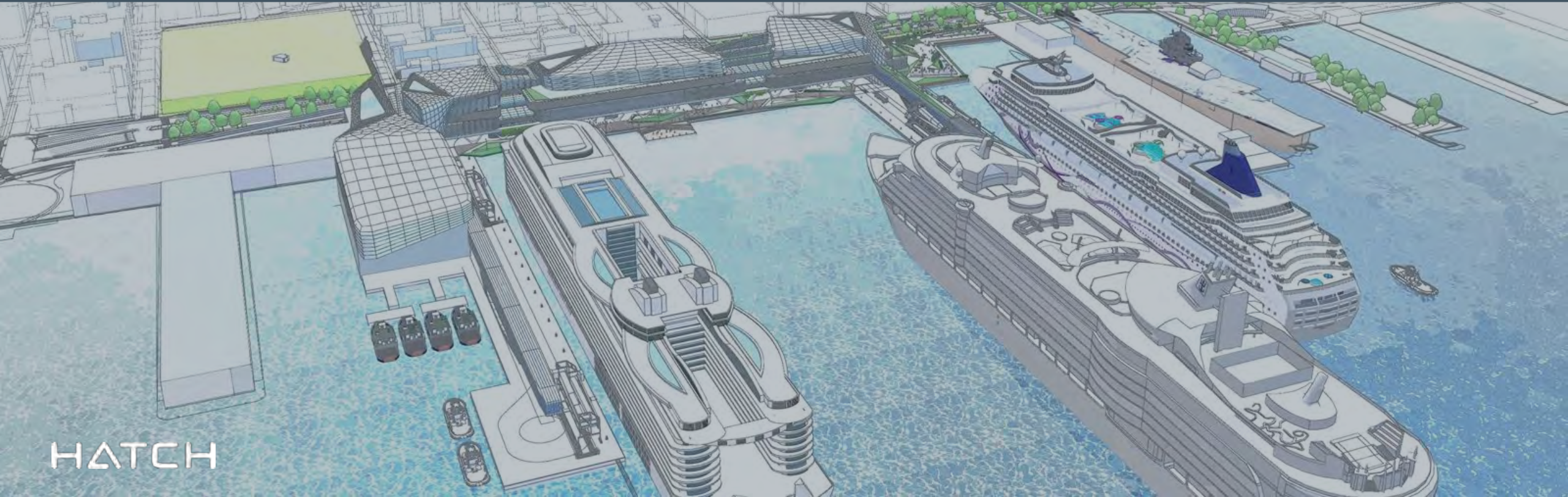


Manhattan Cruise Terminal

Master Plan

December 2025



HATCH

Meeting Objectives

- Share feedback from Master Plan public engagement (5 min)
 - Public Workshops
 - Online Survey
 - Community Board 4 Feedback
- Provide overview of the MCT Master Plan (10 min)
- Discuss the need and process for federal deauthorization (5 min)
- Highlight next steps (5 min)
- Answer questions

What is a Master Plan?

- A master plan is a framework to guide the future development of a project to ensure it balances infrastructure, community, and industry needs
- It is used to guide future steps for permitting, design, financing, construction, and engagement
- Further detail on environmental review, design, construction elements, and cost will be determined later in the process



MCT Today

The Economic Value

- **1M passengers in 2024** sailed from MCT (Market reach: 60M people within 300 mi of NYC)
- Cruise industry generates at least **\$500M annually** in economic activity for NYC
- Passengers arriving at the terminal spend nearly \$300 each, a figure that doubles to \$600 for those staying overnight
- NYC cruise market generates **nearly 3,000 local jobs**, of which over 2,000 are within tourism-adjacent industries
- MCT most visible reminder of NYC's historic position as a global maritime center

The Cost of Inaction

- **Lost revenue** (\$10M+ annually), **lost tourism numbers** (600k+ passengers), and significant **lost labor hours** due to inability to accommodate demand from larger vessels
- Lack of investment **risks jobs and economic activity** associated with the cruise industry
- **Continued and growing costs** (capital and operating) to maintain over 90-year-old asset
- **Limited ability to build out shore power** due to state of infrastructure



MCT Baseline Conditions

1. Infrastructure is reaching the end of its useful life and terminal buildings are substandard quality.
2. Piers are not sized appropriately to handle modern vessel sizes or passenger volumes, and the pier configuration limits concurrent berthing of large ships.
3. Terminal configuration leads to traffic conflicts between pedestrians, cyclists and motorists along the West Side Highway and the Greenway.
4. Facility does not meet FEMA flood elevation requirements.
5. The Greenway is constrained, and there are limited to no opportunities for public engagement via open space, amenities, or community services.



Master Plan Goals

- 1** Rebuild MCT into a resilient global cruise gateway for the next 100 years
- 2** Fully electrify the terminal to advance sustainable energy and decarbonization goals
- 3** Provide public access to the waterfront for all New Yorkers and visitors alike
- 4** Foster a diversified working waterfront
- 5** Design thoughtfully to create an integrated waterfront





What We've Heard

Engagement To Date

- Our process has been shaped by your feedback; through Public Workshops, Community Board updates, and an Online Survey, your input has been essential in shaping a plan that truly meets **your needs**
- Continual engagement will extend through the next phases of the project



Targeted Master Plan Engagement Summary

Ports, Maritime & Waterways Users

- American Waterways Operators
- Carnival Corporation
- Consolidated Edison
- DonJon Marine Corporation
- Downtown Boathouse, Inc.
- Harbor Ops Committee
- Hornblower Corporation
- Hudson River Community Sailing
- Hughes Marine
- International Longshoremen's Association
- Manhattan Kayak Co
- MAPONY
- McAllister Towing
- Metro Pilots
- Miller's Launch
- Moran Towing Corporation
- MSC Cruises
- New York City Water Trail Association
- New York Cruise Lines
- New York Outrigger
- NY Waterway
- Norwegian Cruise Line
- Ports America
- PowerCon
- Reicon
- Royal Caribbean Group
- Shipping Association of NY & NJ
- Sandy Hook Pilots
- Vane Brothers
- Viking Cruise Lines
- Watts Marine

Government Agencies

- FDNY Marine Division
- NYPD Harbor Unit
- NYC Department of Sanitation
- NYC Parks Marine Division
- NYC Soil and Water Conservation District
- NYC Department of City Planning
- NYS Board of Commissioners of Pilots
- NYSDEC
- PANYNJ
- USACE New York District
- USCG Sector New York

Civic Engagement

- Hudson River Park Foundation
- Hudson River Park Trust
- Hudson Yards Hell's Kitchen Alliance
- Intrepid Sea, Air & Space Museum
- Javits Center
- Manhattan Borough President Mark Levine
- Manhattan Chamber of Commerce
- Manhattan Community Board 4
- NYC Council Member Erik Bottcher
- NYS Assembly Member Linda B. Rosenthal
- NYS Senator Brad Hoylman-Sigal
- Office of Congressman Jerry Nadler
- Office of U.S. Senator Chuck Schumer
- Office of U.S. Senator Kirsten Gillibrand
- Riverkeeper
- Times Square Alliance
- Vornado Realty Trust
- Waterfront Alliance
- Riverkeeper
- Downtown Boathouse
- HOPS Education Subcommittee
- Hudson River Community Sailing
- Manhattan Community Boathouse
- New York Soil and Water
- Manhattan Kayak Co
- Manhattan Sailing School
- NY Outrigger
- NYC Water Trail Association
- Outside New York

Public Workshop 1 and Survey

- Our first Workshop in December 2024 focused on **your vision** for MCT
- Using printed maps, we gathered feedback on the challenges you face in the area and the opportunities you see for improvement
- We followed up with an online survey to reach a broader audience and include all community perspectives



Image Sources: Karp Strategies

Public Workshop 1 and Survey Results

- Through over 150 survey responses, you told us:

How we could **improve** the terminal...

1 Waterfront Access

2 Passenger Flows

3 Community Access

Your **vision** for the future of the facility...

Reduce Traffic Impacts Improved Air Quality
Green Space
Public Space Recreational Space
Community Integration
Pedestrian and
Bike Paths Waterfront Access
Greenery Public Access Access

Public Workshop 2

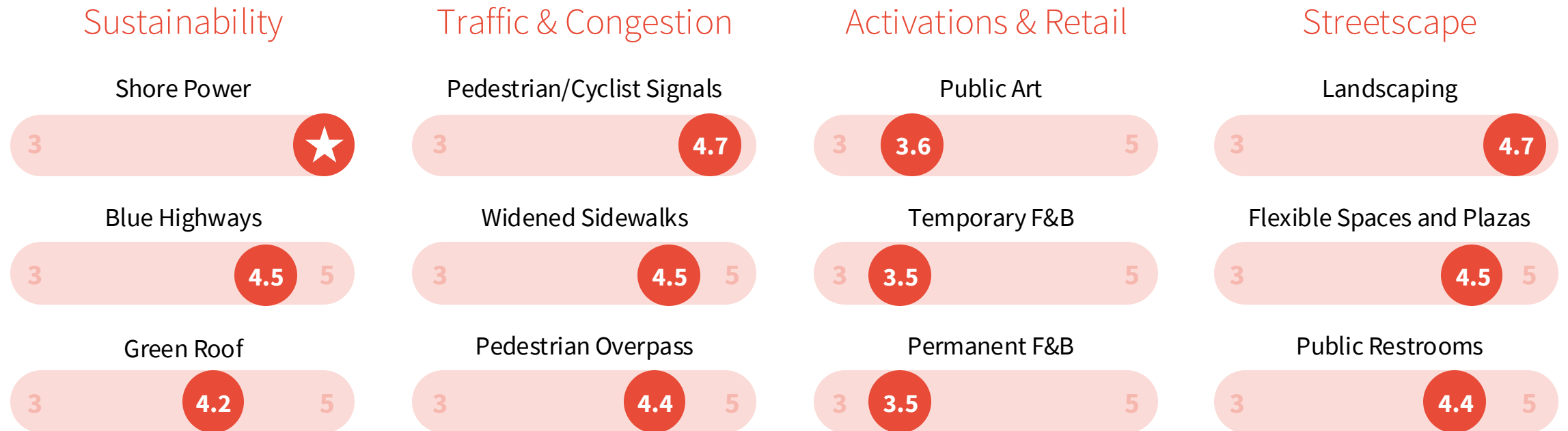
- In the second Workshop in January 2025, you told us **your priorities** for the site
- Participants scored the importance of various interventions across four categories:
 1. Sustainability
 2. Traffic & Congestion
 3. Activations & Retail
 4. Streetscape



Image Sources: Karp Strategies

Public Workshop 2 Results

- In Public Workshop 2, you shared with us **your priorities** for the site:



*Elements were scored by participants on a scale from one to five. This graphic highlights the weighted average score for the three highest-ranked elements in each category. Shore power was not specifically scored, as it was a requirement of any future development scenario.

Community Board 4 Feedback

In an April 11, 2025 letter from CB4 to NYCEDC, you told us:

Shore Power

- “Shore power at this location, for all aprons hosting cruise ships, is our foremost priority”

Public Access and Open Space

- “Master Plan must include opening the area for public, riverfront access including pedestrian and green spaces”
- “MCB4 encourages a pedestrian overpass be built connecting DeWitt Clinton Park... to the pedestrian greenway”
- “...widen both the bicycle and pedestrian lanes of the greenway”
- “Reactivate the small, open, riverfront area just south of Pier 88

Sustainability

- “...ensure every aspect of this project adheres to green, eco-friendly blueprint...”
- “...explore the prospects of solar panels and solar energy...”

Transportation

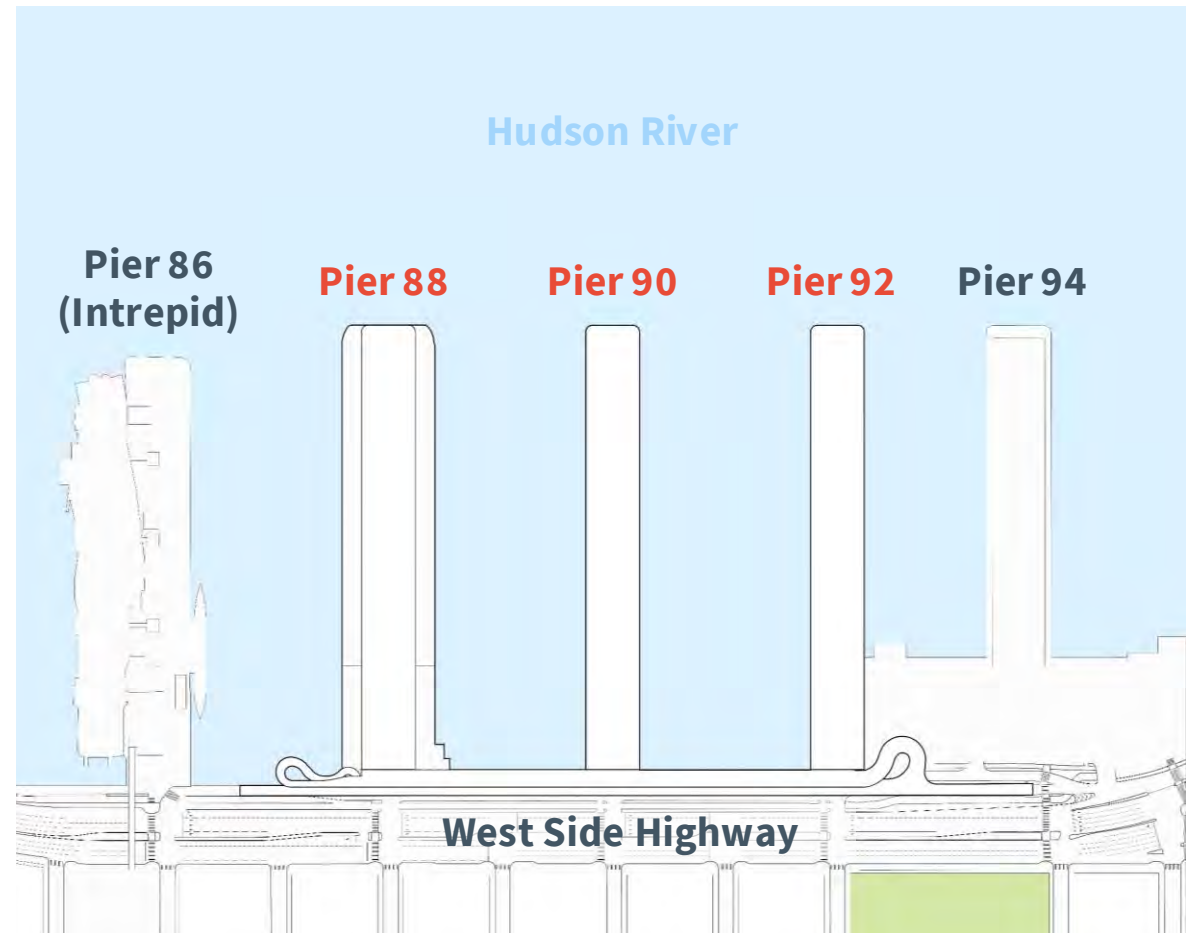
- “All loading and unloading of passengers should be within the MCT. Create a space within the MCT footprint to house ride shares, shuttles, private buses, and taxis.”
- “Locate all trucks servicing the ships within the footprint of MCT”
- “Explore opportunities for the docking of smaller ships for the flexibility of multiple users”



The Plan

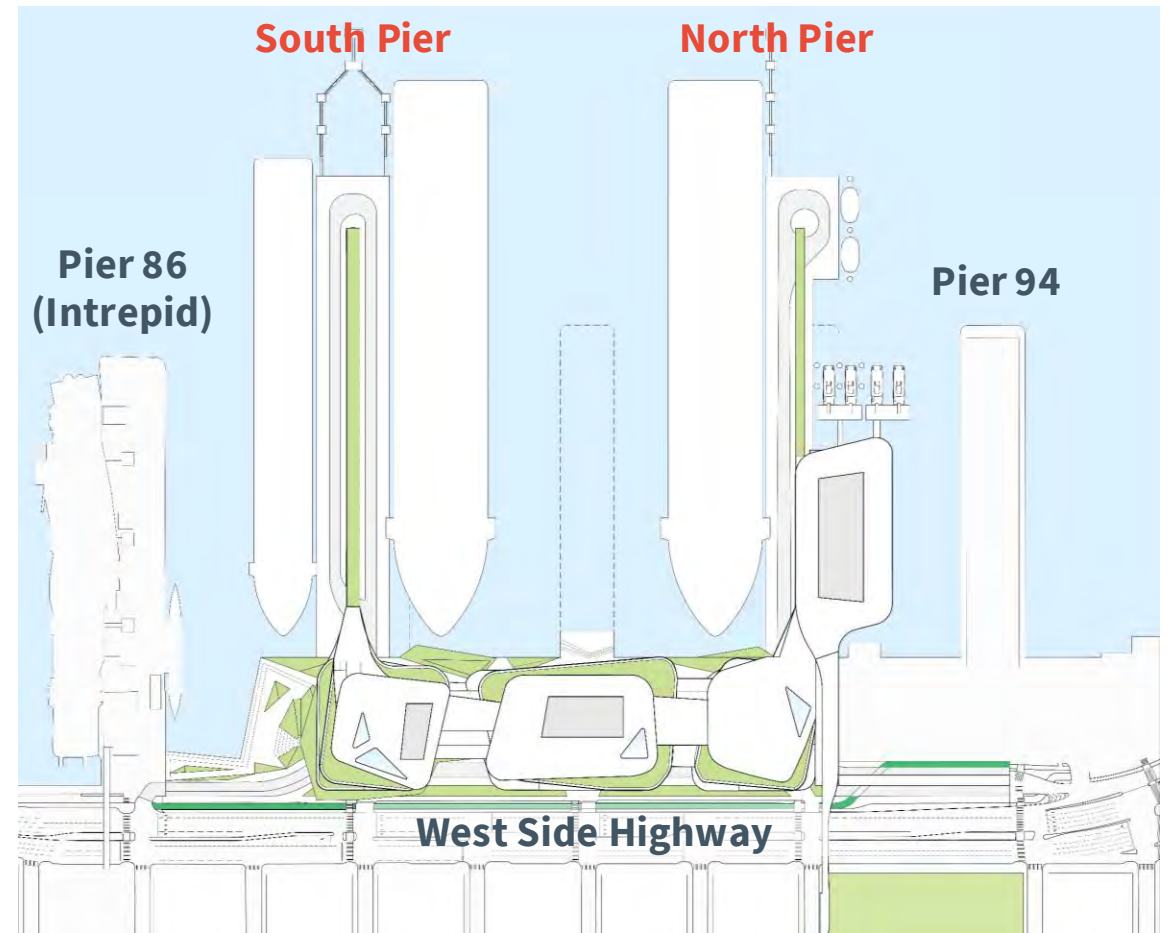
Existing Condition

- Waterfront access is highly restricted, with security fencing and viaduct isolating the terminal
- Greenway is narrow and creates pedestrian/cyclist conflicts with cruise passengers
- Passenger and provisioning traffic congestion impact quality of life for surrounding community
- Terminal is undersized for current operations and cannot accommodate modern vessels



Proposed Development

- The Plan integrates the vision and goals for MCT, essential infrastructure and design elements, and valuable input from the community
- Driven by community and industry feedback, the design specifically focuses on:
 - **Shore Power**
 - **Public Access and Open Space**
 - **Sustainability**
 - **Transportation**
 - **Navigational and Operational Improvements**

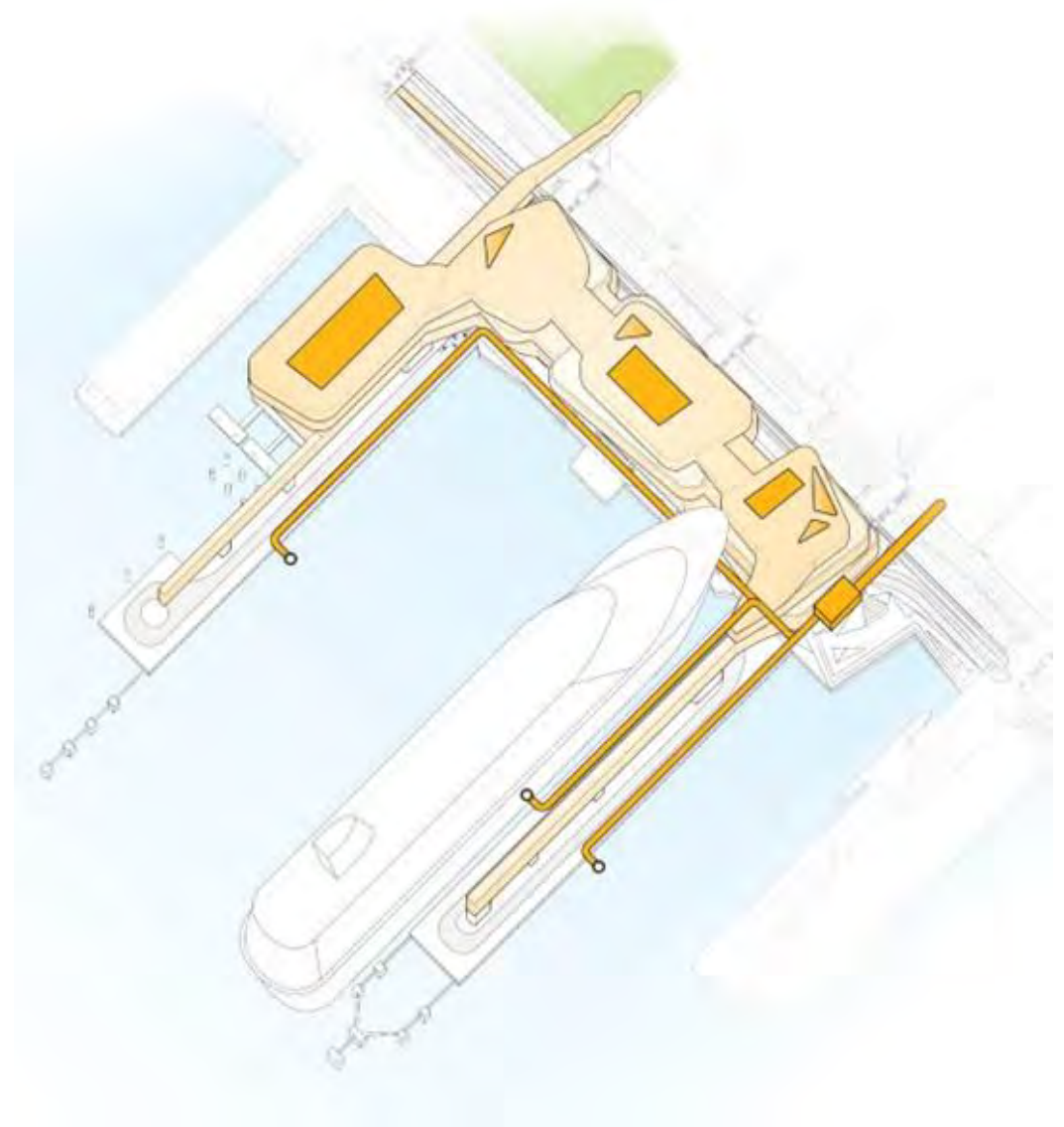


Delivering on CB4's Request

CB4 Letter	How Master Plan Delivers on It
Shore Power	
Shore power for all berths	A new 70MVA substation can supply shore power to all three berths simultaneously
Access and Open Space	
Riverfront Access	The entire ground level, including a new waterfront promenade, is publicly accessible
Pedestrian Overpass	A new pedestrian bridge crosses over the West Side Highway with connections to DeWitt Clinton Park
Widened Pedestrian/Bike Path	The Route 9A Bikeway/Walkway is widened to meet DOT Greenway Standards
Pier 88 Plaza	A new public plaza, concealing the terminal's substation, is constructed south of the South Pier
Sustainability	
Eco-friendly Design	Sustainable design elements are implemented, including a potential heat exchange system
Solar Panels	Solar panels are installed across the terminal's rooftops
Transportation	
New space for passenger transport	A consolidated on-terminal ground transportation area handles all passenger loading/unloading
Area for staging of provisioning	Pier decks are used for staging provisioning vehicles and include connections for refrigerated cargo
Docking of smaller vessels	Electric harbor craft, including tugs and ferries, can charge at the western end of the North Pier

Sustainability

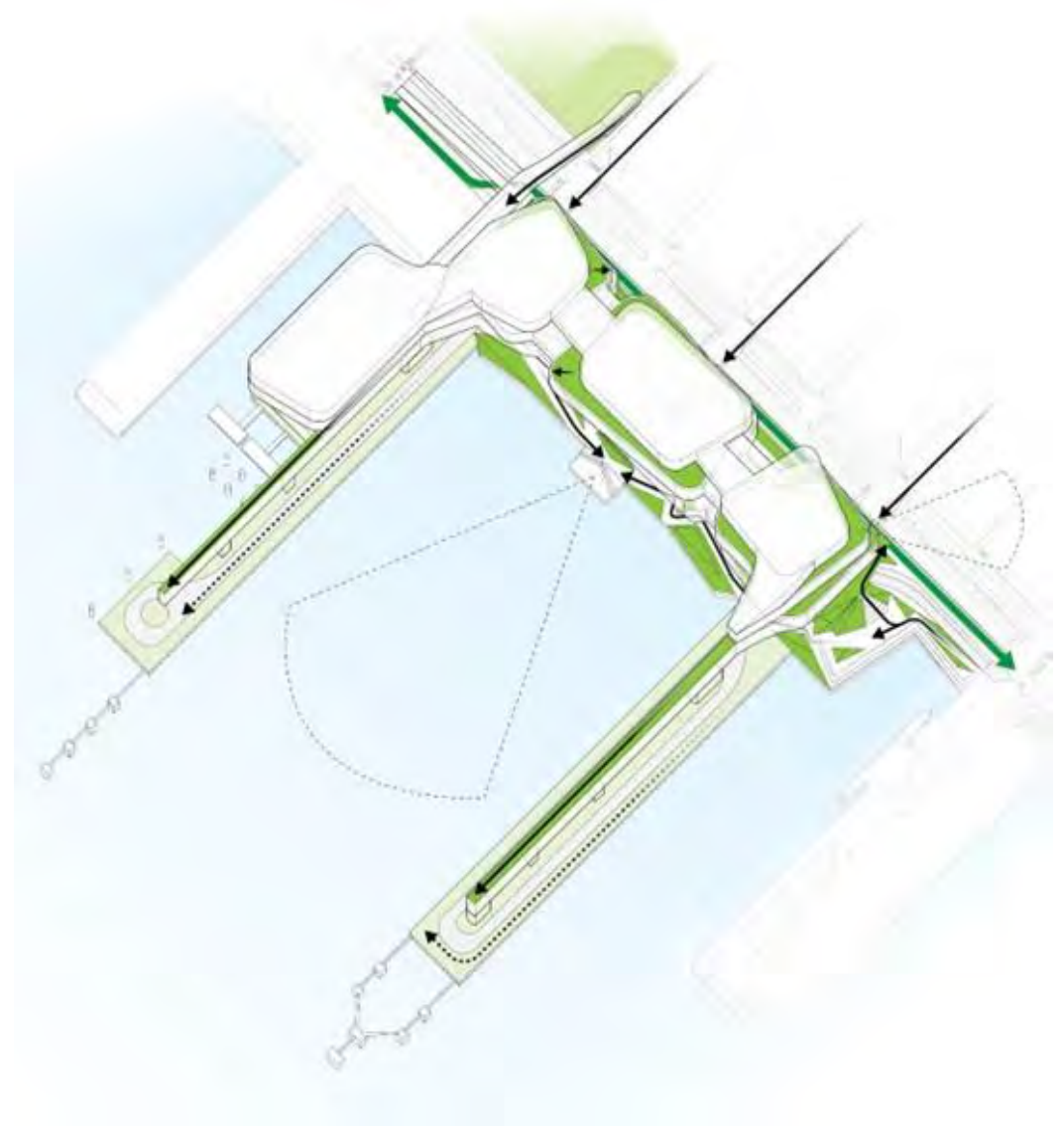
- A new on-site 70MVA substation powers shore power at **all three berths** and supports a fully electrified terminal
- Solar arrays will be installed on the terminal's expansive rooftops to offset peak energy demand
- The piers will be elevated to meet or exceed FEMA flood standards, reducing exposure to future storm surges



All graphics are for illustrative purposes and are subject to change and refinement.

Public Access

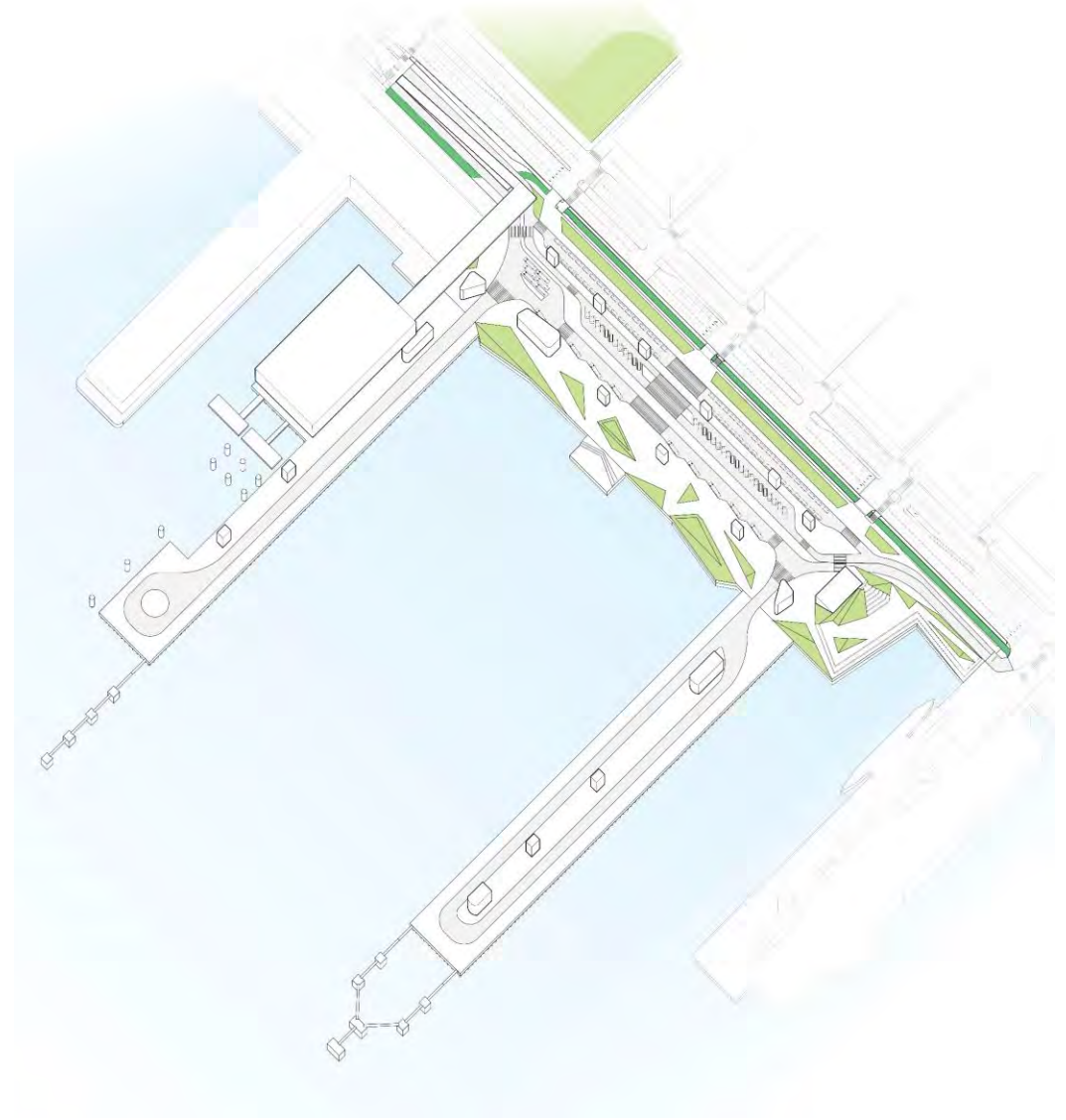
- A waterfront promenade features wide walkways and landscaped green space
- On non-cruise days, the terminal's piers transform into public spaces
- A widened Greenway and new pedestrian bridge over the West Side Highway ensure seamless connections to the surrounding network
- Terraces along the terminal's façade provide new elevated, publicly accessible spaces



All graphics are for illustrative purposes and are subject to change and refinement.

Transportation

- A new at-grade Ground Transportation Area (GTA) accommodates a range of transportation modes including shuttle buses, taxis, privately owned vehicles, and ferries
- A parking facility on the North Pier provides direct access for personal vehicles
- Provisioning vehicles can queue directly on the pier decks, while refrigerated vehicles can plug into power and turn off their engines

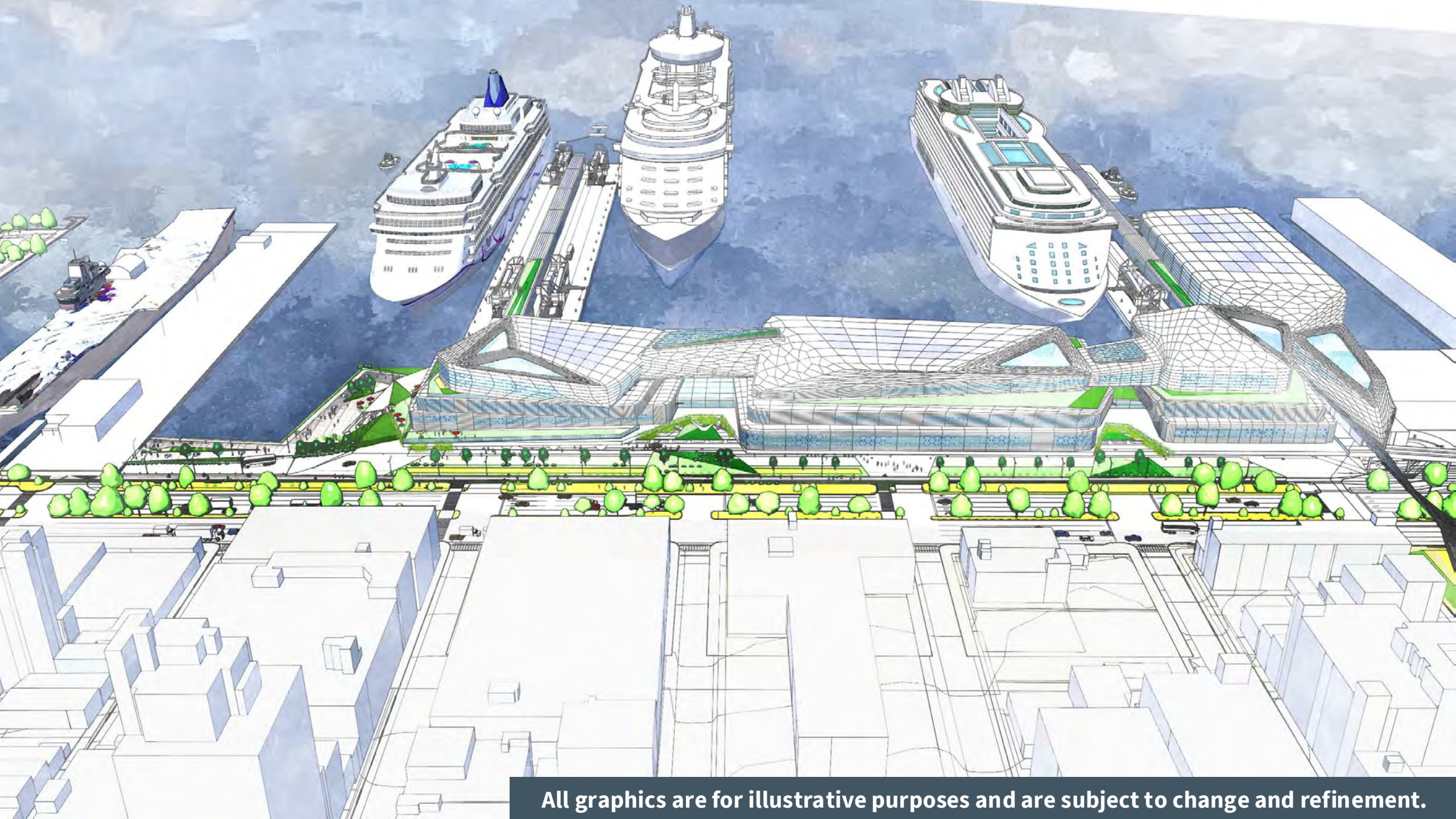


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What It Could Look Like

(Illustrative Purposes Only)



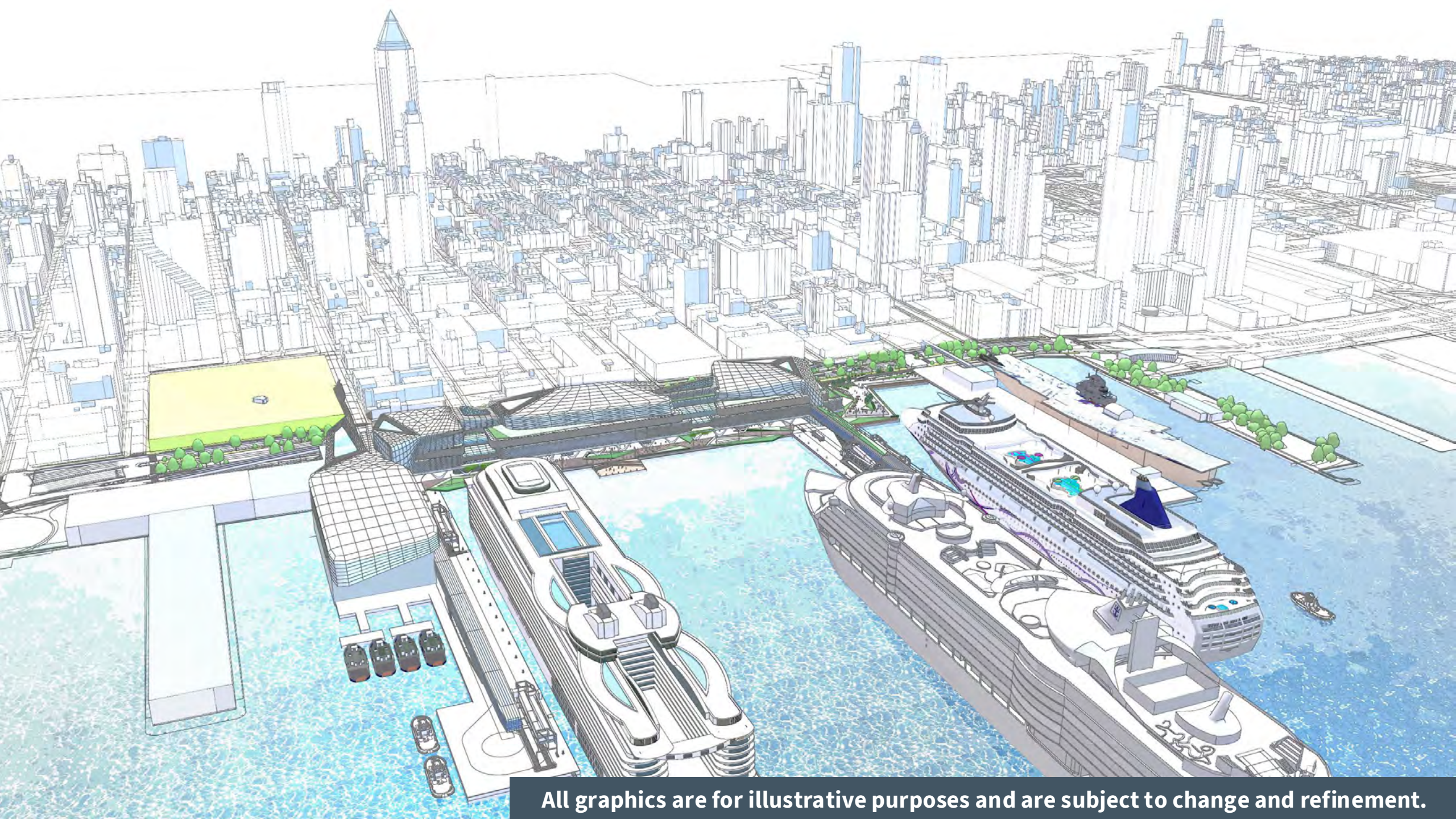
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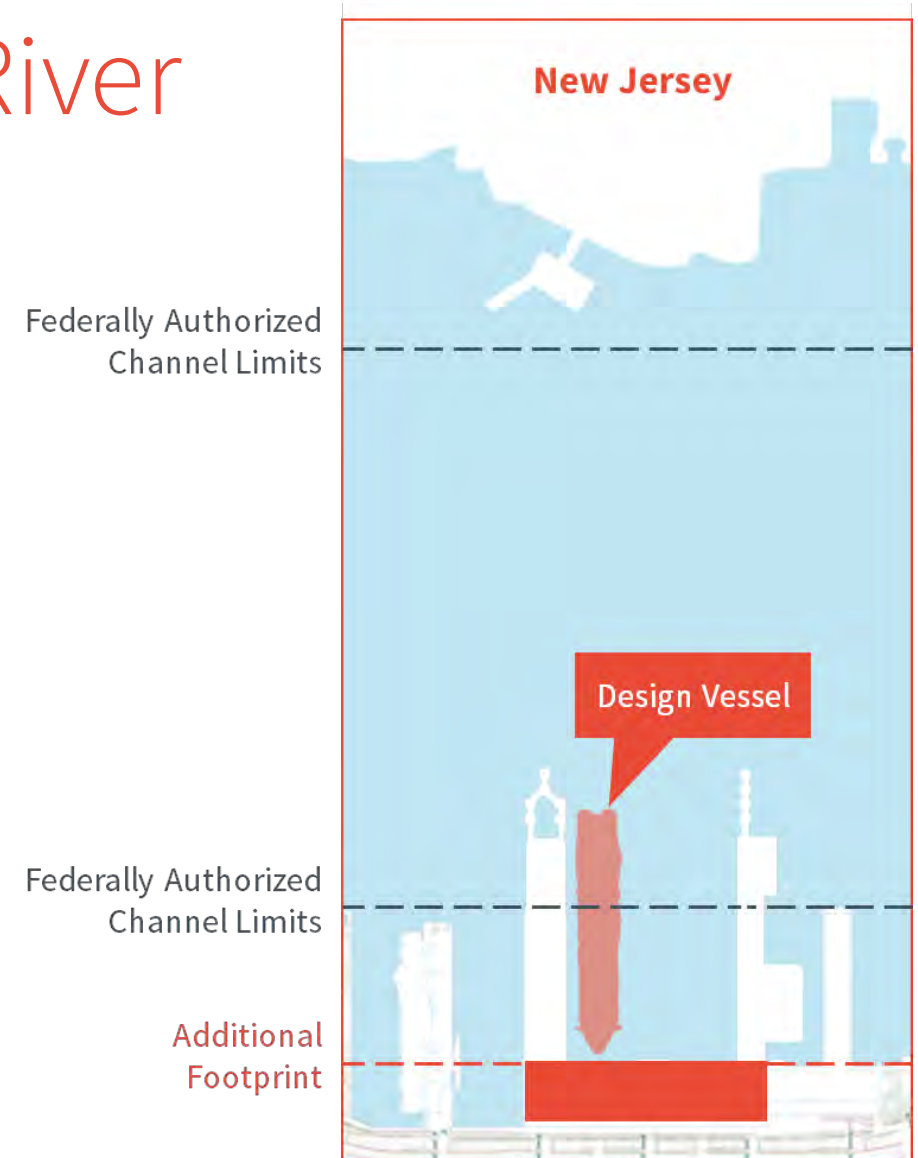
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Building Out Into the Channel

Extension into the Hudson River

- The proposed piers would extend into what is currently the Federally Authorized Channel
- To build within the channel, a portion must be deauthorized through the Water Resources Development Act (WRDA)
- This requires the completion of a Navigation Safety Risk Assessment



What is WRDA?

What it is:



- A **biennial** legislative process to alter the boundary of the Federally Authorized Channel
- A critical preliminary step to make lands underwater available

What it does not do:



- Grant approval for the proposed MCT redevelopment project
- Substitute or circumvent any other regulatory processes including environmental review and permitting

Navigation Safety Risk Assessment (NSRA)

- The NSRA evaluated potential hazards, traffic impacts, and mitigation measures associated with the proposed operations and infrastructure changes
- The study was divided into two key segments, which are detailed in the following slides:
 - 1. Stakeholder Engagement**
 - Identifies Key Risks and Mitigations
 - 2. Technical Due Diligence**
 - Assess project impact on passing vessels
 - Compare baseline and future risk of accidents
 - Validate feasibility of cruise maneuvers



NSRA Stakeholder Engagement

NSRA Stakeholder Engagement

- As part of the NSRA, a series of stakeholder engagement meetings were held with:
 - Recreational Users & Advocacy Groups
 - Pilots, Deep Draft, Tug & Barge
 - Ferry and Excursion Vessels
 - City Agencies
 - Other Site Users and Neighbors
- These sessions aimed to understand each group's current operations, the potential impacts of the proposed development, and any suggested mitigations

NSRA Stakeholder Engagement

Pilots, Deep Draft, Tug & Barge

- MAPONY
- Donjon Marine
- McAllister Towing
- Metro Pilots
- Miller's Launch
- Moran Towing
- Reicon
- Sandy Hook Pilots
- Vane Brothers
- Weeks Marine

City Agencies

- FDNY Marine Ops
- NYCDEP
- NYC Parks Marine Division
- NYPD Harbor Unit

Ferry and Excursion Vessels

- NY Waterway
- New York City Ferry
- Hornblower
- New York Cruise Lines

Recreational Users & Advocacy Groups

- Downtown Boathouse
- HOPS Education Subcommittee
- Hudson River Community Sailing
- Manhattan Community Boathouse
- New York Soil and Water
- Manhattan Kayak Co
- Manhattan Sailing School
- NY Outrigger
- NYC Water Trail Association
- Outside New York
- Riverkeeper
- Waterfront Alliance





Other Site Users and Neighbors

- Community Board 4
- Con Edison (Pier 98)
- Cruise Line Partners
- DSNY (Pier 90)
- Hudson River Park Trust
- Intrepid Museum
- Ports America

Key Risks and Mitigations

Identified Risks

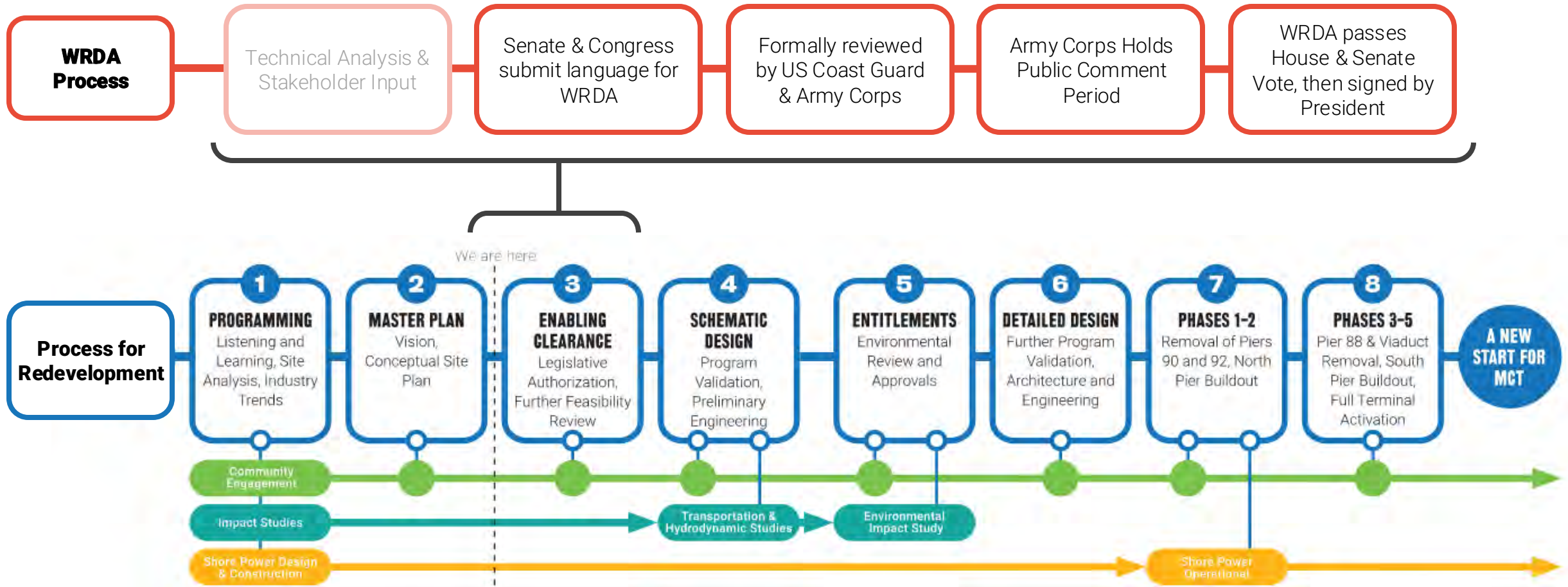
Practical Mitigation Measures

1. With the proposed redevelopment layout, recreational may be exposed to faster currents closer to the middle of the Hudson River and/or unpredictable current effects near piled structures.		1. Create waterside and landside safety teams <ul style="list-style-type: none">• Deploy a safety vessel to monitor and direct recreational boater activities• Develop landside safety resources to facilitate communication between vessel operators and directly with the cruise terminal
2. Ferry traffic congestion may increase due to the pier extensions, increasing the risk of allisions, collisions, and other incidents.		2. Increase schedule coordination between ferries and cruise ships to ease traffic burden and to better facilitate emergency response when required.
3. There is an increased risk of incidents due to inadequate communication between cruise ships, ferries, tugs, and recreational boaters.		3. Strengthen the line of communication between recreational boaters and commercial operators.
4. In the future proposed configuration, there is an increased risk of ice buildup at the terminal berths.		4. Conduct hydrodynamic modelling of proposed development to understand and mitigate current effects (e.g., straining effect through piles).

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Next Steps

What's Next?



Immediate Next Steps

Partnership

- Community Board support is **important for WRDA 2026**, allowing for continued progress of project to deliver on all of the benefits the project
- Continue meaningful **stakeholder engagement** with the community

NYCEDC will

- Utilize City's \$20M commitment to bring power to property line as a first step to **fully electrifying the site**
- Continue to engage private partners to **seek capital support** for project development in a public-private partnership

With WRDA passing, NYCEDC will

- Progress design further with expert input to ensure **responsible development**

Discussion