTrain Newark.
- **$11.5 billion (27%)** to maintain existing infrastructure in a state-of-good repair.
- **$9.5 billion (22%)** to continue the transformation of the airports into world-class facilities.
- **$2.4 billion (6%)** to invest in new system-enhancing assets as well as technology and sustainability and resilience projects.
- **$2.0 billion (5%)** to complete projects required to maintain safe and secure operations meeting state/federal regulations and/or commitments with parties operating at Port Authority facilities.

* Excludes support of Gateway Tunnel