







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.

An aerial photograph of the Empire State Building in New York City. The building is the central focus, standing tall above a dense grid of smaller buildings. The image is in black and white, with a blue gradient overlay at the bottom. In the top right corner, there is a dark blue banner with white and yellow text. In the bottom left corner, there is white and yellow text.

1932 Empire State Building

We built the
world's tallest buildings...

1927 Holland Tunnel



And the
first major traffic tunnel.

A black and white photograph of the interior of Pennsylvania Station in New York City, showing the grand, vaulted glass and steel structure with a large clock face at the top center. The station is filled with people and luggage, capturing the busy atmosphere of the early 20th century.

1910 Pennsylvania Station

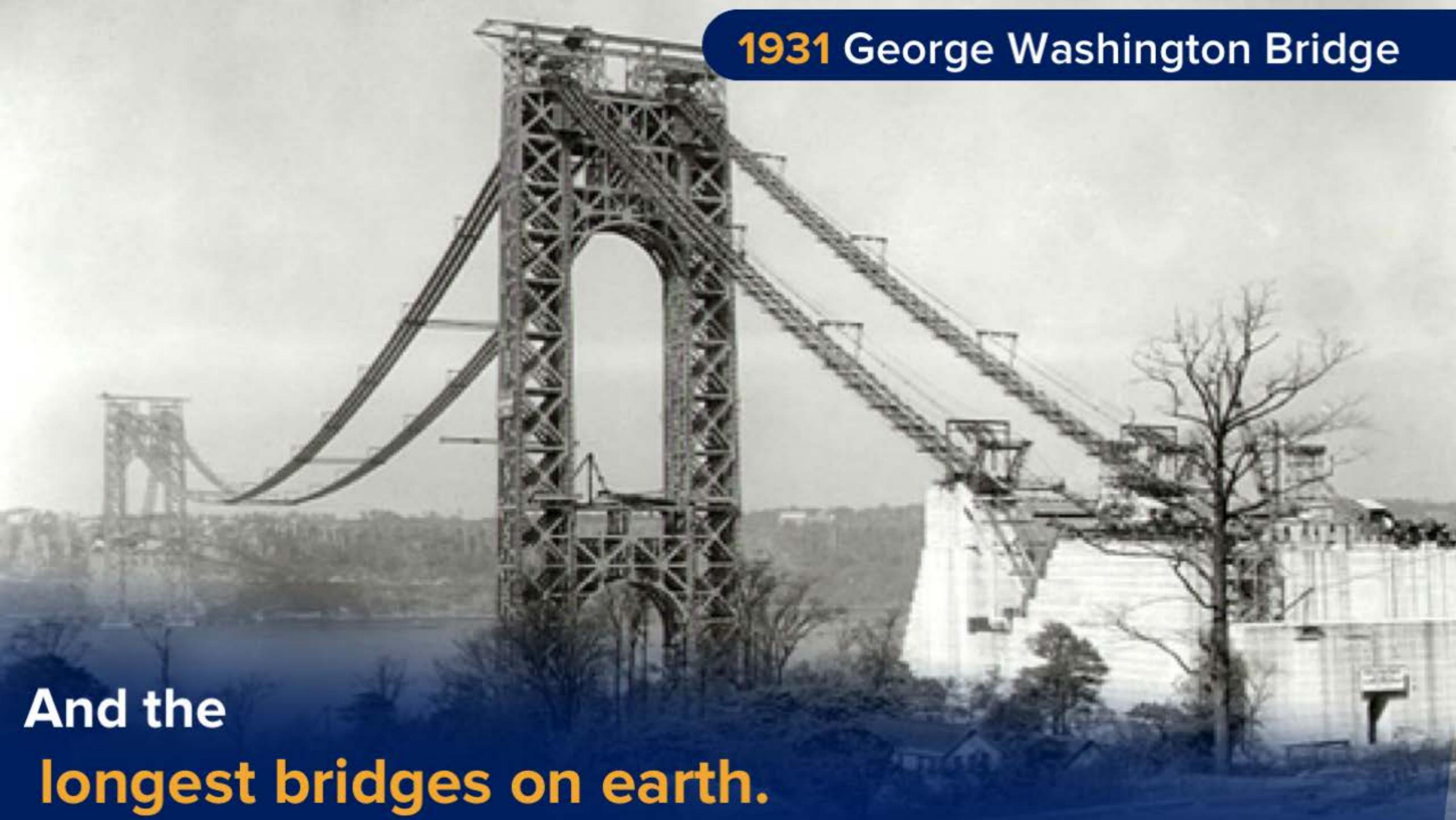
New York was home to

magnificent train stations and terminals...

1905 Subway Construction



**The
largest subway system...**



1931 George Washington Bridge

And the
longest bridges on earth.



**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.

An aerial photograph of a city street grid, overlaid with a semi-transparent blue filter. The streets are clearly visible, forming a grid pattern. The text is centered over the image.

**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)

The background is a collage of blue-tinted images. The top half shows a modern building with a curved facade and a person walking on a balcony. The bottom half shows a busy airport terminal with many people walking through a large open space.

**Meanwhile,
international capacity
has been growing...**



Burj Khalifa • Dubai

WORLD'S LARGEST BUILDING: 2,716 ft.



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



Millau Bridge • France

WORLD'S TALLEST BRIDGE: 1,125 FT

Incheon Int'l Airport - Seoul



Dubai Int'l Airport



Munich Airport - Germany



Hong Kong Int'l Airport





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

Incheon Int'l Airport - Seoul

Dubai Int'l Airport



**JFK ranks 59th of
world's top 100 airports**

Skytrax Airport Awards 2016

Munich Airport - Germany

Hong Kong Int'l Airport

Incheon Int'l Airport - Seoul

Dubai Int'l Airport



**JFK ranks 59th of
world's top 100 airports**

Skytrax Airport Awards 2016

BAD

Munich Airport - Germany

Hong Kong Int'l Airport

Incheon Int'l Airport - Seoul

Dubai Int'l Airport



SKYTRAX

**LaGuardia Airport
doesn't even make list.**

Skytrax Airport Awards 2016

REALLY BAD

Munich Airport - Germany

Hong Kong Int'l Airport

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.



STEP ONE:

The New Airport at LaGuardia

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.**

STEP TWO:

A New JFK International Airport



Dan Tishman

Advisory Panel Chairman

Decades of ad-hoc expansion at JFK have resulted in a totally disconnected airport in the age of **unified terminals**.

**75
MILLION**

**PASSENGERS
BY 2030**

**100
MILLION**

**PASSENGERS
BY 2050**

**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.**

The background of the image is a dark blue overlay on a photograph of the Statue of Liberty and the New York City skyline. The Statue of Liberty is on the left, and the skyline with various skyscrapers is on the right.

**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...



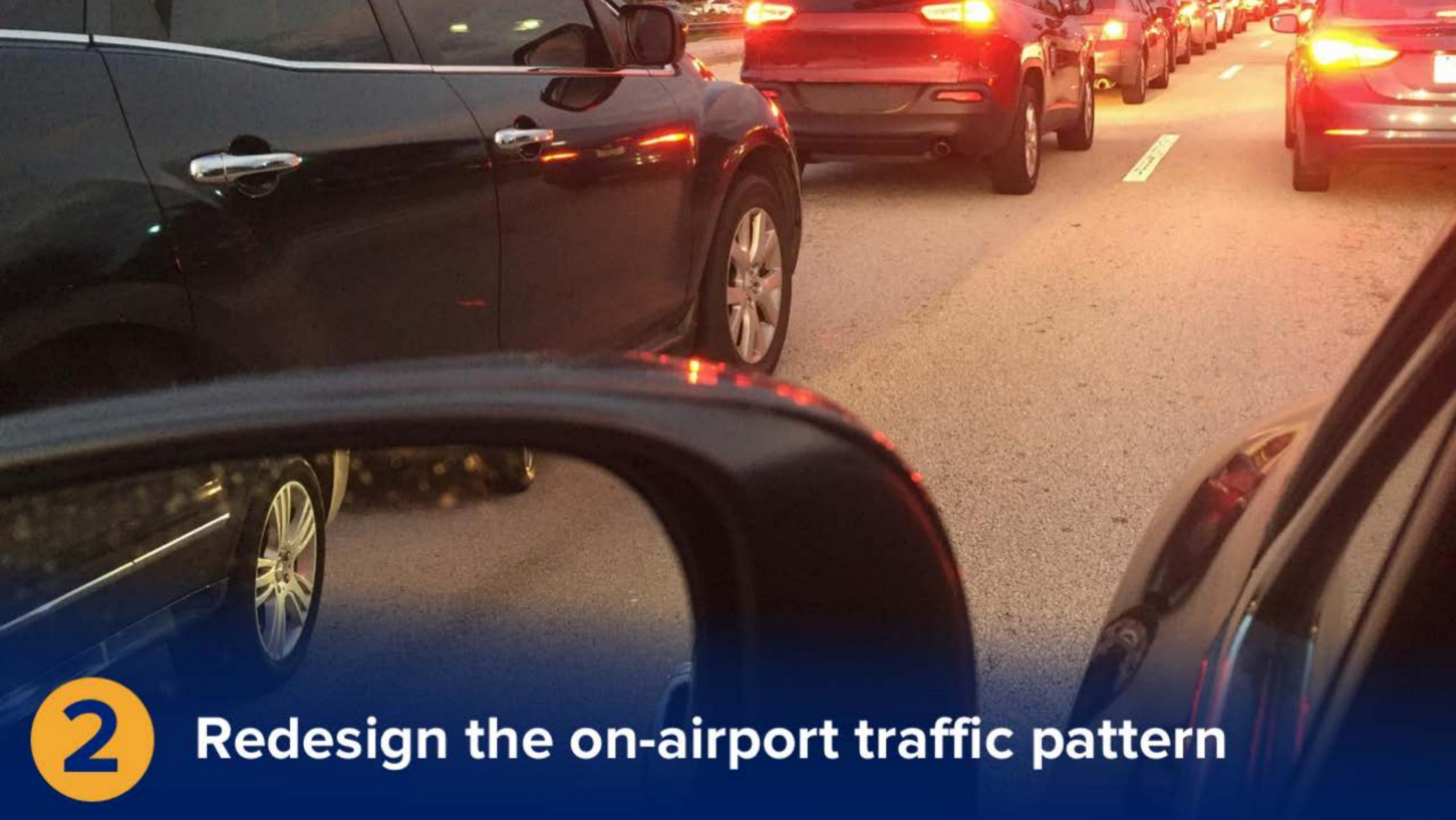


1

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...**

An aerial architectural rendering of the JFK airport terminal complex. A large, irregularly shaped road, highlighted with a thick orange border, encircles a central parking lot and terminal building. The road is labeled "Ring Road" in a yellow box. The terminal building has a distinctive blue, curved roof. The surrounding area includes other airport buildings, parking lots, and green spaces.

“Ring Road”

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.



Centralized parking lots

3

Centralize parking lots within the **ring road** to allow for clear, airport-wide short term and long term parking options.



4

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.



5

The vision plan calls for expanded taxiways to reduce ground delays and increases in the number of flight slots to accommodate growth.



6

Implement state-of-the-art security technology and regular reviews with third-party experts to update security to global best practices.

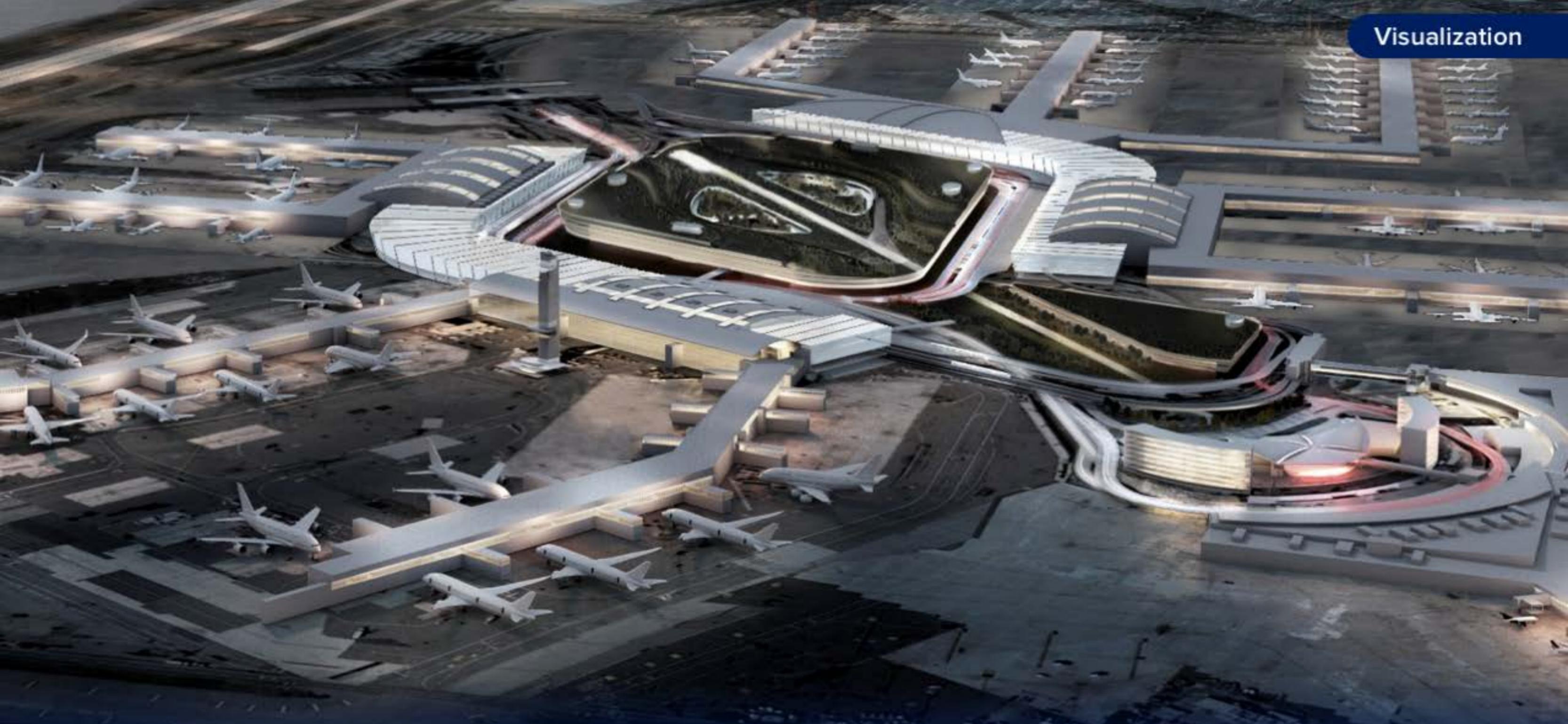
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Security practices will also integrate emerging technologies, such as facial recognition and video tracking software that is being incorporated across New York's infrastructure developments.



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.



1

Address key bottlenecks in road access to and from the airport



Department of
Transportation

Matthew Driscoll
COMMISSIONER



**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.**

Midtown

LONG ISLAND
EXPRESSWAY

GRAND CENTRAL
PARKWAY

Kew Gardens Interchange

VAN WYCK
EXPRESSWAY

JFK

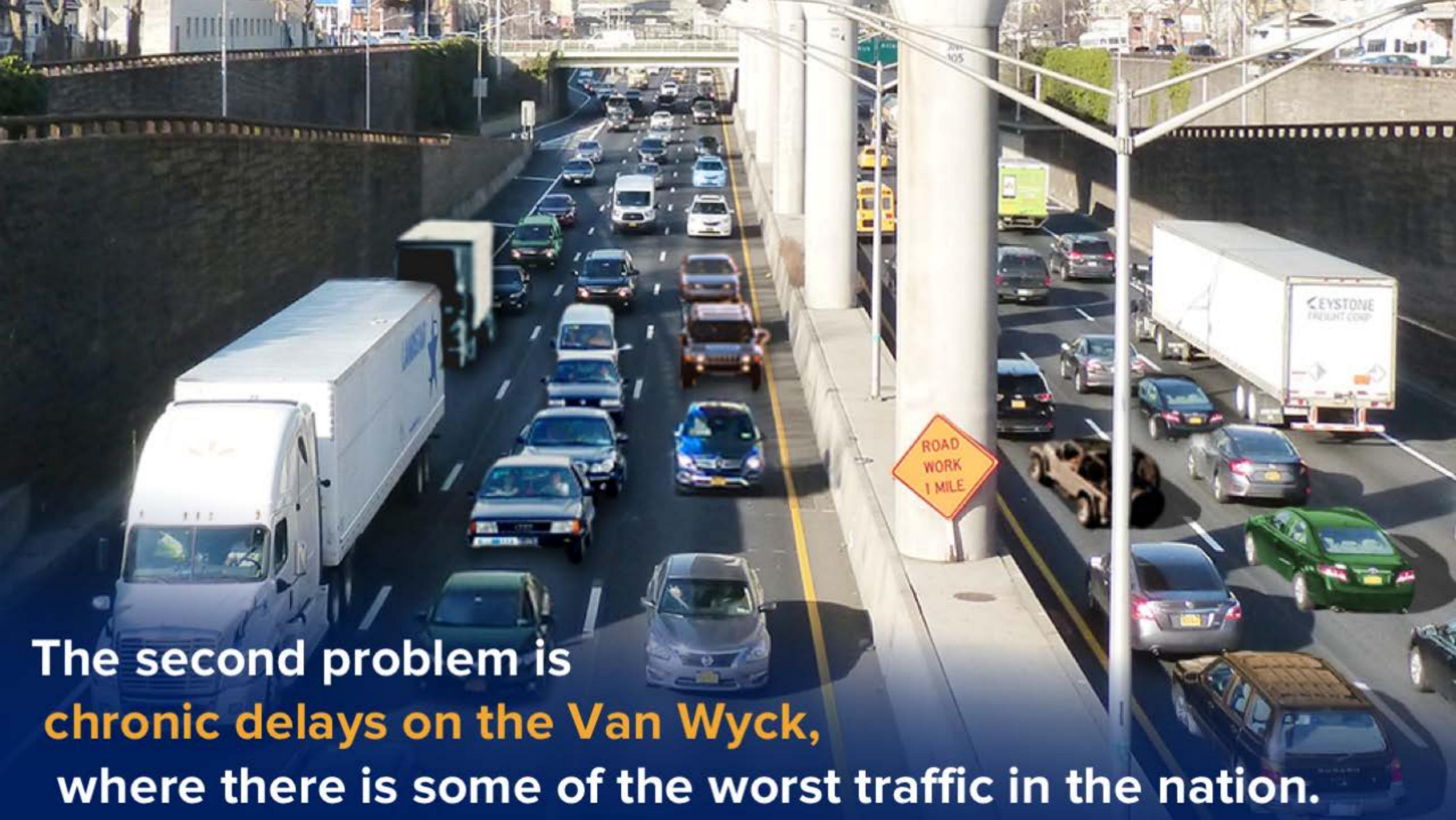
First, the **eternal bottleneck** at the Kew Gardens Interchange where the Grand Central Parkway meets the Van Wyck Expressway...



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...**

To four lanes in each direction.

**The new lanes will be
“managed use” allowing for
express bus service or HOV use.**





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.**

30%

Reduction in emissions

**10.8
MILLION**

Gallons of fuel conserved

**\$27
MILLION**

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.



2

Expand rail mass transit to meet projected passenger growth

118



Thomas Prendergast
CHAIRMAN & CEO



THE PORT AUTHORITY OF NY & NJ





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...



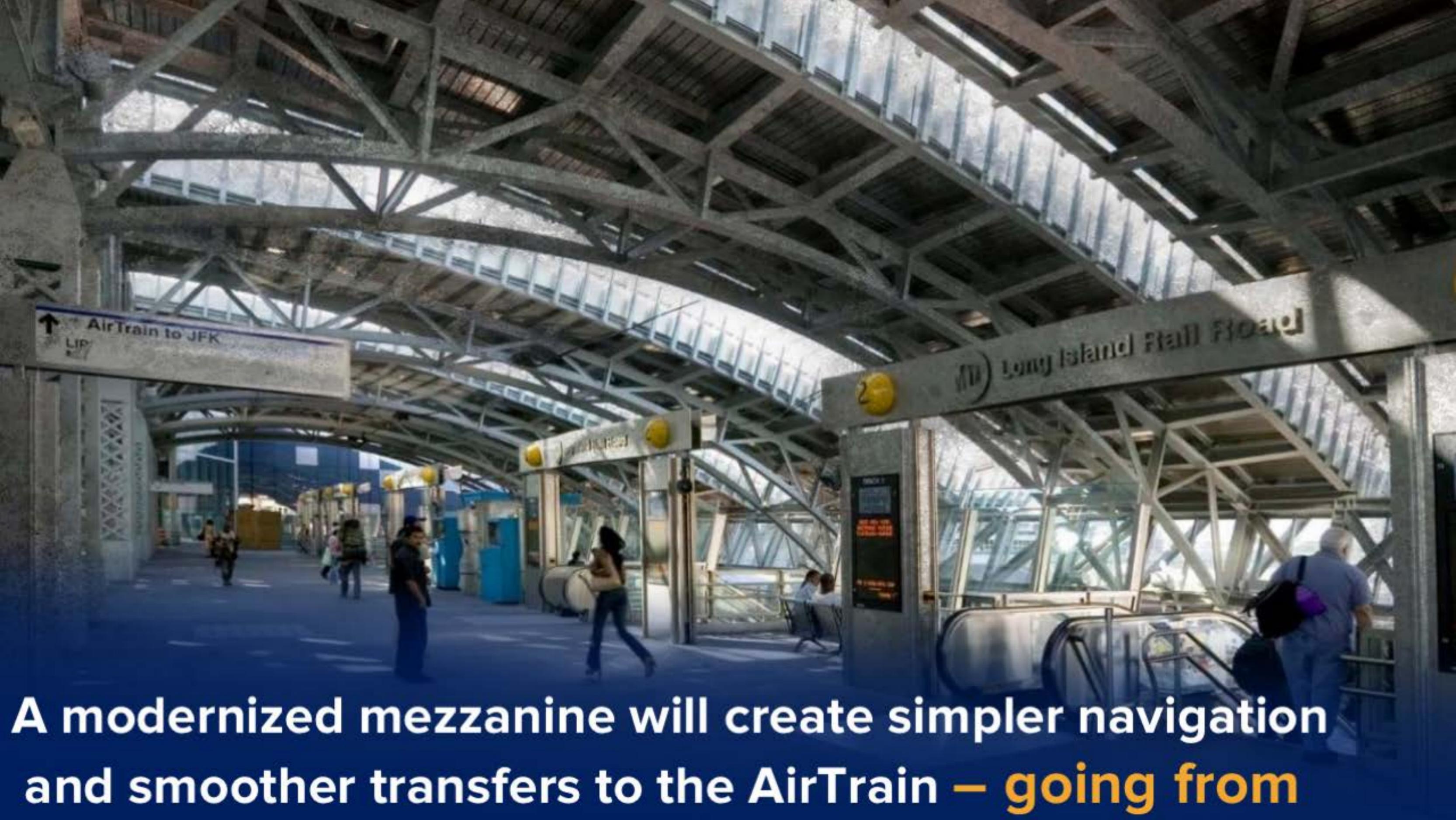
To this.

**High-performance
elevators and escalators**

**Charging
stations**

Clear wayfinding





A modernized mezzanine will create simpler navigation and smoother transfers to the AirTrain – going from



To this.

**In-station
flight
information**

**Charging
stations**

**Improved
way-finding**





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.



Heathrow



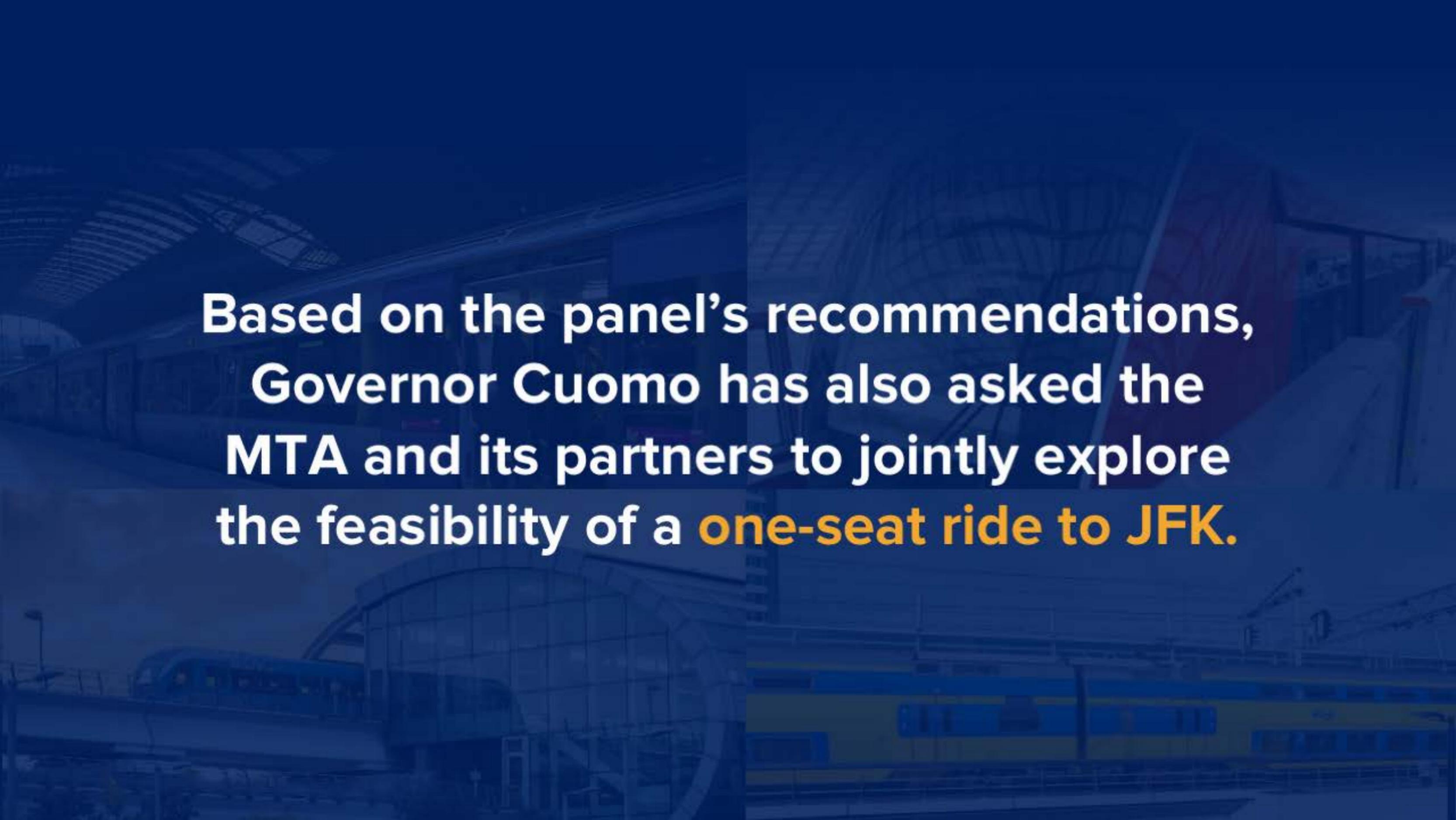
Beijing



Dubai



Amsterdam



**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.****



Andrew M. Cuomo
GOVERNOR

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

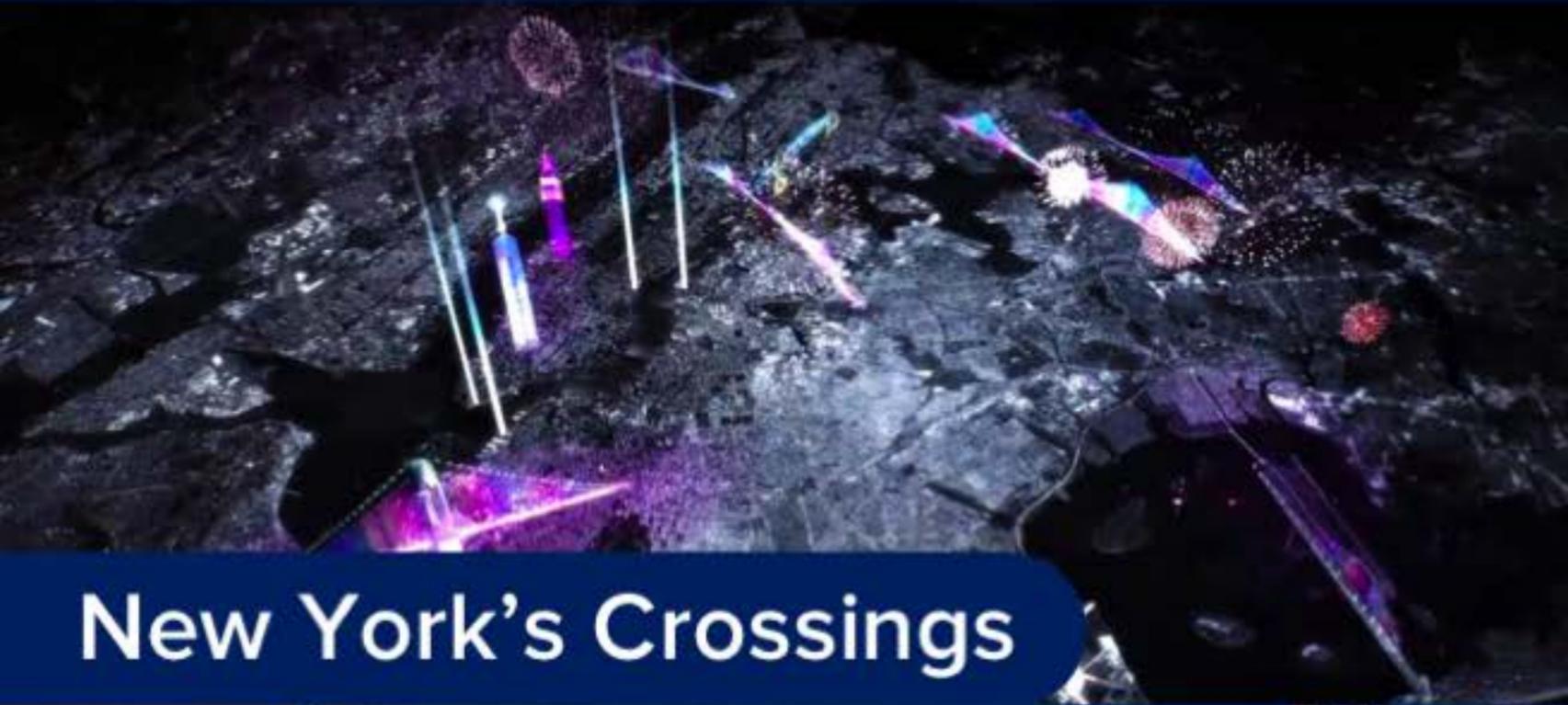


A joint State-federal review team recently developed a series of recommendations to improve emergency response and enhance security at JFK.

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.**



New York's Crossings



New Penn-Farley Complex



Javits Convention Center



New LIRR Concourse



WELCOME TO NEW YORK STATE I ❤️ NY.
—EXCELSIOR—

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

On-airport development	\$7-8 billion
Road access, including Van Wyck expansion	\$1.5-2 billion
Mass transit access	TBD

\$10 BILLION PLAN

BUILDING TODAY FOR A BETTER TOMORROW





