



**NYC
Ferry**



**2024 Fiscal Year
NYC Ferry Annual Report**

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Dear Fellow New Yorkers,

I am proud to present the Fiscal Year 2024 Annual Report for NYC Ferry, showcasing the continued growth and evolution of our city's ferry system under Mayor Adam's NYC Ferry Forward plan. Since its launch in 2017, NYC Ferry has become a vital part of New York City's transportation network, and FY24 was a year of incredible progress.

With 7.1 million trips in FY24, NYC Ferry not only achieved record-breaking ridership, but we also reduced the per passenger subsidy by over 30% since its peak in FY20. As a result, NYC Ferry has the lowest subsidy per passenger of any major public passenger ferry system in the country. Of the major public transit systems across the New York City region, NYC Ferry has the third lowest subsidy per passenger, only behind New York City Transit subway and bus systems.

Much of this progress stems from NYC Ferry reaching a key milestone on October 1, 2023, when NYCEDC entered a 5-year operating agreement with Hornblower—our ferry operator— after a highly competitive procurement process. NYCEDC structured this agreement to improve service, increase ridership, expand community engagement and strengthen NYC Ferry's role as a maritime career pipeline, all while building long-term financial sustainability.

In the first partial service year of the operating agreement (SY1) between October 1, 2023, and June 30, 2024, NYCEDC and Hornblower achieved:

- **Optimized Service Efficiency:** Through smart, data-driven service planning, we increased capacity across our most popular routes and times to accommodate increased ridership demand. We introduced popular seasonal offerings like the Rockaway Rocket and Rockaway Reserve, providing riders with more travel options to the beach while generating revenue that offset costs.
- **Expanded Access and Affordability:** We piloted a NYC Ferry discount program for students of the New York Harbor School. In the meantime, we worked with the New York City Department of Education to expand the program to include all New York City high school students by the start of the 2024-2025 school year.
- **Innovative Revenue Generation:** We pursued innovative advertising partnerships that generated additional revenue for the system and boosted rider engagement. Partnerships included collaborations with Spotify to launch album listening parties onboard, Harry Potter and the Cursed Child Broadway play for Hogwarts-branded ferries, and Gay Pride Apparel for a capsule collection of NYC Ferry Pride merchandise.
- **Rider Improvements:** We launched free onboard Wi-Fi on every vessel, real-time seat and bike spot availability via the NYC Ferry app, among other technology upgrades that improve the rider experience.
- **Expanded Community Outreach:** We engaged more than 15,000 New Yorkers through in-person events and presentations, tabling sessions by landings, and canvassing days while hiring a full-time NYCHA outreach lead and launching our first-ever career fair in partnership with NYCHA.

As we further reflect on these achievements in the enclosed report, I want to thank the NYC Ferry team, our partners at Hornblower, and the New Yorkers who rely on our service. Together, we are creating a more connected, efficient, and resilient New York City, and we look forward to serving you in the years to come.

Sincerely,



Andrew Kimball

PRESIDENT AND CEO

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION (NYCEDC)



Dear New Yorkers,

On behalf of Hornblower Group and the nearly 500 crew across NYC Ferry, I am pleased to present the FY24 Annual Report alongside NYCEDC, highlighting NYC Ferry's continued growth and success in FY24 – the first year of our new operating agreement with NYCEDC.

NYC Ferry continues to be a vital resource to everyday New Yorkers from across the five boroughs. Whether commuting to work or traveling to their favorite destinations, New Yorkers have fueled NYC Ferry's continued record-setting ridership pace since the pandemic thanks to exciting onboard marketing campaigns, extensive community engagement, and unmatched rider experience provided by our onboard crew.

In the first year of the new contract for the operation of NYC Ferry's 38-vessel, five-borough system, our crew worked to deliver to riders extensive new onboard upgrades, technologies, and amenities to create a passenger-focused onboard experience that puts vital real-time information in the hands of commuters, including free onboard Wi-Fi, real-time visual and audio stop announcements, multi-language in-app translation services, and in-app concessions purchasing, among others.

As we look forward to the years ahead, we share New Yorkers' excitement for the continued growth of NYC Ferry as we welcome millions of riders onboard and continue to develop new rider enhancements and innovations to lead both the public transportation and ferry industries. This report shares many of these highlights and stories from the past year across the teams that provide a reliable, accessible, and convenient transit option for everyday New Yorkers 365 days per year.

On behalf of Hornblower Group and our entire NYC Ferry crew, I invite you now to read on and I look forward to seeing you on board.

Sincerely,



Timothy O'Brien
SENIOR VICE PRESIDENT
HORNBLOWER GROUP

Service Description



Service Description

With 25 landings spanning all five boroughs, NYC Ferry provides New Yorkers and visitors alike with a convenient and affordable transit option, connecting communities to jobs, recreation, and each other.

NYC Ferry also operates shuttle bus services. At the Throgs Neck/Ferry Point Park landing, shuttles connect the parking lot at Ferry Point Park to the landing. In Rockaway, two shuttle lines connect the landing to points east and west of the landing.



Service Description



The NYC Ferry fleet is comprised of 38 purpose-built, catamaran vessels designed to ensure speedy travel across New York's waterways. The lightweight aluminum hull design minimizes wake and impact on local shorelines and peer waterway users. The fleet includes 23 vessels with capacity for 150 passengers and 15 vessels with capacity for 350 passengers.

NYC Ferry tickets are available for purchase at vending machines at all landings and in the NYC Ferry app. Roughly 3 million app users have access to important service information, such as real-time vessel arrivals and departures, services alerts, trip planning tools, and onboard concessions purchasing.



Service Performance



Ridership

In FY24, NYC Ferry saw more than 7.1 million boardings, an all-time ridership record for the system and approximately 530,000 more boardings than in FY23. The resurgence of weekday ridership, strong post-pandemic growth on the East River route, and a growing ridership base at St. George contributed to another record-breaking ridership year for NYC Ferry.

For the first time since the pandemic, weekday ridership grew more year-over-year than weekend ridership in FY24. Weekday ridership grew by more than 9% and accounted for 390,000 of the 530,000 additional riders this year. Weekend

ridership also continued to grow by 6% accounting for the remaining 140,000 riders.

While weekend growth was crucial to NYC Ferry’s pandemic recovery from 2021-2023, NYC Ferry’s weekday growth this past year is indicative of NYC Ferry providing reliable transit for more and more commuters throughout the year.

The AM Peak, defined as all weekday boardings before 10 AM, grew more year-over-year than any other time period, with 11% more boardings in FY24 than FY23, as shown in the chart below:

Total Ridership Added by Time Period, FY24 vs FY23

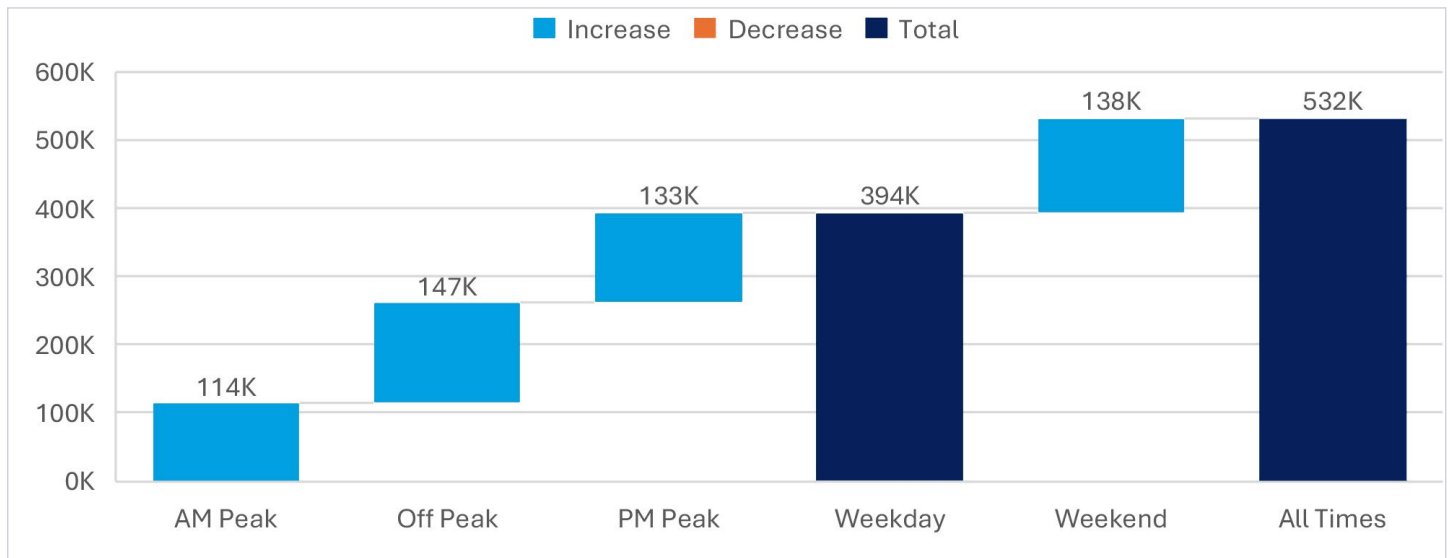


Figure 1 — Total Ridership Added by Time Period, FY24 v. FY23

At the route level, ridership on five of NYC Ferry’s six routes grew in FY24. Ridership on two routes, East River and St. George, increased at a faster rate than the systemwide rate of 8%. The East River route, the oldest in the system, posted a historic best 2.7M riders in FY24, growing 11% and generating about 260,000 more boardings than in FY23. Continued growth to and from Greenpoint, which was reincorporated into the

East River route in FY23 following its temporary closure, was key to the ridership gains on this route.

St. George, the system’s newest route, also played a major role with more than 20% ridership growth. The route, which launched in 2021, generated about 100,000 more boardings in FY24 than in FY23 as the service builds its reputation as a reliable transit option serving Staten Island and Manhattan’s west side.

Service Performance

FY24 Year-Over-Year % Growth by Route – All Times

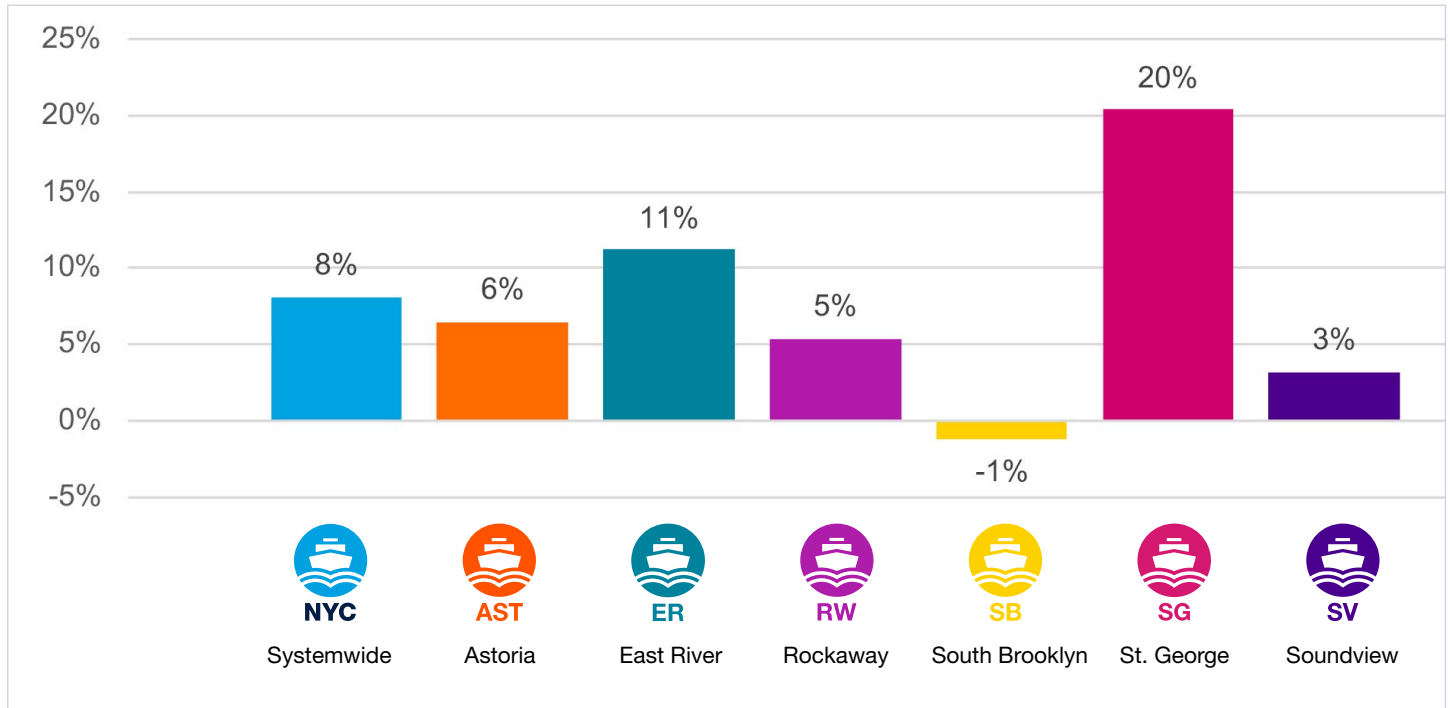


Figure 2 — FY24 Year-Over-Year Percent Growth by Route

FY24 Growth by Route and Time Period

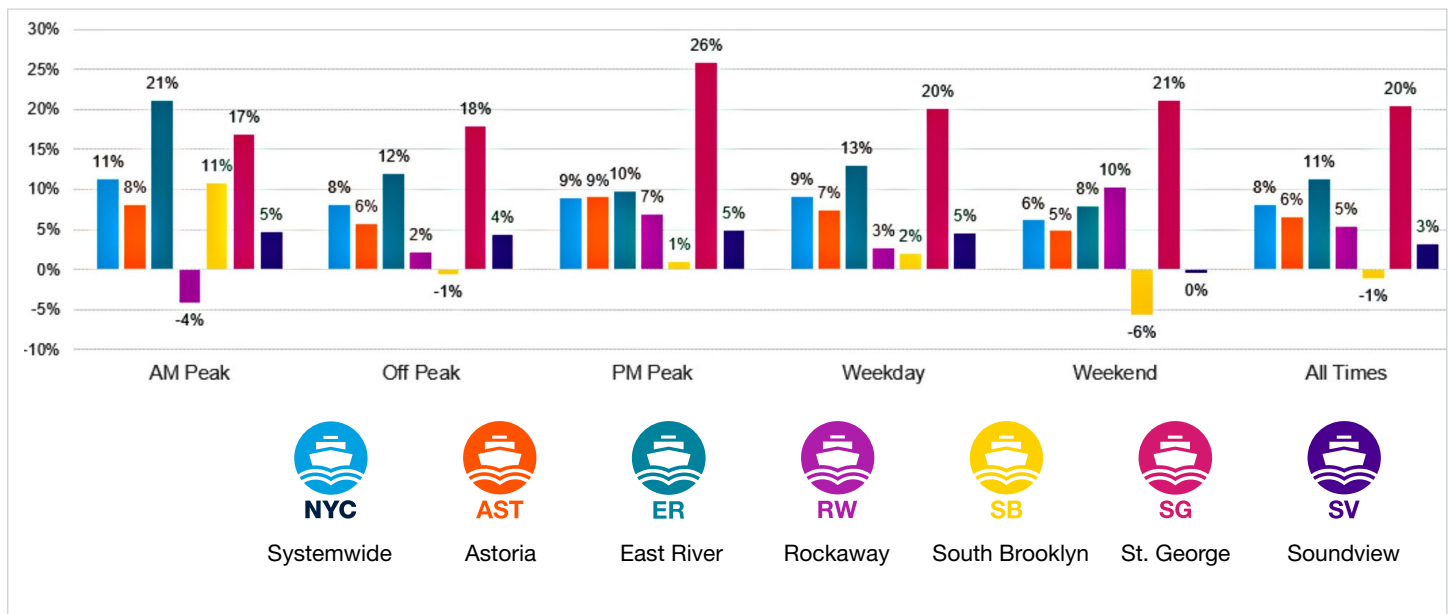


Figure 3 — FY24 Growth Rate by Route and Time Period

Annual Key Performance Indicators (KPIs)

Under the new operating agreement, NYCEDC evaluates Hornblower’s performance via five key performance indicators (KPIs) described below. Each KPI is assessed against a minimum target which must be achieved to meet the operating agreement’s baseline service standards, and an incentive target, indicating exceptional service delivery.

■ BELOW MINIMUM ■ CONTRACT MINIMUM ■ INCENTIVE

On-Time Performance (OTP): A measure of the system’s ability to reliably get riders where they’re traveling safely and on-time according to the schedule. For the purposes of this KPI, a vessel is considered “on time” if it arrives at its scheduled landing no more than five minutes after the printed schedule and departs no earlier than one minute before.

- Hornblower’s minimum OTP target is 75%. In SY1 of the operating agreement, Hornblower maintained 92.4% OTP across all routes, exceeding the incentive target of 90% OTP and peaking at 93.4% OTP in April 2024.



Completed Trips: A measure of the percentage of scheduled trips that are actually completed.

- Hornblower must, at a minimum, complete 92% of all scheduled trips. In SY1, Hornblower consistently exceeded the 97% Completed Trips Percentage incentive target in all months except December 2023, when 96.2% of trips were completed. In all other months, Hornblower’s Completed Trips percentage was above 98%.



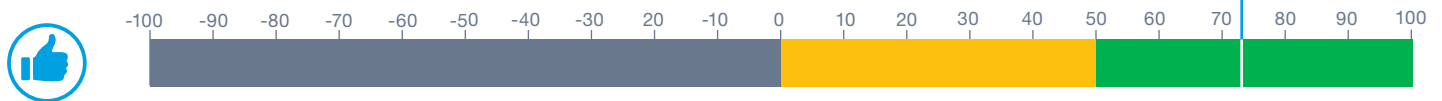
Tech Uptime: A measure of the reliability of key technology features to ensure accurate and complete operational information, including real-time arrival and departure times.

- Both Hornblower’s minimum and incentive target percentages for Tech Uptime are at 95%. In FY24, Hornblower averaged 95.4% Tech Uptime percentage and exceeded 96% from December 2023 through June 2024.



Passenger Satisfaction: A measure of passenger satisfaction via Net Promoter Score (NPS). Net Promoter Scores are a commonly used metric to evaluate a passenger’s satisfaction with transit systems. An NPS is generated by individual responses to a question asking how likely a rider is to recommend the system to their friends or family. The question measures likelihood with a scale between 0 (poor performance) to 10 (exceptional performance). NPS scores range between -100 and 100. Scores of -100 to 0 indicate performance “needs improvement”, from 0 to 30 indicates “good” performance, from 30 to 70 indicates “great” performance, and from 70 to 100 indicate “excellent” performance.

- Hornblower must, at a minimum, achieve a NPS of 0 while its incentive performance target is 50. Hornblower’s cumulative NPS scores exceeded 50 during every month in SY1 and reached a peak of 74 in January 2024.
- For context, Transit, a mobile app that provides real-time transit data for many transit agencies, evaluates a NPS score for 27 of its clients, with only one agency achieving an NPS score over 30 and 11 agencies scoring below 0.



Preventative Maintenance: A measure of the Hornblower’s adherence to its fleet maintenance plan.

- Hornblower must, at a minimum, complete 75% of its preventative maintenance tasks on-time. In SY1, Hornblower surpassed the 90% Preventative Maintenance incentive performance target, maintaining a 92% percentage throughout the year and improving throughout the course of the year to reach a peak in May (96.4%).



Service Optimization

In FY24, we were focused on improving our operations and service to both increase ridership and better align service with rider demand.



South Brooklyn Faster Connections

In March 2023, we introduced the South Brooklyn Faster Connections service as a weekday morning pilot to help speed up commuting times to downtown Manhattan for riders in Bay Ridge and other landings. Following rider feedback and observed ridership growth during the AM peak, we expanded the pilot service to the afternoon commute and in July 2023, established the pilot as a permanent fixture of the South Brooklyn route.



Route-Specific Weekday and Weekend Start and Close Times

In October 2023, we implemented new, route-specific weekday and weekend start and closure times on some routes opening as early as 5 AM to accommodate early morning weekday commuters and other routes closing around 9 PM as opposed to 10 - 11 PM due to lower ridership. Despite reducing overall service hours by ~5% through these service changes, ridership growth did not let up.



Rockaway Service

Since the introduction of the Rockaway Rocket in Summer 2022, we launched the Rockway Reserve and made improvements the Rockaway Rocket service in FY24. In addition to generating revenue for the system and growing ridership, these services improved the rider experience by diverting some recreational travelers from regularly scheduled Rockaway trips.

Rockaway Reserve

The Rockaway Reserve offers riders the opportunity to purchase a guaranteed spot onboard the Rockaway route during summer weekends and holidays up to two weeks in advance. We introduced this service in July 2023 to address longer wait times during summer peaks and give customers the opportunity to pay more to skip lines on busy summer weekends. We offered 100 Rockaway Reserve tickets each peak summer weekend/holiday trip at \$10 per ticket. This service proved successful generating more than \$150,000 in additional revenue during its operation from July to September, contributing to a 20x increase in the operation margin for reservation-based Rockaway service in 2023 compared to 2022.

In August 2023, we launched Rockaway Rocket service from Atlantic Ave./Brooklyn Bridge Park-Pier 6 to the Rockaways during select AM and PM peak times over 4 summer weekends. This service generated enough revenue to cover operating costs and demonstrated the viability of running summer beach service at NYC Ferry landings beyond Wall St./Pier 11.

Aided by the introduction of the Rockaway Reserve and improved Rockaway Rocket service, NYC Ferry served over 3 million riders between Memorial Day and Labor Day in 2023.

Following Summer 2023's success, we brought back the Rockaway Reserve in May 2024 with more reservable tickets available per trip, increasing access to premium service and providing more opportunities for revenue generation.



Midtown Shuttle Bus Discontinuation

While riders returned to NYC Ferry’s core services, shuttle bus ridership remained low even as new commuter patterns emerged. In April 2024, NYC Ferry discontinued the Midtown Shuttle Bus that served the East 34th Street landing. While ferry ridership broke records in FY23 and FY24 and was at 110% of pre-pandemic numbers at the time of the shuttle bus discontinuation, Midtown Shuttle Bus ridership saw less than half the riders as compared to pre-pandemic numbers.

Expanded Cruise Ship Service

To support efforts to minimize the impact of cruise ship-related congestion to Red Hook residents, we announced early-morning weekend service between Red Hook and Wall St./Pier 11 from 7:30 AM - 9:00 AM when cruise ships are at Brooklyn Cruise Terminal during peak cruise season from April to October. This schedule adjustment allows visiting cruise tourists to use ferries instead of taxis and for-hire-vehicles, improving traffic conditions in the local area.

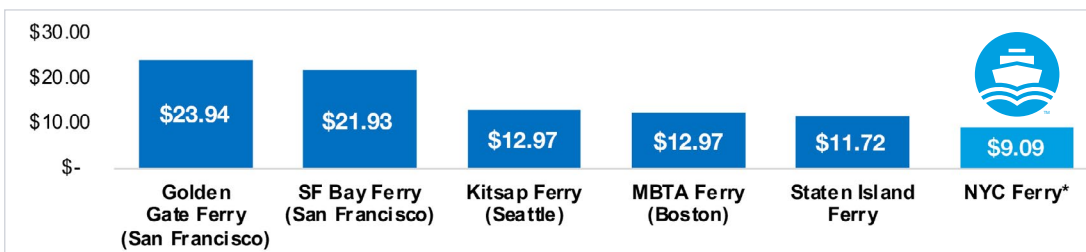
Financials

We are committed to enhancing the financial transparency of NYC Ferry, including through the release of an annual NYC Ferry Supplemental Financial Information report on NYCEDC’s website. This report details key financial information like revenues and expenses by major category and calculates financial efficiency metrics like subsidy per passenger and farebox recovery ratio.

Improving the system’s long-term financial sustainability is a pillar of the NYC Ferry Forward Plan. Fiscal Year 2024 marked a significant milestone in our financial sustainability efforts, as a highly competitive procurement process resulted in NYCEDC and Hornblower entering into a new five-year operating agreement. The new agreement lowers net service costs to NYCEDC by locking in competitive service rates and securing all farebox revenue and substantial portions of advertising, sponsorship, and concessions revenues for NYCEDC. NYC Ferry has achieved these favorable service costs despite underlying inflation that has caused economy-wide price levels to increase by 30% since the original NYC Ferry operating agreement was entered into in 2016.

In addition to increased ridership that is supported by enhanced rider experiences, these contract improvements have allowed us to drive down the system’s per-passenger subsidy by 30% since its peak in FY20, resulting in NYC Ferry having the lowest subsidy per passenger of any major publicly-funded passenger-only ferry system in the country at \$9.09. The slight increase in FY24’s subsidy compared to FY23’s subsidy of \$8.55 is due to higher effective fuel prices, which increased from \$1.87 per gallon in FY23 to \$2.86 per gallon in FY24. We expect lower per-passenger subsidies in FY25, the first full year of operations under the new agreement, as the new agreement has relatively lower costs during summer months compared to the prior agreement that was in effect during summer FY24.

Subsidy Per Passenger: Major Publicly-Funded Passenger Ferry Systems in the US



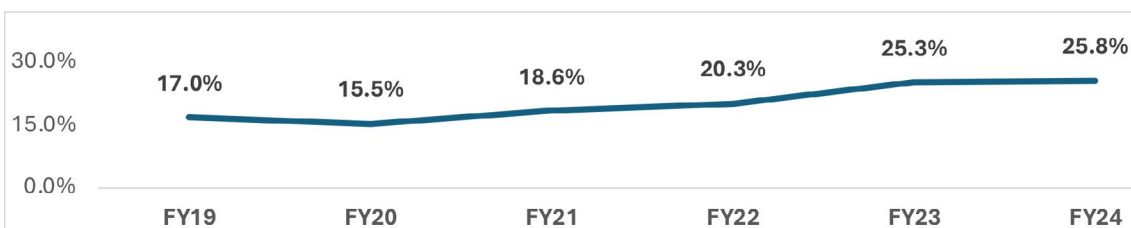
* Data is from most recent year available for each system. NYC Ferry data is from FY24 as represented in the NYC Ferry Supplemental Financial Information report. Staten Island Ferry data is from FY24 as represented in the NYC Mayor’s Management Report. All other systems’ data are from FY23 as represented in the Federal Transit Administration’s National Transit Database.

Figure 4 - Subsidy Per Passenger: Majorly Publicly Funded Passenger Ferry Systems in the US

According to the FTA’s National Transit Database (NTD), NYC Ferry has the third lowest subsidy per passenger of the major publicly-funded transit systems in the New York City region, operating at a lower per passenger subsidy than the Long Island Railroad, Metro-North, and MTA’s express or commuter bus systems. NYC Ferry is also the only NYC-area transit system to lower its per-passenger subsidy since prior to the pandemic.

Through targeted changes to NYC Ferry fare policy that increased fares for occasional riders while maintaining and expanding access to lower cost fares for routine and discount program riders, NYC Ferry increased its farebox recovery ratio to 25.8% in FY24, from NYC Ferry’s historical recovery rates of 17.0% prior to the COVID-19 pandemic and a low of 15.5% in FY20 as shown in the below graph. NYC Ferry’s farebox recovery is now in line with the industry-wide average of 25% for ferry systems according to NTD data, despite offering more affordable fares than most comparable systems. NYC Ferry expects further improvements to its farebox recovery ratio in the coming years.

Farebox Recovery Ratio: NYC Ferry

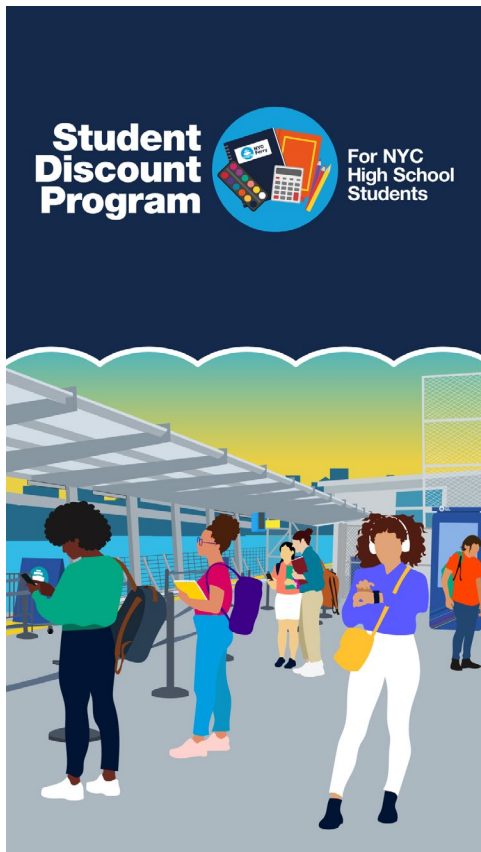
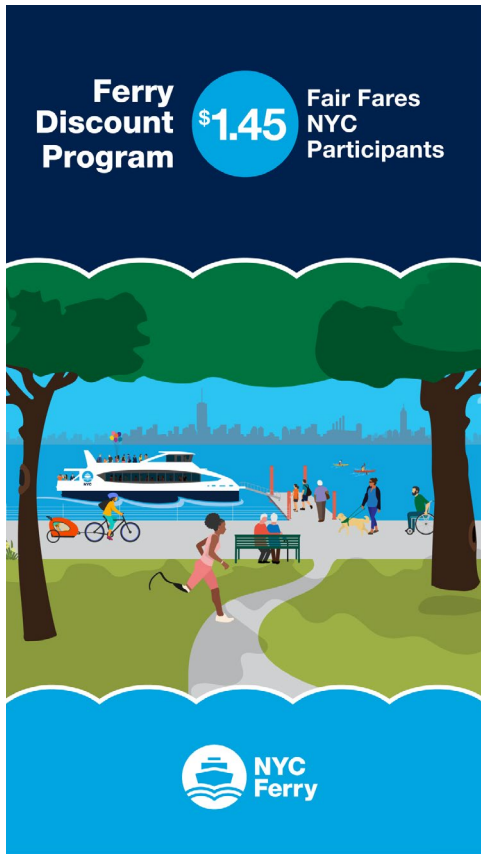


Farebox Recovery Ratio is defined as farebox revenues divided by total operating expenses.

Figure 5 — NYC Ferry’s Farebox Recovery Ratio

Program Highlights



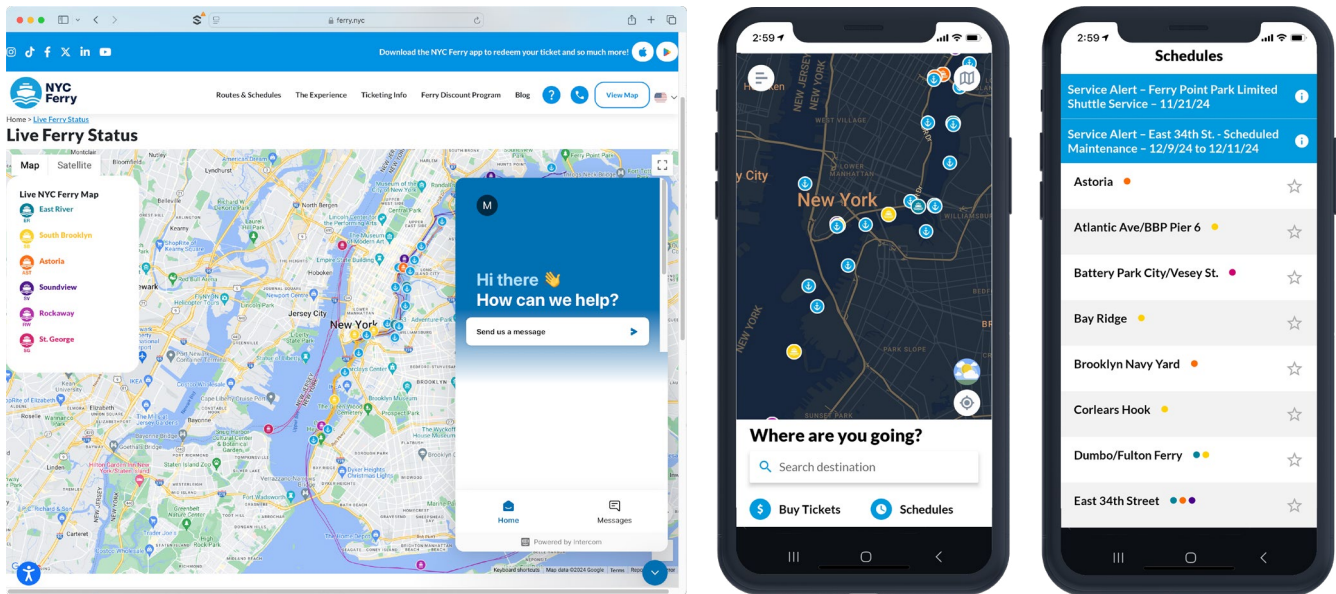


Ferry Discount Program Expansion

In Summer 2022, we successfully introduced the NYC Ferry Discount Program to make NYC Ferry more accessible to New Yorkers. The NYC Ferry Discount Program offers reduced fare rides for seniors, people with disabilities, and participants in Fair Fares NYC, a program supporting low-income residents. By the end of FY24, approximately 16,000 New Yorkers were enrolled in the program. Our fare analysis shows that lowering the upfront cost of participating in the discount program through one-way discounted tickets led to increased trip frequency among our returning customers.

In preparation for the September 2024 expansion of NYC Ferry’s Discount Program to all NYC high schoolers, per Local Law 47, NYC Ferry ran a discount pilot program for the students at the New York Harbor School. The pilot helped NYC Ferry gather information on high school student ticket purchasing habits and helped refine program procedures as we worked with the NYC Department of Education to launch the citywide rollout.

Program Highlights



Technology Upgrades

In FY24, we rolled out a series of impactful new technologies across the NYC Ferry app, website, and fleet to improve the onboard experience:

	Feature Upgrade	Delivered in FY24	In testing in FY25
Mobile and website upgrades that make system information more accessible to riders	Real-time schedule updates available by text	X	
	In-App customer service chat	X	
	Real-time schedule updates available by voice call		X
	Expanded language translations in the App and on the website		X
	Real-time passenger capacity and wait-time assessments		X
Rider announcements that keep riders informed on a stop-by-stop basis	Onboard visual stop announcements	X	
	Onboard and landing audio announcements		X
Onboard announcements that improve the customer experience	In-App concessions purchasing	X	
	Onboard, free Wi-Fi across the whole fleet		X

Community Relations

NYC Ferry has a robust community engagement program to raise awareness about the system and its offerings, attract new riders, and promote career opportunities within the system. Over the 9-month SY1 period between October 2023 and June 2024, our community relations team engaged over 15,000 individuals by:

- Participating in more than **180 total community events** led by community-based organizations, business improvement districts, tenant associations, advocacy groups, and community centers to meet riders in their own communities.



CREW PERSPECTIVE

“Engaging directly with NYCHA residents and community leaders allows me to understand New Yorkers needs and aspirations, ensuring that NYC Ferry’s service is more than just a transportation option; it is also a bridge to new opportunities across the city.”

ANIKA BATSON
NYCHA ENGAGEMENT LEAD

- Conducting more than **100 days of canvassing** in neighborhoods near NYC Ferry landings.
- **Organizing 20 career-centered visits** and/or presentations with local schools, workforce development organizations, and community organizations.

NYCHA Outreach

NYC Ferry’s full-time outreach lead is dedicated to engaging NYCHA residents and leaders to expand knowledge of and access to the system, educate and provide application support related to the NYC Ferry Discount Program, and further foster collaborative community partnerships that help grow ridership among NYCHA communities near NYC Ferry landings.



Program Highlights



In January of 2024, we hosted our first-ever NYC Ferry-dedicated NYCHA Career Fair, to connect residents to career opportunities across the system with extensive career training and advancement opportunities. Participants learned about departments across NYC Ferry, applied for open positions, and participated in on-site interviews. As a result, we welcomed more than 50 applicants for career opportunities.



JOIN OUR CREW
CAREER FAIR FOR NYCHA RESIDENTS

FRIDAY, JANUARY 26 FROM 10:00AM – 2:00PM
LOCATION: 787 ATLANTIC AVE., BROOKLYN, NY 11238

Join NYC Ferry to learn about and apply to exciting career opportunities and seasonal positions both onboard and behind the scenes. On-site interviews will be offered. Registration required.

Many positions include on-the-job training and do not require prior experience:

- Deckhand
- Rider Service Agent
- Fuel Team Member

RSVP WITH REES AT [OPPORTUNITYNYCHA.ORG/EVENTS/NYCFERRY](https://opportunitynycha.org/events/nycferry)
OR CALL 718-289-8100



Explore additional NYC Ferry careers at ferry.nyc/careers



Program Highlights

All-Hands-on-Deck and Volunteer Highlights

To grow NYC Ferry's positive impact within NYC communities, we developed a volunteering program called 'All Hands On Deck,' which connects NYC Ferry crew with local organizations to participate in eco-friendly activities, community clean-ups and beautification projects.

For Earth Week in April of 2024, NYC Ferry crew participated in volunteer initiatives in each of the five boroughs:



In the Bronx, crew joined residents from NYCHA's Castle Hill Houses for planting and gardening activities.

In Queens, crew joined the Hunters Point Park Conservancy for a shoreline clean-up and the removal of invasive plant species.

In Manhattan, NYC Ferry crew joined residents from NYCHA's Fulton and Chelsea Houses for a local street clean up, removing trash and debris from the surrounding community.

In Brooklyn, crew joined residents from NYCHA's Farragut Houses for a clean-up, removing trash and debris from the surrounding neighborhood.

On Staten Island, crew joined residents to maintain a community garden and plant new varieties of plants, herbs, and vegetables at NYCHA's Stapleton Houses.



Promoting Safe, Shared Waterways

NYC Ferry is deeply committed to promoting safety within NYC's shared waterways. Over SY1, we facilitated three "Captain in Kayaks" days in collaboration with the Long Island City Community Boathouse, the Rockaway Community Boathouse, and the Northshore Long Island City Boathouse. On these days, NYC Ferry captains and deckhands get into kayaks and canoes to experience the first-hand challenges (and fun!) of operating a human-powered boat while human-powered operators are invited into the wheelhouse of NYC Ferry vessels to better understand the minute-to-minute considerations that NYC Ferry captains face when operating our ferries.



Workforce Development

Vital to NYC Ferry’s ability to safely and reliably carry millions of passengers every year are the more than 450 NYC Ferry crew members. In SY1, we welcomed 165 new crew members. New hires were placed in roles across the system, including Deckhands, Rider Services Agents, Tier 1 Engineering Technicians, and other positions vital to ensuring that NYC Ferry maintains reliable, safe, and efficient operations throughout the year.

To build institutional knowledge and support career advancement, NYC Ferry promoted 38 crew members in FY24 alone. Over half of these promoted crew members started in an entry level position and are now in advanced roles. Further, of the more than 60 NYC Ferry captains, more than half began as deckhands.



CREW PERSPECTIVE

“In 2014, I began my journey with Hornblower as an Engineer... In 2020, during the COVID-19 pandemic, I joined NYC Ferry as a Tier 2 Electrician, and a year later, I advanced to Tier 1. I embraced these roles and found great fulfillment in my work, surrounded by supportive colleagues who played a big part in my growth both personally and professionally. After three years, I was proud to be promoted to Shift Supervisor. I am truly grateful to Hornblower for the opportunities to grow and for recognizing my dedication and hard work throughout my career with the company.”

MIGUEL ARROYO
SHIFT SUPERVISOR

A Diverse, Local Crew

NYC Ferry is dedicated to developing a workforce that reflects the neighborhoods NYC Ferry serves with nearly 90% of crew members residing within the five boroughs.

NYC Ferry recruits both New Yorkers new to the maritime industry and attendees of local maritime academies and career and technical education programs, including New York Harbor School, SUNY Maritime College, and Kingsborough Community College.

In addition to launching the NYC Ferry NYCHA career fair described above, our community outreach team participated in 20 career fairs in SY1 alongside the following organizations:

- Port Authority of NY & NJ
- Transit Tech
- SUNY Maritime College
- Brooklyn College
- State Senator Joseph Addabbo
- Solar One Career Fair
- Borough of Manhattan Community College
- Henry Street Settlement
- NYCHA
- Henry Street Settlement
- NYSDOL Migrant Worker/Asylum Seeker Career Fair
- Urban School for Green Careers (UAGC)
- Futures Ignite
- Hudson County Community College
- Brooklyn College Career Fair
- SUNY Maritime Career Fair
- US Merchant Marine Academy
- NYCEDC Offshore Wind and Maritime Career Fair
- NYC DOL Tourism
- Workforce One Coney Island
- Good Shepherd Services West Brooklyn
- Kingsborough Community College

Program Highlights

We also highlighted various crew and maritime careers through media opportunities, onboard career tours, and NYC Ferry Homeport tours for students:

“ It’s in his blood, NYC Ferry Captain Vincent Ardolino says. His father was a captain, his grandfather was a captain, and his uncles, too. Growing up in the Rockaways, his typical ferry route from Wall Street to Brooklyn to Rockaway Beach is a natural one for him – and his favorite. ”



The ferry is a breezy way to get to NYC’s summer destinations — and maybe even see dolphins

- **6SQFT, a local NYC news publication**, featured NYC Ferry Captain Vincent Ardolino’s career, highlighting his family ties to the maritime industry and his pride in serving the Rockaway route, where he’s from. [LINK](#)
- **NYC Ferry captains visited students** in the South Bronx, Stuyvesant Cove on the lower east side, and East Harlem near the East 90th Street landing to discuss their career paths and share opportunities for students.
- **NYC Ferry also partnered with** Brooklyn Boatworks, PS 15, and AHRC New York City to welcome students onboard NYC Ferry vessels for ride-alongs and behind-the-scenes tours of the Homeport at Pier C to showcase career options in the maritime industry.

To build structures that will help young New Yorkers succeed at NYC Ferry and in their future careers in the maritime industry, we welcomed nine interns from New York Harbor School, SUNY Maritime College, SUNY Buffalo, and Cornell University. Of these three interns, one subsequently joined NYC Ferry in a full-time, permanent role. NYC Ferry also began a partnership with CareerWise New York to launch a three year apprenticeship program that will offer local high school juniors a paid career experience and the option for full-time employment in their third, post-high school year.

As a result of these extensive workforce development and career engagement activities, we continue to break barriers within the global maritime industry with a crew that represents a diversity of backgrounds, ethnicities, experiences, and genders:

More than 76% of crew members are people of color.

30.9%

identify as Black or African American

34%

identify as Hispanic or Latino

4.5%

identify as Asian

2%+

identify as representing two or more races

24%

24% of NYC Ferry crew identify as female or nonbinary despite female seafarers representing less than 2% of the global maritime industry.



Marketing & Social Media

NYC Ferry's marketing efforts have been a crucial tool to familiarize New Yorkers with the benefits of the system and encourage them to experience and ride NYC Ferry. In FY24, our marketing team:

- Attracted new, diverse riders through local partnerships and promotions in key waterfront neighborhoods.
- Retained existing frequent riders by enhancing the customer experience with partner giveaways, contests, and experiential activations.
- Increased leisure and off-peak ridership with campaigns around NYC's iconic landmarks, waterfront destinations, and seasonal events, positioning the ferry as a unique and appealing experience for both locals and tourists.



CREW PERSPECTIVE

“Creating social media content and strategy for NYC Ferry continues to be one of the most rewarding positions I’ve ever had. Through our social campaigns, we’ve been able to bring the system to new levels of awareness in New York City and beyond, while keeping our core values around community, brand equity, and ridership at the forefront. While creating content, I’ve gotten the chance to meet so many diverse individuals from our crew, riders, small business owners, community members, D2C brand partners, and more – which makes my day-to-day full of creativity, inspiration and respect. I truly believe NYC Ferry is more than just a transit system – it is a palpable part of New York City culture, and it’s such a privilege to help riders, brand and more discover the magic as it continues to grow.”

FRANKY PONCE
SENIOR CREATIVE STRATEGIST & SOCIAL MEDIA MANAGER

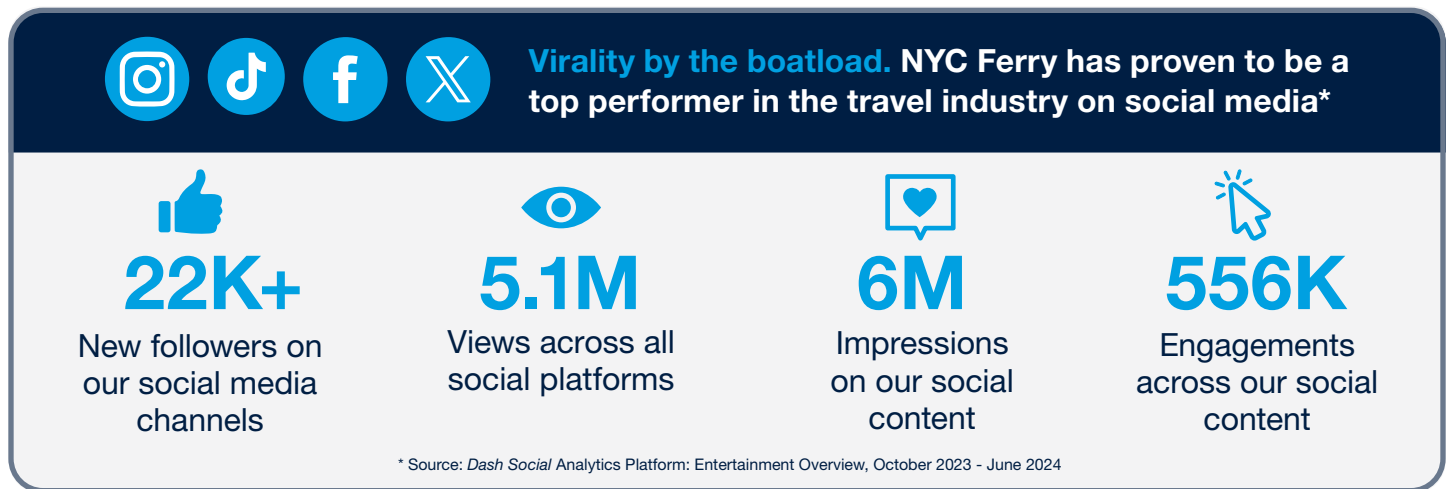
Program Highlights

Social Media Platform

Through viral content and strong creative campaigns designed to increase discoverability and reach, NYC Ferry has become “Social Media’s Favorite Ferry!”. NYC Ferry reached audiences across New York and around the country, establishing itself as a staple of NYC culture online more than ever before, and setting an example for peer transit systems looking to grow their online reach. NYC Ferry social media has had an over 500% year-over-year growth rate without spending any money on ads between FY23 and FY24.

NYC Ferry’s strategic content mix builds solid brand messaging by incorporating NYC Ferry crew and riders into content and using relevant pop culture moments to make the service more personable and create entertaining, attention-grabbing content.

From October to June, NYC Ferry’s social platforms hit some incredible highs:



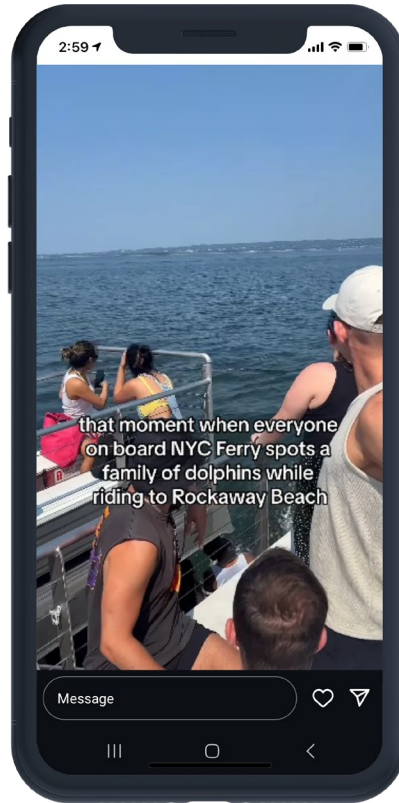
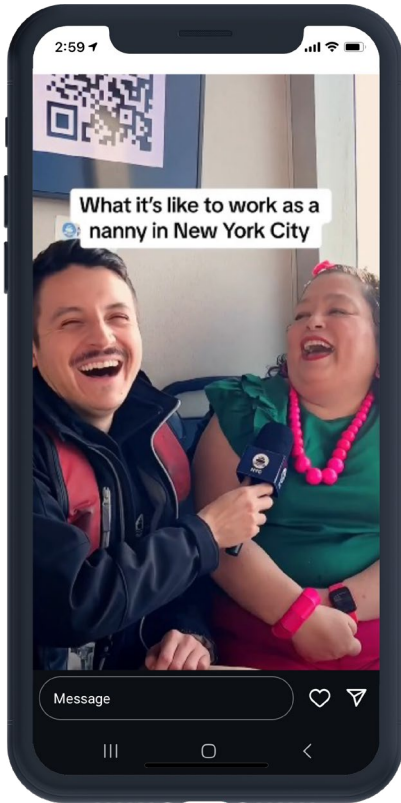
Top Performing Social Campaigns

Brand Partnerships

As NYC Ferry content gets more visibility, the system’s brand partnerships continue to grow larger and stronger. For example, NYC Ferry and Warner Brother Pictures’ “Beetlejuice, Beetlejuice” Movie Promo Collaboration garnered a total of **220K+ video views** and over **21M+** additional user-generated video views from the collaboration across all channels.



Program Highlights



Ferry Rider Features

Creating rider-centric content series was a big part of NYC Ferry's 2023-2024 content diversity strategy and has proven to be one of our most successful. For example, our rider interview series garnered a total of 305K+ views, average reach of 13K+ per video and 7.0% engagement rate.

Evergreen & Crew Content

Evergreen content continues to prove to be NYC Ferry's bread and butter – content featuring the crew, the experience on the boats, facts about the system and more.

What's Ahead



What's Ahead for NYC Ferry

NYC Ferry remains steadfast in its commitment to building a more equitable, accessible, and fiscally sustainable system. We are proud of our accomplishments in FY24 and under SY1 of the new operating agreement, as we continue to see growth in ridership and enhance our system's operations, service, and financial sustainability, all while positively impacting the communities we serve.

Looking ahead, we have a number of exciting developments underway:

Sustainability Initiatives

NYC Ferry is embarking on several sustainability initiatives to reduce climate and air quality emissions from the NYC Ferry fleet, including:

- a pilot program to test renewable diesel, a petroleum-free fuel that reduces carbon emissions up to 60% compared to petroleum-based diesel.
- the upgrade of all the 350-passenger vessel engines to Tier IV engines, which are the lowest emissions of any marine engine on the market and reduce pollutants like nitrogen oxides (NOx) and particulate matter (PM) by 65% compared to the Tier III engines.

And, while we take immediate measures to decrease our fleet's emissions in the short-term, NYC will kick off a study to see how NYC Ferry could transition to zero-emission vessels.

System Name Sponsorship

NYC Ferry is beginning its search for a naming rights and sponsorship brand partner that can both financially support the system and grow ridership. We released an RFP for a consultant to help secure a sponsor for the NYC Ferry system in June 2024 and expect to go to market with the consultant in 2025.

Continued Optimization and Strategic Growth

NYC Ferry is always looking for ways to improve the system. Under Mayor Adam's Ferry Forward Plan, we have been focused on increasing ridership, driving farebox revenue, making our operations more efficient, and finding ways to ensure fiscal sustainability. We continue to 1) look for ways to optimize our system through improved schedules and route configurations to efficiently and quickly get riders to their destinations and 2) consider strategic growth for the system that considers its impacts of ridership, financial stability and environmental sustainability among other factors.

