

**THE PORT AUTHORITY
OF NY & NJ**

**Master Plan
Design
Competitions
for
LaGuardia
and
JFK Airports**

**Port Authority of New York
and New Jersey**

MODIFIED: December 4, 2014



As directed by Governor Andrew M. Cuomo, the Port Authority of New York and New Jersey (“PANYNJ”) will host international design competitions to generate a vision on how to transform and modernize the New York Airports for the 21st Century. These competitions invite aviation experts, architects, designers, planners and others to submit visionary Master Plans for LaGuardia (“LGA”) and/or John F. Kennedy International (“JFK”) Airports that create 21st Century, state-of-the-art airports. The Master Plans should be bold and comprehensive, re-envisioning the passenger experience beyond 2050 including how passengers and their baggage get to, from and around the airports, while providing world-class customer service facilities and amenities.

An Advisory Panel, selected by the Governor, will make recommendations to the PANYNJ Board of Commissioners with respect to the Master Plan submissions.

Master Plan submissions must include a conceptual plan that comprehensively addresses each airport’s airfield, terminals, cargo, public transportation access, landside infrastructure, and support/non-aeronautical facilities and function. Each Master Plan should seek to maximize and optimize the existing airport footprint. Plans may build upon existing facilities and proposed projects, including adaptive re-use of existing facilities. Project timeline, conceptual plan, and rough order of magnitude estimates are required as part of the submissions.

LGA and JFK are critical “Gateways to the Nation.” With 112.5 million passengers in 2013, the PANYNJ airport system is the largest in the United States. LGA and JFK account for 27 million and 50.4 million passengers, respectively. These airports are also vital economic engines, employing nearly 50,000 people and generating \$53 billion in economic activity each year. However, these airports are operating near maximum capacity and face challenges of land constraints and aging facilities.

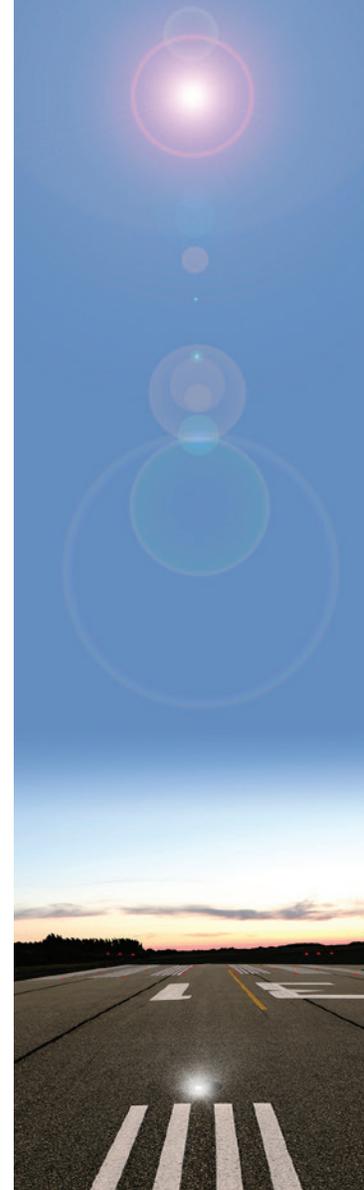
PANYNJ Board of Commissioners will make its decisions, based among other things, on recommendations of the Advisory Panel, taking into account the Evaluation Criteria listed herein including: innovation in design; passenger amenities and experience; operational feasibility from airside, landside and airport access points of view; environmental sustainability and storm resiliency; community impact, including noise, and financial feasibility. The PANYNJ Board of Commissioners will select up to three Contestants who will each receive the lesser of a) \$500,000 OR b) 50% of their actual out-of-pocket documented costs of creating the Master Plan submission (the “Design Fee”). PANYNJ will own, retain, and may utilize all submittals and all related materials as it determines for any purpose in its sole discretion, without obligation to pay any additional compensation beyond what is set forth here.

Submissions should consider and detail all aspects and phases of an improved customer experience, including but not limited to access to and from the airports, check-in, baggage handling, security-screening check-points, boarding concourse areas, hold-rooms and lounges, concessions, general circulation, and, where applicable, federal immigration and customs matters.

LaGuardia Airport in New York City – Master Plan Design Competition

The Master Plan Design Competition invites aviation experts, architects, designers, planners and others from across the world to create a 21st Century, state-of-the-art LaGuardia Airport, building upon investments made at the airport to date. The submission for LaGuardia Airport should focus on:

- Proposals should feel free to take a “blank slate” approach and assume an open foot print if they desire or assume current facilities and terminals as is or with suggested modifications and rehabilitation. Proposals should also incorporate the Marine Air Terminal footprint and may include reuse of that area. Relocation of runways may be proposed but applicants should recognize the delay and approval process required.
- Maximization of the existing, constrained airport footprint with possible airside redesign and expansion. While potential airport expansion opportunities would be considered, proposals should recognize the feasibility and challenge in light of LaGuardia’s existing constrained footprint.
- Incorporation of high-speed ferries and associated ferry terminal for direct access to LGA, including potential routes, cost, and performance criteria.
- Opportunities that would maintain, modify and/or rehabilitate the current facilities and terminals, including the footprint of the Marine Air Terminal and its potential reuse, as well as the relocation of runways. Applicants should incorporate the potential time constraints and approval process required.
- Additional access improvements to the airport across various transportation modes, including improved rail or mass transit service; access/transit proposals should address feasibility, layout, cost, timetable, performance criteria, and integration with existing MTA services, including any right-of-way needs.
- State-of-the-art amenities to offer best-in-class customer service and a diverse dining, retail and entertainment experience.
- Improvements to hotel and/or meeting and conference centers in and around the airport.
- Development of innovative support and/or non-aeronautical facilities.
- Leveraging cutting edge technology to improve the passenger experience.



- Emphasis on environmental sustainability and building resilient infrastructure in order to prepare the airport's facilities to withstand extreme weather and other threats.
- World class security for an uncertain world
- Community impact, including noise.
- The potential estimated cost of the submitted master plan design and potential financing mechanisms to keep costs competitive for airport tenants and passengers.

John F. Kennedy International Airport in New York City – Master Plan Design Competition

The Master Plan Design Competition invites aviation experts, architects, designers, planners and others to imagine a new 21st Century, state-of-the-art John F. Kennedy International Airport. The submission for John F. Kennedy International Airport should focus on:

- Maximization of existing land use with possible airside expansion and redesign to accommodate forecasted growth. Consideration should be given to the current Central Terminal Area lay-out and series of terminals, and its consistency with the proposed Master Plan.
- Access improvements to the airport across various transportation modes (including improvements to JFK's existing AirTrain system and the MTA subway network).
- State-of-the-art amenities to offer best-in-class customer service and a diverse dining, entertainment and retail experience.
- Improving hotel and/or meeting and conference centers in and around the airport.
- In addition to hotel and meeting/conference space as noted above, incorporation of potential 'Aerotropolis' or 'Airport City' concepts either on or near the airport. Such concepts may include but shall not be limited to office complexes, conference/training centers, medical, or industrial/warehousing facilities, which take advantage of JFK's status and location. All concepts proposed should have a nexus to the Airport.
- Overall upgrade of facilities across-the-board to modernize the airport.
- Increased cargo business to support jobs and economic development. Such plans should be consistent with a desire to also develop Stewart International Airport as a regional cargo hub.
- Leveraging cutting edge technology to improve the passenger experience.
- Emphasis on environmental sustainability and building resilient infrastructure in order to prepare the airport's facilities to withstand extreme weather and other threats.

- World class security for an uncertain world
- Community impacts, including noise.
- The potential estimated cost of the submitted master plan design and potential financing mechanisms to keep costs competitive for airport tenants and passengers.

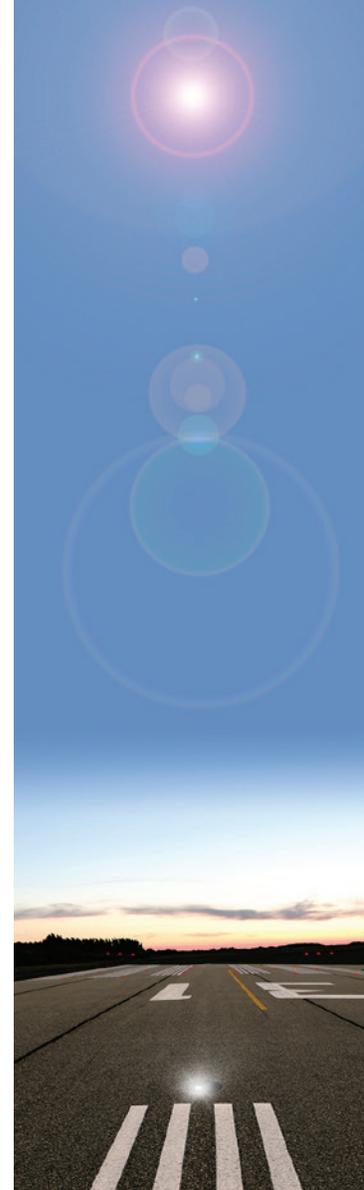
Submission Requirements

- An executive summary of the proposed design plan(s)
- Conceptual renderings of airport layout, including interior and exterior rendering of major structures on-airport
- Program plan to support conceptual plan, with a narrative highlighting key features such as passenger amenities and airport access and addressing elements above including rough order of magnitude cost and timetable.
- A narrative of Contestant firm and staff experience
- List of Firm/Proposer affiliates
- A statement that the firm has can make the Certifications required in the Port Authority's Contractor Integrity Provisions, or a disclosure as to why the Certifications cannot be made.

Contestants may submit for one or both Design Competitions, but may submit no more than one proposed design plan for each of JFK and/or LGA. Each of the above components for each Submission must be clearly titled, identified, and concise.

Qualifications

Contestants shall have a demonstrated record of expertise and accomplishments in the aviation industry or large-scale master planning for transportation-related projects. Experience in airport master planning and/or development is a plus. MWBE firms are encouraged to submit. Participation in this competition will not preclude any participant for competing in any future JFK or LGA work, including as member of any future public-private partnership team. PANYNJ will retain and own all submittals and all related materials and may use such materials as it determines in its sole discretion. Contestants may be required to sign Non-Disclosure Agreements (NDAs) as part of this process. PANYNJ reserves the right to reject any Submission by any Contestant, as well as reject participation in the competition for any reason in its sole discretion.



Master Plan Design Competition Process

Port Authority Oversight:

PANYNJ will coordinate the locally-sponsored Competitions, receive contest submissions and coordinate review among relevant parties. The Advisory Panel will review and make recommendations to the PANYNJ Board of Commissioners, which will determine finalists for receipt of the Design Fee. PANYNJ Inspector General will monitor the competition, which will include customary ethical conduct, contestant integrity/responsibility reviews, non-collusion provisions, treatment of confidential PANYNJ or State of New York information. Applicable provisions of State of New York law shall apply to the Competitions.

Any questions or communications by a Contestant concerning any aspect of these Competitions shall be directed to the Port Authority email address: airportdesign@panynj.gov. Submission details including the submission process will be provided to registered Contestants.

Timeline:

Master Plan Design Competitions will commence on December 2, 2014. Final Submissions are due January 30, 2015. PANYNJ will advertise the competitions on its public website <http://www.panynj.gov> and one or more design, architectural and/or planning publications. PANYNJ will hold an information session for interested parties. PANYNJ requests that Contestants provide a Letter of Intent to register as a contestant by December 15, 2014. Initial Draft Submissions, including images of the airport as proposed to be modernized, are due on: December 31, 2014.

Submissions will be posted on www.ny.gov. Feedback on submissions will be posted in advance of the Final Submission date of January 30, 2015.

Following the Final Submission date of January 30, three finalists will be identified to make public presentations and compete for the Design Prize in the Master Plan Competition. The three selected plans will present their final submissions to the Governor and PANYNJ after finalists have been announced.

It is currently contemplated that registered Contestants will be provided with an identifying series of characters or phrases, which shall be utilized on their submissions in place of their firm name. Each contestant's submission will be reviewed and judged on a blind basis. Specific instructions on how to blind a submission will be provided to registered contestants.

Finalists Selection and Eligibility for Stipend:

In order to be considered for the Design Fee, submissions must be deemed, in the sole judgment of PANYNJ, to be responsive to the Competition requirements. The finalist firms must also pass an integrity/responsibility review to be considered for award. The three finalists for each airport will

receive a) the lesser of \$500,000 and b) 50% of than actual out-of-pocket documented costs of creating the Master Plan, which shall be submitted with the design concept. Payment of the Design Fee will be subject to a Design Fee Agreement. Qualified out-of-pocket costs include reasonable documented employee time charges, cost of materials or services expended in relation to preparation of the Master Plan submission, cost of equipment related to preparation of the submission, and reasonable travel expenses incurred in relation to the submission, as determined in the PANYNJ's sole judgment. As a condition to receiving the Design Fee, each finalist will be required to allow PANYNJ to retain and utilize all submittals and all related materials and PANYNJ may use such materials as they determine in their sole discretion.

Background Information:

- Port Authority Ten-Year Capital Plan
- Regional Plan Association Study (Updating to World Class – The Future of the New York Region's Airports)
- Port Authority Aviation Forecast
- Airport Maps for JFK and LGA
- LGA and JFK Airport Layout Plans
- PANYNJ/EDC JFK Cargo Study
- LGA CTB Project Summaries: Draft Environmental Assessment
- Sustainability Plans/Guidelines
- Port Authority Customer Service Standard Manual
- MTA Background Information on Airport Access

Evaluation Criteria

- Innovation in Design (originality, value generation, efficiency)
- Passenger Amenities and Customer Experience
- Operational feasibility (Airside/Landside)
- Operational feasibility of Airport Access component
- Environmental Sustainability and Storm Resiliency
- Financial feasibility and high-level/rough-order-of-magnitude cost estimates
- Community Impact

Contest Judges

- Port Authority Board of Commissioners with recommendations from the Governor's Advisory Panel

