

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



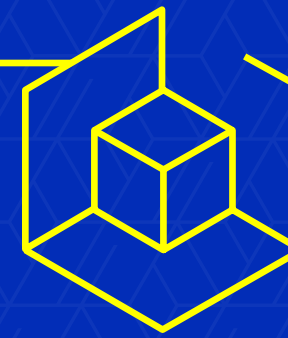
- Fully complete \$11 billion Midtown Bus Terminal
- Advance \$2 billion restoration of GWB
- Complete full rehabilitation program at Outerbridge Crossing and Lincoln Tunnel Helix

WTC – \$1.2B



- 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

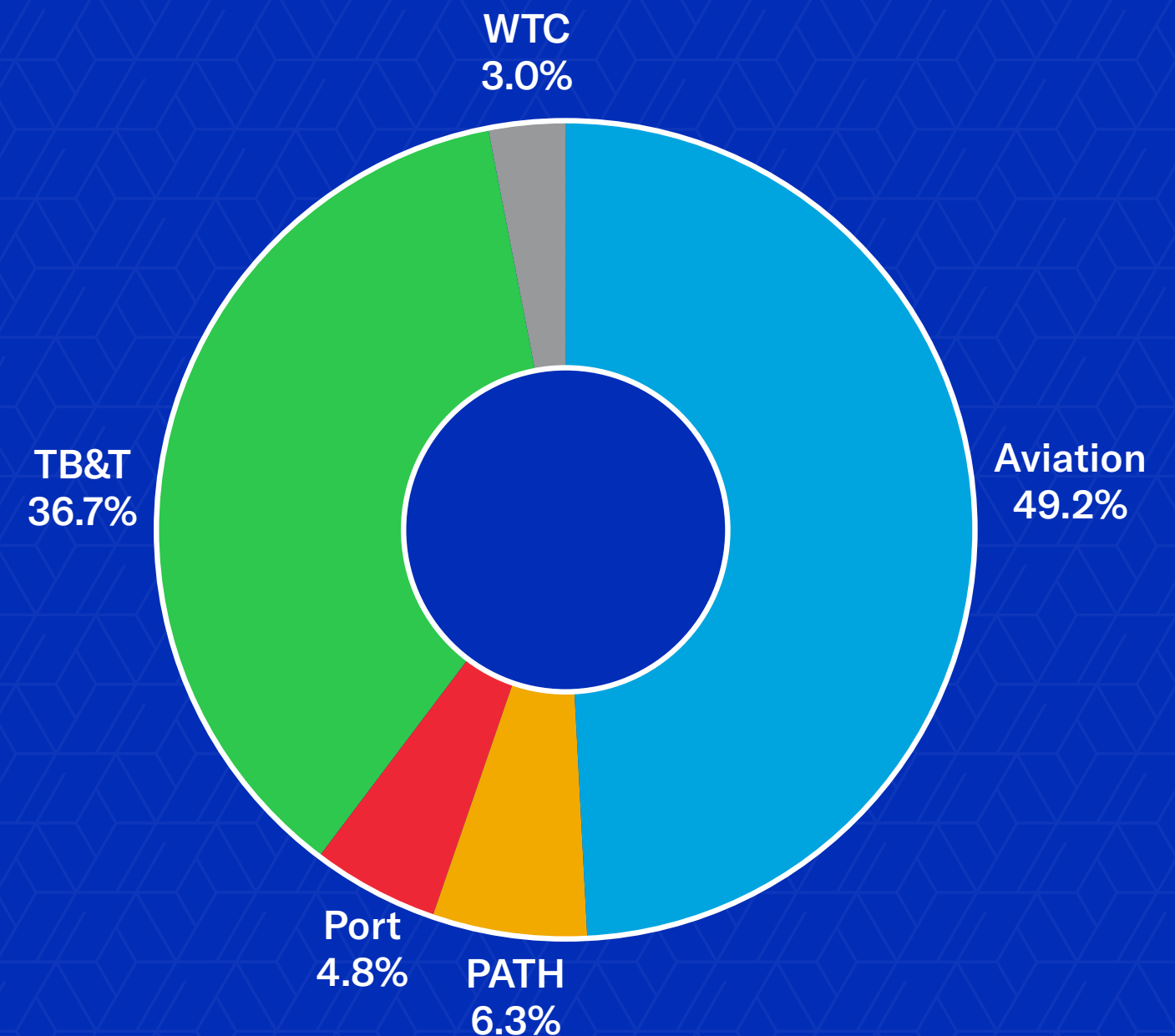


The Port Authority is a bi-state agency, created by interstate compact in 1921 under the clause of the United States Constitution permitting compacts between states with the consent of Congress. The compact also created the Port District, which comprises an area of about 1,500 square miles in both states, 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.

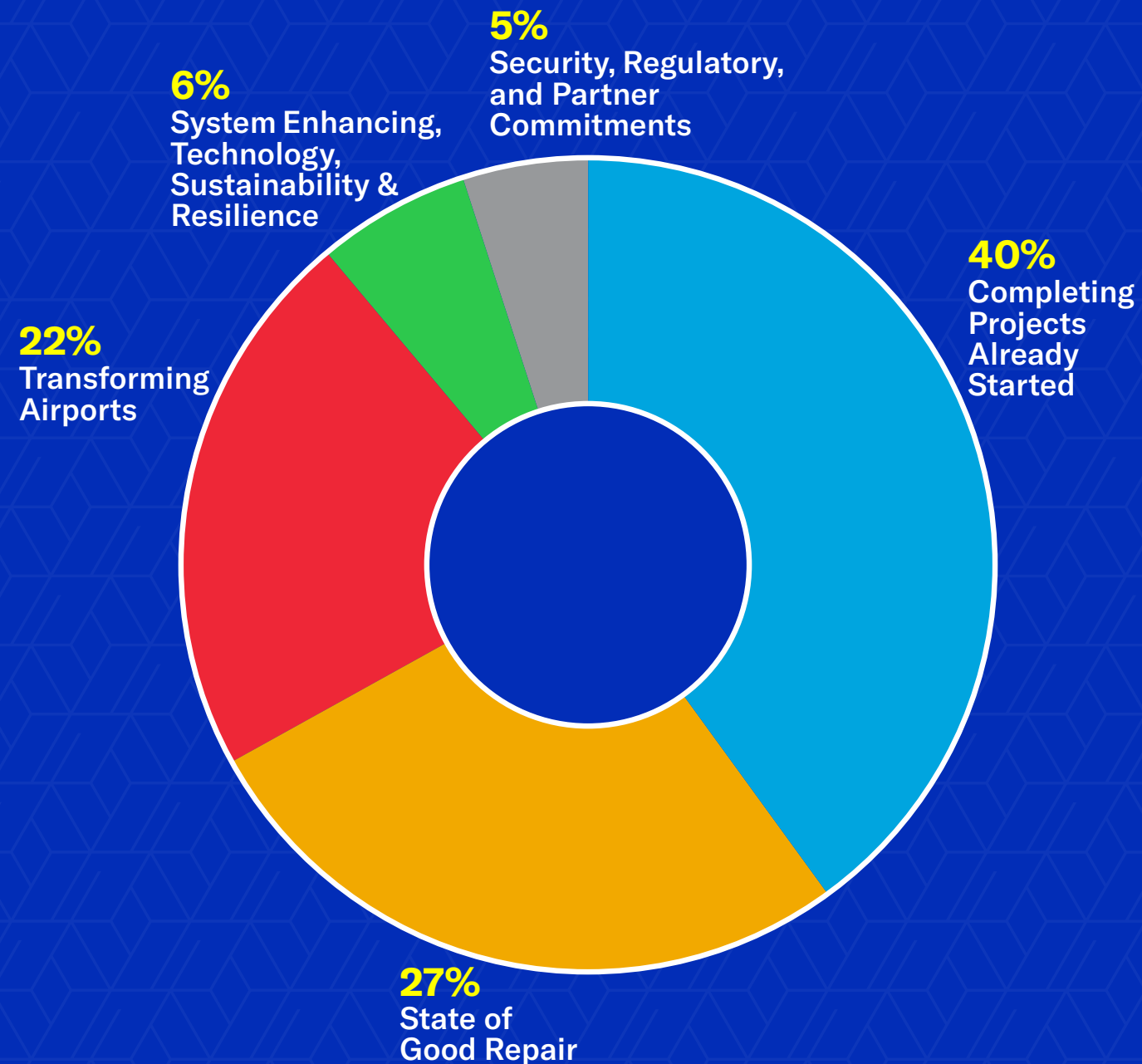
The Port Authority operations are composed of five primary lines of business: Tunnels, bridges and terminals; the Port Authority Trans-Hudson (PATH) rail system; Aviation; the Port of New York and New Jersey; and the World Trade Center. In addition, its real estate department oversees commercial office 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

Appendix B — Projects with 10-Year Spending Greater than \$50 Million

Projects Underway

Sorted by Department, Facility, and Program (in thousands)

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
JFK REDEVELOPMENT					
CA33-320	LANDSIDE ROADWAYS AND UTILITIES	Construction	506,056	0	506,056
CA33-410	GROUND TRANSPORTATION CENTER	Construction	362,877	0	362,877
CA33-600	AIRSIDE HARDSTAND AND MULTI-USE FACILITY	Construction	155,071	0	155,071
CA33-240	SUPPORT OF TERMINAL PLANNING DESIGN AND CONSTRUCTION	Construction	126,255	8,839	135,094
CA33-360	NEXT-PHASE REDEVELOPMENT PLANNING	Construction	106,080	0	106,080
EWR REDEVELOPMENT					
CA04-735	AIRTRAIN REPLACEMENT	Construction	2,501,000	80,000	2,581,000
LGA REDEVELOPMENT					
CA22-387	GROUND ACCESS PROGRAM - ASTORIA-DITMARS BLVD STATION AND NON-STOP BUS SHUTTLE	Design	131,000	125,000	256,000
CA22-009	GROUND ACCESS PROGRAM - TERMINAL C BUS LOOP	Design	55,000	0	55,000
AVIATION NON-REDEVELOPMENT					
CA03-881	JFK COGENERATION FACILITY EXPANSION	Construction	82,083	0	82,083
CA03-861	JFK AIRTRAIN CAPITAL ASSET REPLACEMENT PROGRAM	Construction	46,005	12,702	58,707
TUNNELS, BRIDGES AND TERMINALS					
CT66-001	MIDTOWN BUS TERMINAL REPLACEMENT - TERMINAL	Design	310,000	5,650,000	5,960,000
CT67-001	MIDTOWN BUS TERMINAL REPLACEMENT - RAMPS AND STAGING AND STORAGE	Construction	3,738,854	172,000	3,910,854

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CT06-320	MIDTOWN BUS TERMINAL REPLACEMENT - DECKOVER	Construction	188,429	0	188,429
CT68-001	MIDTOWN BUS TERMINAL REPLACEMENT - DYER AVENUE DECK-OVER OPEN SPACE FINISHES	Planning	0	112,000	112,000
CB04-132	GWB - UNDERSIDE LOWER LEVEL STRUCTURE, PRIORITY STEEL REPAIR REHABILITATION	Construction	287,415	30,290	317,705
CB04-319	GWB - SUSPENDER ROPES REPLACEMENTS AND MAIN CABLES REHABILITATION	Construction	89,953	0	89,953
CB02-225	HOLLAND TUNNEL - MITIGATION OF LATENT SALT DAMAGE TO MEP SYSTEMS	Construction	88,810	0	88,810
PORT AUTHORITY TRANS-HUDSON					
CR02-233	SUBSTATION #2 REPLACEMENT	Construction	54,439	0	54,439
PORT COMMERCE					
CP08-177, CP11-092, CP05-317, CP16-094	MARINE TERMINALS IN ELIZABETH, NEWARK, BAYONNE AND STATEN ISLAND - PRIORITY MARINE REHABILITATION	Construction	152,940	0	152,940
CP05-187	PORT NEWARK - IMPROVEMENTS TO PORT STREET CORRIDOR	Construction	86,105	0	86,105

State of Good Repair

Sorted by Department, Facility, and Program (in thousands)

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
AVIATION					
CA03-866	JFK - RUNWAY 4R-22L AND ASSOCIATED TAXIWAYS REHABILITATION	Planning	230,000	0	230,000
CA03-923	JFK - FARMERS SUBSTATION REPLACEMENT	Design	87,000	118,000	205,000
CA04-773	EWR - RUNWAY 4R-22L REHABILITATION	Planning	12,500	187,500	200,000
CA02-577	LGA - WEST END ELECTRICAL SUBSTATION REHABILITATION	Planning	143,850	26,950	170,800
CA03-868	JFK - PUMP HOUSE AND HIGH-PRESSURE LOOP REPLACEMENT	Planning	122,200	27,800	150,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA03-927	JFK - RUNWAY 4R APPROACH LIGHTING SYSTEM PIER REPLACEMENT	Planning	27,000	123,000	150,000
CA03-864	JFK - 5KV SUBSTATIONS REPLACEMENT	Planning	18,358	83,588	101,946
CA02-549	LGA - RUNWAY 4-22 REHABILITATION	Planning	75,500	25,500	101,000
CA03-910	JFK - TAXIWAY Q AND RVSR REHABILITATION	Planning	57,000	38,000	95,000
CA02-548	LGA - RUNWAY 13-31 REHABILITATION	Planning	88,276	0	88,276
CA04-784	EWR - RUNWAY 11-29 AND CONNECTING TAXIWAYS REHABILITATION	Planning	83,750	1,250	85,000
CA02-576	LGA - RUNWAY DECKS CONCRETE SLAB REHABILITATION	Planning	7,750	73,300	81,050
CA03-887	JFK - TAXIWAYS L, M, N, MD, PA, PC, KD REHABILITATION	Planning	30,500	44,500	75,000
CA03-676	JFK - 5KV DISTRIBUTION SYSTEM - PHASE 1 REHABILITATION	Design	55,000	15,000	70,000
CA03-878	JFK - DOMESTIC WATER SYSTEM REHABILITATION	Planning	55,790	14,210	70,000
CA03-667	JFK - TAXIWAYS A & B NORTH REHABILITATION	Design	69,696	0	69,696
CA03-677	JFK - FACILITY-WIDE FIRE ALARM SYSTEM REPLACEMENTS	Design	63,215	0	63,215
CA04-792	EWR - MECHANICAL AND PLUMBING UPGRADES	Planning	0	53,750	53,750
CA04-793	EWR - ELECTRICAL TRANSFORMERS, SWITCHGEARS, AND WIRING UPGRADES	Planning	0	53,750	53,750
CA04-829	EWR - FIBER OPTICS AND OTHER COMMUNICATIONS EQUIPMENT UPGRADES	Planning	0	53,750	53,750
CA03-952	JFK - DUCTBANK AND FEEDERS FOR AEROTERM, GAZ, CENTRAL TAXI HOLD, AND FHV EAST LOT REPLACEMENTS	Design	51,084	0	51,084
TUNNELS BRIDGES AND TERMINALS					
CB03-333, CB03-337, CB03-444	LINCOLN TUNNEL HELIX REHABILITATION	Design	352,890	286,996	639,886
CB04-334	GWB HUDSON RAMPS COMPLEX REHABILITATION - PHASE 1	Design	171,000	428,000	599,000
CB03-277	LINCOLN TUNNEL MECHANICAL AND ELECTRICAL VENTILATION EQUIPMENT REPLACEMENTS	Design	166,700	283,300	450,000
CB08-100, CB08-104, CB08-133	OUTERBRIDGE CROSSING REHABILITATION	Design	253,813	82,187	336,000
CB04-327	GWB UPPER LEVEL ROADWAY ORTHOTROPIC DECK AND SUPPORT STEEL REPLACEMENT	Planning	9,000	136,000	145,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB03-323	LINCOLN TUNNEL - GALVIN PLAZA BRIDGE DECK STRENGTHENING	Planning	43,235	96,765	140,000
CB04-336	GWB TRANSMANHATTAN EXPRESSWAY OVERPASSES REHABILITATION (PHASE 1)	Design	69,100	48,216	117,316
CB04-241	GWB NYNJ HIGH TENSION SYSTEMS REHABILITATION	Planning	43,546	68,890	112,436
CB02-156	HOLLAND TUNNEL SUPERVISORY CONTROL SYSTEM REPLACEMENT	Design	53,785	49,458	103,243
CB04-409	GWB UPPER LEVEL AND LOWER LEVEL RAMPS REHABILITATION	Planning	37,500	46,500	84,000
CB04-335	GWB TRANSMANHATTAN EXPRESSWAY ELECTRICAL SYSTEM REHABILITATION	Planning	1,086	79,914	81,000
CB03-276	LINCOLN TUNNEL SCADA SYSTEM REPLACEMENT	Design	46,511	17,150	63,661
PORT AUTHORITY TRANS-HUDSON					
CR02-504	DUCTBANK REPLACEMENT AT UNDERRIVER TUNNELS A & B	Planning	0	189,000	189,000
CR02-715	PATH RAILCAR OVERHAUL ON SYSTEMS AND EQUIPMENT	Planning	5,000	154,000	159,000
CR02-421	TUNNEL ELECTRICAL LIGHTING SYSTEM REHABILITATION	Planning	25,000	35,000	60,000
CR02-683	RADIO SYSTEM REPLACEMENT SYSTEMWIDE	Planning	2,000	48,000	50,000
CR02-212	RAIL TIE REPLACEMENT PROGRAM	Design	24,154	25,846	50,000
CR02-259	CONTINUOUS WELDED RAIL REPLACEMENT PROGRAM	Design	24,292	25,708	50,000
CR21-087	ROOF REPLACEMENT AT THE JOURNAL SQUARE TRANSPORTATION CENTER	Design	49,000	1,000	50,000
CR02-261	CONTACT RAIL REPLACEMENT PROGRAM	Design	23,025	26,975	50,000
CR02-684	HARRISON YARD SIGNAL SYSTEM UPGRADE	Planning	40,000	10,000	50,000
CR02-328	TUNNEL TRACK AND DRAINAGE PROGRAM	Design	23,975	26,025	50,000
PORT COMMERCE					
CP08-149	ELIZABETH MARINE TERMINAL WATER SYSTEM REHABILITATION	Design	81,148	159,221	240,369
CP05-245	PORT NEWARK BERTHS 10 & 12 REPLACEMENT	Design	192,309	0	192,309
CP05-323	PORT NEWARK BERTH 19 RECONSTRUCTION	Planning	39,641	85,359	125,000
CP05-372	PORT NEWARK BERTH 15 RECONSTRUCTION	Planning	39,641	85,359	125,000
CP05-324	PORT NEWARK BERTH 21 RECONSTRUCTION	Planning	1,563	123,437	125,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CP05-371	PORT NEWARK BERTH 17 RECONSTRUCTION	Planning	1,563	123,437	125,000
CP05-374, CP16-105, CP08-212, CP11-100	MARINE TERMINALS IN ELIZABETH, NEWARK, BAYONNE AND STATEN ISLAND - PRIORITY MARINE REHABILITATION PHASE II	Planning	7,500	117,500	125,000
CP08-164	ELIZABETH MARINE TERMINAL NORTH AVENUE BRIDGE DECK REHABILITATION	Planning	15,000	60,000	75,000
CP05-335	PORT NEWARK BERTH 25 RECONSTRUCTION	Planning	0	64,240	64,240
WORLD TRADE CENTER					
CW11-321	PUBLIC SAFETY / LIFE SAFETY RADIO SYSTEM END-OF-LIFE EQUIPMENT REPLACEMENT	Planning	27,500	47,500	75,000

New Airport Redevelopment

Sorted by Department, Facility, and Program (in thousands)

Project ID	Project Title	Stage	2026–2030 Spending	2022-2026 Spending	2026–2035 Spending
JFK REDEVELOPMENT					
CA33-701, CA33-702	AIRTRAIN CARS AND STATIONS	Design	1,020,000	1,280,000	2,300,000
CA33-200	NEW TERMINAL 9	Planning	0	900,000	900,000
CA33-601	NORTH CARGO AREA REDEVELOPMENT	Planning	375,000	125,000	500,000
CA33-002	AIRSIDE HARDSTAND AND OTHER INFRASTRUCTURE	Planning	325,000	175,000	500,000
CA33-400	CONSOLIDATED RENT-A-CAR FACILITY	Planning	130,000	70,000	200,000
CA33-120	REDEVELOPMENT PHASE II PLANNING	Planning	60,000	40,000	100,000
CA33-202	CBP / TSA TECHNOLOGY UPGRADES	Planning	12,500	87,500	100,000
CA33-201	JFK eVTOLs	Planning	25,000	25,000	50,000
EWR REDEVELOPMENT					
CA44-048	NEW TERMINAL B ROADWAYS	Planning	310,000	550,000	860,000
CA44-050	NEW TERMINAL A NORTH GATE EXPANSION	Planning	310,000	550,000	860,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA44-052	NEW AIRTRAIN STATION FOR NEW TERMINAL B	Planning	430,000	70,000	500,000
CA44-049	NEW TERMINAL B AIRFIELD	Planning	0	440,000	440,000
CA44-046	NEW TERMINAL B	Planning	75,000	325,000	400,000
CA44-053	NEW TERMINAL B UTILITIES RELOCATIONS	Planning	45,000	305,000	350,000
CA44-X01	EXISTING TERMINAL B MODIFICATIONS	Planning	200,000	100,000	300,000
CA44-044	TERMINAL B PLANNING	Design	200,000	0	200,000
CA44-051	NEW TERMINAL A SOUTH GATE EXPANSION	Planning	112,807	0	112,807
CA44-047	NEW TERMINAL B PARKING	Planning	100,000	0	100,000
CA44-045	CENTRAL HEATING AND REFRIGERATION PLANT (CHRP) UTILITIES	Planning	0	100,000	100,000
CA44-X02	EWR eVTOLs	Planning	85,000	15,000	100,000
LGA REDEVELOPMENT					
CA22-X01	NEW TERMINAL A	Planning	157,000	420,000	577,000
CA22-X02	CENTRAL TERMINAL AREA HOTEL	Planning	133,000	167,000	300,000
CA22-X03	NEW TERMINAL A ROADS	Planning	80,000	35,000	115,000
CA22-X04	TERMINALS B / C CONNECTOR	Planning	60,000	40,000	100,000
CA22-X05	ENTRANCE SIGNAGE	Planning	25,000	25,000	50,000
CA22-X06	LGA eVTOLs	Planning	25,000	25,000	50,000

System Enhancements & Innovation

Sorted by Department, Facility, and Program (in thousands)

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
AGENCY-WIDE					
CXXX-008	TECHNOLOGY - BUSINESS SYSTEMS TRANSFORMATION	Planning	96,875	117,125	214,000
CXXX-004	SUSTAINABILITY - EV CHARGING INFRASTRUCTURE	Planning	75,000	75,000	150,000
CXXX-005	SUSTAINABILITY - BUILDING DECARBONIZATION	Planning	52,400	78,600	131,000
CXXX-009	TECHNOLOGY - TELECOM AND NETWORK INFRASTRUCTURE	Planning	51,600	42,400	94,000
CXXX-006	SUSTAINABILITY - RENEWABLE ENERGY GENERATION	Planning	24,800	37,200	62,000
CXXX-010	INNOVATION	Planning	33,982	26,018	60,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
AVIATION					
CA03-920, CA04-794, CA02-586, CA06-152	JFK, EWR, LGA, AND SWF - PARKING ACCESS AND REVENUE CONTROL SYSTEM REPLACEMENTS	Planning	28,125	46,875	75,000
CAXX-001	JFK, EWR, AND LGA - FIBER LOOPS	Planning	30,000	30,000	60,000
TUNNELS BRIDGES AND TERMINALS					
CB02-253, CB03-330, CB04-408, CB06-124, CB07-167, CB08-129	LINCOLN TUNNEL, HOLLAND TUNNEL, GWB, BAYONNE BRIDGE, GOETHALS BRIDGE, OUTERBRIDGE CROSSING - ALL-ELECTRONIC TOLLING UPGRADES	Planning	52,365	147,635	200,000
CB04-431	GWB ROADWAY REALIGNMENT AND LOWER-LEVEL CANOPY REMOVAL	Planning	0	50,000	50,000
PORT AUTHORITY TRANS-HUDSON					
CR02-717	NEW FARE GATES AND INFRASTRUCTURE UPGRADES	Planning	100,000	0	100,000
WORLD TRADE CENTER					
CW11-324, CW11-325, CW11-352, CW11-353, CW11-355, CW11-356, CW11-357	RADIO SYSTEM TECHNOLOGY UPGRADES	Planning	14,400	53,600	68,000

Safety, Security & Compliance

Sorted by Department, Facility, and Program (in thousands)

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
AVIATION					
CA02-583, CA03-917, CA03-875, CA05-196, CA04-783, CA05-189, CA05-194, CA04-789	JFK, EWR, LGA, TEB - ENGINEERED MATERIAL ARRESTING SYSTEM (EMAS) REPLACEMENTS AT VARIOUS RUNWAYS	Planning	55,000	113,000	168,000
CA04-791	EWR - TAXIWAY Z REALIGNMENT	Planning	94,000	45,500	139,500
CAXX-002	SECURITY - ANTI-HUSTLING INITIATIVE AT ALL AIRPORTS	Planning	50,000	50,000	100,000
TUNNELS BRIDGES AND TERMINALS					
CB07-145	CONSTRUCTION OF INTERCHANGE RAMPS	Design	33,000	76,086	109,086
PORT AUTHORITY TRANS-HUDSON					
CR08-078, CR08-079	SECURITY - TUNNEL HARDENING AND WATER MITIGATION IN TUNNELS A & B	Planning	51,920	225,380	277,300
CR02-596, CR02-615	CIVIL INFRASTRUCTURE REPLACEMENTS IN TUNNELS A & B	Design	57,000	176,700	233,700