NEC Capital Investment Plan
Fiscal Years 2027-2031

October 2026



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Fiscal Years 2027-2031

A plan by the
Northeast Corridor Commission

In partnership with:

Massachusetts Department of Transportation (MassDOT)

Massachusetts Bay Transportation Authority (MBTA)

Rhode Island Department of Transportation (RIDOT)

Connecticut Department of Transportation (CTDOT)/CTrail

Metropolitan Transportation Authority (MTA)

MTA Metro-North Railroad (Metro-North)

MTA Long Island Rail Road (LIRR)

New Jersey Transit (NJ TRANSIT)

Southeastern Pennsylvania Transportation Authority (SEPTA)

Pennsylvania Department of Transportation (PennDOT)

Delaware Department of Transportation (DelDOT)

Maryland Department of Transportation (MDOT) Maryland Transit Administration (MTA) / Maryland Area Rail Commuter (MARC)

District Department of Transportation (DDOT)

Virginia Railway Express (VRE)

Amtrak

U.S. Department of Transportation (USDOT)



Amtrak America 250 Train Baltimore

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East River Tunnel Line 2

Letter from the Co-Chairs

The Northeast Corridor (NEC) Commission is pleased to share its FY27-31 NEC Capital Investment Plan (CIP), which reflects historic levels of planned investment. In recent years, NEC agencies have ramped up spending on critical projects along the corridor with funding provided by the Infrastructure Investment and Jobs Act. As we enter FY27, they continue to achieve record investment levels with $8.2B planned for the next year alone—the highest level of planned annual investment to date. Of the over 200 projects in this plan, approximately 170 (totaling $76 billion) have funding to commence, continue or complete construction by the end of FY31, including 8 of the 16 major backlog projects.

Importantly, this plan highlights critical work with funding available as well as work that could be undertaken in the next five years with additional funding not yet secured. Failing to address the NEC's significant remaining state-of-good-repair needs—especially major backlog bridges like Devon (CT), Sawtooth (NJ), and Bush (MD)—risks severing the corridor, disrupting the NEC's nearly 700,000 daily riders, and incurring significant economic costs to the region and the nation. Current estimates indicate that an unplanned, one-day shutdown of the NEC would cost the economy over $170 million.

With additional funding, NEC agencies could ensure that this historic progress continues and prior investments in personnel, materials, equipment, and other resources are not wasted. In particular, NEC agencies could further improve reliability, operational flexibility, and train speeds by addressing aging catenary in Maryland; replacing outdated signal systems throughout the Mid-Atlantic and on the New Haven Line; and renewing or building new interlockings in Pennsylvania, New Jersey, and Massachusetts. Continued predictable, consistent funding for passenger rail would also promote further growth in the domestic manufacturing and railroad supply industry, generating additional positive economic impacts.

We believe this plan demonstrates Commission member agencies' commitment to sustaining this national asset and serving as responsible stewards of federal, state, and local funding. The Commission is also committed to enhancing passengers' safety and overall travel experience by advancing modernization and improvement projects at flagship NEC stations in Washington, DC, Philadelphia, New York, and Boston. We look forward to continuing to rebuild the NEC infrastructure and supporting the corridor's transformation into a reliable, world class railroad.

David Fink
Administrator, Federal Railroad Administration
Co-Chair, Northeast Corridor Commission

Garrett Eucalitto
Commissioner, Connecticut Department of Transportation
Co-Chair, Northeast Corridor Commission

FY27-31 Capital Investment Plan

The Northeast Corridor is in the midst of a period of historic passenger rail investment. Over the next five years, NEC agencies will continue to deliver important projects and programs to advance the long-term vision for the NEC—providing a reliable and safe corridor, a world class passenger experience, and more and faster train service—as established in the most recent iteration of the Commission's long-term service development and capital investment plan, CONNECT NEC 2040. Agencies' ability to deliver on these ambitious plans is largely due to advance appropriations provided by the Infrastructure Investment and Jobs Act (IIJA) to Amtrak's Northeast Corridor Account and the Federal-State Partnership for Intercity Passenger Rail (FSP) Grant Program, as well as funding through FTA's Capital Investment Grant and formula programs and local matches.

This five-year FY27-31 Capital Investment Plan documents agencies' plans to continue delivering essential work in the near-term with the funding they have in hand, while also identifying a pipeline of investments and the associated funding needed to continue making progress toward the long-term vision for the NEC over the next five years. Investments over the next five years will provide renewed track, electric traction power, and signal infrastructure; safer, more accessible, and modernized stations; and new or repaired major bridges and tunnels that support more reliable and efficient travel. However, more work is needed to finish what has been started and reduce the risk of critical infrastructure failures that could sever the corridor and lead to large-scale train cancellations and passenger delays. In the upcoming five-year period, NEC agencies need over $28 billion to carry important investments forward, including undertaking project development, design work, and construction for the remaining major backlog bridges. Advancing these and other investments in the most productive, effective, and cost-efficient manner requires NEC agencies to have continued reliable and predictable funding for passenger rail.

NEC Agencies Have Shovels in the Ground and are Designing for the Future

NEC infrastructure has experienced a new era of investment as a result of IIJA. Over the next five years, roughly 170 projects totaling $76 billion will start, continue, or complete construction and 101 capital renewal programs will be underway after receiving funding from a variety of federal, state, and local sources. Additionally, 38 projects totaling $22 billion will start or continue pre-construction activities, creating a pipeline of work extending well beyond the five-year period of this plan.



Connecticut River Bridge

Projects and Programs Under Construction

Up and down the NEC, riders who travel the corridor today see hard hats and cranes representing historic investment and will continue to see unprecedented construction activity over the next five years. Notably, 8 of 16 major backlog projects (projects to repair or replace major bridge and tunnel structures built between the mid-1800s and early 1900s that have reached the end of their useful life) are funded and will be either under construction or complete by the end of this five-year period. This includes projects like replacing the Connecticut River Bridge, which was built in 1907 and requires extensive maintenance work to ensure the structure remains safe for train operations. The new bridge will support higher maximum train operating speeds, improve maritime navigation and safety, and increase service reliability. Several stations along the corridor will also advance through construction to deliver better travel experiences for passengers. For example, the 30th Street Station Redevelopment Project in Philadelphia will support passenger growth through surrounding economic development and station upgrades aimed at providing an overall first-class customer experience.

Construction work in this plan also encompasses capital renewal projects and programs that support reliable and safe train operations and help prevent slow orders and ride quality issues that can negatively affect passengers' travel experiences. For example, projects like Tower 1 and Cove Interlocking Improvements outside of Boston South Station will improve track, signal, and electric traction power infrastructure to address failures and reliability issues. Through capital renewal programs, right-of-way owners, including Amtrak, Massachusetts Bay Transportation Authority (MBTA), Connecticut DOT (CTDOT), and MTA Metro-North Railroad, repair or replace a significant number of basic infrastructure assets—such as rail, ties, under-grade bridges, and catenary wire—that are reaching the end of their useful life or no longer functioning as intended. For example, through its regional catenary programs, Amtrak replaces and renews components of the electric traction system, a complex network of overhead wires and support structures needed to power train service.

Funding for Capital Renewal

Capital renewal work, whether through projects or programs, is eligible to be funded through baseline capital charges (BCCs) paid annually to infrastructure owners by operators in accordance with the Commission's Cost Allocation Policy. Amtrak's share of BCCs, as well as additional capital renewal work beyond these levels, is in part funded through annual appropriations to Amtrak's NEC account. BCCs paid by NEC agencies are designed to maintain basic infrastructure in a SOGR. However, additional investment beyond this "normalized replacement" amount is needed to address the basic infrastructure backlog, which is the product of decades of deferred maintenance and described further in the callout on pages 8-9.



Connecticut River Bridge



Philadelphia 30th Street Station



Undercutter Machine

Select Projects Under Construction in FY27

Hudson Tunnel Project

Construct a new two-track tunnel and rehabilitate the existing North River Tunnel, which was damaged in Superstorm Sandy

Portal North Bridge

Construct a new two-track bridge to replace the century-old swing-span bridge



Delco Lead

Construct a storage facility south of the New Brunswick Station to protect rolling stock against storm surges

Harrisburg Line Interlocking Improvements

Replace retaining walls, modernize tracks, and replace wooden ties at the juncture of the Harrisburg Line and the NEC main line

Baltimore Penn Station Upgrades

Advance near-term state-of-good-repair improvements



Penn Station Access

Provide MNR service to Penn Station NY, construct four new stations in the Bronx, and bring Amtrak's Hell Gate Line to a state of good repair



Connecticut DOT

Metro-North Railroad

Amtrak

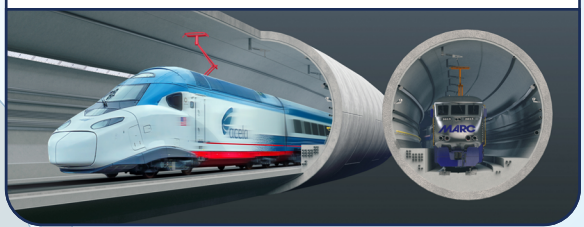
Philadelphia 30th Street Station Redevelopment

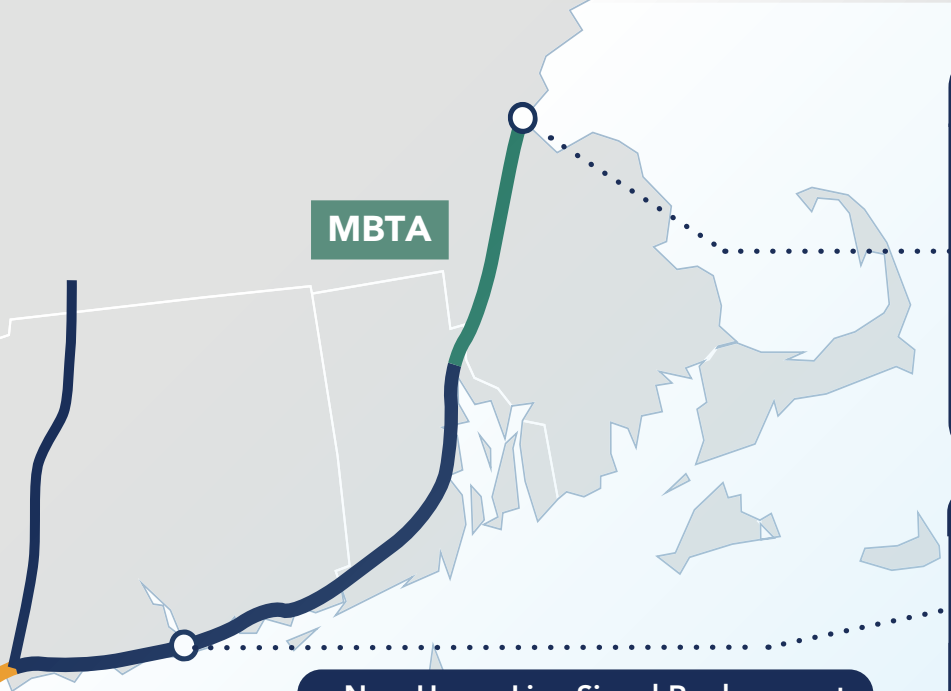
Advance station improvements to support passenger rail growth and improve passenger experience



Baltimore & Potomac Tunnel

Construct new single-track tubes, build a fully-accessible MARC station, and modernize 10 miles of rail





Tower 1 and Cove Interlocking Improvements

Improves track, signal, and power infrastructure outside of Boston South Station to address failures and reliability issues



Connecticut River Bridge Replacement

Replace existing deteriorating bridge with a new structure



New Haven Line Signal Replacement

Replace century-old signal system infrastructure to improve capacity and reliability



TIME-2: CT Travel Time and Reliability Improvements

Replace or rehabilitate New Haven Line under-grade bridges and implement other infrastructure improvements in East Norwalk

WALK Bridge Replacement

Replace existing structure with a new 240' span vertical lift bridge



East River Tunnel Rehabilitation

Reconstruct and modernize the tunnel, which was damaged in Superstorm Sandy and is near the end of its useful life



Amtrak System-Wide Projects

Airo Facilities

Deliver maintenance and inspection facilities for Amtrak's new Airo trainsets

Next-Gen Acela Infrastructure Upgrades

Improve facilities and infrastructure for Amtrak's new high speed rail fleet

Defining the State-of-Good-Repair Backlog

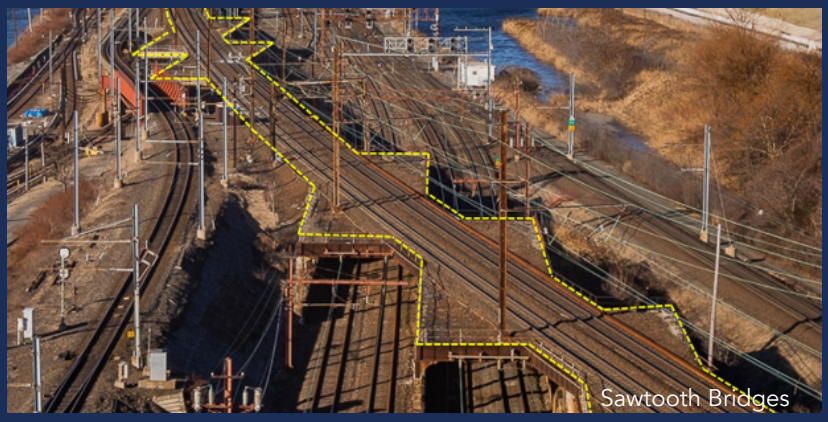
The Northeast Corridor state-of-good-repair (SOGR) backlog is the population of assets that are no longer in a condition to perform as designed, having reached the end of their useful life. This backlog, which has "major backlog" and "basic infrastructure backlog" components as described below, is the product of decades of underinvestment and deferred maintenance under private and public ownership. Aggressive (i.e., costly and potentially operationally disruptive) investment programs are needed to meaningfully reduce the SOGR backlog. However, NEC agencies have historically lacked the funding and by extension the necessary equipment, workforce, and other resources to undertake aggressive investment programs.

Major Backlog: A defined list of 16 projects to repair or replace major bridges and tunnels that have exceeded their useful life and would sever the corridor if taken out of service.

These structures, located in Connecticut, New York, New Jersey, and Maryland, have a roughly 100-year lifespan, and the work to replace structural elements for these projects is costly and significant, requiring highly complex planning, design, and funding paradigms. Significant progress has been made to advance work on major backlog projects thanks to funding from IIJA, but more funding is needed to fully address all of the major backlog. More information about the status of all major backlog projects can be found in the appendix.



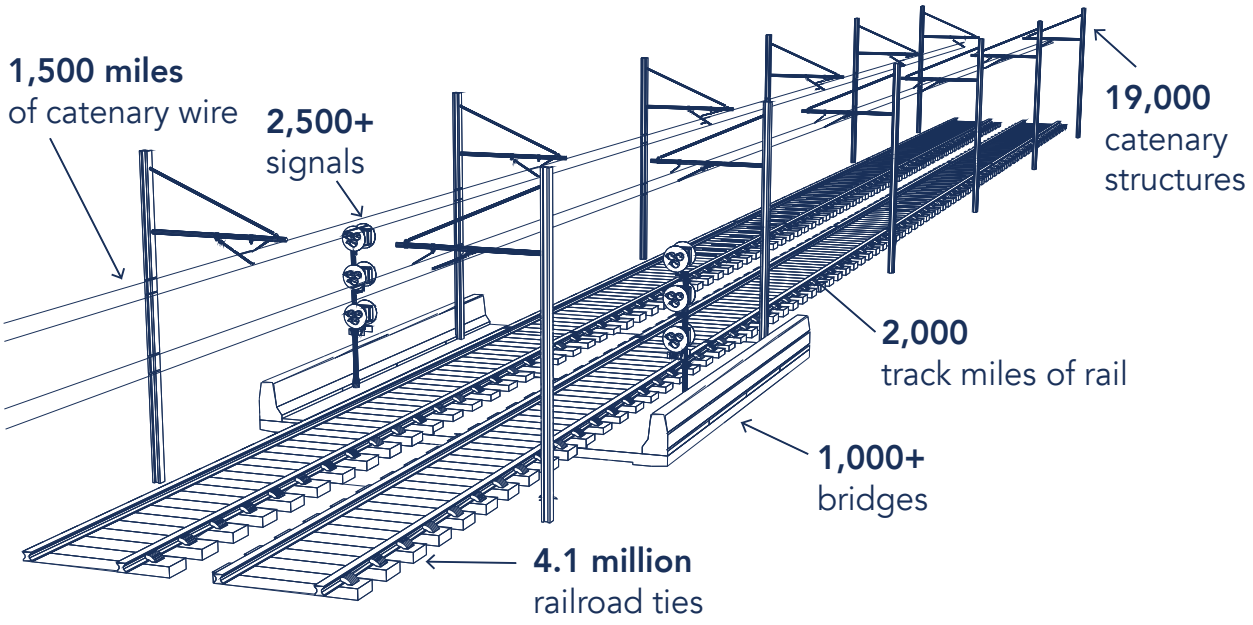
Portal North carries Next Gen Acela


Sawtooth Bridges

Basic Infrastructure Backlog: The inventory of smaller infrastructure assets, including rails, ties, ballast, communication and signal system components, electric traction power system components, and under-grade bridges that have exceeded their useful life or are not functioning as intended.

The corridor's significant basic infrastructure backlog presents reliability risks and limits operational flexibility when key infrastructure must be taken out of service for repairs. Importantly, though infrastructure owners renew or replace thousands of assets each year through capital renewal projects and programs funded by BCCs, the basic infrastructure backlog cannot be systematically addressed by work that occurs at these normalized replacement investment levels, which the BCCs represent (as discussed on page 4).

Basic Infrastructure on the NEC



Taken together, the two components of the SOGR backlog can be thought of as analogous to the maintenance required to keep a home in good condition. Basic infrastructure can be compared to the routine tasks that are necessary for general functioning—clearing out gutters, replacing HVAC filters, etc.—while major backlog is comparable to larger-scale in-kind replacement of major fixtures, such as replacing the roof or the full HVAC system. While this major replacement is necessary at defined intervals, routine maintenance work can help to keep the home in good working condition in the interim periods between replacement.

Moving Toward Construction: Projects in Pre-Construction

Pre-construction activity—including planning, development, and final design work—has also advanced for critical NEC projects. In addition to progressing important technical work, pre-construction funding has ensured that NEC agencies have a pipeline of projects ready to advance to construction aligned with the long-term vision for the NEC.

Projects that received pre-construction funding from the FSP program include the Sawtooth Bridges Replacement Project in New Jersey, which is funded through final design and some early action construction activities. This is one of seven major backlog projects currently moving through pre-construction phases. Other improvement and capital renewal projects along the corridor are also advancing pre-construction activity, including project development and final design work for Connecticut's TIME-1 initiative to rebuild bridges and tracks in Bridgeport and development and final design work for Amtrak's Mid-Atlantic South Signal System Upgrades project to replace the outdated signal systems in Maryland and D.C.

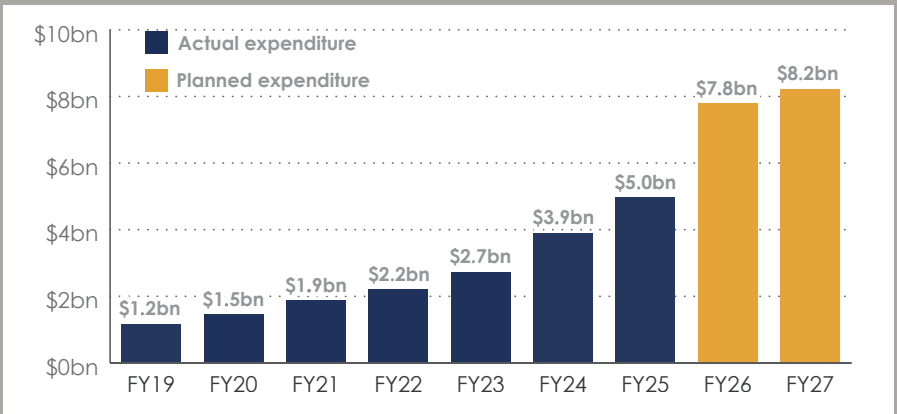


Amtrak employees review B&P Tunnel Replacement Plan

Progress Planned in FY27

Agencies plan to make significant investments in NEC infrastructure during the upcoming fiscal year. In FY27, agencies plan to invest $8.2 billion to advance over 70 capital renewal programs and over 200 projects, continuing the trend of increasing spend year-over-year since 2019, as shown in Figure 1. $7.5 billion is projected to be spent on projects, and $750 million is projected to be spent on capital renewal programs.

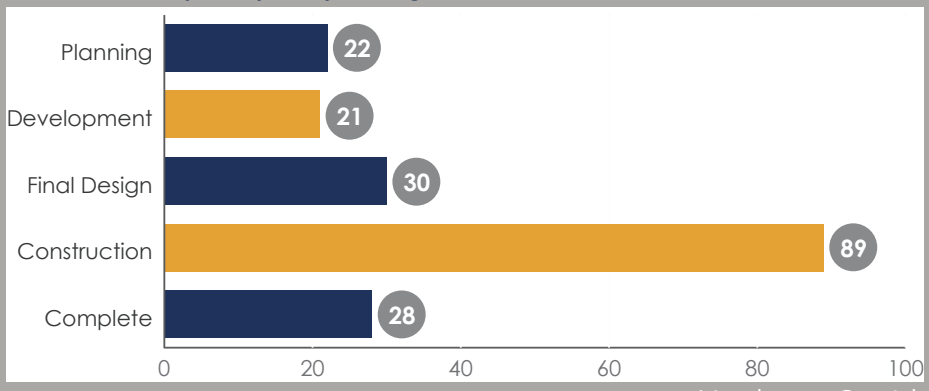
Figure 1: Total Actual and Projected Spends by Year, FY19-27



Eighty-nine projects are scheduled to start or continue construction, and 28 projects will be complete this year (as seen in Figure 2), including East River Tunnel Rehabilitation Project and Hudson Yards Concrete Casing – Section 3. Of the $8.2 billion in projected spend, $4.3 billion, or 52% of the total, will be spent on major backlog projects in FY27.

Projects to be completed in FY27 that directly affect passenger experience include Attleboro Station Improvements, Providence Station Improvements, Portal North Bridge, New Brunswick Station Improvements, Lancaster Station Improvements, and New Carrollton Station SOGR Improvements. Infrastructure owners will also complete several capital renewal projects in FY27 to improve operational flexibility, train speeds, and safety. Two such examples are the Harrisburg Line Interlocking Improvements: Zoo – Phase 1, which includes the replacement of wooden and concrete rail ties on Track 2 as well as two retaining walls that pose a risk to track, signal and electric traction infrastructure, and Martin's Yard NEC Switch Modernization Project, which will replace turnouts while converting switches from hand-thrown to electric.

Figure 2: Count of FY27 Projects by Lifecycle Stage at End of FY27



A Pipeline of Investments is Ready to Unlock the Full Potential of the NEC

It is essential to continue momentum on the work that has already begun to protect and maximize the value of recent investments, reduce major service disruptions, continue fleet maintenance facility and station upgrades, and improve trip times. Failing to address the NEC's SOGR needs, especially the remaining major backlog bridges, risks severing the corridor, which would disrupt the nearly 700,000 daily trips on the NEC and result in a significant cost to the economy. Current estimates indicate that an unplanned, one-day shutdown of the NEC would cost the economy over $170 million. Corridor-wide, over $28 billion is needed to advance investments, including both projects and capital renewal programs, through all stages of development through 2031. Additional funds will be required for work that occurs after the period covered in this plan.

Reliable funding gives agencies the certainty they need to efficiently and effectively move projects through development, final design, and construction. When future funding is predictable, railroads can hire, train, and retain the workforce necessary to advance major capital projects and capital renewal investments, make long-lead-time purchases of materials, supplies, and equipment, and maximize efficiency of planned track outages. Major capital construction is most efficient when agencies execute procurement, hiring, and training strategies based on a multi-year funding picture.

Figure 3: Five-Year Funding Need ($M)

	FY27-31 Costs*	Funding in Hand	Funding Need
Projects	$79,127	$51,036	$28,092
Pre-Construction	$15,232	$10,412	$4,820
Construction	$63,895	$40,624	$23,271
Programs	$5,960	See footnote	See footnote
Grand Total	**$83,361**	**$51,036**	**$28,092+**

The $28B+ five-year funding need does not necessarily represent the federal funding need. While previously awarded grants and other committed funding sources are reflected in the "funding in hand" total for projects, potential or assumed funding from NEC agency Baseline Capital Charges (BCCs), Amtrak annual appropriations, unawarded FY25-26 Federal-State Partnership for Intercity Passenger Rail (FSP) funds, and state/local sources is not reflected in the project or program totals. While the Commission anticipates over $5B in BCCs to be available to NEC infrastructure owners during the next five years, due to uncertainty on how this assumed funding will be allocated between capital renewal projects and programs, and the fact that Amtrak's portion of that funding depends on annual appropriations, it is not considered as funding in hand for the purpose of this table.

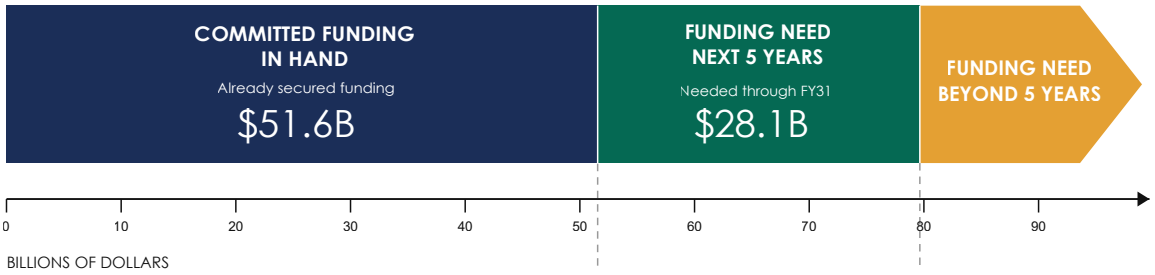
*For projects, this number includes the cost of activity from work in this plan that occurred prior to FY27 and full pre-construction and construction costs for projects entering either phase by 2031.

Project Funding

While the funding provided to date through the FSP program has enabled considerable progress on improving long-term service reliability and reducing the SOGR backlog, particularly the major backlog component, that work is not yet complete. In the upcoming five-year period, NEC agencies need $28.1 billion to advance important investments (see "Select NEC Projects Requiring FY27-31 Funding" spread for more information about a selection of projects requiring additional funding).

For major backlog specifically, many projects still need funding for construction work to begin, and others need funding to continue preconstruction. There are risks to not completing these projects, which range from passengers experiencing more routine delays to the discontinuation of corridor-wide service due to a major bridge or tunnel structure failure. In Connecticut, the Saugatuck River Bridge and Devon Bridge Replacement could move to construction in the next five years with additional funding. The Bush River Bridge and Gunpowder River Bridge Replacement Programs in Maryland require additional funding within the next five years to complete preconstruction work. In total, major backlog projects have a remaining funding need of $6 billion in the upcoming five-year period.

Figure 4: FY27-31 Funding in Hand and Funding Need for Projects in this CIP ($B)



Note: Numbers may not add up due to rounding.

Additional funding would also benefit smaller but essential projects, like Amtrak's Signal System Upgrades to 562 Project, which upgrades wayside signal systems to improve reliability and increase railroad speeds and capacity. In New Jersey and Pennsylvania, failing to complete the County-Newark Catenary Upgrades and Mid-Atlantic Overhead Catenary System Replacement projects could affect service reliability and preclude speed improvements. The BWI 4th Track Phase 1 project would add an additional platform at the airport station, increasing the number of people and trains the station can serve while improving passenger experience through reduced platform congestion and more reliable service.

Select NEC Projects Requiring FY27-31 Funding

Project Name	State (Sponsor)	5-Year Funding Need ($M)*	Phase at End of FY31**	Project Overview	Project Outcomes
Attleboro Line Concrete Tie and Rail Replacement	MA (MBTA)	$40		Replace 70 miles of aging ties, rail, and ballast	• Contributes to SOGR • Improves Resiliency
New Haven Line Signal System Replacement	CT (CTDOT)	$110		Replace aging signal systems from Greenwich to New Haven to support higher capacity and enhance reliability	• Contributes to SOGR • Increases Capacity
Devon Bridge Replacement	CT (CTDOT)	$2,800		Replaces the 120 year old, 1000 foot long functionally obsolete movable bridge, increasing speeds on the corridor	• Contributes to SOGR • Reduces Trip Time
TIME-1: CT Travel Time and Reliability Improvements	CT (CTDOT)	$1,400		Replaces a 3 mile segment of century-old railroad infrastructure and seven bridges to increase maximum authorized speeds and improve resilience	• Contributes to SOGR • Reduces Trip Time • Increases Service Reliability
Saugatuck River Bridge Replacement	CT (CTDOT)	$1,000		Replaces the 120 year old movable bridge with a new fixed span, increasing speeds and resilience for the corridor	• Contributes to SOGR • Reduces Trip Time
New Haven Union Station Platforms and Canopy Project	CT (CTDOT)	$370		Replace platforms, canopy, pedestrian tunnel, and elevators to improve boarding operations	• Contributes to SOGR • Expands ADA Accessibility • Enhances Safety
Cos Cob Bridge Replacement	CT (CTDOT)	$200		Replaces the 120+ year old movable bridge, catenary, and tracks to support higher speeds and reliability	• Contributes to SOGR • Reduces Trip Time
Harold Interlocking (Westbound Bypass Portion)	NY (MTA)	$300		Create grade-separated routes between Penn Station and the Hell Gate Line, reducing train conflicts	• Reduces Trip Time • Increases Service Reliability • Increases Capacity • Contributes to SOGR
Penn Station Transformation	NY (Amtrak)	$7,700		Renovate and modernize the station, increase capacity and access, and accommodate growth	• Contributes to SOGR • Reduces Trip Time • Increases Capacity • Increases Service Reliability • Expands ADA Accessibility • Enhances Safety

*Includes full pre-construction and construction costs for projects entering either phase by 2031, even if the phase period extends past that year.

** In some cases where there is a need for full construction funding, projects also need funds to close out pre-construction activity.

Project Status at End of FY31



Pre-Construction



Construction

Project Name	State (Sponsor)	5-Year Funding Need ($M)*	Phase at End of FY31**	Project Overview	Project Outcomes
Kearny Transmission Upgrades	NJ (Amtrak)	$90		Repair and replacement of Amtrak's transmission structures in Northern New Jersey	• Contributes to SOGR • Increases Service Reliability • Enhances Safety
Sawtooth Bridges Replacement	NJ (Amtrak)	$1,500		Replace the century-old bridges, which have far exceeded their useful life, and construct three new bridges	• Contributes to SOGR • Reduces Trip Time • Increases Capacity • Increases Service Reliability • Expands Intercity and Commuter Rail Service • Improves Resiliency
County-Newark Catenary Upgrades	NJ (Amtrak)	$480		Replace 25 route miles of catenary west of Newark Station	• Contributes to SOGR • Reduces Trip Time • Increases Service Reliability
Hunter Flyover	NJ (NJ TRANSIT)	$460		Construct an elevated viaduct structure to increase NJT capacity	• Increases Capacity • Increases Service Reliability
Mid-Atlantic Overhead Catenary System Replacement	PA (Amtrak)	$1,600		Upgrade overhead catenary infrastructure in the Philadelphia region	• Contributes to SOGR • Increases Service Reliability
Harrisburg Line Signal Upgrades: Park to Zoo	PA (Amtrak)	$80		Upgrade the wayside signal system and associated infrastructure	• Contributes to SOGR • Increases Service Reliability
Bush River Bridge Replacement	MD (Amtrak)	$70		Replace the existing structure that is near the end of its useful life with a high-level, fixed bridge	• Contributes to SOGR • Reduces Trip Time
Gunpowder River Bridge Replacement	MD (Amtrak)	$90		Replace the structures, track, systems, and bridge approaches	• Contributes to SOGR • Reduces Trip Time
Solid State Frequency Converter Hut Replacement Project	Corridor-Wide (Amtrak)	$50		Replace signal power infrastructure to improve reliability	• Contributes to SOGR • Expands Electrified Service
Signal System Upgrades to 562 Project	Corridor-Wide (Amtrak)	$60		Upgrade wayside signal systems to improve reliability and increase railroad capacity	• Contributes to SOGR • Reduces Trip Time • Increases Capacity • Increases Service Reliability

Program Funding

Right-of-way owners plan to invest approximately $5.9 billion over five years in capital renewal programs. If funding levels allow, Amtrak plans to gradually ramp up its current capital renewal investment levels each year over the next five years. As discussed in the previous section, NEC RoW owners currently fund capital renewal programs through a combination of BCCs, state funding, and annual appropriations to Amtrak's NEC account. Historically, annual appropriations to Amtrak's NEC account have been inconsistent, not known until as much as halfway into the fiscal year, and below what is needed to make meaningful progress in addressing the SOGR backlog year-over-year.

If federal funding to Amtrak is kept flat, Amtrak plans to target high criticality assets (i.e., those most in need of investment due to their age, condition, location, and/or functionality) to the greatest extent possible as part of its 5-year capital renewal program. If additional funding became available, Amtrak and other owners could expand their programs to include more basic infrastructure assets that—due to their age and/or condition—should also be renewed or replaced to ensure reliable train operations and maintain or improve ride quality. They could also make investments in state-of-the-art asset inspection and monitoring technologies that support more proactive and strategic asset maintenance. Together, these additional investments would allow owners to more quickly and efficiently address the basic infrastructure backlog and help reduce the NEC's already substantial long-term funding needs. They would also support a greater return-on-investment from the recent purchase of new specialized equipment, such as track laying machines and undercutters, and the hiring and training of force account personnel to operate the new equipment.

At present, the replacement value for all assets in the basic infrastructure backlog (i.e., the value of all assets at the end of their useful life or in poor condition) stands at roughly $40 billion. As designed, BCCs provide infrastructure owners with the annual funding needed to maintain basic infrastructure assets in a SOGR; they are not intended to provide the funding needed to address the current basic infrastructure backlog. Although it is not possible to eliminate the current basic infrastructure backlog in the next five years at any funding level, higher annual investment levels would allow infrastructure owners to address today's backlog more quickly and efficiently and at a lower cost by reducing the impact of inflation and other factors that increase costs in the long term.

Conclusion

NEC agencies have historic levels of planned investment in the upcoming five year period. The critical work summarized in this plan is advancing with the funding these agencies have in hand, and also reflects additional investments that could be undertaken with additional funding that is not yet secured. With additional funding, NEC agencies could maintain the momentum underway, maximize the value of recent investments in equipment, personnel, and other resources, and continue to improve reliability, operational flexibility, and train speeds.

For more information on investment details in this plan, see the project information appendix that begins on page A-1.



Tie Replacement Machine

Photo Credits

Front Cover: "Construction progress on the Connecticut River Bridge, 2026;" courtesy of Amtrak.

Page iv: "Construction site near B&P Tunnel as Amtrak "250" train passes by, 2026;" courtesy of Amtrak.

Page vi: "Progress on the East River Tunnel Rehabilitation Project, 2026;" courtesy of Amtrak.

Page 3: "Construction on the Connecticut River Bridge, 2026;" courtesy of Amtrak.

Page 5: "Construction on the Connecticut River Bridge, 2026;" courtesy of Amtrak.

Page 5: "William H. Gray III 30th Street Station Façade;" courtesy of Amtrak.

Page 5: "Undercutter performing work on the Harrisburg Line;" courtesy of Amtrak.

Page 6: "Rendering of the forthcoming Metro-North Parkchester station in the Bronx;" courtesy of New York MTA. Available at https://www.mta.info/project/penn-station-access

Page 6: "Hudson Tunnel Project;" courtesy of Northeast Corridor Commission.

Page 6: "Rendering of Gateway Portal North Bridge;" Courtesy of Gateway Development Commission

Page 6: "Rendering of Amtrak's William H. Gray III 30th Street Station in Philadelphia;" courtesy of Amtrak. Available at https://www.gray30thstreetstation.com/

Page 6: "Baltimore Penn Station Infrastructure Improvements;" courtesy of Northeast Corridor Commission

Page 6: "Frederick-Douglass-Tunnel-with-Electrified-Trains;" courtesy of Amtrak. Available at https://media.amtrak. com/2024/02/amtrak-awards-contract-to-buildnew-frederick-douglass-tunnel-in-baltimore/

Page 7: "Tower 1 Interlocking;" courtesy of MBTA.

Page 7: "Connecticut River Rail Bridge;" courtesy of Greg Futoma/Connecticut River Gateway Commission. Available at https://ctrivergateway.org/connecticut-river-bridge-replacement/

Page 7: "Northeast Regional at Attleboro;" courtesy of Bill Lipfert

Page 7: "Conceptual rendering of the future Walk Bridge near Goldstein Place in Norwalk, CT.;" courtesy of CTDOT. Available at https://www.walkbridgect.com/

Page 7: "East River Tunnel;" courtesy of Amtrak. Available at https://media.amtrak.com/2024/07/amtrak-awards-contract-for-east-river-tunnel-rehabilitation/

Page 8: "Portal North Bridge carries NextGen Acela, August 2026; courtesy of Amtrak."

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Page 10: "Amtrak officials visit Baltimore & Potomac Tunnel Replacement Project, 2026;" courtesy of Amtrak.

Page 17: "Railroad tie replacement machine works on Harrisburg line;" courtesy of Amtrak.

Back Cover: "Construction progress at South Hampton Yard, 2026; courtesy of Amtrak.

Appendix Cover: "East River Tunnel Project Line 2 following rehabilitation, 2026; courtesy of Amtrak.



Front Cover: Connecticut River Bridge, CT
Back Cover: South Hampton Yard, MA

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