

An aerial, high-angle photograph of a dense urban landscape, likely New York City. The image is heavily faded and serves as a background. In the center, a large, circular stadium with a blue and white roof is visible, surrounded by numerous skyscrapers and other buildings.

# **Empire Station Complex**

## Community Advisory Committee Working Group

Meeting 1: Introductions and Overview  
April 27, 2021

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**Empire State  
Development**

## Agenda: Introductory Meeting

- 1) Introductions / Community Advisory Committee Working Group (CACWG) Member and Partner Organizations
- 2) CACWG Purpose & Goals / Structure & Process
- 3) Empire Station Complex Purpose & Goals
- 4) Bigger Picture Project Schedule
- 5) Project Integration / Governance
- 6) Questions / Discussion

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## CACWG Member and Partner Organizations

Member	Organization	Member	Organization
Hon. Corey Johnson	New York City Council	Brook Jackson	Partnership for New York City
Hon. Gale Brewer	Manhattan Borough President	EJ Kalafarski	Community Board 5
Hon. Richard Gottfried	New York State Assembly	Lowell Kern	Community Board 4
Hon. Brad Hoylman	New York State Senate	Hope Knight	Greater Jamaica Dev Corp
Hon. Robert Jackson	New York State Senate	Layla Law-Gisiko	Community Board 5
Hon. Carolyn Maloney	US House of Representatives	Jeffery LeFrancois	Community Board 4
Hon. Jerry Nadler	US House of Representatives	Felicia Park-Rogers	Tri-State Transportation Campaign
Louis Bailey	WE ACT for Environmental Justice	Santos Rodriguez	Building & Construction Trades Council
Vikki Barbero	Community Board 5	Tokumbo Shobowale	New School
Christine Berthet	Community Board 4	Eugene Sinigalliano	Midtown South Community Council
Dan Biederman	34 <sup>th</sup> Street Partnership	Clayton Smith	Community Board 5
Kyle Bragg	32BJ	Prof Marilyn Taylor	U Penn
Julia Campenelli	Hell's Kitchen Block Assn	Jessica Walker	Manhattan Chamber of Commerce
Fred Cerullo	Grand Central Partnership	Tom Wright	Regional Plan Association
Paul Devlin	Community Board 4		
Kevin Finnegan	Labor Lawyer, Formerly 1199	<b>Partners/Advisors</b>	<b>Representatives</b>
Basha Gerhards	Real Estate Board of NY	MTA	Bob Paley, Will Schwartz
Elizabeth Goldstein	Municipal Art Society	Amtrak	Petra Messick, Sharon Tepper
Danny Harris	Transportation Alternatives	New Jersey Transit	Todd Discala, Jeremy Colangelo-Bryan
Wendy Hilliard	Women's Sports Foundation	City of New York	Edith Hsu-Chen, Josh Kraus, Ed Pincar
		Vornado	Judy Kessler, Carl Weisbrod
		ESD	Holly Leicht, Marion Phillips, Angel Santana
		Facilitator	Gabriella Green

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## **CACWG Purpose & Goals**

ESD expanded the Community Advisory Committee (CAC) based on suggestions from electeds/community stakeholders and postponed the public hearing on the draft GPP and DEIS until the expanded CAC Working Group develops its recommendations.

### **The goals of the CAC Working Group (CACWG) are to:**

- Surface and try to resolve obstacles to an improved and cohesive Penn Station and Penn District.
- Develop a set of recommendations for ESD on next steps for the GPP, and provide feedback to MTA/Amtrak/NJT through their ongoing Penn Station planning process.

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# CACWG Structure & Process

## 1. Meetings

- Steering Committee (comprising ESD, electeds and CB4 and CB5 chairs) will meet Monday mornings to set CACWG weekly agenda and manage logistics and process concerns.
- Full CACWG will meet 12 Tuesdays at 4-5:30/6 from April 27 – July 13.
- Format of Tuesday meetings will primarily be presentations followed by discussion.
- Meeting minutes will be taken by ESD staff and circulated by Gabriella Green on Thursday following each weekly meeting.

## 2. Deliverables

- Report with recommendations to ESD to create and achieve shared goals
- Possible Community Board meeting(s) on CACWG work during process or after report is completed

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## CACWG Structure & Process

- 1) April 27: Introductory meeting (ESD)
- 2) May 4: Regional transit context (RPA/MTA)
- 3) May 11: Gateway planning efforts (Amtrak)
- 4) May 18: Review of Penn Station Improvement Options – (MTA/FX Collaborative)
- 5) May 25: Financing options (ESD/E&Y)
- 6) June 1: Review of GPP work to date (ESD/FX Collaborative)
- 7) June 8: Public realm and public transit improvements (ESD/FX Collaborative/MTA)
- 8) June 15: Urban Design/Growth framework (ESD/FX Collaborative)
- 9) June 22: Growth framework continued (ESD/FX Collaborative)
- 10) June 29: Recap sessions to identify areas of consensus and where we need additional discussion (ESD/FX Collaborative)
- 11) July 6: Draft document to summarize feedback (CACWG Subcommittee)
- 12) July 13: Agencies absorb feedback and discuss next steps

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# ESC Purpose & Goals

## **Penn Reconstruction:**

- Relieve overcrowding and improve passenger flow and orientation
- Improve platform and station egress and accessibility
- Optimize station functionality and operation
- Improve or eliminate the cramped, disjointed circulation areas on the Lower Level
- Create a clear street presence that integrates with the surrounding context
- Introduce daylighting
- Optimize retail and other revenue generation to support the station
- Integrate existing Penn Station with the Expansion and Moynihan Train Hall
- Create a superior passenger experience

## **Penn Expansion:**

- Increase capacity for Amtrak, NJ TRANSIT and MTA at the station complex to accommodate projected future growth in travel demand
- Maximize operational flexibility within the station complex to manage daily rail operations, service disruptions and emergency situations
- Integrate the expansion with existing Penn Station and Moynihan Train Hall
- Accommodate increased through-running in the future

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## ESC Purpose & Goals

### GPP:

- Develop a comprehensive plan to catalyze transit-oriented, mixed-use redevelopment and enhance the public realm around Penn Station, the largest transportation hub in North America
- Foster economic growth and tax revenues through the creation of jobs and economic activity during construction, and through the provision of modern commercial office space (e.g., more generous column spacing, larger ceiling heights, upgraded mechanical systems) and new mixed-income housing to accommodate New York City's long-term growth
- Support the reconstruction and expansion of Penn Station through an integrated network of at- and below-grade transit and pedestrian improvements
- Establish a framework to generate revenue for the reconstruction and expansion of Penn Station and other transit and public realm improvements

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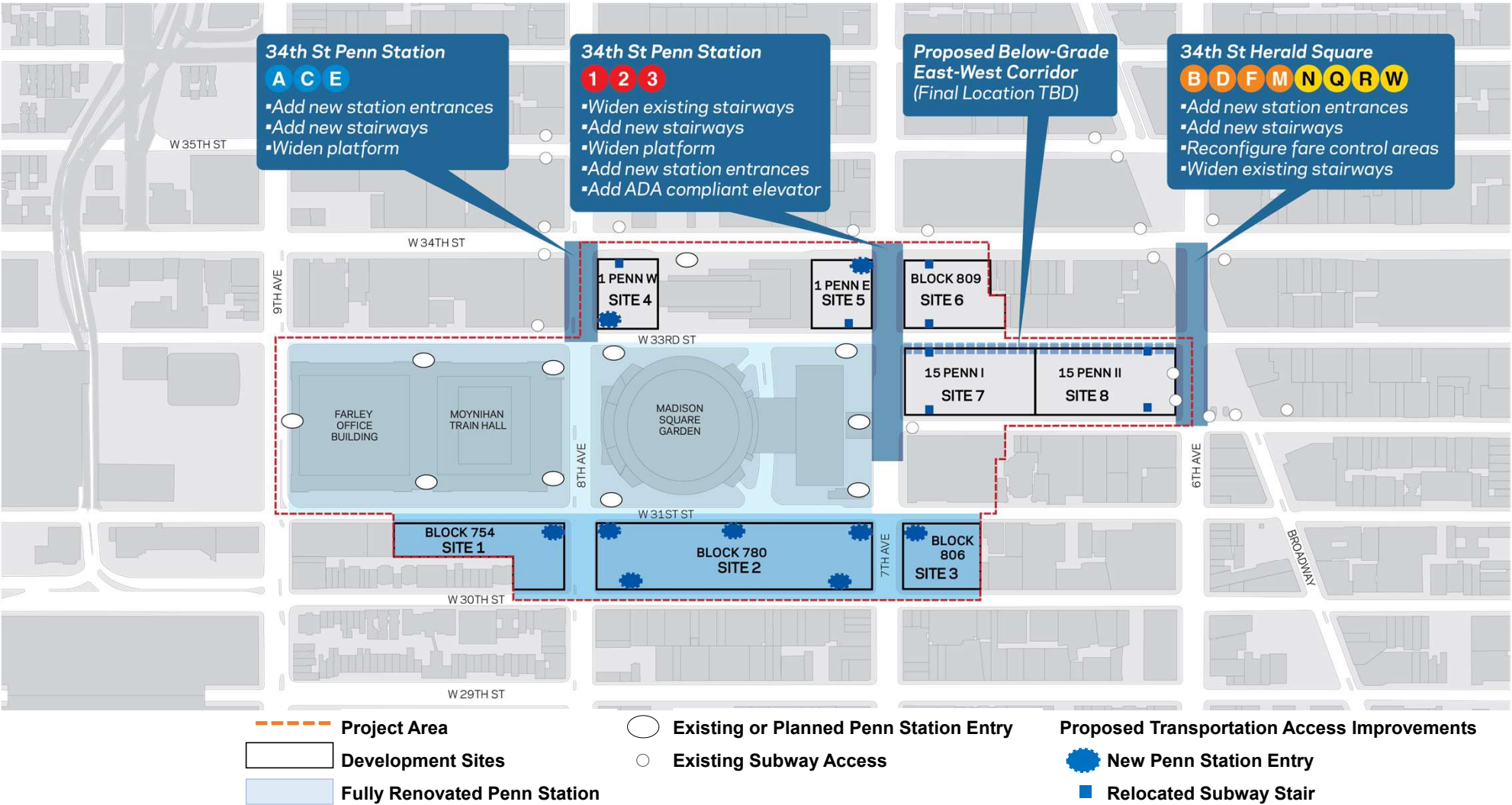


## Bigger Picture Project Schedule *(subject to change)*

PROJECT	MILESTONE	SCHEDULE
<b>Moynihan &amp; 33<sup>rd</sup> Street Entrance</b>	<ul style="list-style-type: none"> <li>Moynihan Train Hall and East End Gateway Entrance Open to Public</li> </ul>	<ul style="list-style-type: none"> <li>January 2021</li> </ul>
<b>Hudson Tunnel Project</b>	<ul style="list-style-type: none"> <li>Hudson Tunnel Project NEPA Record of Decision (ROD) Issued</li> </ul>	<ul style="list-style-type: none"> <li>Late Spring 2021</li> </ul>
<b>Penn Expansion</b>	<ul style="list-style-type: none"> <li>Penn Station Expansion NEPA Begins with Issuance of Notice of Intent (NOI)</li> </ul>	<ul style="list-style-type: none"> <li>Summer 2021 (~24 Months)</li> </ul>
<b>GPP</b>	<ul style="list-style-type: none"> <li>Public Hearing Held</li> <li>ESD Final EIS (FEIS) Issued</li> <li>Final GPP presented to ESD Board</li> </ul>	<ul style="list-style-type: none"> <li>Fall/Winter 2021</li> </ul>
<b>Penn Reconstruction</b>	<ul style="list-style-type: none"> <li>Penn Station Reconstruction Commences</li> </ul>	<ul style="list-style-type: none"> <li>Early 2022 – Late 2028</li> </ul>
<b>Penn Expansion</b>	<ul style="list-style-type: none"> <li>NEPA ROD Issued Mid-2023</li> <li>Penn Expansion Parcels Acquired via Negotiated Purchase or Eminent Domain</li> <li>Penn Expansion Parcel Tenants Relocated</li> </ul>	<ul style="list-style-type: none"> <li>Mid-2023 – Mid-2025 (~24 Months)</li> </ul>
<b>GPP</b>	<ul style="list-style-type: none"> <li>RFP for Development Issued for First Penn Expansion Parcel and Developer Selected</li> </ul>	<ul style="list-style-type: none"> <li>Mid-2025 – Late 2025/ Early 2026 (~6 Months)</li> </ul>
<b>Penn Expansion</b>	<ul style="list-style-type: none"> <li>Demolition on Penn Expansion Parcels Begins</li> <li>Penn Expansion Construction Begins</li> </ul>	<ul style="list-style-type: none"> <li>Mid-2025 – Late 2028</li> </ul>
<b>Hudson Tunnel Project</b>	<ul style="list-style-type: none"> <li>New Hudson River Tunnel Complete</li> <li>North River Tunnel (NRT) Rehab Complete</li> </ul>	<ul style="list-style-type: none"> <li>2030 Hudson River Tunnel</li> <li>2033 NRT Rehab Complete</li> </ul>

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# Project Integration



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## Governance: ESD Statutory Authority

- ESD's authority is laid out in the 1968 Urban Development Corporation Act (or "UDC Act")
- Primary way ESD accomplishes its mission is through "projects"
- Most real estate projects fall into one of two categories:
  - 1) Land Use Improvement Project: "a plan or undertaking for the clearance, replanning, reconstruction and rehabilitation...of a substandard and insanitary area, and for recreational or other facilities incidental or appurtenant thereto..."
  - 2) Civic Project: "a project...designed and intended for the purpose of providing facilities for educational, cultural, recreational, municipal, public service or other civic purposes"

## **Governance: ESD Statutory Authority**

ESD has 4 main statutory powers to spur real estate development:

1. ESD can acquire, encumber and dispose of any real property interest (including by eminent domain).
2. ESD is exempt from NYS and municipal taxes.
  - Can offer tax abatements via “Payment in Lieu of Tax” (PILOT) agreements
3. ESD can override local zoning, subject to SEQRA.
  - Develops project “Design, Use and Occupancy” Guidelines in lieu of zoning
  - Must consult with local municipality
4. ESD (or an LDC) can issues bonds for a “private project,” with interest exempt from income tax.
  - Requires legislative authorization

## Governance: General Project Plans

A General Projects Plan (GPP) is:

- A narrative description of the goals, parameters and financial terms (if applicable) of an ESD project
- The mechanism to override municipal zoning for economic development purposes, with Design Guidelines that frame the general design and massing of the project.



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# Governance: GPP Process

Month	Community Outreach	Transaction Documents	GPP	SEQRA (assumes EIS)
1	Ongoing	Negotiations and drafting	GPP and Design Guidelines drafted	Draft scope prepared
2				Scoping meeting
3				DEIS prepared
4				
5				
6				
7				
8				
9				
10			ESD Board certifies DEIS, adopts GPP and authorizes public hearing and comment period on DEIS and GPP	
11				
12				
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15				
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18				

- **Assumptions on Day 1:**
  - Developer selection is completed.
  - Environmental and legal consultants are hired.
  - Term sheet is completed.
  - Site plan and uses are well-developed.
- **General Project Plan (GPP)**
  - Narrative description of goals, parameters and financial terms (if applicable) of an ESD project
  - If there is a financial component, Public Authorities Control Board (PACB) approval may be needed. 5 members (2 non-voting). Of the 3 voting members, the majority leaders of the Senate and Assembly each recommend one and the third is recommended by the NYS Budget Director (a Governor appointee).
- **State Environmental Quality Review Act (SEQRA)**
  - The environmental review process that must be completed before an NYS agency or authority can take an action.
  - If an Environmental Impact Statement (EIS) is required, there are 2 public hearings: a scoping hearing and a hearing after release of the Draft EIS (DEIS) and draft GPP for public comment.

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# Questions / Discussion

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