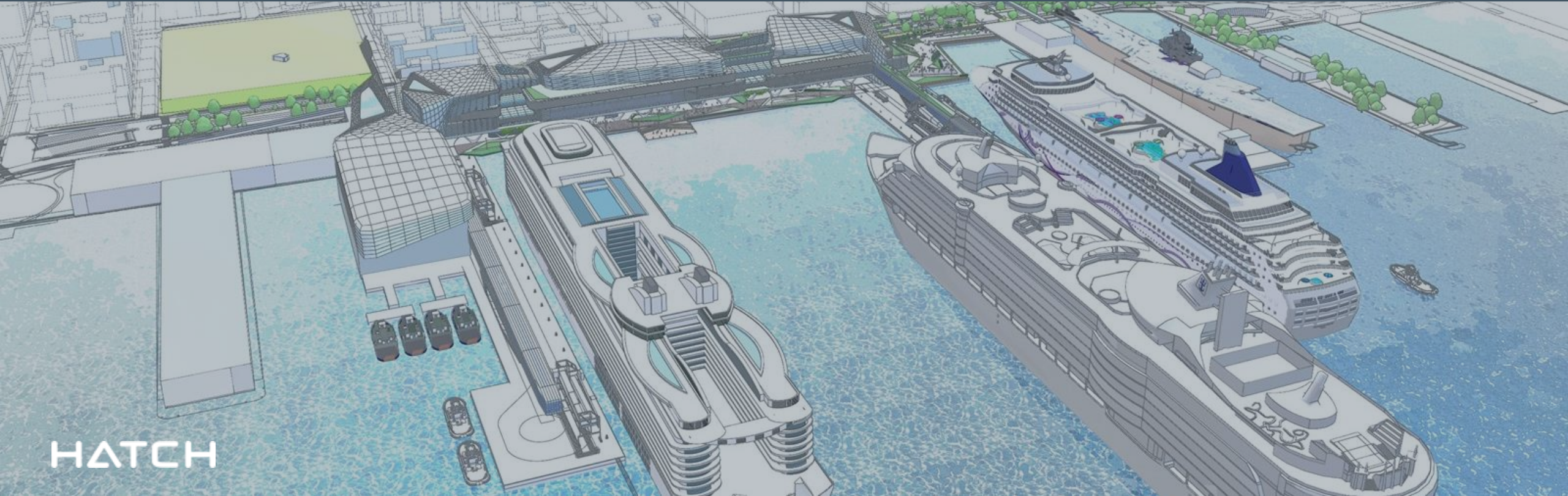


Manhattan Cruise Terminal

Master Plan

January 2026



Meeting Objectives

- Provide an overview of the MCT Master Plan
- Discuss the need and process for federal deauthorization
- Highlight next steps
- Answer questions

MCT Today

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



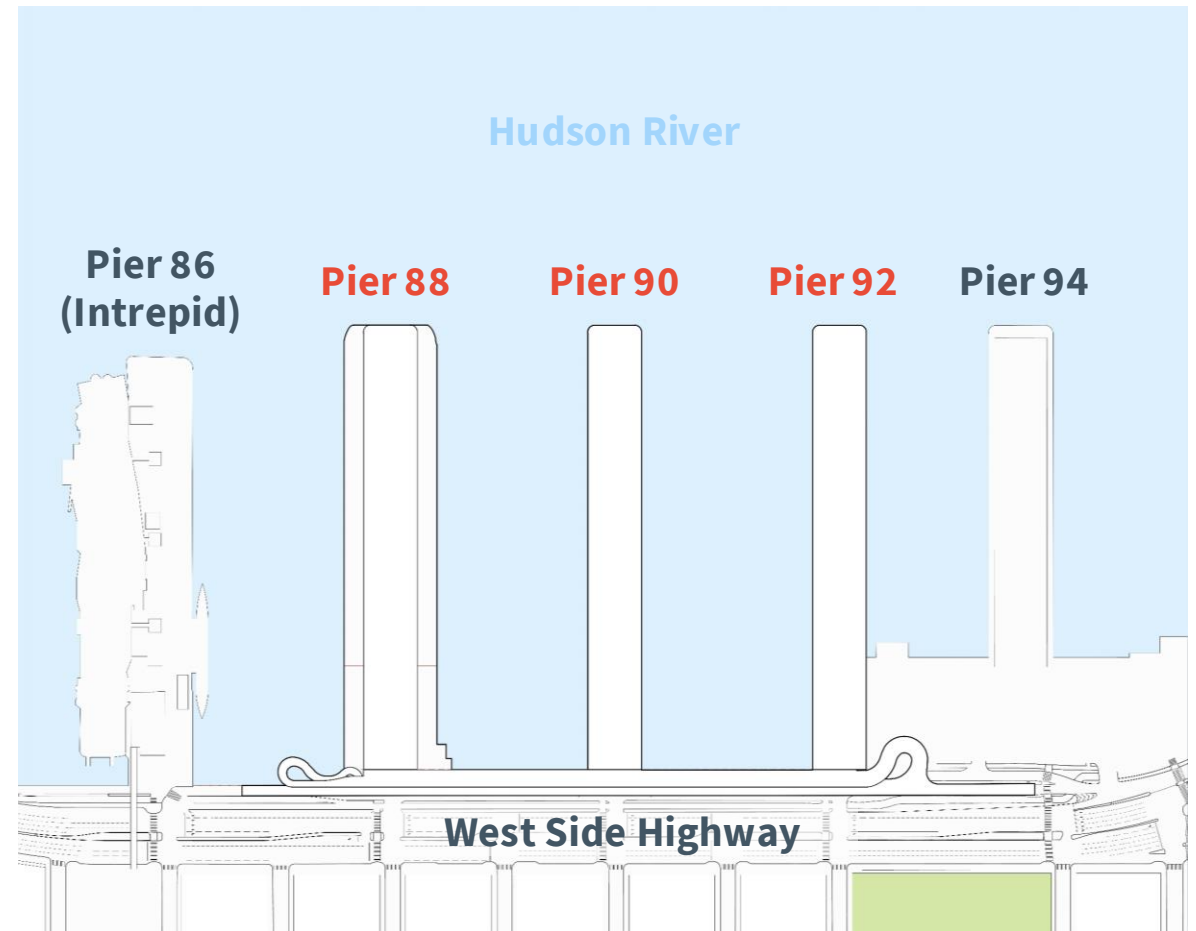
The Cost of Inaction

- **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



Existing Condition

- Infrastructure is reaching the end of its useful life
- Pier condition and configuration makes shore power extremely difficult
- 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
- Piers not appropriately sized to handle modern vessel sizes and passenger volumes
- Facility does not meet FEMA flood elevation requirements



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



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

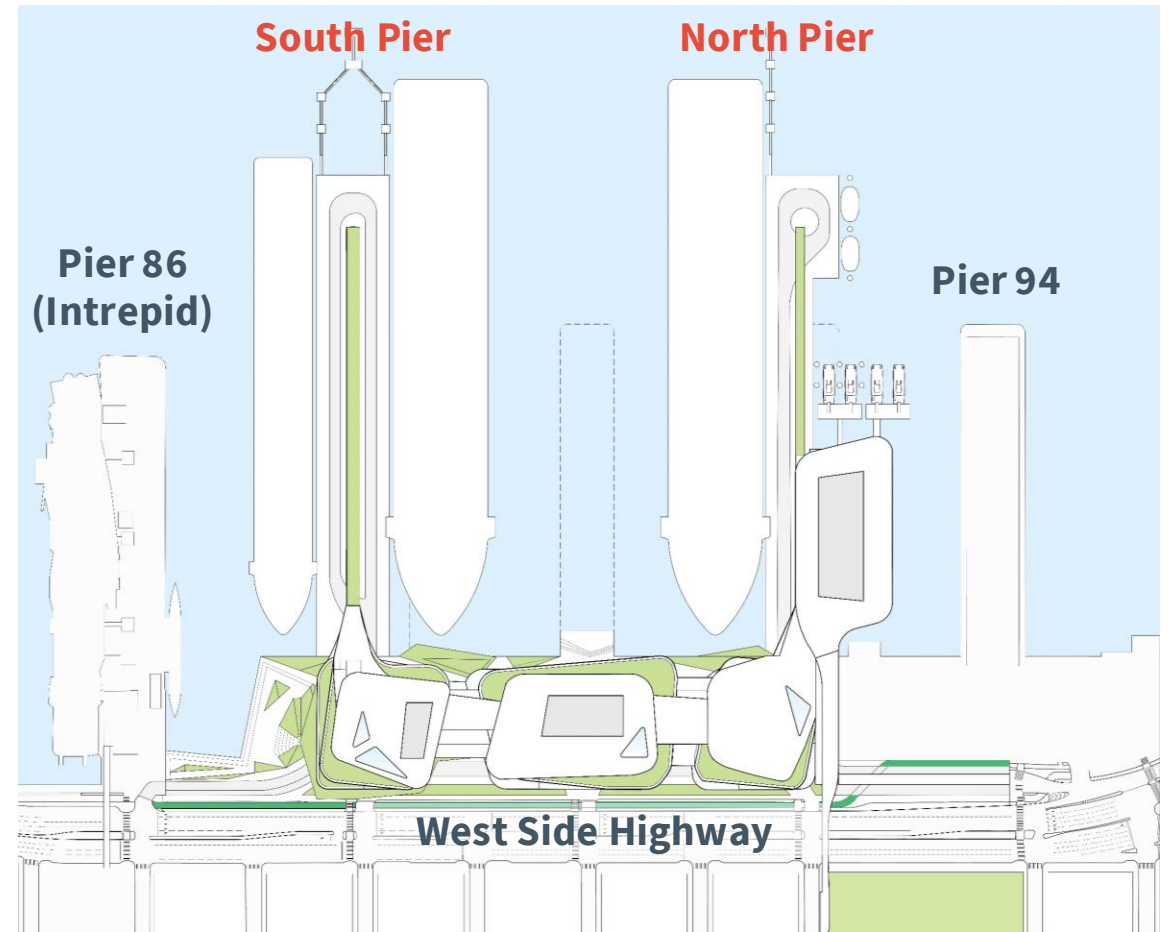
- FDNY Marine Division
- NYPD Harbor Unit
- NYC Department of Sanitation
- NYC Parks Marine Division
- NYC Soil and Water Conservation District
- NYC Department of City Planning
- NYS Board of Commissioners of Pilots
- NYSDEC
- PANYNJ
- USACE New York District
- USCG Sector New York

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

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**

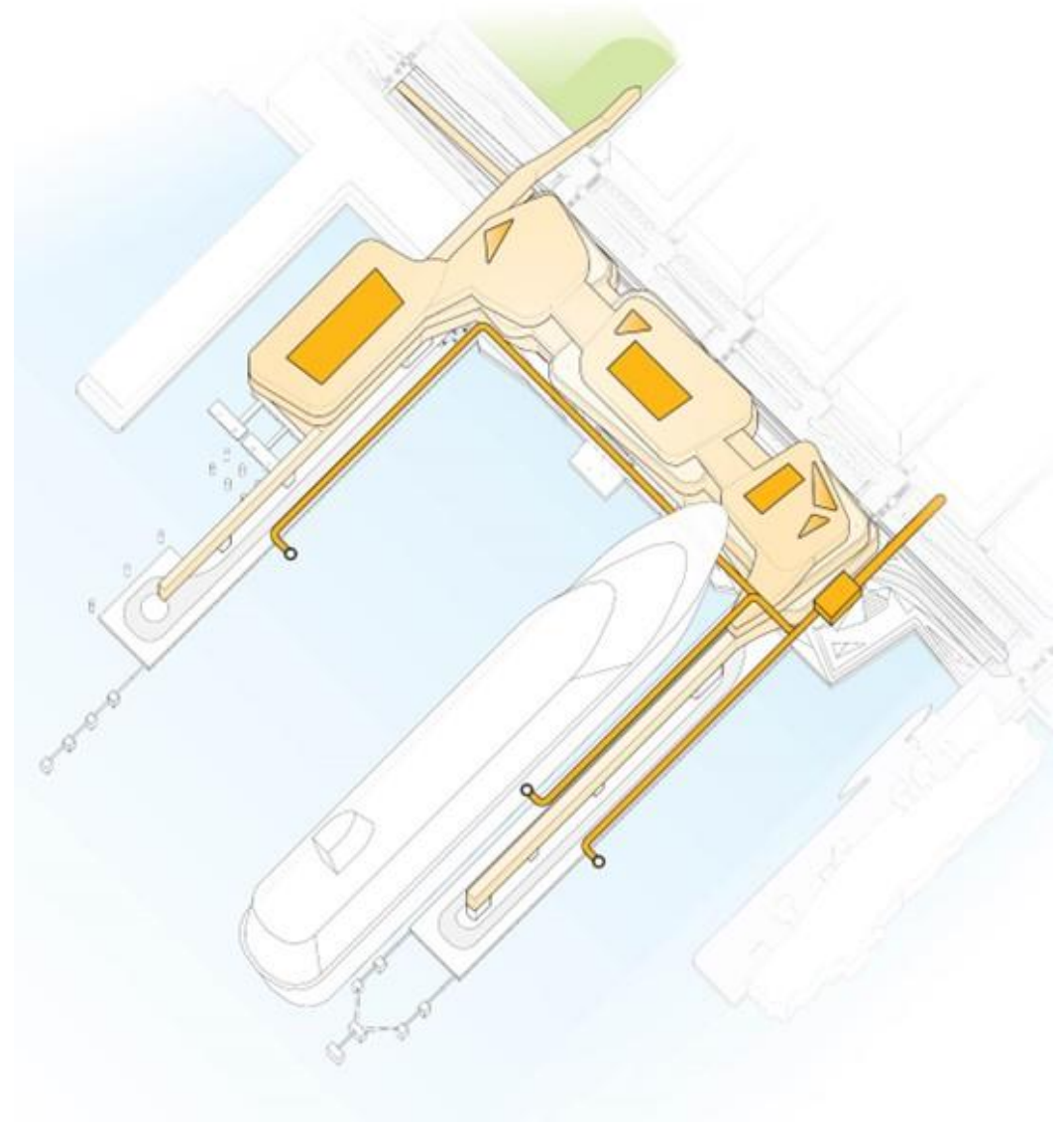


Delivering on CB4's Requests (Letter dated April 11, 2025)

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

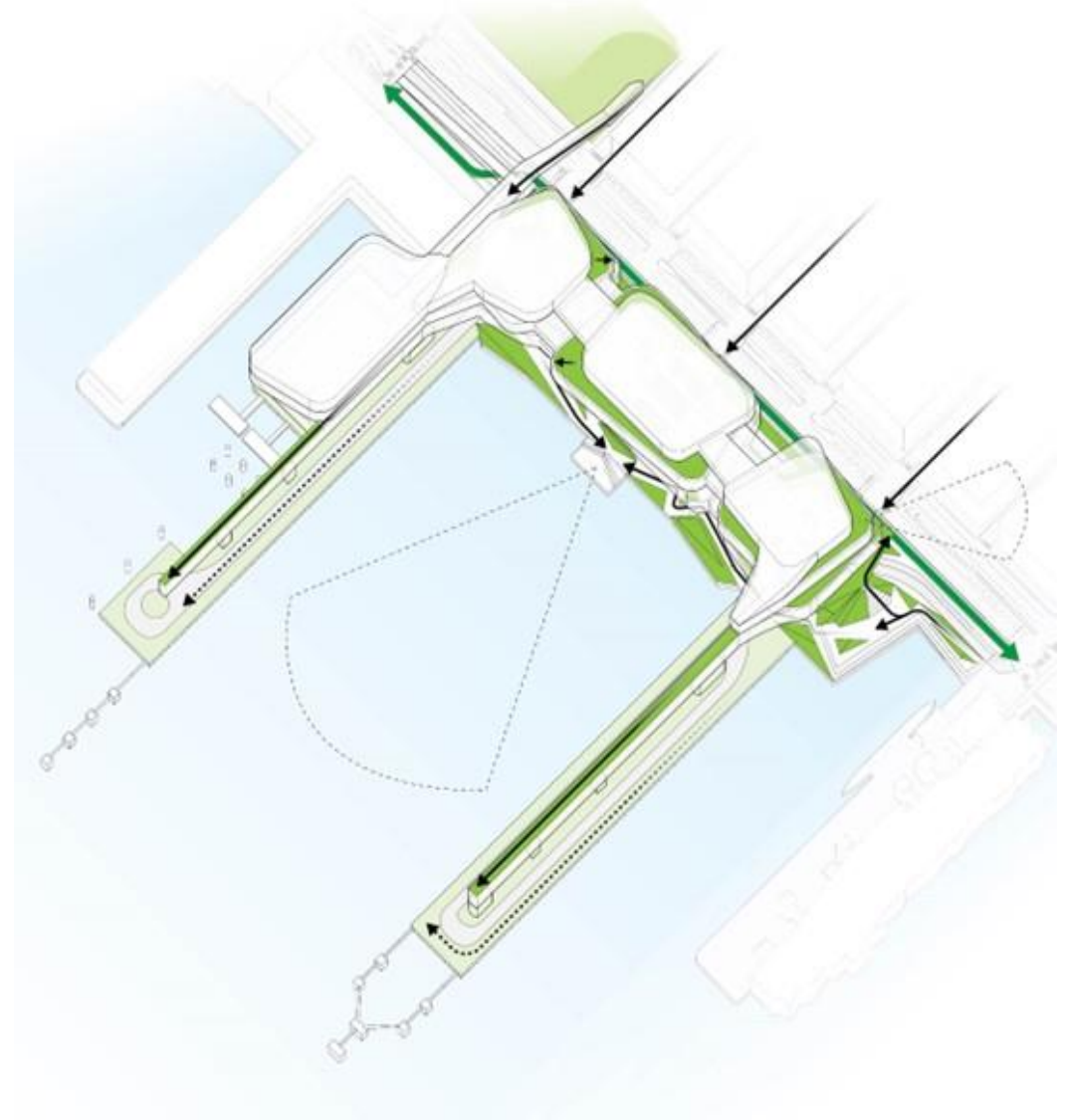
- A new on-site 70MVA substation powers shore power at **all three berths** and supports a fully electrified terminal
- Solar arrays will be installed on the terminal's expansive rooftops to offset peak energy demand
- The piers will be elevated to meet or exceed FEMA flood standards, reducing exposure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



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

Public Access

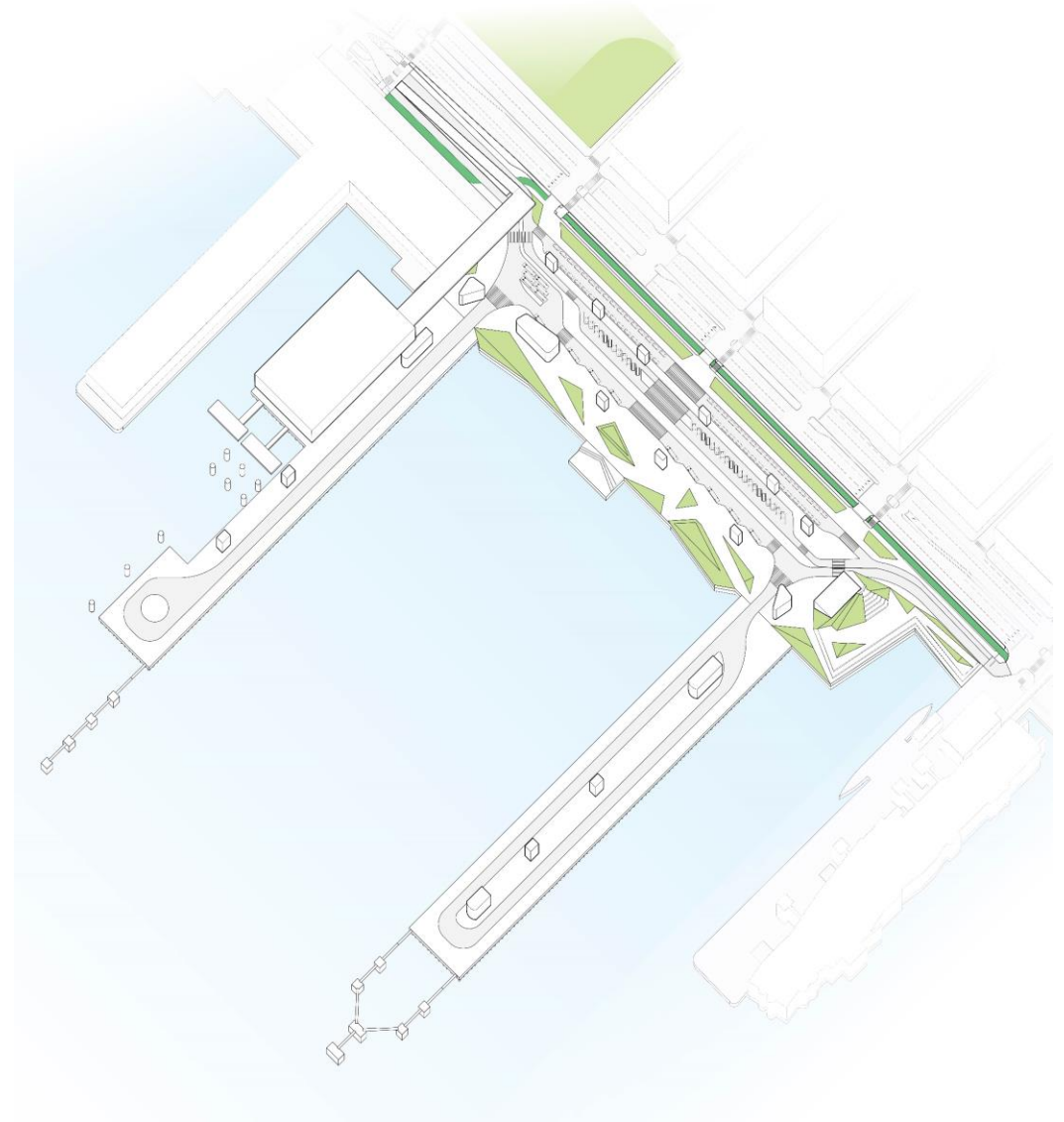
- A waterfront promenade features wide walkways and landscaped green space
- On non-cruise days, the terminal's piers transform into public spaces
- A widened Greenway and new pedestrian bridge over the West Side Highway ensure seamless connections to the surrounding network
- Terraces along the terminal's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

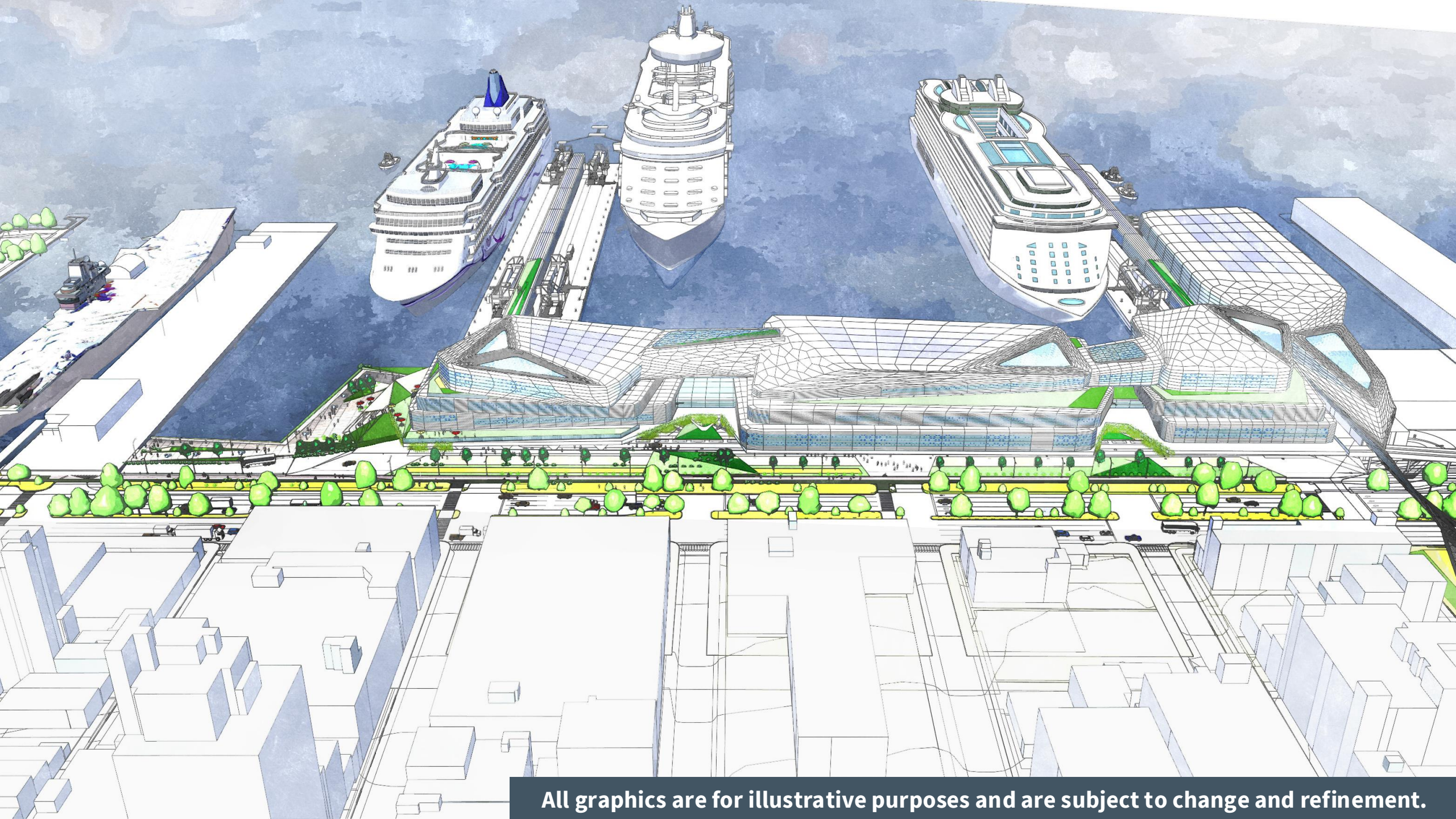


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What It Could Look Like

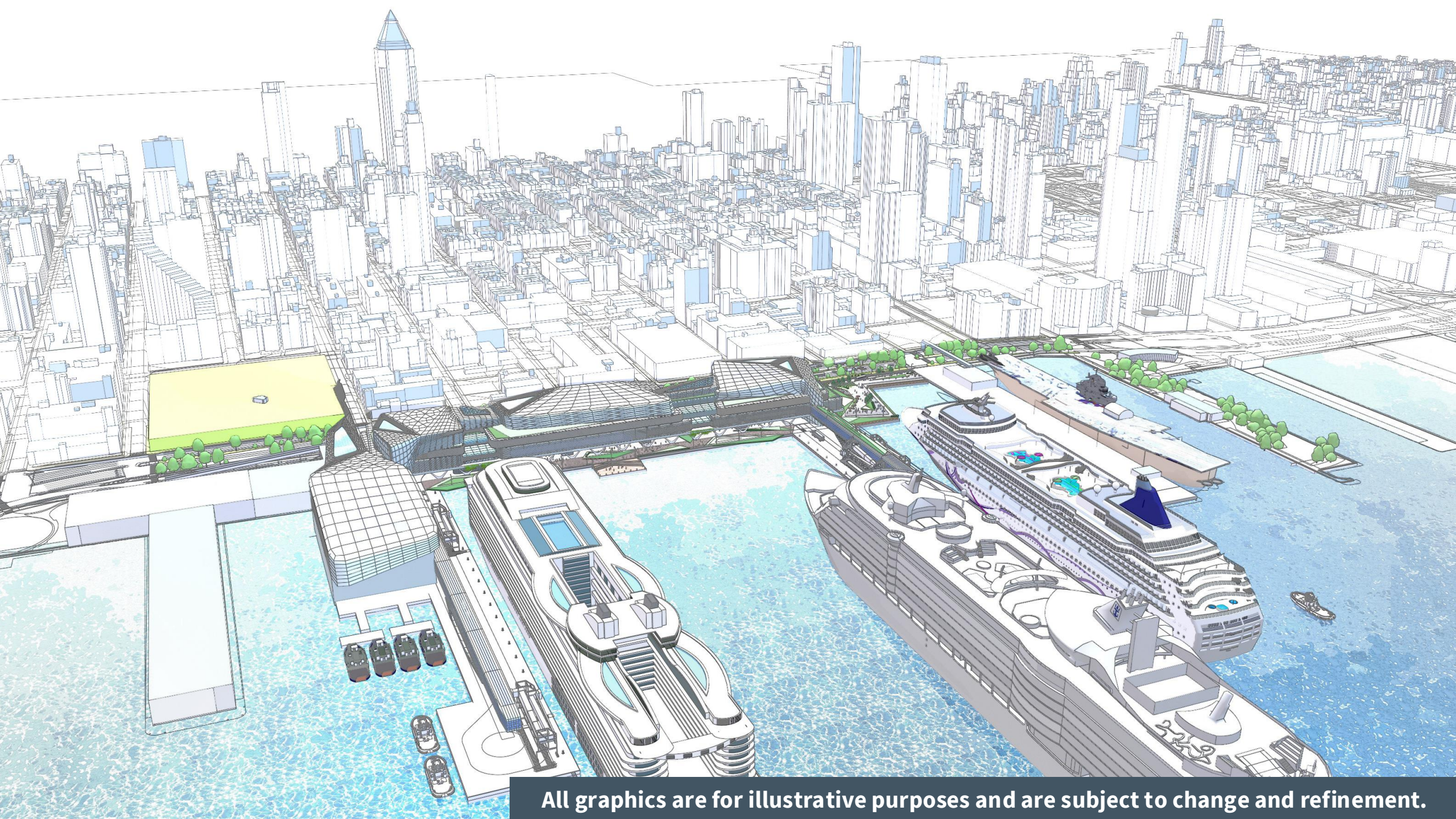
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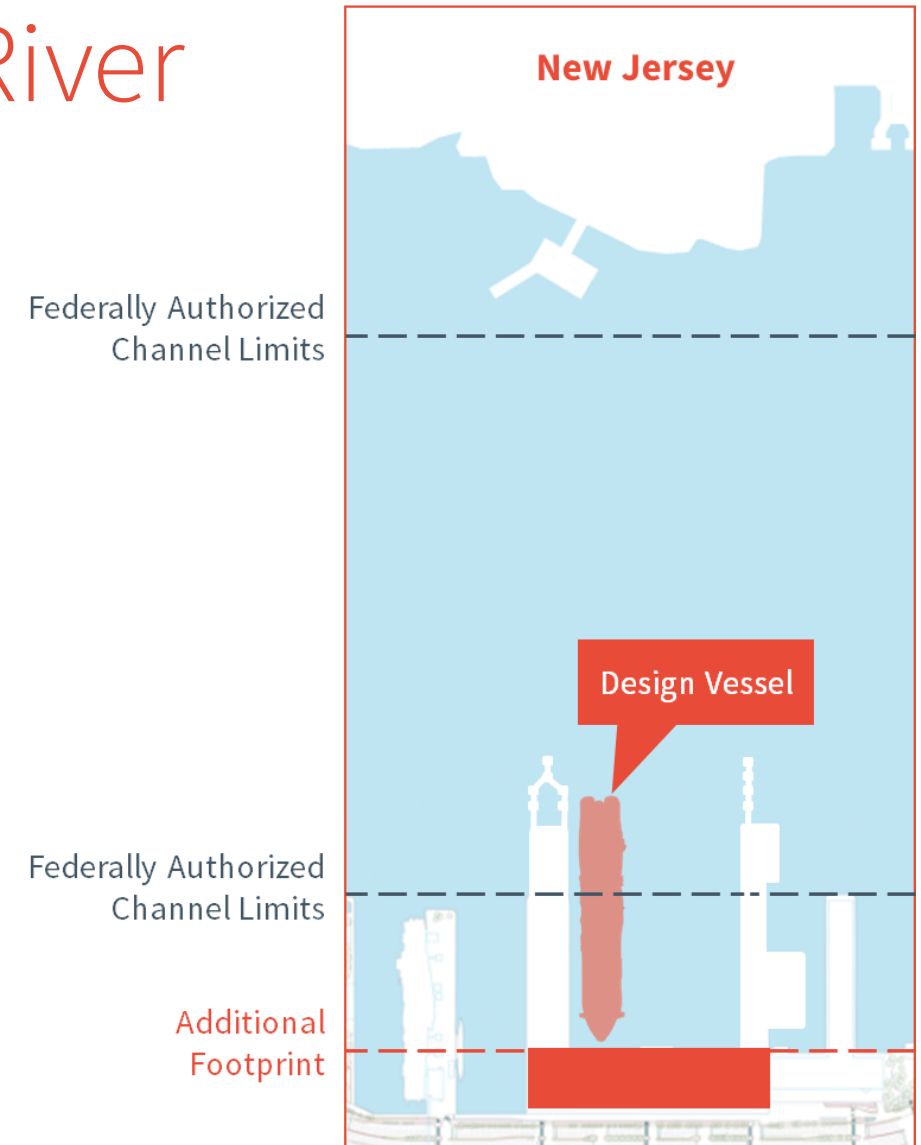
All graphics are for illustrative purposes and are subject to change and refinement.

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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 (NSRA)



What is WRDA?

What it is:



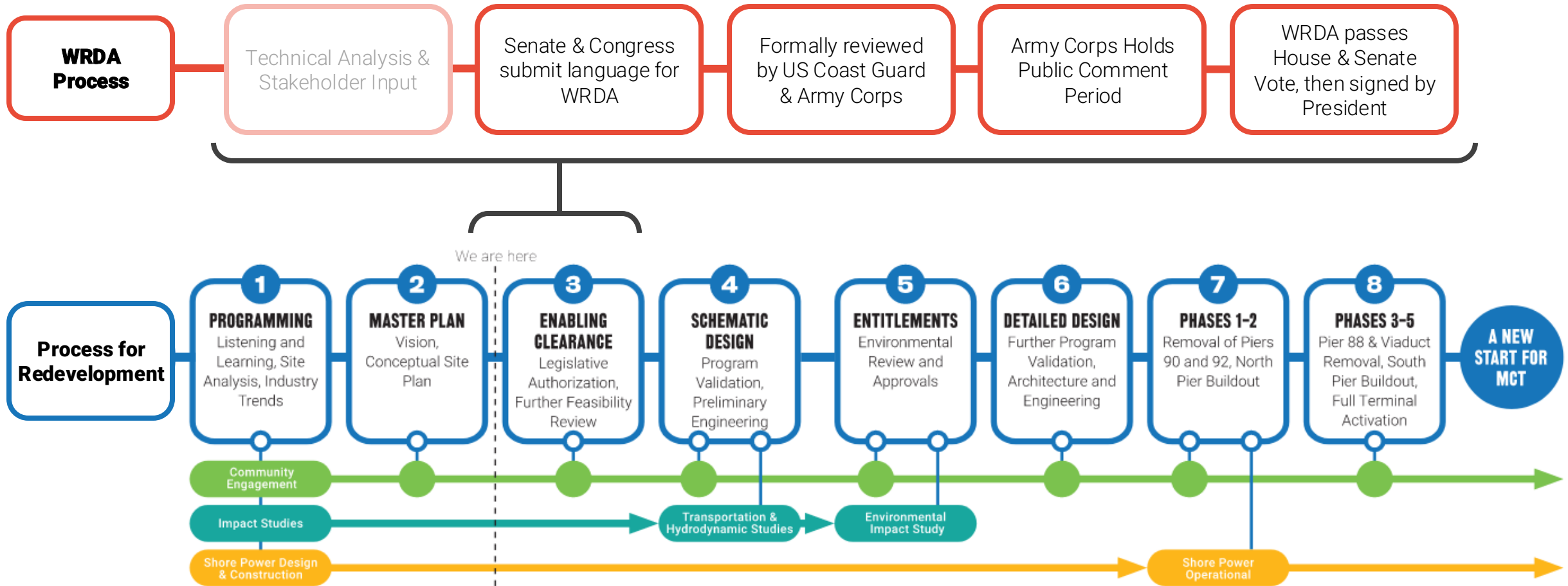
- A **biennial** legislative process to alter the boundary of the Federally Authorized Channel
- A critical preliminary step to make lands underwater available

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

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**

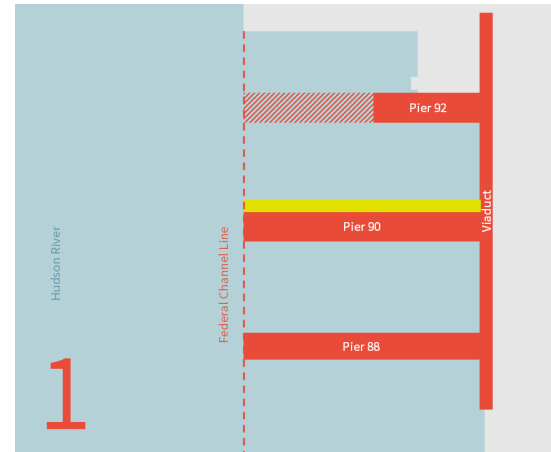
Thank You

Appendix

Reviewed Pier Configurations

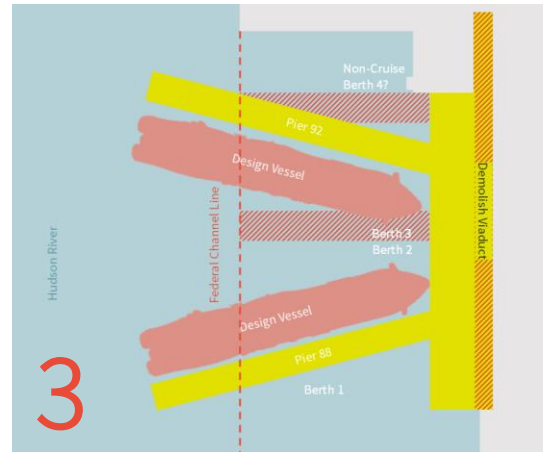
Configuration 1

- Minimizes cost by reusing existing infrastructure
- Increases maintenance costs and limits service life
- Limits space to incorporate public access, dedicated GTA, and shore power
- Limits berthing of modern vessels



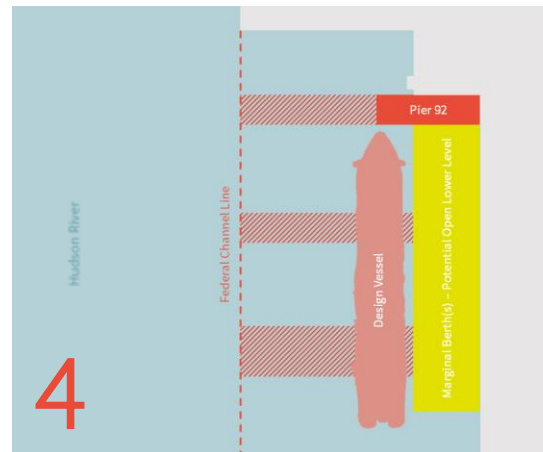
Configuration 2

- Angled piers create challenges for safe navigation
- Extends into Federally Authorized Channel
- Underserves economic development by not accommodating market demand



Configuration 3

- Angled piers create challenges for safe navigation
- Extends into Federally Authorized Channel
- Underserves economic development by not accommodating market demand



Configuration 4

- Significantly underserves economic development by not accommodating market demand

Global Terminal Comparison

Kai Tak Cruise Terminal

Kowloon City, Hong Kong



- Two berths, each capable of handling 5,400-passenger vessels
- Total development floor area of 2.0M sqft

Canada Place Cruise Terminal

Vancouver, Canada



- 3 berths, but can handle up to 4 ships simultaneously
- 301 cruise ship calls and a total of 1.2 million passengers in 2025
- Total development floor area of 1.8M square feet

Overseas Passenger Terminal

Sydney, Australia



- 1 berth capable of handling a 4,200-passenger vessel
- Total floor area of 145,000 sqft

Kaohsiung Port Cruise Terminal

Kaohsiung, Taiwan



- 2 berths, each capable of handling 5,400-passenger vessels
- Total floor area of 870,000 sqft

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



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

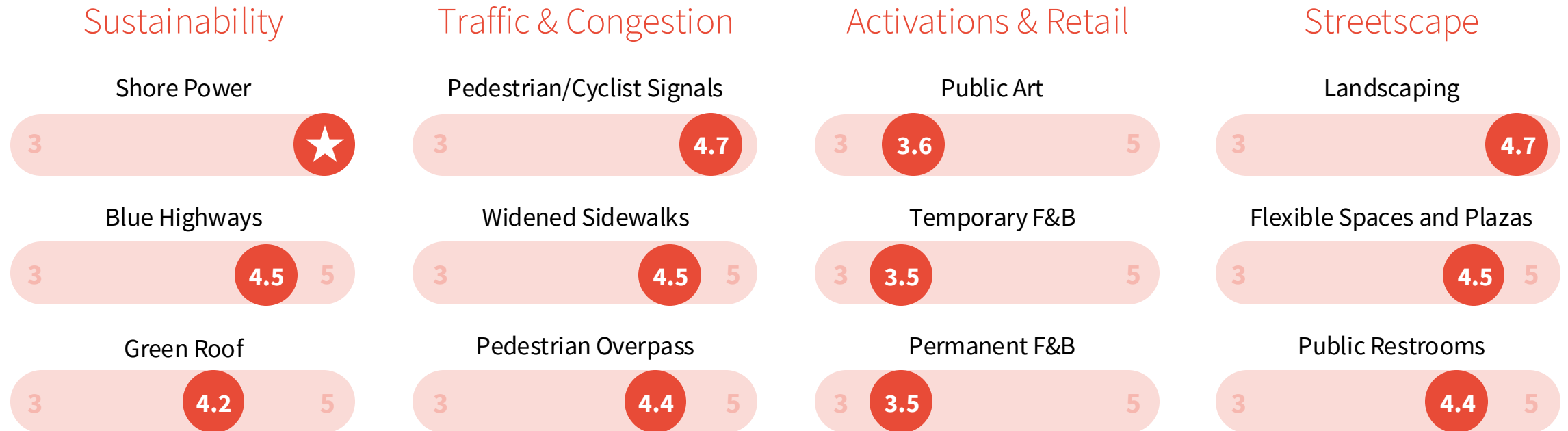
3 Community Access

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 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.