To Obtain Industry Feedback Related to the Proposed JFK Central at John F. Kennedy International Airport: A Mixed-Use Oversite Development at the Ground Transportation Center
THE PORT AUTHORITY OF NY & NJ

PROCUREMENT DEPARTMENT
4 WORLD TRADE CENTER
150 GREENWICH STREET, 21ST FLOOR
NEW YORK, NY 10007

REQUEST FOR INFORMATION

TITLE: TO OBTAIN INDUSTRY FEEDBACK RELATED TO THE PROPOSED JOHN F. KENNEDY INTERNATIONAL AIRPORT JFK CENTRAL: A MIXED-USE OVER-SITE DEVELOPMENT ATOP THE GROUND TRANSPORTATION CENTER

NUMBER: 54580

RESPONSE DUE DATE: SEPTEMBER 6, 2019
TIME: 2:00 PM EST

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1. General Information:
The Port Authority of New York and New Jersey

For background with respect to The Port Authority of New York and New Jersey (the Port Authority) see www.panynj.gov. In addition, the most recent electronic version of the Authority’s Annual Report is available at http://www.panynj.gov/corporate-information/annual-reports.html

2. Executive Summary

The Port Authority is exploring possible uses for the 14-acre site atop a new Ground Transportation Center (GTC) that will be built in the center of John F. Kennedy International Airport (JFK or the Airport). Known as JFK Central, this area could become a mix of commercial development and vibrant, large-scale public space that serves as a central convening area for passengers and airport employees alike. JFK Central represents a unique opportunity for developers and designers to create a new, highly visible New York landmark that is instantly identifiable as part of the new JFK.

On October 4, 2018, Governor Cuomo announced a $13 billion plan to transform JFK into a world-class, 21st century airport (JFK Redevelopment or A New JFK). This investment will reposition JFK as an interconnected, modern airport anchored by two new international terminal complexes with expanded taxiway and gate capacity, state of the art security, and streamlined roadways. As part of this transformation, the GTC will be constructed to serve the new Terminal 1 and Terminal 4 in the southern half of the Central Terminal Area (CTA). The GTC will include an arrivals plaza on the Ground Level and a multilevel parking garage on Levels 2 and 3. The Port Authority is exploring possible uses for the area above the GTC at Level 4.

As noted above, JFK Central represents a unique opportunity for developers and designers to create a new, highly visible New York landmark which harkens back to JFK’s celebrated past of the 1950s and 1960s. The original CTA featured a central public space, including a reflecting pond, fountain, and chapels. The TWA Terminal, an iconic building from this same era, recently reopened as a new, 512-room hotel directly adjacent to the CTA. This new 14-acre site offers a blank canvas for a developer to create a central public space which both serves today’s travelers and employees and capitalizes on the broader transformation of JFK underway.

JFK Central will draw from the 62 million annual passengers and 41,000 airport employees at JFK and create opportunities for the local Queens community, which is one of the most culturally diverse in the world. Potential uses at JFK Central include, but are not limited to, hospitality, retail and dining options, including pop-ups and food trucks, office and co-working space, and recreational and cultural offerings and events that serve airport users. Modern airports around the world, including those in Amsterdam, Zurich, and Singapore, have successfully incorporated similar mixed-use developments to the benefit of passengers, employees, and local community members alike.

In addition to unifying and branding the redeveloped Airport, the Port Authority seeks to leverage the JFK Central project to advance the broader community relations objectives of the JFK Redevelopment. These include promoting opportunities for local, minority-owned and woman-owned businesses; connecting local residents to employment opportunities at JFK; enhancing education in the aviation and STEM fields; and improving the local environment.

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Responses that advance one or more of these objectives are encouraged. Furthermore, involvement of local resources will be strongly encouraged in any art, landscaping, or architecture contemplated for the site.

As the Port Authority embarks on this effort to develop JFK Central, soliciting and receiving input from the market is essential to its planning process and the development of future procurement strategies. Therefore, the Port Authority is issuing this Request for Information (RFI) to seek ideas and information from firms that specialize and have proven experience in designing, developing and operating multi-use commercial developments and/or large-scale public spaces (Respondents). The Port Authority may use this information to help inform next steps for the development of the proposed JFK Central.

This RFI is an inquiry only. No contract or agreement will be entered into as a result of this RFI. There are no guarantees made or implied by the Port Authority that the development of the proposed JFK Central will result in a public procurement process for the performance of any services contemplated herein, nor that any subsequent procurement will follow the approach described herein. A Request for Qualifications (RFQ) and/or Request for Proposals (RFP) is expected to follow thereafter.

Respondents are encouraged to submit ideas and concepts for the commercial component, the public space component, or both. Initial submissions are due by the Response Due Date and time conveyed on the cover page of this RFI. The Port Authority may ask select Respondents to attend informal discussions with Port Authority staff and their advisors to provide additional information or explanations. If additional environmental review is necessary, it will be performed at the appropriate time.

Responses to this RFI will become the property of the Port Authority upon submission, and the Port Authority agrees not to use the submissions for commercial purposes or to disclose information provided therein publicly or to any other Respondents without permission, subject in all cases to the Port Authority's obligations under freedom of information requirements.
3. Background Information

**JFK International Airport**

The Port Authority operates five airports in the New York/New Jersey metropolitan region, including JFK, LaGuardia Airport, Newark Liberty International Airport, New York Stewart International Airport, and Teterboro Airport. Together, these airports are a key component to the area’s mobility and commerce, linking the goods and people of the region to the nation and the world.

Located approximately 16 miles southeast of Midtown Manhattan, across 4,930 acres in Jamaica, Queens, JFK is the primary international airport serving New York City and is the busiest international passenger gateway in North America. In 2018, the Airport handled 62 million passengers and generated $51.3 billion in total revenue for the region, resulting in 279,000 jobs, including 41,000 airport jobs. Passenger growth is expected to increase as New York’s economy continues to grow, with 75 million annual passengers expected by 2030 and 100 million passengers expected by 2050. Following decades of ad-hoc expansion resulting in a disconnected airport experience, Governor Cuomo recently announced a $13 billion redevelopment plan to modernize and unify JFK.

The maps below show a graphical representation of the existing Airport layout, with access roads and major areas identified, as well as an isolated view of the CTA.
The JFK Redevelopment Plan

On October 4, 2018, Governor Cuomo announced a redevelopment program to transform JFK into a unified, world-class, 21st century airport. The plan is based on recommendations from the Governor’s Airport Advisory Panel, and its November 2017 report, *A Vision Plan*. Major initiatives include creating a unified terminal layout, providing world-class amenities, redesigning traffic patterns, centralizing ground transportation, expanding taxiways and gate capacity, and implementing state-of-the-art security technology. Collectively, these initiatives seek to reestablish the Airport as a preeminent transportation and economic hub for the region. See Attachment A for additional information on the Governor’s JFK Redevelopment Plan.

Major changes to the existing terminal layout are shown below. These will include a new, expanded Terminal 1 (replacing the existing Terminals 1 and 2) in the southern half of the CTA and a new Terminal 6 (replacing the existing Terminal 7) in the northern half of the CTA. The new GTC at the base of JFK Central will combine and replace existing parking structures in the southern portion of the CTA, and represents one of the first steps in creating a modern and interconnected JFK.

The GTC will feature outstanding public realm design and the flexibility to adapt to future uses, such as autonomous vehicles. On the ground floor, an arrivals plaza will provide space for taxis, for-hire vehicles, private vehicles, and buses. The design of the arrivals plaza will seek to improve the passenger experience by providing a seamless flow of traffic and clear and safe pedestrian access. Above the arrivals plaza, two levels of parking will provide 3,500 parking stalls for private passenger vehicles. The GTC will be designed and constructed to accommodate the potential development of JFK Central with structural, access, and egress considerations in mind. See Attachment B for additional information on the GTC.

*Future Layout of Central Terminal Area*
4. Project Scope

The Port Authority is exploring potential uses for JFK Central, the 14-acre site atop the new GTC, and is seeking ideas and concepts from Respondents. The project is currently conceived as a mix of commercial development and vibrant, large scale public space featuring an iconic design that ties together the Airport experience by providing a centralized amenity base and meeting space for all passengers, employees and TWA Hotel guests. Similar mixed-use developments incorporating a mix of commercial and public space are becoming a feature of other modern airports (See Attachment D: Benchmark Airports). Thus, the development of JFK Central would be a highly visible component of the transformation of JFK into a world-class airport.

Responses to this RFI should support the overall goals of the JFK redevelopment plan, which include creating a more interconnected airport as well as strengthening connections to the local community. Local community considerations might include providing opportunities for local, minority-owned and women-owned businesses; connecting local residents to employment opportunities at JFK; enhancing education in the aviation and STEM fields; and improving the local environment.

The Port Authority welcomes ideas and concepts for the commercial component, the public space component, or those that incorporate both. However, a large-scale, landscaped public space is expected to be a key element of any prospective project at JFK Central, and developers interested in the commercial component alone should be prepared to integrate such a public space into their overall design, either in their initial submission or at a later date.

Responses to this RFI are due on the Response Due Date and time conveyed on the cover page of this RFI. For additional submission information and planned next steps, see Section 11 (Submission Process and Timing). For the questions and requests that should be addressed in response to this RFI, see Section 14 (Questions for Respondents).

5. Site Overview

Location

JFK Central will be located in the southern half of JFK’s CTA. The interior portion of the CTA is bounded by the terminal access roads and totals approximately 50 acres. The total CTA, inclusive of the terminals, ramp and apron areas, roadways, and public parking facilities, totals approximately 880 acres.

The GTC and JFK Central site itself is bounded primarily by the JFK access roads and is adjacent to the current Terminals 1, 2, and 4. While the GTC will primarily serve an expanded Terminal 1 and Terminal 4 (Terminal 2 will be demolished as part of the redevelopment), JFK Central is expected to serve as a meeting point for all terminals.
Access

The site is accessible via the Van Wyck Expressway, the JFK Expressway, and by AirTrain, which provides access to all passenger terminals, airport parking lots, hotel shuttles, rental car areas, the New York City subway system A line via the Howard Beach subway station, and the New York City subway system E, J and Z lines and the Long Island Rail Road, via the Jamaica subway and Long Island Rail Road station. The site is adjacent to Terminals 1 and 4; for additional information about terminal connectivity and walk times, see Section 6 (Potential Users/Patrons). Ultimately, JFK Central may also be connected to the local community via bike and pedestrian paths.

Size

The total podium size is approximately 1,560 feet by 370 feet, in a trapezoid shape, yielding an approximately 14 acre site. The distance from the terminal frontage is estimated to be approximately 300 feet. The base podium level will be nominally aligned with the departures level at an elevation of approximately 58'-0" above grade, located three levels above the GTC ground level arrivals plaza. Federal Aviation Administration (FAA) restrictions limit the total maximum height for the combined GTC/JFK Central structure to 150' above grade. Per submittals to the FAA for the Airport redevelopment, as much as 30% to 40% of the total podium space above the GTC is available for commercial development. Vertical development is expected to be concentrated within the northern section of the site. See Section 8 (Design and Development Considerations) for additional details.

Scale

The significant footprint of JFK Central provides an opportunity for Respondents to introduce ideas and concepts that blend commercial and public space in creative and interesting ways. Moreover, the scale and location of JFK Central ensures that it will become a key component of the Airport’s overall design and aesthetic experience, establishing a new face to JFK.

For comparison, the JFK Central site area is twice as large as Madison Square Park and three times the size of Bryant Park in New York. It is also three times the size of the new, world-renowned, mixed-use development “The Jewel” at Singapore’s Changi Airport. This scale provides ample opportunities for various site configurations, including softscape and hardscape elements, event programming, and development phasing.

1 All dimensions are approximate and subject to change.
Scale Comparison: JFK Central and Madison Square Park, New York

Scale Comparison: JFK Central and Bryant Park, New York
6. Potential Users/Patrons

JFK Central aims to be a vibrant, pedestrian-oriented, urban development at the heart of JFK. As such, the project presents a unique opportunity to serve a diverse population of airport patrons, including airline passengers, terminal employees and TWA Hotel guests.

Passengers

JFK is currently the nation’s busiest airport for international passengers, serving the largest and densest population in the country. Over half of JFK’s passengers use the Airport’s southern-most terminals, which are adjacent to the JFK Central site. The JFK Central site’s proximity to passenger terminals will allow for JFK Central to host the Airport’s many passengers that must arrive early for flights or pass time during long layovers.
As depicted above, Port Authority surveys indicate that 10.8 million departing passengers arrive at JFK more than four hours before their departure times each year. These passengers are often visiting tourists obligated to check out of hotels long before their scheduled flights, and, due to limited capacity in the existing terminals, face an uncomfortable wait with little to do. In addition, 14.2 million passengers (23% of total) have connecting flights, of which 2.6 million have layovers that are over three hours long (but generally not long enough to visit off-airport sites in New York City). These longer layovers are generally for passengers that transfer from international to domestic flights and must clear customs and arrive landside before going through security. Most of the these transfers will occur at the new Terminal 1 and Terminal 4, which is directly adjacent to the JFK Central site. Passenger growth is expected to continue at about 2% per year from 62 million passengers today to 75 million by 2030 and 100 million by 2050 (as shown in the projected future scenario above).
Employees

In addition to the high volume of passengers that move through JFK, the Airport also provides 41,000 jobs, 31,000 of which are in the CTA. Employees play a critical role in the daily operations of the airport – from rental car agents to security officers to cargo handling specialists. While there is an abundance of shops and restaurants on the post-security airside of all JFK terminals, these retailers predominantly cater to passengers and have few amenities for airport employees. Fewer options exist on the pre-security landside, where the JFK Central site is located. Except for a small food court in Terminal 1, which will close with the opening of the new terminal in 2023, the CTA has limited facilities for employees.

Development of appropriate food and retail for CTA employees would not only face limited competition but also provide much-needed services to employees, helping to make JFK a more attractive workplace and improving operational reliability.

TWA Hotel Guests

The newly opened and highly acclaimed TWA Hotel will bring additional patrons to JFK Central. The hotel, which is currently the only on-site hotel at JFK, includes 512 guestrooms, 50,000 square feet of event space, a 10,000 square foot observation deck and pool, and a 10,000 square foot fitness facility for guests. The project also includes dining options, a cocktail bar, and museum exhibitions. JFK Central, a 10 minute walk, would be another amenity for TWA Hotel guests.
Walk Times from the Arrivals Level

Walk Times from the Departures Level
JFK Central’s location and accessibility will allow for the creation of a place where patrons can spend time and rely on consistently short travel times to Terminals. The facility’s primary vertical circulation cores will provide direct connections to both departures and arrivals levels, and, depending on where in the facility patrons depart, walk times to Terminals 1 and 4 will range from three to eight minutes.

### 7. Potential Uses

JFK Central will serve as an anchor and a destination as well as a gateway to the CTA. It will be critical in unifying JFK, while also contributing economically to the Airport and local community. The list of options presented in this section should not be considered exhaustive. Respondents are encouraged to propose other uses deemed feasible and advantageous to help define the redevelopment space as a unique urban place in its own right rather than simply an adjunct to the Airport terminals.

**Recreation and Wellness**

As JFK moves to better serve the patrons outlined in the previous section, and improve customer experience, significant consideration should be given to including recreation and wellness facilities. Most importantly, JFK Central should include open spaces throughout the development. The Port Authority anticipates that this use can encompass a substantial portion of the footprint atop the GTC. Potential open spaces could include areas to congregate, landscaping, and canopy structures for weather protection. The Port Authority expects that world-class landscape architects will be engaged to create a vision and design for the public space that complements the commercial development and creates a central communing area. This is similar to the original design from the 1950s and 1960s, which included a reflecting pond, a fountain, and chapels, as shown below.
JFK CTA from the 1960s with three chapels and reflecting pond.

Former JFK CTA Fountain at night
Other possible recreation and wellness uses include a gym, spa, meditation room, yoga studio, and sports center. Such uses have proven successful at other airports around the world and, if integrated appropriately, could serve the entire airport community.

**Cultural and Educational**

Cultural and educational resources could include a performance venue, satellite museum, screening room, and/or exhibition space that support and promote New York City art and history. The Port Authority intends to work with the selected developer to engage the artist community and solicit input on public art displays that would not only accent JFK Central but also create a unified experience throughout the Airport.

JFK Central could also be an educational hub through innovative partnerships with academic institutions or service providers that promote professional development for Airport employees and the Airport business community.

**Retail**

As noted above, existing retail facilities at the airport largely serve JFK passengers and are located after security checkpoints, leaving a large unmet demand for employee use and pre-security. JFK Central presents an opportunity to provide high-quality retail to a diverse airport community in an area where there is currently none.

With JFK Central, the Port Authority aims to bring local food and beverage retailers to the site. By focusing on local businesses, JFK Central can reflect the variety of culinary traditions in New York City, introduce a broad range of choices, and serve the needs of airport employees and travelers.

Public plaza spaces can also include retail and food options in permanent, semi-permanent, and kiosk locations. Food trucks and popup shops could complement the world-class design and further represent the culture of Queens. The Port Authority strongly supports the concept of experiential retail and services that respond to rising consumer trends and promote active engagement and human interaction on site.

Airport employees would also benefit from convenient access to fresh food, medical care, day-care, and banking amenities on site. If included in the JFK Central program, such uses would further JFK’s effort to become a more attractive workplace.
Office

Considering the success of other similar developments around the world, JFK Central development could support a sizable office program. The Port Authority may commit up to 30,000 square feet of office space for on-site staff and operational needs and a third-party training academy is considering committing to lease up to another 30,000 square feet of office space. Other large employers at the airport which might be approached to consider leasing office space include the Transportation Security Administration (TSA), Customs and Border Protection (CBP), Department of Homeland Security (DHS), and international airlines and cargo companies that operate at JFK. See the table in Section 10 (Illustrative Concepts) for an illustrative example of potential commercial space, and its phasing.

8. Design and Development Considerations

The Port Authority intends for JFK Central to incorporate a design that reflects the unique character of New York City and showcases its diverse culture and energetic urban realm, while positioning itself as a model of transit-oriented development. The design should be a considerable step towards unifying the architecture in the entire CTA and creating a cohesive look for JFK. Development concepts should enhance the overall architectural context of the Airport by featuring exceptional architectural and sustainable design aspects. In addition to an innovative overall design concept, proposals should include sustainable design elements that advance the JFK Redevelopment’s broader environmental goals. However, the site presents unique physical considerations that respondents must consider.

Physical Constraints

Given the design of the planned GTC, all future JFK Central development must conform to certain physical constraints. Development is limited to the northern portion of the site, as seen in the image below. Of that area, the Port Authority intends to prioritize the northwest corner as Phase 1. This portion of the site is highly visible from Airport roadways and presents the best opportunity for commercial development.

The access and utility cores for any future development have been designed in specific locations for all phases, as have zones where the GTC structure can accommodate buildings up to a maximum height of 150’ above grade, as shown below. Commercial buildings, should they be constructed, are to be located within the zones indicated. These three footprints are fixed in terms of location and size, with the maximum footprint square footage shown in the diagram immediately below. The northern part of the site that is not a designated commercial building development zone can support landscaping with soil up to 5’ deep. The southern part of the site can support a lighter landscaping load.
In addition, per submittals to the Federal Aviation Administration (FAA) for the Airport redevelopment, as much as 30% to 40% of the total top-level space is available for commercial development. Per FAA regulations, developments within the Airport are also subject Line of Sight (LOS) height restrictions shown in the two diagrams below. The height restrictions are based on unobstructed sight lines from the eye level of the control tower cab to the inner edge of restricted vehicle service road. Shadow/LOS studies will be performed to ensure that the limits and height of any planned buildings do not negatively affect FAA’s Air Traffic Control visibility of the movement area. A maximum 150-foot height restriction is also mandated per FAA regulations.
Timing Considerations

Considerable Airport redevelopment activities will be occurring while JFK Central is under construction, and for a time thereafter. These activities include the redevelopment of terminals, roadways, utilities, airfields, and other essential infrastructure. As a result, the selected developer will be responsible for interfacing with the contractor responsible for the construction of the GTC, and with terminal developers and other parties engaged in Airport redevelopment, to coordinate development and construction activities.

City Lease

Development at the Airport is governed by a lease between the Port Authority and the City of New York (the City Lease), which expires December 31, 2050. The City Lease mandates that uses at the Airport be limited to Municipal Air Terminal Purposes and purposes incidental thereto. The development options described above and herein are expected to meet this requirement.
Future Development

While this RFI addresses a development in the southern half of the CTA, the Port Authority anticipates the northern half of the CTA may include a development of a similar nature that will serve an expanded Terminal 6 along with Terminals 5 and 7. No guarantees are made for that potential future development, nor should Respondents assume priority will be placed on any successful developer of JFK Central.

Financial Structure and Cost Sharing

Any commercial component of JFK Central is expected to be profitable and financially viable. As such, the Port Authority expects related development, construction, operating, and maintenance costs to be the responsibility of the developer. The developer should not assume the Port Authority will offer financing options or terms, nor subsidize any development costs for which the developer is responsible.

Any commercial development must also incorporate a large-scale, landscaped public space. The selected developer may design, construct, and deliver the public space or, alternatively, the developer may partner with a separate party to complete the public space component. The Port Authority may offer some funding assistance towards the public space, with specific amounts and cost sharing structures yet to be determined. The Port Authority will be responsible for all costs associated with the GTC as a stand-alone structure, including additional structural costs associated with creating a top-level deck that can accommodate future development with JFK Central. The Port Authority will engage its own contractor for the GTC’s construction.

Rental Payments to the Port Authority

The Port Authority expects revenue from the commercial developer in the form of fixed annual rent with annual escalations as well as variable rent based on a percentage of revenues. Rates and other terms will be subject to negotiation.

Phasing and Timing

Given the scope and size of the project, it is anticipated that commercial development may occur in multiple phases, even if development of the public space is largely completed in the initial phase. See the following Section 10 (Illustrative Concepts) for artist renderings of an example of the initial phase and full buildout. Respondents are encouraged to express interest and present ideas for as much of the total JFK Central site as considered feasible and advantageous, whether in a single phase or across multiple phases. Respondents should consider that the northwest corner of the site is the highest priority for any commercial development.
**Operational Responsibilities**

The developer will be responsible for management, leasing, operations, and maintenance of JFK Central. Accordingly, the developer shall set its own lease rates and terms with its subtenants. The Port Authority shall retain certain leasing approval rights focused on ensuring a reputable tenant roster, appropriate retail mix, adequate MBE and WBE opportunities, and a strong local retail presence.

The Port Authority will be solely responsible for management, operations, and maintenance for the GTC and may engage a private entity to perform these services. All revenues generated by the parking garage will be retained solely by the Port Authority.

**10. Illustrative Concepts**

The Port Authority has identified the total development capacity of the site and envisioned a preliminary conceptual development program for JFK Central. The conceptual development program assumes a multiphase development, allowing for incremental development of the full buildout vision. Respondents may propose an alternate program and phasing plan.
**Illustrative Level of Development and Phasing**

Given the site’s physical characteristics and the project’s ambitious scope, the Port Authority welcomes concepts that address only select portions of the site as well as those that address the entire site. The Port Authority assumes that the site could include up to 620,000 square feet of commercial space when fully built out. See the table below for an illustrative example of potential commercial space and its phasing.

<table>
<thead>
<tr>
<th>Uses</th>
<th>Initial Phase</th>
<th>Subsequent Phase(s)</th>
<th>Total</th>
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<td></td>
<td>Bldg A</td>
<td>Bldg B</td>
<td>Bldg C</td>
</tr>
<tr>
<td>Office</td>
<td>100,000 SF TO 235,000 SF</td>
<td>170,000 SF</td>
<td>150,000 SF</td>
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<tr>
<td>Retail / Other</td>
<td>65,000 SF</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Port Authority has prepared section views and renderings of an illustrative program and conceptual design. The selected JFK Center development team will be responsible for the design of the final project, subject to Port Authority’s approval and oversight, but the illustrative images below highlight a potential approach and phasing.
Illustrative reference sections and elevations
Illustrative rendering of the section view of the full buildout, looking east.
Aerial view of illustrative vision for initial phase

Aerial view of illustrative vision for full buildout
11. Submission Process and Timing

The anticipated process and timeline is outlined below:

- Request for Information (RFI) – July 16, 2019
- RFI Submissions Due – September 6, 2019
- Meetings with select Respondents – September 2019

In the event future procurements will be issued for JFK Central, the following process may continue:

- Request for Qualifications (RFQ) – Estimated 4th Quarter 2019
- Request for Proposals (RFP) – Estimated 2nd Quarter 2020

Note that, in addition to this RFI, any future procurements will be publicly advertised.

Each Respondent must email a .PDF copy of its response to James Summerville at jsummerville@panynj.gov no later than the Response Due Date and time conveyed on the cover page of this RFI. The subject line should clearly indicate the transmission is in response to this RFI, To Obtain Industry Feedback Related to the Proposed John F. Kennedy International Airport JFK Central: A Mixed-Use Over-Site Development Atop the Ground Transportation Center, and include the RFI number #54580 listed on the cover page. Exclude any images in your response that could complicate the easy dissemination of your response. In addition, do not provide marketing materials.

The Response must also include or identify:

1. Transmittal Letter / Executive Overview
   1. The name, address, URL and Federal Employer Identification Number of the Respondent;
   2. Contact information (name, title, email, telephone number) of the individual who shall act as the Respondent’s contact with the Port Authority for further information requests and future solicitations, if any. In addition, at any time after the opening of the responses to the RFI, the Port Authority may request additional information relating to the Respondent’s qualifications and will use this individual as the point of contact for these queries.
   3. A brief description of the Respondent, its lines of business, organization, mission, affiliates, objectives, location, years in business under its present business name, and a list of previous business names used, if any.
2. A signed copy of Attachment C (Agreement on Terms of Discussion) hereof.

3. Responses to questions/requests for information in Section 14 (Questions for Respondents).

4. A description of the Respondent’s experience, and a record of accomplishments, in the construction and development of multi-use developments of similar size, complexity, and scale. This should include projects in which your firm participated as a developer or as part of a joint venture, a special purpose vehicle, or other form of a consortium, and should identify your firm’s level of participation in, for example, planning and design, development and construction, investment, ongoing operations and maintenance, etc. for the respective projects.

Any questions by prospective Respondents concerning this request must be addressed by email to the Contracts Specialist listed on the cover page of this RFI.

At any time after the receipt of responses, Respondents may be asked to attend an informal discussion with Port Authority staff and their advisors regarding further clarification of the response or for additional information. The Port Authority may, based on review of submitted material and other information gathering, elect which Respondents with whom it wishes to meet. To facilitate the candid free flow and exchange of ideas and information, the Port Authority intends to meet with Respondents separately. The Port Authority will communicate the date, time, place and objectives of the meetings in due course. At this time, meetings are anticipated to occur at some time subsequent to the Response Due Date of this RFI.
Responses to this RFI shall address the following questions:

1. What would be the best mix of uses at JFK Central and why? What type of unique amenity or unmet need might attract passengers and employees and enhance their time at JFK? Please provide underlying assumptions for your business or economic approach.

2. How would you successfully integrate the commercial and public space components? From what world-class facilities could best practices be drawn?

3. What are the best ways to involve the local community and ensure that local cultural and ethnic diversity are reflected at JFK Central? How might a developer ensure strong MBE, WBE, and local business involvement, both during design and construction and during ongoing operations?

4. What are potential funding sources for the commercial and public space components of this project? What types of partnerships, contracting arrangements, and/or financing instruments might a developer contemplate utilizing? What potential ongoing revenue sources might be generated from the project, taking into consideration both the commercial development and the public spaces?

5. What type of financial compensation would a developer provide to the Port Authority, including upfront payments and ongoing fixed and variable payments?

6. How long of a lease term would a developer require for this project? The current Port Authority lease with the City of New York expires December 31, 2050.

7. What type of coordination would be necessary between the developer and the Port Authority contractor responsible for constructing the GTC? Identify and prioritize risks associated with project delivery and provide recommendations for mitigating such risks.

8. What operations and maintenance responsibilities do you envision being retained by each party? What responsibilities are best shared?

9. Please describe any other suggested project elements, concepts, or ideas that can enhance the Port Authority’s development of JFK Central that have not been covered in your prior answers or elsewhere in this RFI.

10. What additional information would you need to formalize a committed proposal?
15. General

A. The Port Authority reserves the right to conduct interviews, issue a solicitation for a proposal, or to perform none of the above.

B. The Port Authority reserves the unqualified right in its sole and absolute discretion to choose to accept or reject any and all firms responding to this RFI on the basis of an evaluation of the responses to the RFI. The Authority also reserves the unqualified right to request further information from any Respondent.

C. Neither the expression of your organization’s interest, nor the submission of your response to the RFI and any documents or other information supplied by you, nor any correspondence, discussions, meetings or other communications between your organization and the Port Authority, shall impose any obligation on the Port Authority. The Port Authority shall have no obligation to any Respondent. The Respondent’s costs of participation or information preparation are not compensable.

D. At any time, in its sole discretion, the Port Authority may, by written addenda to this RFI, modify, amend, cancel, and/or reissue this RFI. If an addendum is issued prior to the date Information is due, it will be made available on the following website:


If an addendum is issued after Information has been received, it may, at the Port Authority’s discretion, be provided only to those Respondents whose submittals may be impacted by such change/addendum.

E. Information submitted in response to this RFI is not generally considered confidential or proprietary. All information contained in the Information is subject to the “Agreement on Terms of Discussion” attached hereto as Attachment A.

F. All materials submitted in response to or in connection with this RFI shall become the property of the Port Authority.

G. The Port Authority reserves all its rights at law and equity with respect to this RFI including, but not limited to, the unqualified right, at any time and in its sole discretion, to change or modify this RFI, to reject any and all Information, to waive defects or irregularities in Information received, to seek clarification of Information, to request additional Information, to request any or all respondents to make a presentation, to undertake discussions and modifications with one or more respondents, who, at any time, subsequent to the deadline for submissions to this RFI, may express an interest in the subject matter hereof.

No Respondent shall have any rights against the Port Authority arising from the contents of this RFI, the receipt of Information, or the incorporation in or rejection of Information contained in any response or in any other document. The Port Authority makes no representations, warranties, or guarantees that the information...
contained herein, or in any addenda hereto, is accurate, complete, or timely or that such information accurately represents the conditions that would be encountered during the performance of any subsequent contract, if any. The furnishing of such information by the Port Authority shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever and each respondent, by submitting its Information, expressly agrees that it has not relied upon the foregoing information, and that it shall not hold the Port Authority liable or responsible therefore in any manner whatsoever.

H. Neither the Commissioners of the Port Authority, nor any of them, nor any officer, agent or employee thereof shall be charged personally with any liability by a respondent or another or held liable to a respondent or another under any term or provision of this RFI or any statements made herein or because of the submission or attempted submission of information or other response hereto or otherwise.
ATTACHMENT A: JFK REDEVELOPMENT OVERVIEW

John F. Kennedy International Airport (JFK) is one of the busiest airports in the nation and is an indispensable part of global travel and the region’s economy. The Airport handles 62 million passengers a year, supports 279,000 jobs and generates more than $51 billion in total revenue and $171.1 billion in wages. It is an essential component of the world’s air transportation system and a regional economic driver.

To accommodate the expected growth at JFK, and to keep New York’s economy moving forward, Governor Cuomo’s Airport Advisory Panel developed A Vision Plan to transform JFK into a leading global airport.

A Vision Plan provides a strategic framework for the Port Authority and its partners to completely redevelop, modify and expand existing facilities and infrastructure. In addition, the aggressive, forward-facing master plan, identified as the JFK Redevelopment Program, provides for staged redevelopment.

Once completed, the transformed JFK will provide an outstanding world-class experience to customers, optimized land and airspace use, expanded economic opportunities for the Borough of Queens and the region, and continued economic development for our neighbors through job creation, and environmental stewardship of local wildlife and preservation of recreation. New airport facilities will begin to open in 2022.

The New JFK will feature:
- Unified terminal layout
- World-class amenities
- Redesigned on-airport traffic pattern
- Centralized ground transportation options
- Expanded taxiways and gate capacity
- State-of-the-art security
ATTACHMENT B:
GTC OVERVIEW

In 2017, the Governor’s Airport Advisory Panel reported that the current airport roadway network is complex and confusing for drivers in the CTA. The Panel recommended that the Port Authority plan for expanded parking capabilities in the CTA as well as improved wayfinding to create a more efficient airport roadway network, and centrally located parking facilities.

The Port Authority set out to address these concerns with the development of the GTC. The GTC will be a three-level, centralized transportation facility with direct linkages to the new Terminal 1 and existing Terminal 4. The ground level of the GTC will provide an arrivals plaza designed to improve the passenger experience with minimal crossings, pedestrian access, and safe movement of vehicles. There will be dedicated space for taxis, for-hire vehicles, buses, and private vehicles. Above the arrivals plaza, two parking decks will supply approximately 3,500 parking spots. The GTC will replace the Blue and Green garages, which are slated for demolition with the redevelopment of Terminal 1 and the development of the GTC.

The Port Authority intends to manage, operate, and maintain all parking and ground transportation levels in the GTC. The Port Authority will also be the sole recipient of the revenues generated.

The modern GTC will feature:

- Flexibility for future uses, such as autonomous vehicles, and expected growth in for-hire vehicles
- Adequate curb capacity for passengers that avoids the need for double and triple vehicle stacking
- Latest security systems and best practice vehicular security physical deterrents
- Electrical charging stations
- World class public realm design
- Pedestrian access to and from arrivals and departures
- Cashless entry and exit
- Parking guidance system
ATTACHMENT C:
AGREEMENT ON TERMS OF DISCUSSION

The Port Authority’s receipt or discussion of any information (including information contained in any proposal, vendor qualification(s), ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) shall not impose any obligations whatsoever on the Port Authority or entitle us to any compensation therefor (except to the extent specifically provided in such written agreement, if any, as may be entered into between the Port Authority and us). Any such information given to the Port Authority before, with or after this Agreement on Terms of Discussion (“Agreement”), either orally or in writing, is not given in confidence. Such information may be used, or disclosed to others, for any purpose at any time without obligation or compensation and without liability of any kind whatsoever. Any statement which is inconsistent with this Agreement, whether made as part of or in connection with this Agreement, shall be void and of no effect. This Agreement is not intended, however, to grant to the Port Authority rights to any matter, which is the subject of valid existing or potential letters patent.

Any information (including information contained in any proposal, vendor qualification(s), ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) provided in connection with this procurement is subject to the provisions of the Port Authority Public Records Access Policy adopted by the Port Authority’s Board of Commissioners, which may be found on the Port Authority website at: http://corpinfo.panynj.gov/documents/Access-to-Port-Authority-Public-Records/. The foregoing applies to any information, whether or not given at the invitation of the Authority.

Company

Signature

Title

Date

ORIGINAL AND PHOTOCOPIES OF THIS PAGE ONLY. DO NOT RETYPE.
ATTACHMENT D:
BENCHMARK AIRPORTS

Schiphol Airport CTA

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CTA Boundary
Schiphol Airport Terminal
Program
Other
1. Schiphol Meditation Center,
   Digital photograph, Sleepless In KL
   http://www.sleeplessinkl.com/2012/02/15/meditation-centre-at-schiphol-airport

2. Schiphol Library,
   Digital photograph, Schiphol Airport
   https://www.schiphol.nl/en/facilities/airport-library/

3. Nemo Science Museum,
   Digital photograph, Museum Actueel
   https://museumactueel.nl/nemo-science-museum-op-schiphol/

4. Airport Medical Services,
   Digital photograph, KLM Medical Services

5. Hilton Hotel Schiphol Airport_ Mecanoo - Arch2O,
   Digital photograph, Arch2o
   https://www.arch2o.com/hilton-hotel-schiphol-airport-mecanoo/

6. Schiphol Plaza,
   Digital photograph, Schiphol Airport
Frankfurt Airport CTA

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Frankfurt Airport CTA

1. Visitor's Terrace,
   Digital photograph, Frankfurt Airport
detail.suffix.html/article/b2b/event-location-visitor-
terrace.html

2. Movie World at Frankfurt Airport,
   Digital photograph, ATW
   http://atwonline.com/airports-routes/frankfurt-airport-
ofers-movies-gaming-waiting-passengers

3. The Squaire Events Plaza,
   Digital photograph, Fiylo
   https://de.fiylo.com/location-frankfurt/the-
square-9629/

4. The Squaire Meeting Rooms and Conference Center,
   Digital photograph, Zipcube
   https://www.zipcube.com/us/venues/the-squaire-
conference-center/844

5. The Squaire Metro,
   Digital photograph, KTR
   https://www.ktr.com/uk/company/references/the-
square-metro/

6. The Squaire Retail Concourse,
   Digital photograph, Design
### Zurich Airport CTA

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**Uses Include:**
- Offices
- Dining Areas
- Education
  - Retail Complex
  - Medical Center
  - Art & Culture
  - Hotels
  - Entertainment Facilities
  - Residential Complex
Zurich Airport CTA

1. Headquarters and Offices Module, Digital photograph, The Circle
   https://www.thecircle.ch/de/news

2. The Circle Hyatt Hotel and Conference Center, Digital photograph, The Circle Convention Center
   https://www.thecircleconventioncentre.ch/our-hotels/

3. Food and Beverage Terraces, Digital photograph, Blaserarchitekten
   http://blaserarchitekten.com/web/de/projekstart/2012

4. Convention Center, Digital photograph, The Circle Convention Center
   https://www.thecircleconventioncentre.ch/

5. Green Space at The Circle, Digital photograph, Blaserarchitekten
   http://blaserarchitekten.com/web/de/projekstart/2012

6. Brands and Dialogue Retail Center, Digital photograph, Zurich Airport