Governor Cuomo’s Mission: Build A New New York
In the 1930s, New York emerged as one of the world’s great cities in the nation’s most important state.
We built the world’s tallest buildings...
And the first major traffic tunnel.
New York was home to magnificent train stations and terminals...
The largest subway system...
And the longest bridges on earth.

1931 George Washington Bridge
We also built one of the greatest airports: Idlewild Airport, opened in 1948.
The airport was state-of-the-art – its terminals, designed by world-renowned architects, were extraordinary.
JFK was built with an eye toward the future.
But somewhere along the way, we lost our ability to build big and bold.
A CENTURY OF NEW YORK DEVELOPMENT

DEVELOPMENT BOOM: 1940-55
1910 Pennsylvania Station
1927 Holland Tunnel
1931 George Washington Bridge
1939 LaGuardia Airport
1948 JFK International Airport
1950 Brooklyn Battery Tunnel
1955 Tappan Zee Bridge

WANING YEARS: 1955-70
1964 Verrazano-Narrows Bridge
1964 Moses’ last project: The World’s Fair
1973 Rockefeller’s World Trade Tower

LOST INITIATIVE: 1970s-2010
2002 Reconstruction of the World Trade Center
2007-22 East Side Access (Estimated Completion)
Meanwhile, international capacity has been growing...
Canary Wharf • London
16 MILLION SQUARE FEET MIXED USE DEVELOPMENT
4x SIZE OF THE MALL OF AMERICA
High Speed Rail • China

WORLD’S LARGEST NETWORK: 24,000 MILES

TOP SPEED: 217 MPH • USA TOP SPEED: 150 MPH
Gotthard Tunnel from Switzerland to Italy

WORLD'S LONGEST TUNNEL: 35.5 MILES
CONSTRUCTION TIME: 17 YEARS
Akashi Strait Bridge • Japan
WORLD’S LONGEST SUSPENSION BRIDGE: 1.2 MILES
We are pursuing New York State’s reconstruction with the largest building program in history: $100 billion - to catch up and to leap forward...
The most impactful developments: Our Airports
JFK ranks 59th of world’s top 100 airports

Skytrax Airport Awards 2016
JFK ranks 59th of world’s top 100 airports

Skytrax Airport Awards 2016
LaGuardia Airport doesn’t even make list.

REALLY BAD
In 2014, we empaneled the Airport Advisory Panel...

Dan Tishman, Advisory Panel Chairman
Vice Chairman at AECOM Technology Corporation, and Principal and Vice Chairman of Tishman Realty

Tony Collins
President, Clarkson University

Jose Gomez-Ibanez
Professor of Urban Planning and Public Policy at Harvard’s Kennedy School of Government and Harvard’s Graduate School of Design

Marilyn Jordan Taylor
Professor of Architecture and Urban Design, Former Dean at the University of Pennsylvania

Melinda Katz
Queens Borough President
The Airport Advisory Panel, led by Dan Tishman, has developed a comprehensive set of recommendations to transform LaGuardia and JFK Airports.
THE NEW AIRPORT AT LAGUARDIA

• The nation’s largest public-private partnership – $4 billion in March 2016.
• Delta is redeveloping its terminals in parallel with LaGuardia Gateway Partners.
• With the airport’s groundbreaking this past June, a new LaGuardia is on the way.
• First new gates open next year.
Decades of ad-hoc expansion at JFK have resulted in a totally disconnected airport in the age of **unified terminals**.
We project passenger growth will dramatically increase from 60 million today as New York’s economy grows...
But JFK’s current plan will never let us realize this growth or offer a world-class passenger experience.
Our region deserves an international airport fit for the next century of economic leadership.
The Airport Advisory Panel recommends a vision plan to transform JFK into a unified, interconnected, world-class airport.

The vision plan has multiple components...
Create a more interconnected terminal layout.
Under the plan, JFK will expand newer terminals and redevelop and relocate older terminals to create a cohesive, connected airport.
2. Redesign the on-airport traffic pattern
The vision plan calls for redesigning a dense web of roads with multiple chokepoints and bottlenecks...
Into a sensible **ring road approach** that allows for easier, quicker access to all of the terminals at JFK, including for taxis, ride sharing, and for-hire vehicles.
Centralize parking lots within the ring road to allow for clear, airport-wide short term and long term parking options.
Ensure **world-class amenities** – including fine dining, top retail, duty-free, and meeting facilities throughout an expanded, unified JFK.
JFK started with the new TWA Terminal Hotel, which broke ground last month.
The vision plan calls for expanded taxiways to reduce ground delays and increases in the number of flight slots to accommodate growth.
Implement state-of-the-art security technology and regular reviews with third-party experts to update security to global best practices.
Security practices will also integrate emerging technologies, such as facial recognition and video tracking software that is being incorporated across New York’s infrastructure developments.
By setting a new course at JFK, the airport has the potential to drive up to $7 billion in private investment – achieving an even higher level of private support than LaGuardia.
Welcome to the New JFK International Airport
In our stakeholder discussions, the Advisory Panel identified transportation access as a key challenge to address.

We recommend two areas for improvement: roads and rail mass transit.
Address key bottlenecks in road access to and from the airport
Travel time to JFK from Midtown Manhattan is unpredictable – taking anywhere from 35 minutes to 2 hours.
The State Department of Transportation, working with the Advisory Panel, has identified two choke points on the highways to and from JFK.
First, the **eternal bottleneck** at the Kew Gardens Interchange where the Grand Central Parkway meets the Van Wyck Expressway...
The State Department of Transportation will increase capacity of the connector ramps between the Grand Central and the Van Wyck...
By going from two lanes to three lanes in each direction.
The second problem is chronic delays on the Van Wyck, where there is some of the worst traffic in the nation.
On the Van Wyck, we will go from three lanes...
The new lanes will be “managed use” allowing for express bus service or HOV use.

To four lanes in each direction.
7.4 MILLION
HOURS SAVED ANNUALLY

With these developments to the roads, motorists traveling between Manhattan and JFK will save a combined travel time of 7.4 million hours annually.
Reduction in emissions

Gallons of fuel conserved

Saved each year

Reducing congestion will also save fuel and reduce emissions, directly improving air quality.
These improvements will have the added effect of diverting highway traffic away from local streets and reducing disruptive noise on the surrounding community.
Expand rail mass transit to meet projected passenger growth
Since opening in 2003, JFK AirTrain ridership has surpassed all projections. Soon, rising demand will swamp capacity.
Accessing the AirTrain from subway and commuter rail is notoriously challenging — the majority of passengers transfer at an outdated, hard-to-navigate station at Jamaica.
The Advisory Panel’s vision plan calls for consideration of two ways to improve rail mass transit to JFK.

Option 1: Expand JFK AirTrain
- Improve ease of connection from MTA Subway or MTA LIRR by top-to-bottom rebuild of interconnections at Jamaica
- Increase the capacity from two to four cars per train and increase its frequency

Option 2: Explore feasibility of one-seat ride to JFK
At Jamaica, improve the connection to the AirTrain by providing New Yorkers with essential modern amenities – going from this...
High-performance elevators and escalators

Charging stations

Clear wayfinding
A modernized mezzanine will create simpler navigation and smoother transfers to the AirTrain – going from
A more direct path from the subway and LIRR will improve accessibility and connections to the AirTrain.
Additionally, expanding AirTrain from two to four cars per train would **double capacity**...
From 21 million today to more than 40 million passengers annually.
The MTA, which operates the subway and LIRR in Jamaica, will work with our partners to develop a proposal to enhance AirTrain service.
JFK is one of the only major airports in the world that does not offer travelers a one-seat ride from its city center.
Based on the panel’s recommendations, Governor Cuomo has also asked the MTA and its partners to jointly explore the feasibility of a one-seat ride to JFK.
TODAY WE ARE
STARTING THE JFK TRANSFORMATION

1. Transform JFK into a unified, interconnected, world-class airport
2. Address key bottlenecks in road access to and from the airport
3. Expand rail mass transit to meet projected passenger growth
A joint State-federal review team recently developed a series of recommendations to improve emergency response and enhance security at JFK.
Based on the review, we are implementing four security recommendations.

1. Establishing a single, unified operations center for all security forces on the premises.
2. Conducting coordinated, joint training exercises between federal, State, and local security agencies.
3. Streamlining evacuation procedures at airport facilities.
4. Requiring comprehensive security and emergency preparedness training for all airport employees.
   • First-in-the-nation program is already underway; the first session was held on December 20.
In the last six years, New York State has restored its commitment to public art.
We will launch design competitions at the 20 crossings over highways that lead out of JFK to make public art part of New York’s gateways.
## JFK Transformation Cost Breakdown

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<thead>
<tr>
<th>Category</th>
<th>Cost</th>
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<tbody>
<tr>
<td>On-airport development</td>
<td>$7-8 billion</td>
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<tr>
<td>Road access, including</td>
<td>$1.5-2 billion</td>
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<td>Van Wyck expansion</td>
<td></td>
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<tr>
<td>Mass transit access</td>
<td>TBD</td>
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**Total Cost:** $10 BILLION PLAN