

# **Modernizing & Rebuilding NY's Infrastructure**

## **October 29, 2025**

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# Agenda



- ▶ **Priority Redevelopment Projects**
  - Completed: LGA, EWR Terminal A
  - JFK Airport
  - Newark Liberty Airport
  - Midtown Bus Terminal





# LAGUARDIA NAMED 2025 BEST U.S. AIRPORT *AGAIN!* BY FORBES TRAVEL GUIDE

Forbes' survey of 9,000 travel advisors and hospitality experts once again recognizes the transformation of LaGuardia into an award-winning, world-class airport.



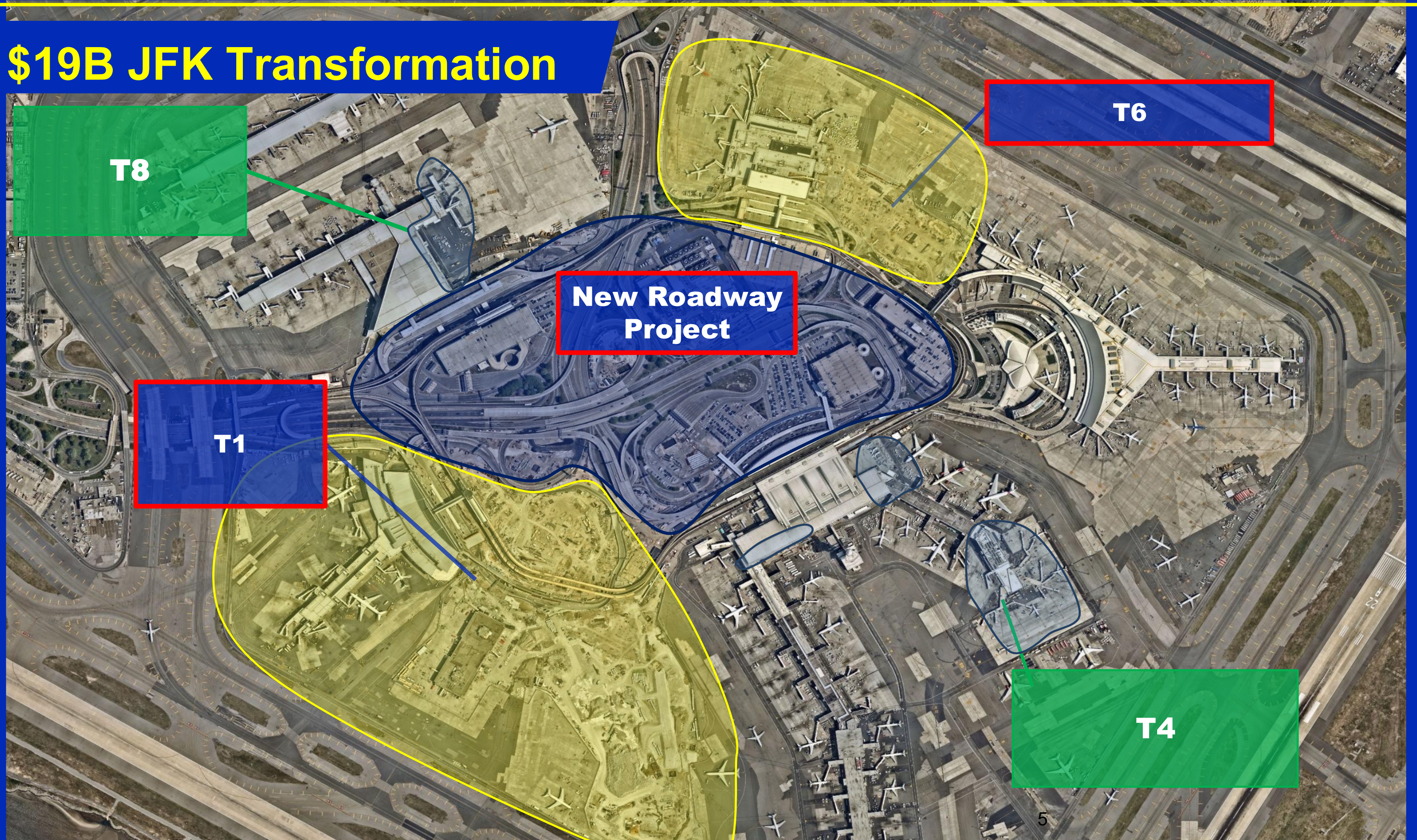


# \$19B JFK Airport: What's Next?





# \$19B JFK Transformation





## JFK – What's Coming



- ▶ Goal: World-class global airport
- ▶ \$19B transformation
- ▶ Complete: Expansion of T4 and T8
- ▶ Fully Underway:
  - T1 - 2.4 million square feet
  - T6 - 1.2 million square feet
  - Roadways - Brand-new simplified network

**Best-in-class JFK coming soon:**

First new terminal gates opening: 2026



# Terminal One

- ▶ \$9.1 billion replacement
- ▶ Major international terminal
- ▶ Robust public art program
- ▶ Iconic, top-quality local concessions
- ▶ **First gates open 2026**
  - Demolition of old Terminal 1 next year

**All gates complete 2030**





## Terminal Six

- ▶ \$4.2 billion replacement
- ▶ Best-in-class curb-to-gate
- ▶ Major public art program
- ▶ Iconic, top-quality local concessions
- ▶ Seamlessly connects to JetBlue's Terminal 5
- ▶ First gates open 2026

**All gates complete 2028**





# Newark Liberty Airport: What's Next?





## EWR AirTrain

### Brand-new, \$3.5B EWR AirTrain

#### Construction underway

- New rail cars ordered
- Reliable, weather-resistant propulsion system
- 3 new stations
- 2.5 miles of elevated track
- Passenger service targeted to start in 2030





## **Continued EWR Redevelopment: Terminal B & Vision Plan**

- ▶ **Builds on acclaim for new Terminal A**
- ▶ **New, World-Class Terminal B**
- ▶ **Enhancements to Terminal C**
- ▶ **Improved, simplified roadway redesign**
- ▶ **Airside improvements to reduce delays**

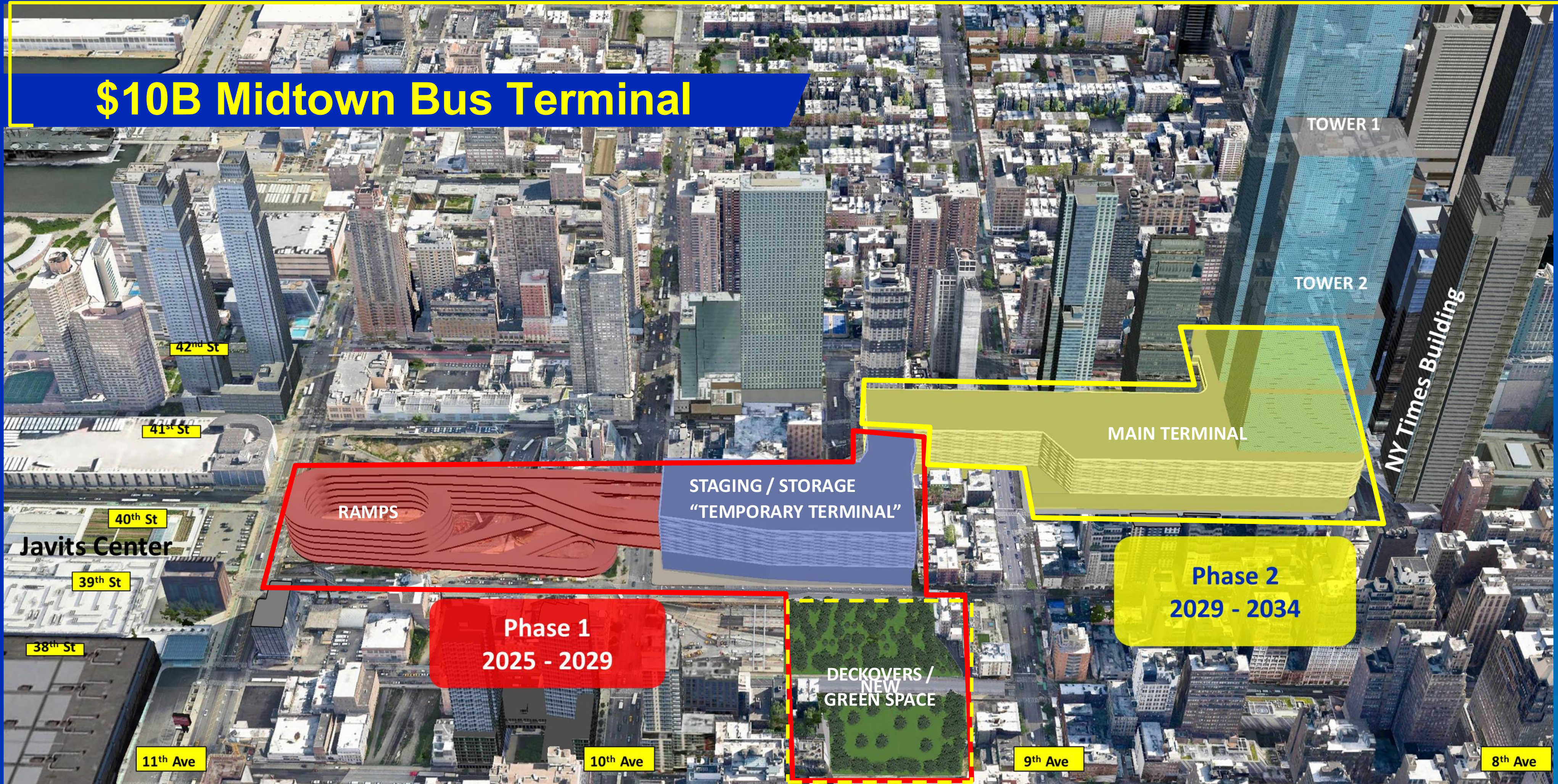


# \$10B Midtown Bus Terminal Replacement: What's Next?





# \$10B Midtown Bus Terminal





## Midtown Bus Terminal Replacement

### ► Commuter Benefits:

- Light & airy infrastructure
- Sized to meet 2050 commuter demand
- PA public art program & iconic concessions – “sense of place”
- 21<sup>st</sup> Century Technology/ all-electric bus fleet



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# Thank You