



**Built to Lead**



New York did not **just happen...**



**New Yorkers made  
New York the **Empire State.****

An aerial photograph of New York City, featuring a dense urban landscape with numerous skyscrapers. The Empire State Building is the most prominent structure in the foreground on the right side. In the background, the Hudson River and the Manhattan Bridge are visible under a clear blue sky with scattered white clouds. The text is overlaid on the left side of the image.

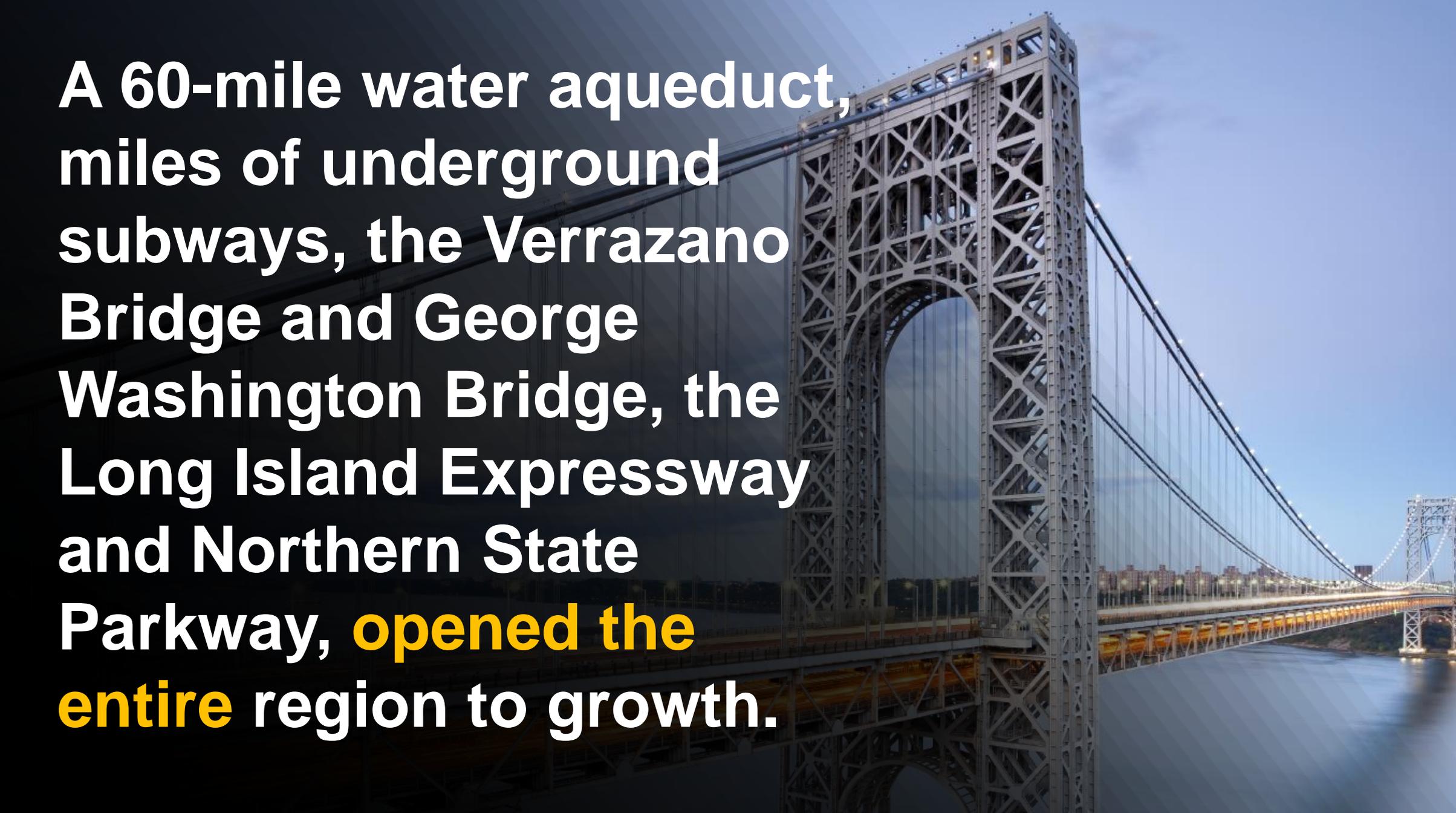
**Our founding fathers  
shaped, designed,  
constructed, and  
made New York the  
great state it is today.**



New York is a  
**built space.**

**New York's ambition  
created much of the  
highway and parks  
systems we still depend  
on, by **designing for the  
future**, not just the  
present.**





A 60-mile water aqueduct,  
miles of underground  
subways, the Verrazano  
Bridge and George  
Washington Bridge, the  
Long Island Expressway  
and Northern State  
Parkway, **opened the  
entire** region to growth.

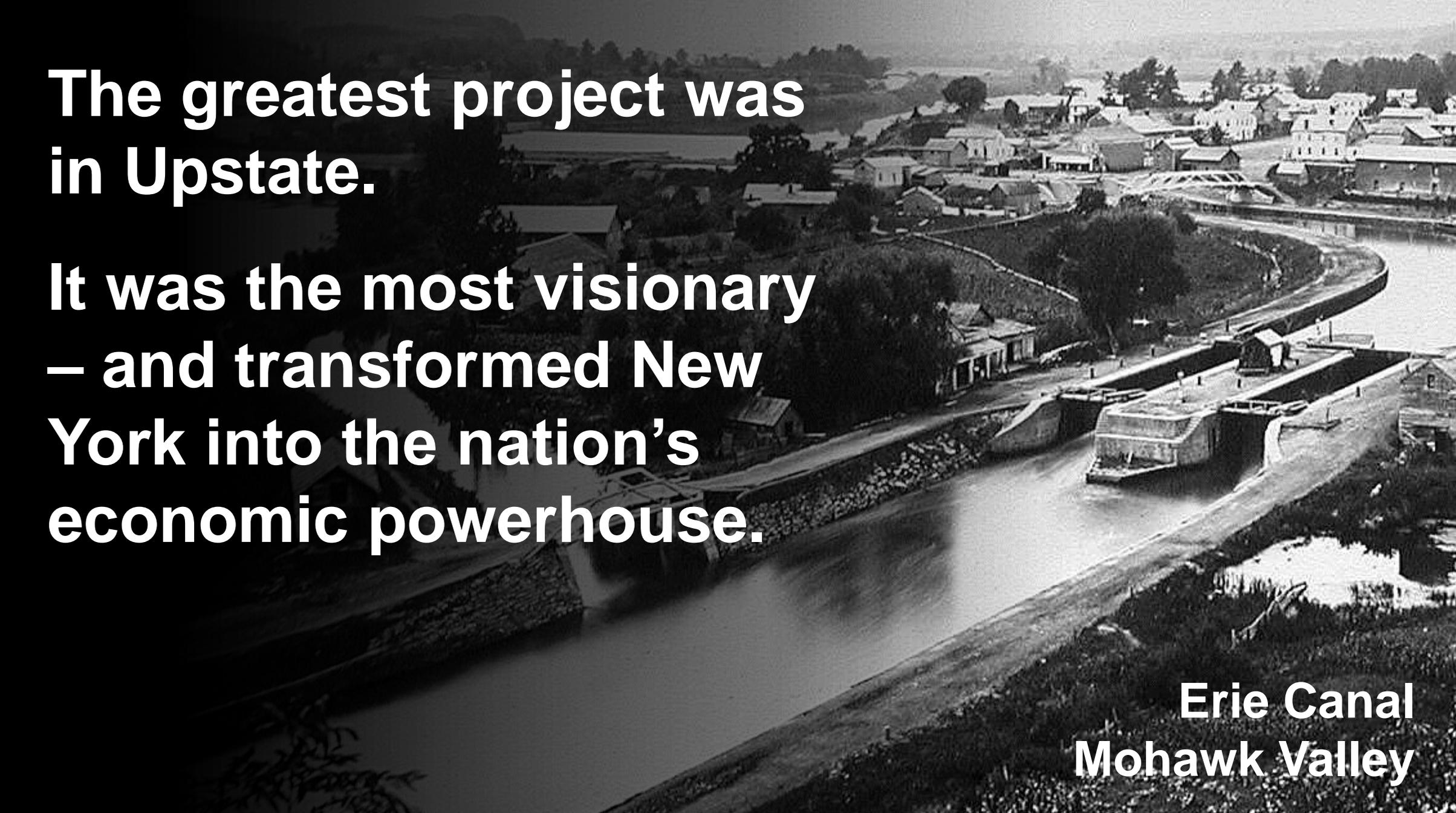
A black and white photograph showing Governor Nelson Rockefeller in the center, pointing at a large architectural model of the World Trade Center. He is surrounded by other men in suits, some looking at the model and others at documents. The scene is indoors, likely a meeting room or office, with a large table covered with the architectural plans and model. The lighting is dramatic, with strong highlights and deep shadows.

**Governor Nelson Rockefeller  
built the World Trade Center  
and much of our public  
university system.**

**The greatest project was  
in Upstate.**

**It was the most visionary  
– and transformed New  
York into the nation's  
economic powerhouse.**

**Erie Canal  
Mohawk Valley**





**We have to reignite our  
ambition, creativity and  
capacity.**



**New York's economic success for the next 100 years depends on our ability to plan and build now.**



**New York's tomorrow depends  
on what we do today.**



**In this year's State of the State,  
I will propose the biggest  
construction program in our  
state's history.**

- **Air**
- **Rail**
- **Mass transit**
- **Roads and bridges**

An aerial photograph of a multi-lane highway interchange. A bridge spans across the highway. In the background, a baseball field is visible. The image is darkened to serve as a background for text.

**For Upstate, we are proposing  
an unprecedented **\$22 billion**  
roads and bridges plan.**

A dark, industrial tunnel under construction. The tunnel is circular and lined with heavy metal supports. In the center, there are tracks leading into the distance. The walls are covered in various pipes, cables, and mechanical components. The lighting is dim, creating a sense of depth and scale.

**We're investing in an  
ambitious modernization plan  
for the MTA's unprecedented  
\$26 billion capital program.**

**We're overhauling dozens of subway stations and adding:**

- 1,400 new subway cars**
- 3,100 new buses**
- New technology**



**We are upgrading  
Metro-North – a vital  
connection between the  
Hudson Valley and New  
York City – with \$2.3  
billion in redevelopment.**



**We are building new Metro-North stations in the Bronx, connecting the railroad to Penn Station for the first time ever.**

**Co-Op City**

**MTA**

**Morris Park**

**MTA**

**Parkchester**

**MTA**

**Hunts Point**

**MTA**

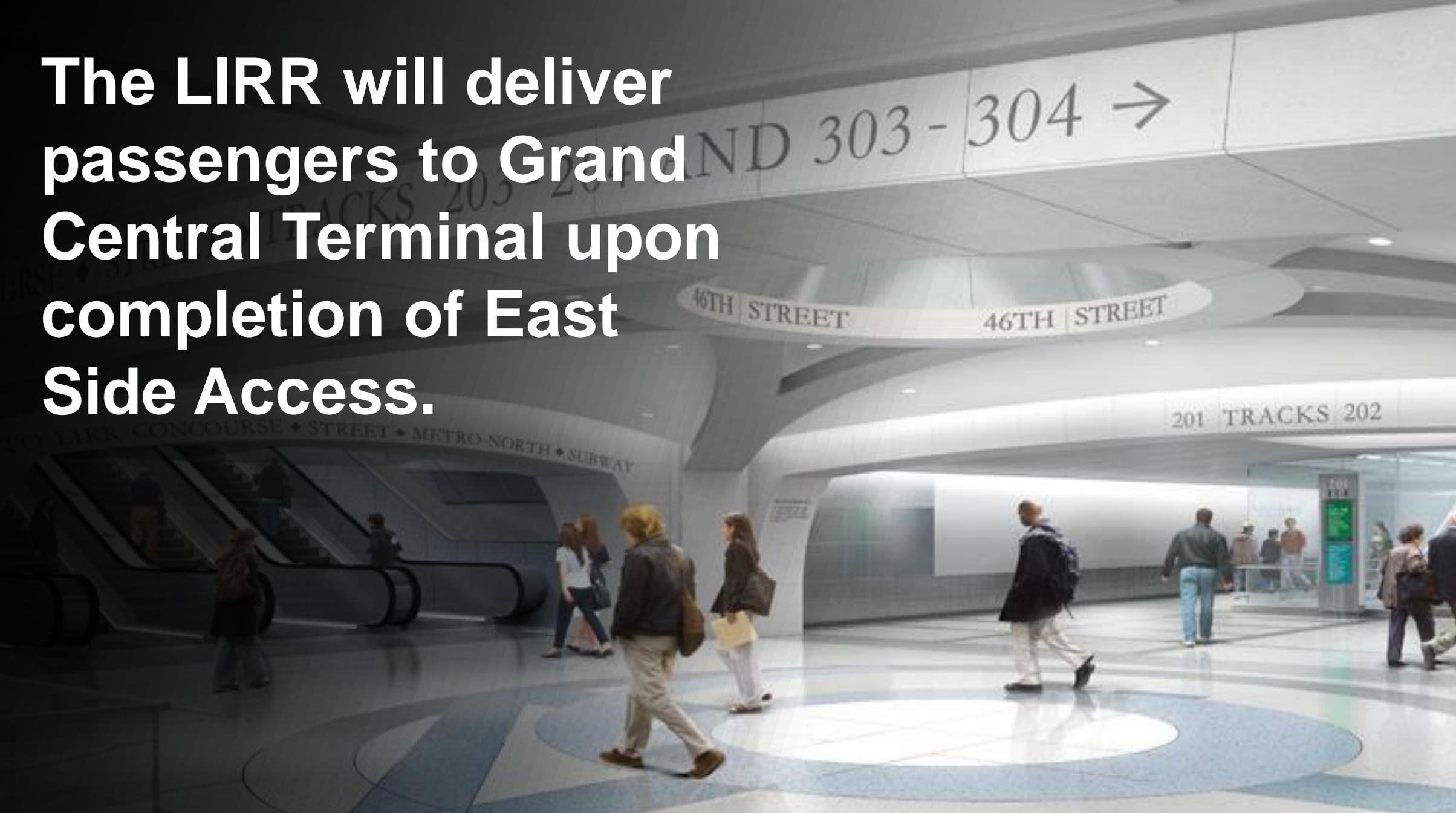


**We are adding a 3<sup>rd</sup>  
track to the LIRR,  
reducing delays,  
enabling reverse  
commuting and  
taking cars off  
the road.**

**Floral Park to  
Hicksville**



**The LIRR will deliver passengers to Grand Central Terminal upon completion of East Side Access.**



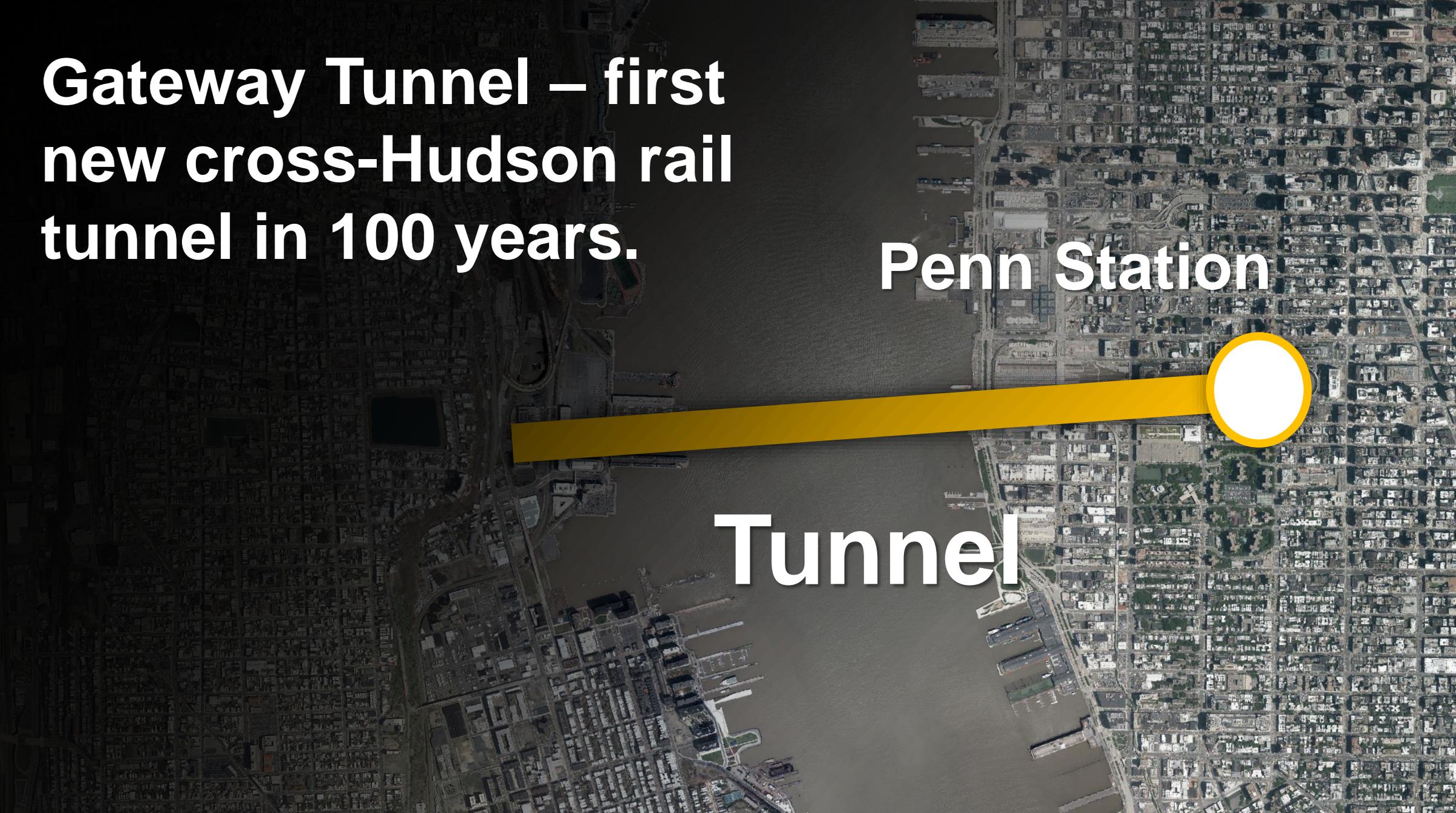
**We're building the Gateway  
Tunnel to accommodate the  
region's growth in partnership  
with New Jersey and the  
federal government.**



**Gateway Tunnel – first  
new cross-Hudson rail  
tunnel in 100 years.**

**Penn Station**

**Tunnel**

An aerial photograph of New York City, showing the Hudson River and the dense urban grid of Manhattan. A thick yellow line, representing the Gateway Tunnel, runs horizontally across the river from the left side of the image towards the right. At the right end of this line, there is a white circle with a yellow border, which is labeled 'Penn Station'. The word 'Tunnel' is written in large white letters below the yellow line.



And we are modernizing  
our gateways to the world:  
**New York's airports.**



**We are building a  
new airport at LaGuardia.**



↑ To Terminal B  
← AIRTRAIN  
LGA Hotel →

Time	Flight	Destination	Gate
12:00	OD 1961	ATLANTA	06
12:15	PN 0034	CHICAGO	18
12:20	T3 0529	MIAMI	32
12:55	T3 0944	WASHINGTON	27
13:20	SF 2778	HOUSTON	20
13:45	OD 0061	MIAMI	31
13:50	BK 1532	BOSTON	04
14:05	OD 3487	HOUSTON	12
14:30	PN 0194	ATLANTA	03
14:35	SF 0028	CHICAGO	08
14:05	OD 3487	WASHINGTON	12
14:30	PN 0194	ATLANTA	03

**LGA: Going from  
substandard to world-class.**

LGA HOTEL

LGA LGA LGA LGA LGA LGA LGA LGA LGA LGA



**We're connecting the new airport  
to the LIRR and subway system by  
constructing a new AirTrain.**



**For the first time ever,  
passengers will be able  
to take the train from  
Penn Station to LGA.**

**At John F. Kennedy  
International Airport, we  
are creating a master plan  
that will present a unified  
vision for its maze  
of terminals.**



The image shows the exterior of the Republic Airport terminal building. The building has a curved facade with a white metal finish. A large sign in blue, raised letters reads "REPUBLIC AIRPORT". To the left of the main sign, the number "50" is partially visible. The building features a series of windows above the entrance area. The sky is overcast and grey.

REPUBLIC AIRPORT

**On Long Island at Republic Airport,  
we are marketing tax-free sites to  
attract new business opportunity.**

An aerial photograph of an airport terminal building. The terminal has a prominent curved roofline and is surrounded by a parking lot with several cars. In the background, there are runways and taxiways. The text is overlaid on the left side of the image.

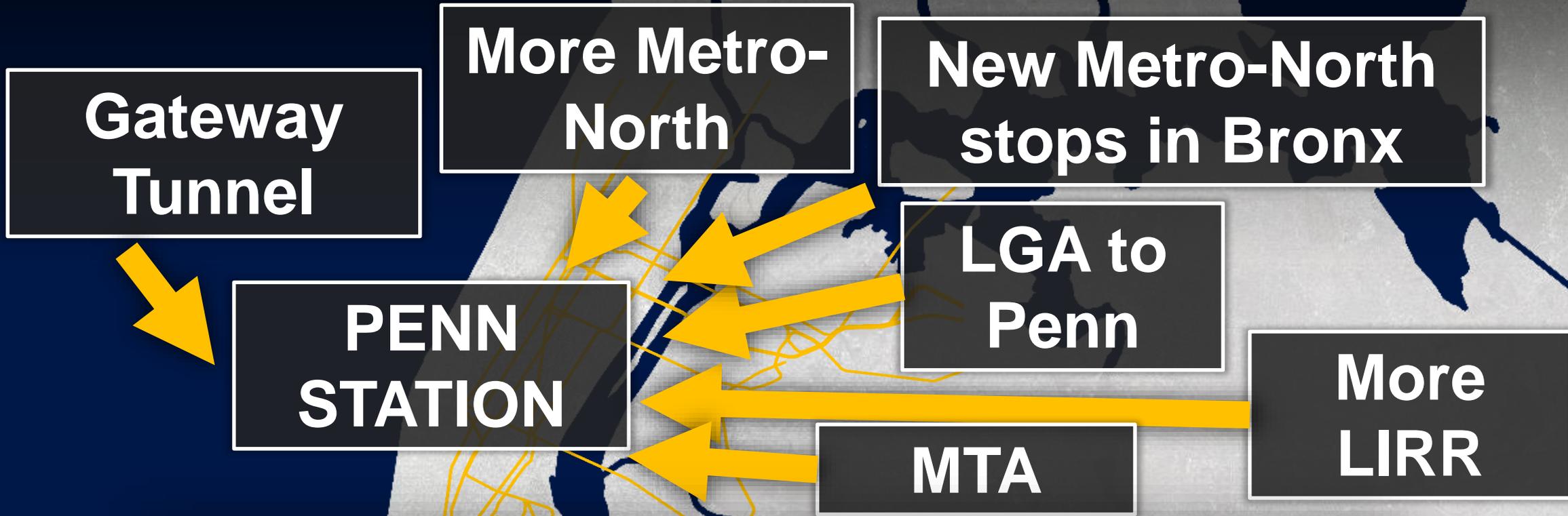
**And MacArthur has the potential to become an international destination.**

**I will propose \$6 million in this year's budget to fully fund a Federal Customs Inspection Station at the airport.**

**At Stewart Airport in the Hudson Valley, we are marketing over 270 acres of industrial and commercial properties to bring jobs and investment to the region.**

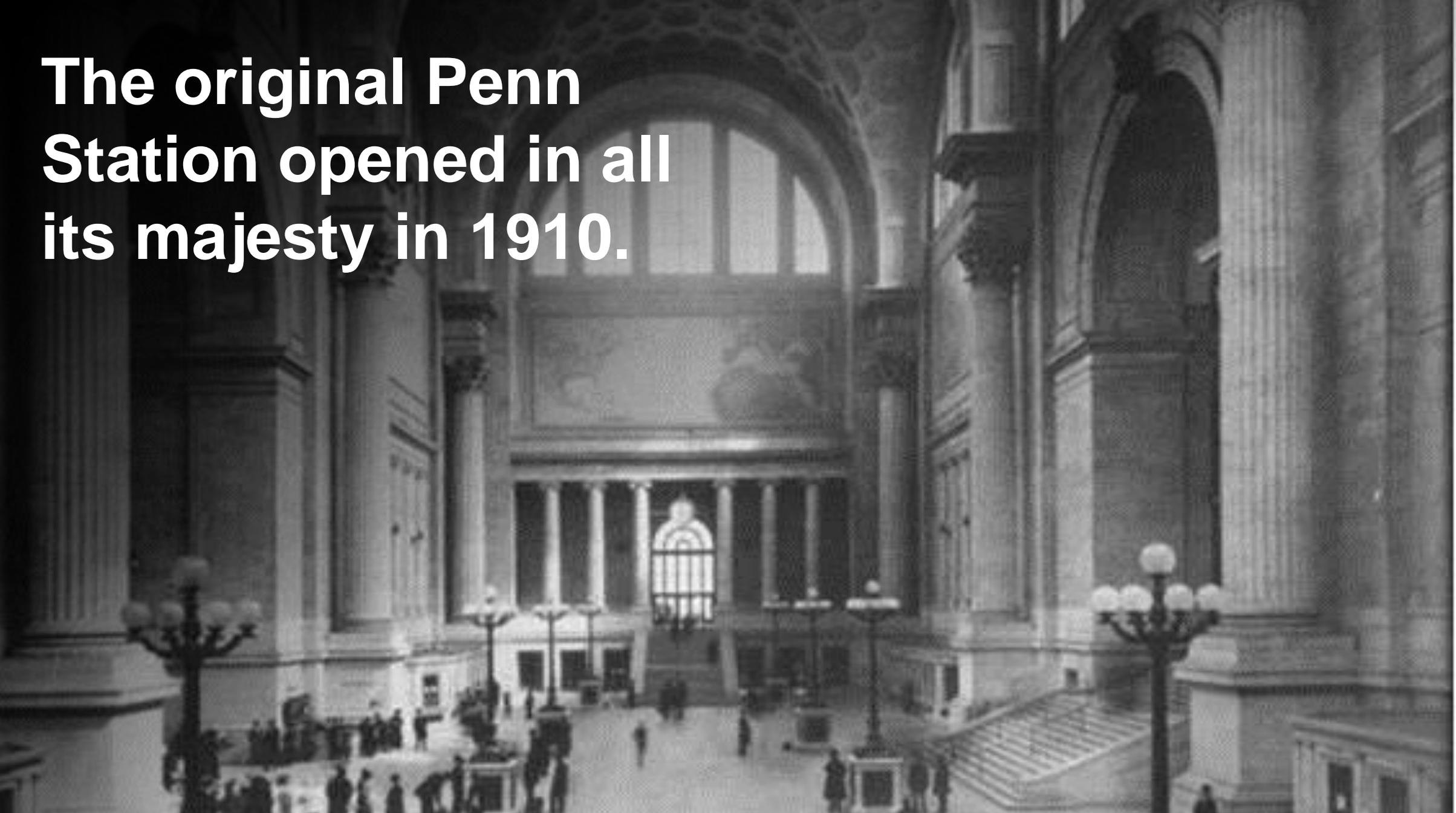
**Stewart  
International Airport**

**Penn Station** will be the **nexus** for all this increased capacity.



**We estimate doubling the traffic into Penn over the next 15 years.**

**The original Penn  
Station opened in all  
its majesty in 1910.**

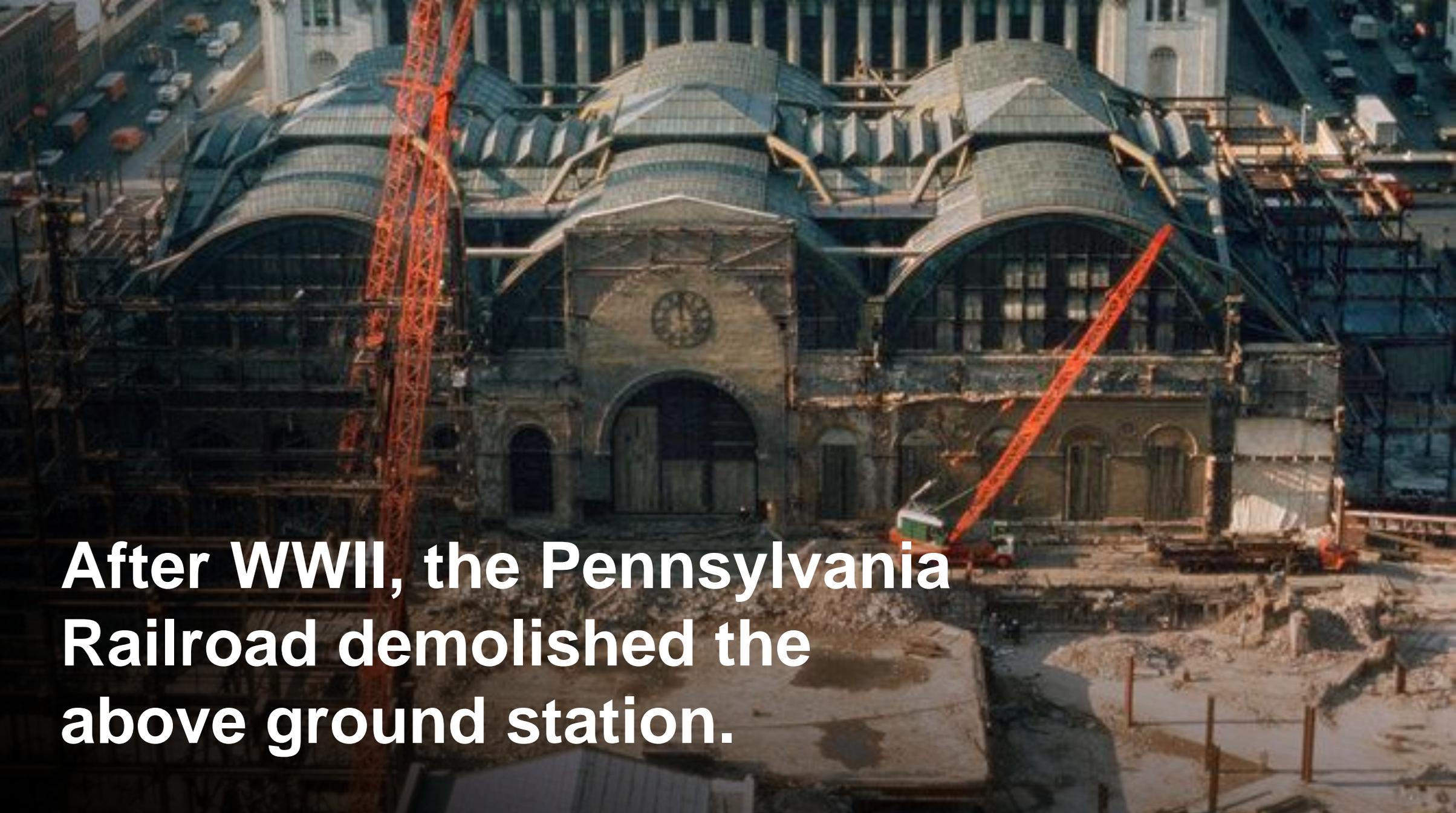


**In true New York fashion,  
it was the largest building  
ever constructed at  
one time.**

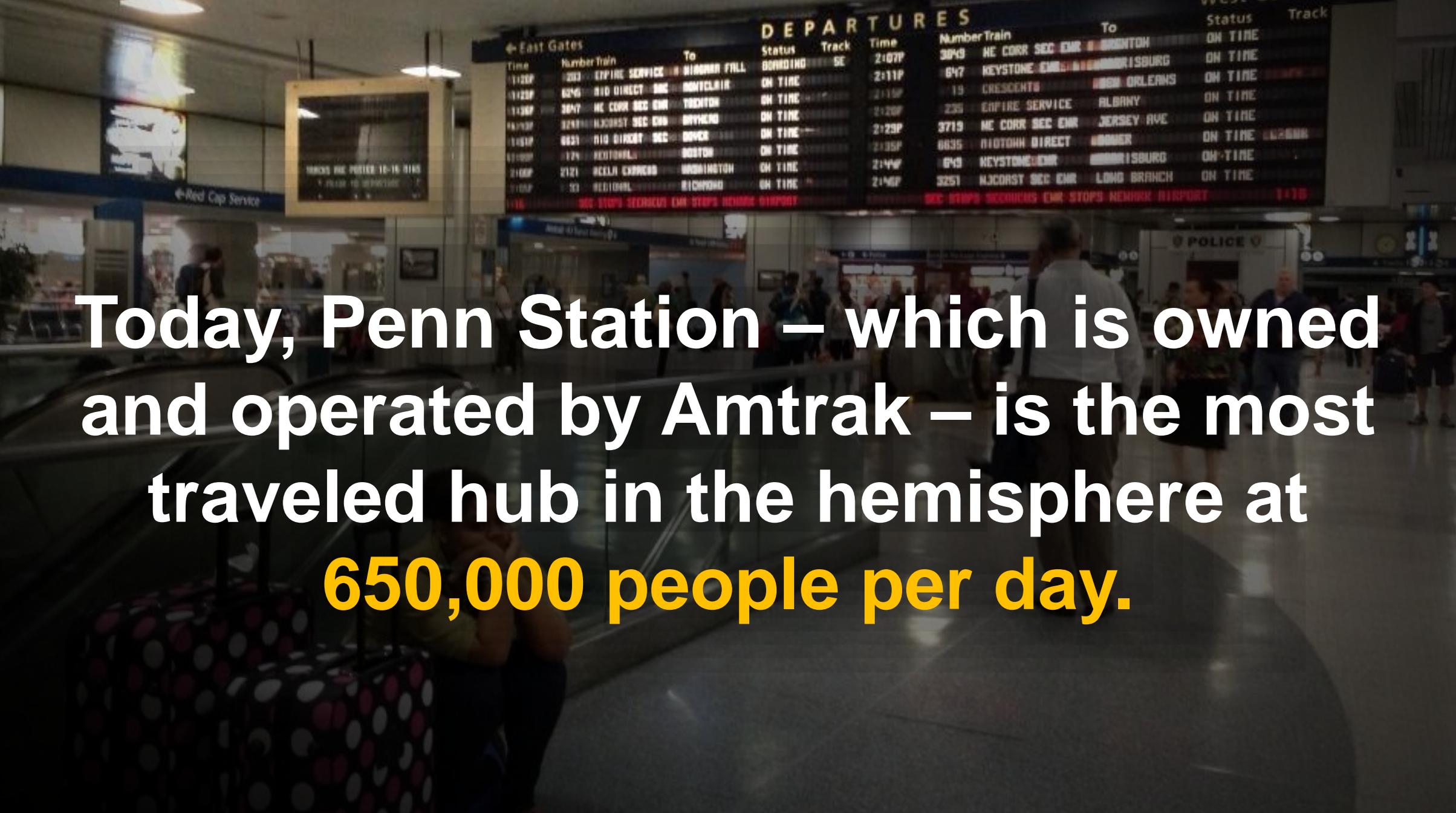




**Penn Station was the grand and triumphant entrance that New York deserved.**



**After WWII, the Pennsylvania Railroad demolished the above ground station.**



← East Gates				DEPARTURES				WEST	
Time	Number Train	To	Status	Track	Time	Number Train	To	Status	Track
11:25P	203	EMPIRE SERVICE	BOARDING	SE	2:07P	3049	NE CORR SEC EMB	BRIGHTON	ON TIME
11:25P	8245	EMPIRE SERVICE	ON TIME	SE	2:11P	647	KEYSTONE EMB	HARRISBURG	ON TIME
11:25P	3047	NE CORR SEC EMB	ON TIME	SE	2:15P	19	CRESCENT	ORLEANS	ON TIME
11:25P	3241	NJCOAST SEC EMB	ON TIME	SE	2:20P	235	EMPIRE SERVICE	ALBANY	ON TIME
11:25P	8631	EMPIRE SERVICE	ON TIME	SE	2:25P	3715	NE CORR SEC EMB	JERSEY AVE	ON TIME
11:25P	174	REGIONAL	ON TIME	SE	2:35P	8635	PHOENIX DIRECT	HOMER	ON TIME
11:25P	2121	ACELA EXPRESS	ON TIME	SE	2:40P	649	KEYSTONE EMB	HARRISBURG	ON TIME
11:25P	33	REGIONAL	ON TIME	SE	2:45P	3251	NJCOAST SEC EMB	LONG BRANCH	ON TIME

**Today, Penn Station – which is owned and operated by Amtrak – is the most traveled hub in the hemisphere at 650,000 people per day.**

**Penn Station is “un-New York.”**

**...dark and constrained**

**...ugly, dated architecture**

**...lost opportunity**

DEPARTURES				To	Status	Track
Number	Train	Sec	EMR	BRIGHTON	ON TIME	
3849	NE CORR	SEC	EMR	HARRISBURG	ON TIME	
3847	KEYSTONE	EMR	SEC	ORLEANS	ON TIME	
3848	KEYSTONE	EMR	SEC	ALBANY	ON TIME	
3719	NE CORR	SEC	EMR	JERSEY AVE	ON TIME	
6835	PITTSBURGH DIRECT			HOMER	ON TIME	
649	KEYSTONE	EMR		HARRISBURG	ON TIME	
3251	NJ CORST	SEC	EMR	LONG BRANCH	ON TIME	

**Travelers are relegated to a bleak warren of corridors and waiting rooms that we all know so well.**



**Frankly, it's a  
miserable experience.**



**It's a terrible impression  
of New York.**

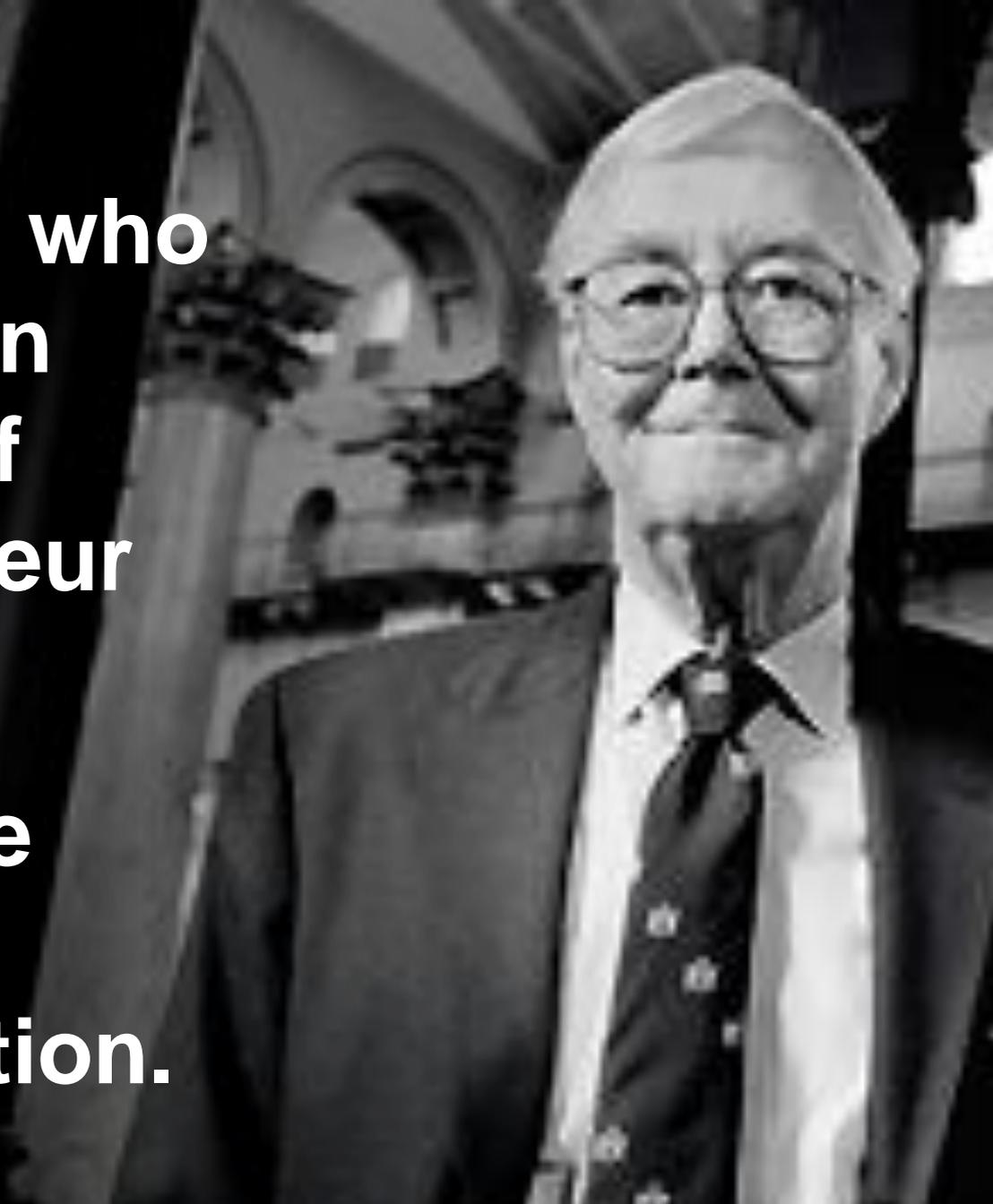


**It has been tolerated  
for far too long.**



**New York State Senator Daniel Patrick Moynihan, who as a child shined shoes in Penn Station, dreamed of recreating the lost grandeur of the old Penn Station.**

**His vision was to take the Farley Post Office and convert it into a train station.**





**The Farley Post Office concept has been continually explored for decades.**

**The Farley Post Office sits across  
8<sup>th</sup> Avenue from Penn Station.**



**The Farley Post Office sits across  
8<sup>th</sup> Avenue from Penn Station.**

**FARLEY**

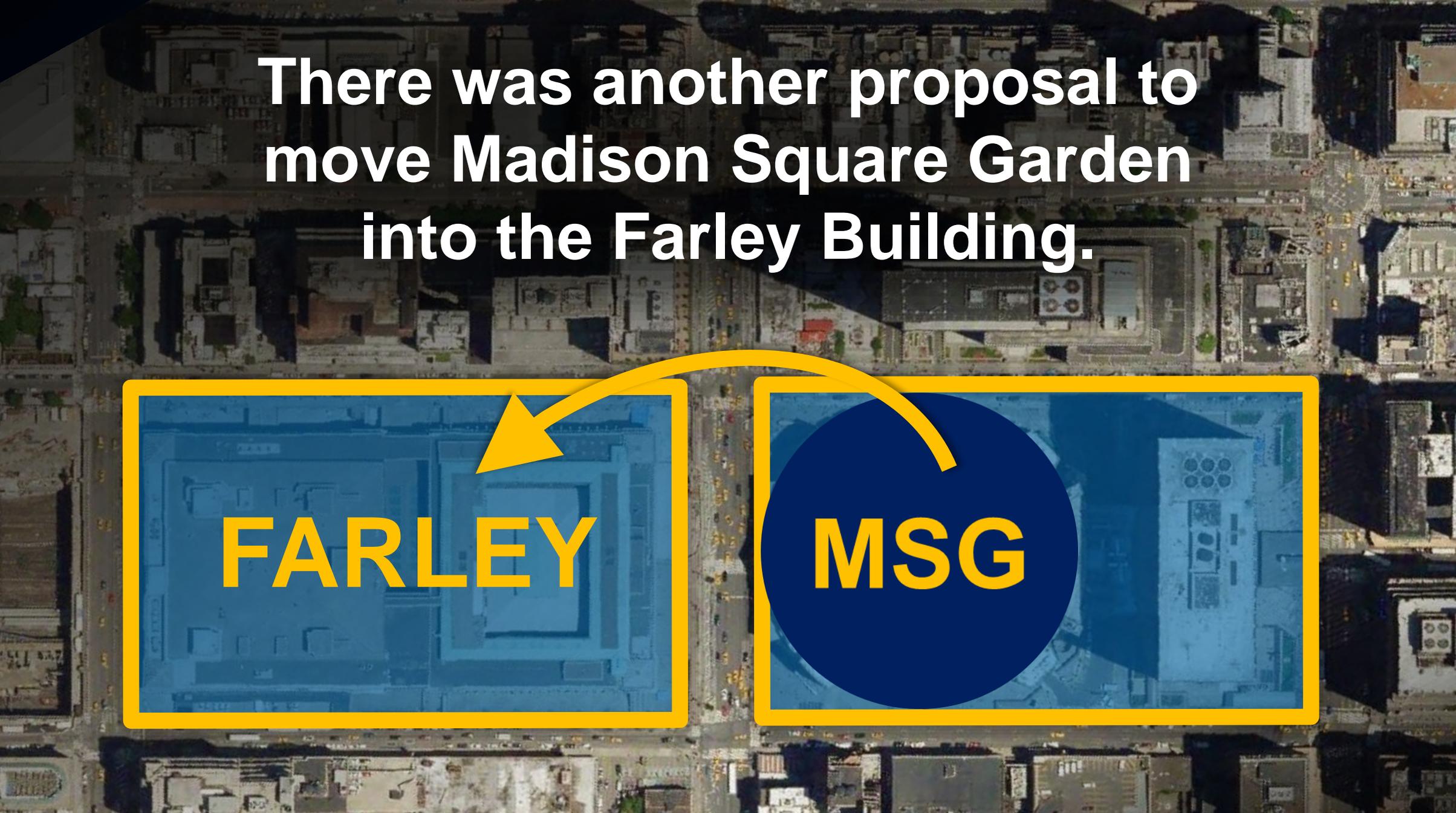
**PENN/MSG**

**Penn Station's design problem is that it is under Madison Square Garden.**

An aerial photograph of the Penn Station area in New York City. The station's structure is visible as a large, rectangular, light-colored building. A yellow square highlights a portion of the station, and within it, a blue circle contains the text 'MSG'.

**MSG**

**There was another proposal to  
move Madison Square Garden  
into the Farley Building.**



**FARLEY**

**MSG**

**It never came to fruition.**



The background image shows the interior of a large, historic train station. The architecture is characterized by a complex, multi-level steel and iron framework. The roof is a prominent feature, consisting of a series of high, arched glass panels supported by a dense network of beams and trusses. Light filters through the glass, creating a bright, airy atmosphere. The lower levels of the station are filled with arches and walkways, suggesting a grand, multi-story structure. The overall tone is one of industrial grandeur and historical significance.

Today we have an opportunity –

**no, an obligation –**

To dream big just like our founding fathers.

A dark, blue-tinted photograph of a modern building's glass facade. The image shows a complex structure of glass panels and metal frames, with a prominent staircase on the right side. The text "And then do it!" is overlaid in a bright yellow, bold, sans-serif font across the center of the image. The background is a blurred view of a city street with other buildings and a street lamp.

**And then do it!**

# Three components to our vision:

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- 1. Redevelop Penn Station.**
- 2. Build a new train hall ringed by shops and restaurants at the Farley Building.**
- 3. Link the two structures into one, interconnected complex.**

# First we will form a joint entity.

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- **Empire State Development**
- **Amtrak**
- **MTA**
- **Long Island Railroad**

# **We will redevelop Penn Station.**

- **This week, we will issue a joint solicitation by ESD, Amtrak and MTA/LIRR for Penn redevelopment by a private developer.**
- **The private developer will finance Penn Station redevelopment in exchange for retail development rights.**
- **Our solicitation will be flexible and there are several design options for redeveloping Penn Station.**

# REDEVELOPING PENN STATION



**Design options include...**

# REDEVELOPING PENN STATION

a.) A friendly, negotiated condemnation and removal of the MSG Paramount Theater, creating the opportunity to construct an 8<sup>th</sup> Avenue grand entrance with concourse, retail and commercial space.



8<sup>TH</sup> AVE

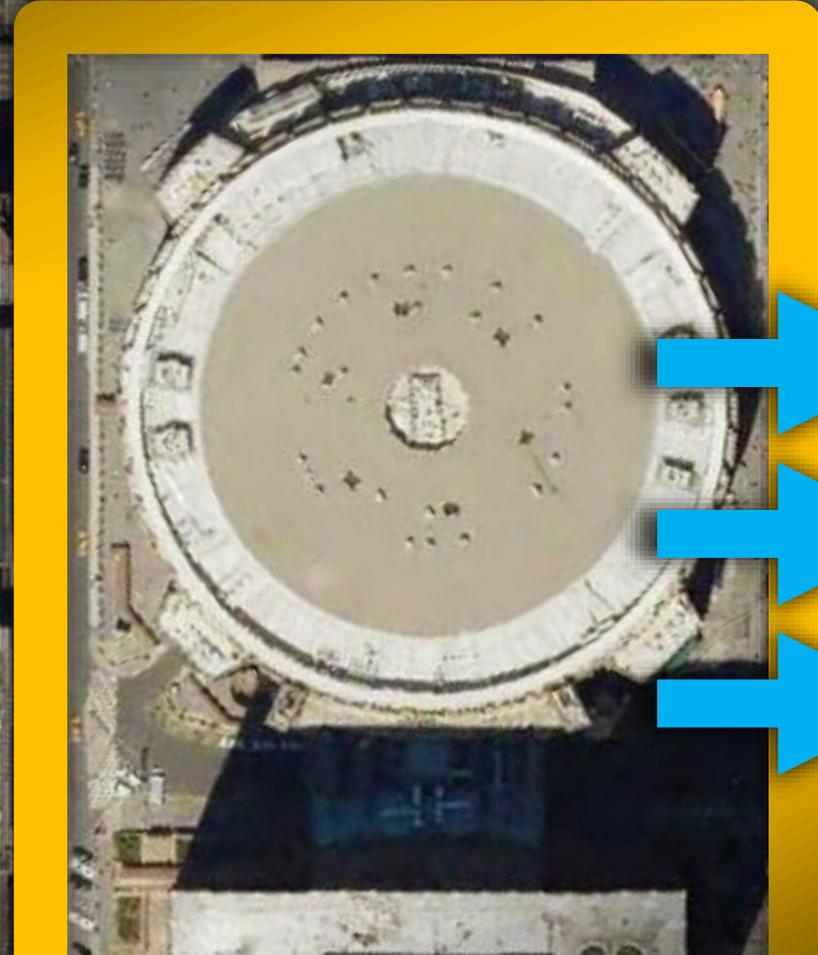




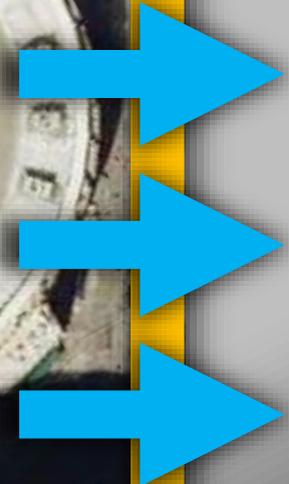
**Visualization of 8<sup>th</sup> Avenue entrance**

# REDEVELOPING PENN STATION

b.) Close 33<sup>rd</sup> Street and use skylights and a new entrance to bring natural light to the concourse below.



33RD STREET





ENN STATION

Long Island Rail Road AMTRAK TRANSIT

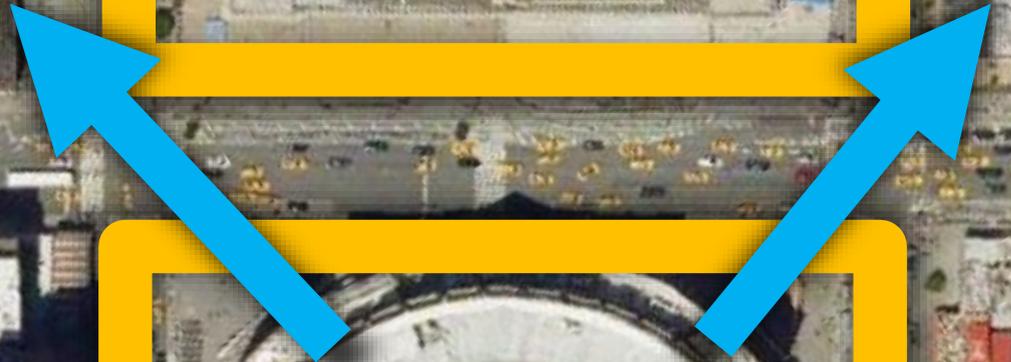
Visualization of new 33rd Street entrance



# Visualization of improved concourse under 33<sup>rd</sup> Street

# REDEVELOPING PENN STATION

c.) Open the site through new entrances at the corners and mid-block.





PENN STATION

Long Island Rail Road AMTRAK TRANSIT

Corner

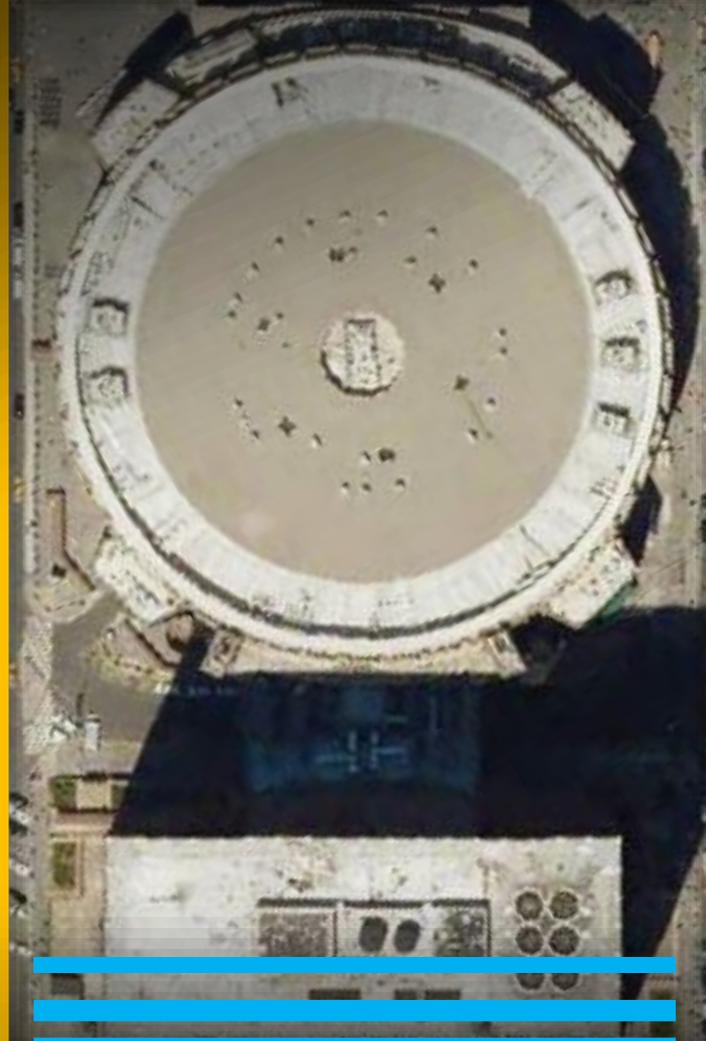




# Midblock

# REDEVELOPING PENN STATION

d.) Create a 7<sup>th</sup> Avenue grand entrance.



7<sup>TH</sup> AVENUE

# REDEVELOPING PENN STATION

e.) Renovate Penn Station as is, improving the configuration of the interior, facilities and retail, but without major external changes...





**TRACK 18**  
MTA Long Island Rail Road  
12:30 Huntington  
West Hempstead

**TRACK 17**  
MTA Long Island Rail Road  
12:11 Long Beach  
Jamaica

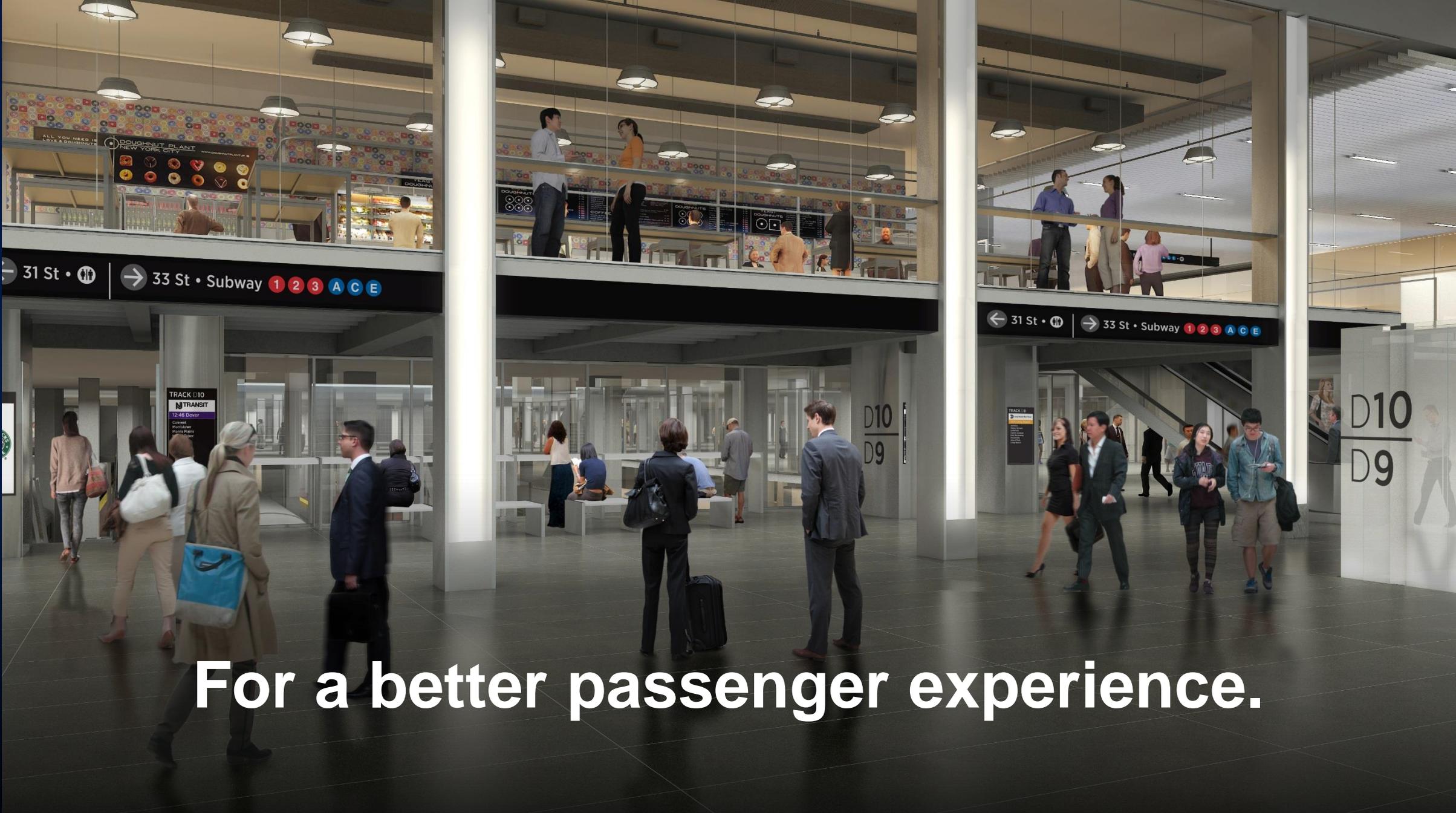
**Penn Station New York**

**Better navigation...**

ceparadise

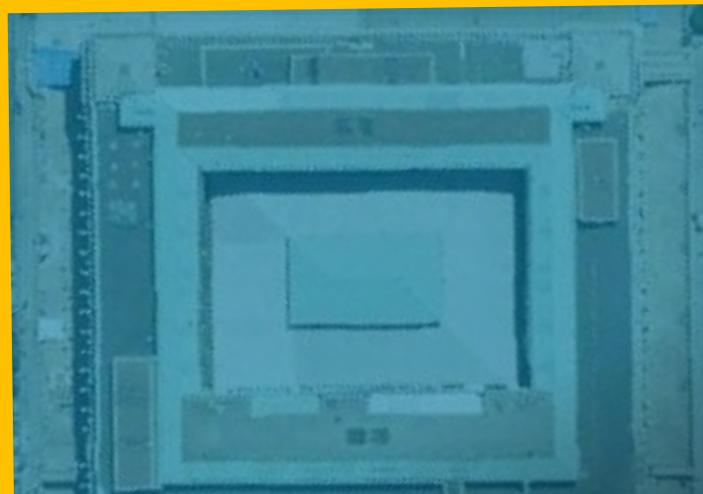
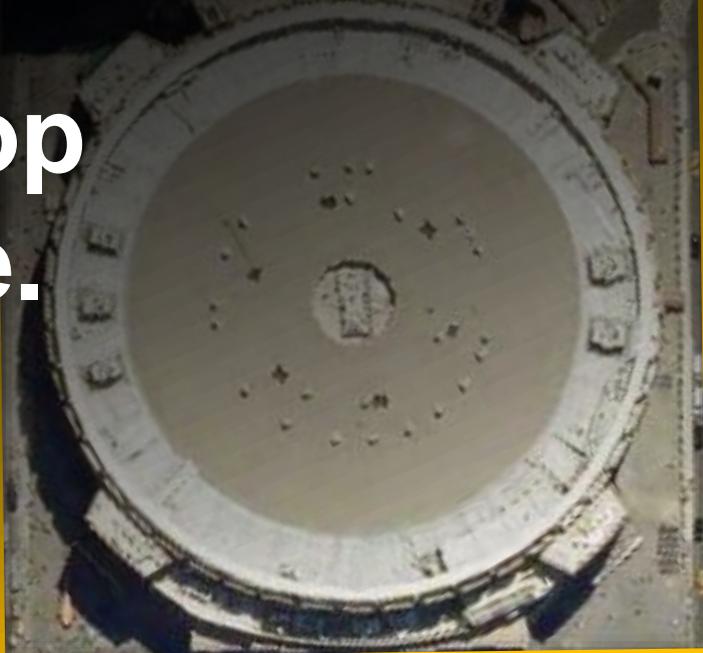


And wider concourses...



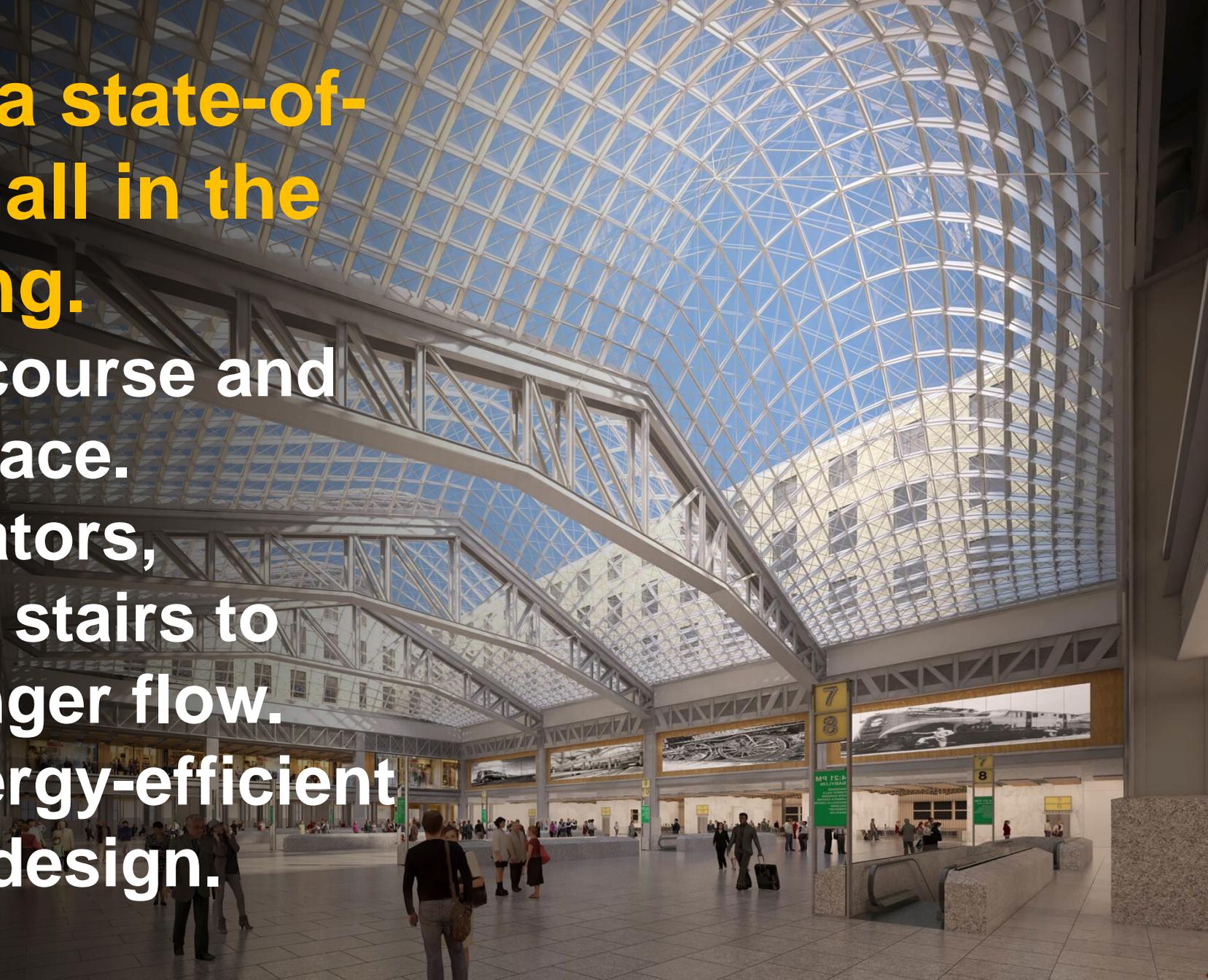
**For a better passenger experience.**

**Next,** we will redevelop  
the Farley Post Office.



# **We will build a state-of-the-art train hall in the Farley Building.**

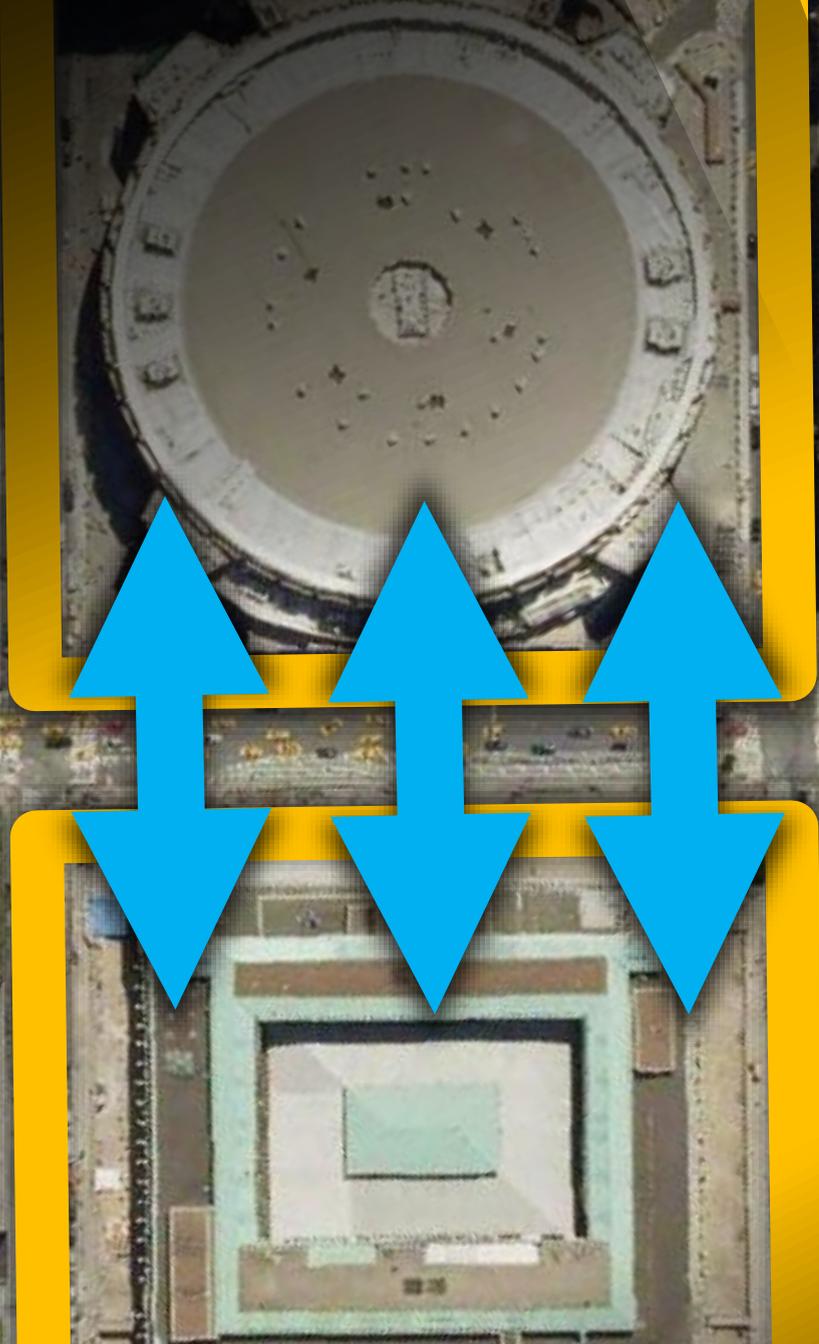
- **Increase concourse and circulation space.**
- **30 new escalators, elevators and stairs to speed passenger flow.**
- **Iconic yet energy-efficient architectural design.**



**The new train hall will also include retail space and modern amenities such as wi-fi and digital ticketing.**



**The two  
complexes will  
be joined by  
underground  
concourses.**





Together making one great  
**Empire State Station.**

**In summary, our plan calls for a public-private partnership to:**

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**Issue a joint RFP/RFEI this week**

**Allow for maximum flexibility**

**Options Include:**

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- **Private partner to redevelop Farley alone**
- **Private partner to redevelop Penn alone**
- **Private partner to do both**
- **Private partner may be a consortium**

# **Timetable:**

**Responses to joint solicitation  
will be due in 90 days.**

**A special thanks to...**

**Amtrak President Joseph Boardman  
ESD Commissioner Howard Zemsky  
MTA Chairman Thomas Prendergast  
Senator Charles Schumer**



**Empire State Station:**  
Part of our overall statewide  
transportation development plan...

**Upstate Roads  
and Bridges**

**Stewart Airport**

**Metro-North  
from Hudson  
Valley**

**Tappan Zee  
Bridge**

**Bronx Metro-  
North Stations**

**LaGuardia**

**MacArthur Airport**

**Gateway  
Tunnel**

**Empire State  
Station**

**East Side  
Access**

**Republic Airport**

**MTA \$26 billion**

**Long Island Railroad**

**JFK**

**Penn Station has more passenger traffic than Kennedy, LaGuardia and Newark Liberty Airports combined.**

← East Gates

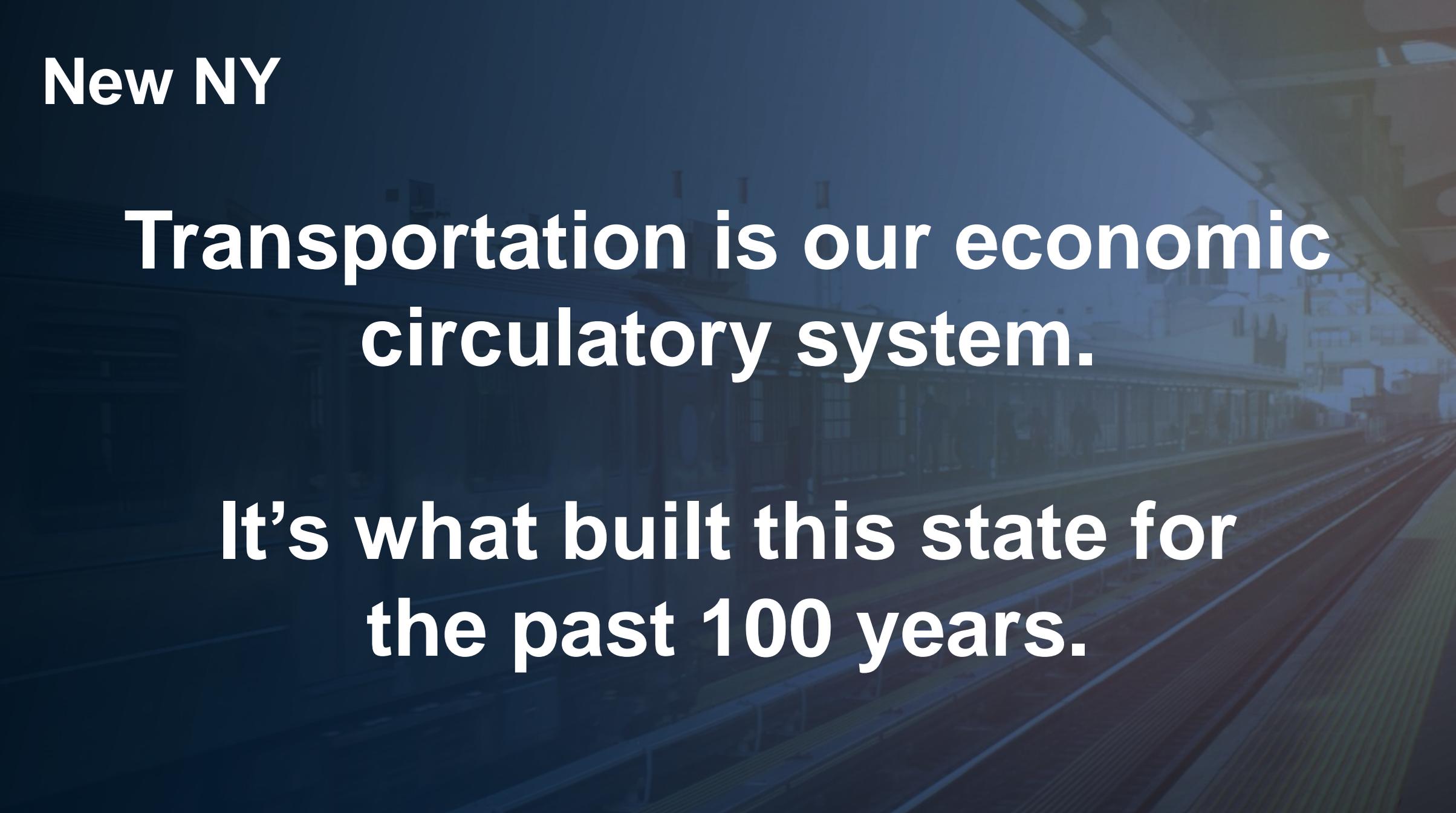
Time	Number Train	To	Status	Track	Time	Number Train	To	Status	Track
11:20P	203	EMPIRE SERVICE	BOARDING	SE	2:07P	3049	NE CORR SEC EMB	ON TIME	BRANTON
11:22P	6245	NID DIRECT SEC	ON TIME		2:11P	647	KEYSTONE EMB	ON TIME	HARRISBURG
11:26P	3047	NE CORR SEC EMB	ON TIME		2:15P	19	CRESCENT	ON TIME	ORLEANS
11:30P	3241	NJCOAST SEC EMB	ON TIME		2:20P	235	EMPIRE SERVICE	ON TIME	ALBANY
11:34P	6631	NID DIRECT SEC	ON TIME		2:23P	3715	NE CORR SEC EMB	ON TIME	JERSEY AVE
11:38P	174	REGIONAL	ON TIME		2:35P	6635	NIDTOHN DIRECT	ON TIME	HOMER
11:42P	2121	ACELN EXPRESS	ON TIME		2:44P	649	KEYSTONE EMB	ON TIME	HARRISBURG
11:46P	33	REGIONAL	ON TIME		2:46P	3251	NJCOAST SEC EMB	ON TIME	LONG BRANCH

SEC STOPS SECONUS EMB STOPS NEWARK AIRPORT

SEC STOPS SECONUS EMB STOPS NEWARK AIRPORT



**This project will be transformative  
for the State of New York and one of  
the most important developments in  
New York City in decades.**



**New NY**

**Transportation is our economic  
circulatory system.**

**It's what built this state for  
the past 100 years.**



**And it will continue to make  
this state the Empire State  
for the next 100 years.**



**Building to lead.**



**Built to Lead**



**Built to Lead**



**Built to Lead**