

The background of the slide is a blue-tinted photograph of a port. In the foreground, a large gantry crane stands on a pier. In the middle ground, a dark-colored ship is docked at the pier. In the background, a city skyline is visible across the water, including a prominent skyscraper. The overall scene is industrial and maritime.

Vision for Brooklyn Marine Terminal

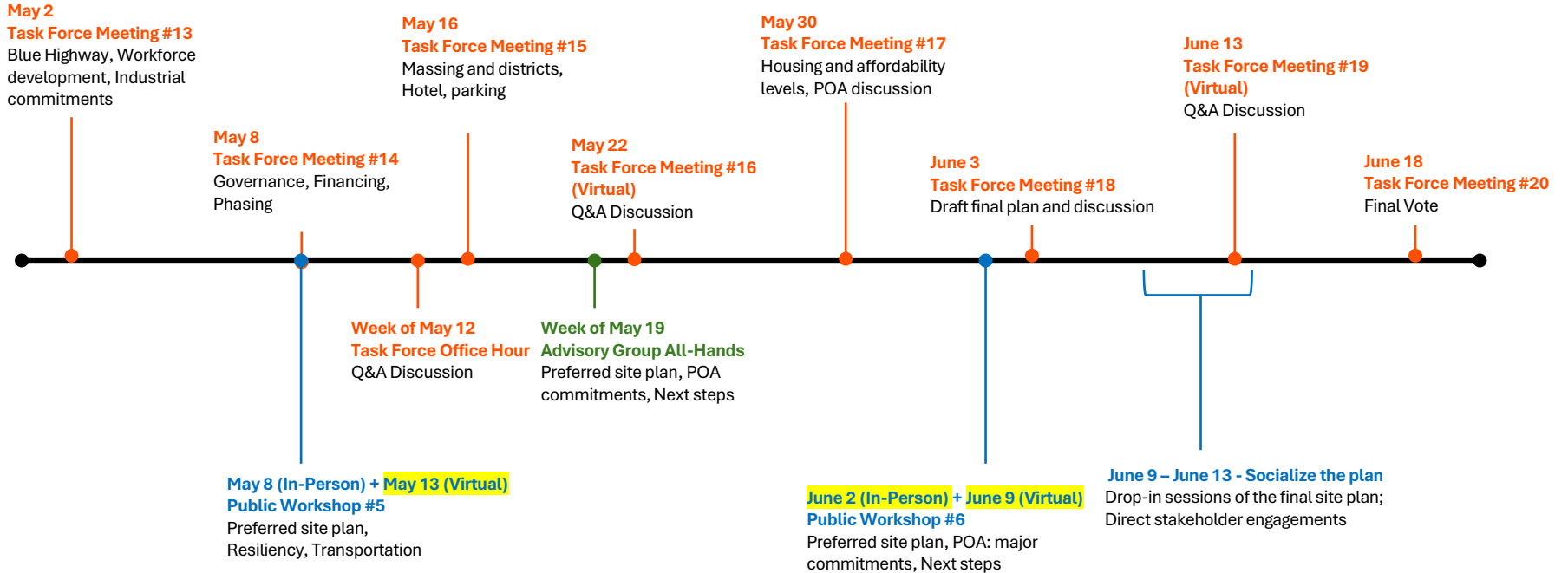
Task Force Meeting #13 Presentation
May 2, 2025



Agenda

- Additional Public Workshops
- Blue Highways
- Workforce Development
- Industrial Commitments

Additional Public Workshops



Blue Highways

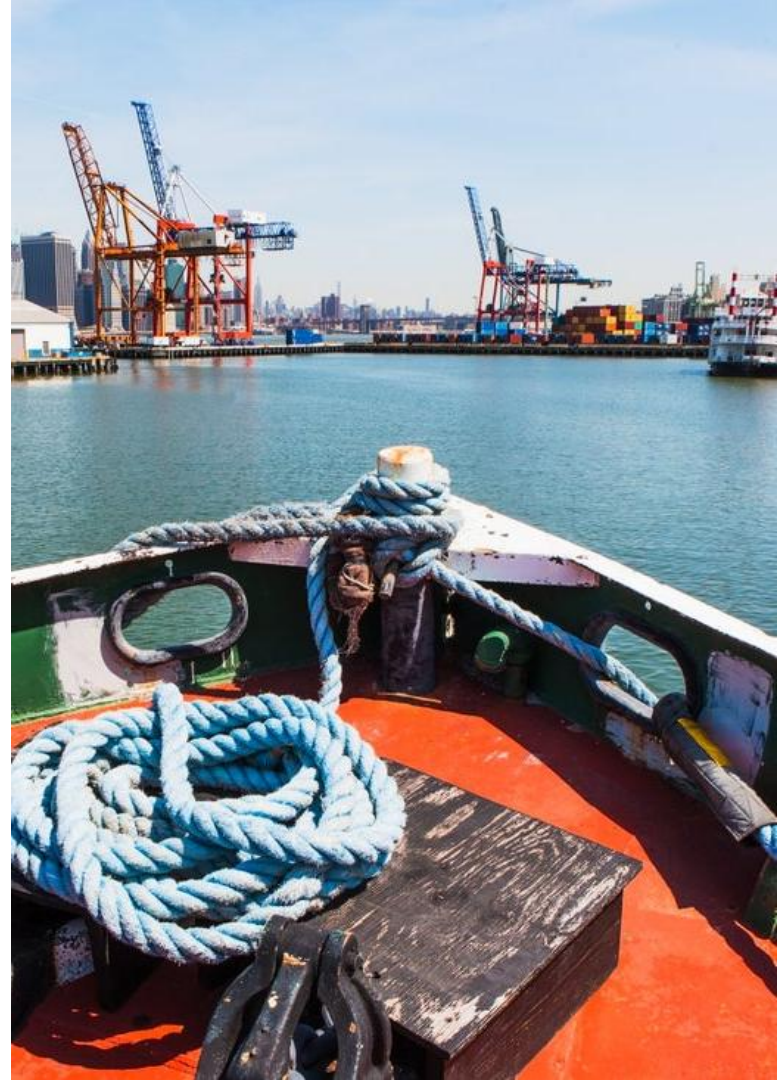
BMT redevelopment is a unique opportunity to build a forward-thinking marine freight system from the ground up

Controlling our own destiny

- Shared prioritization of maritime opportunity across New York City's ports and landings
- With BMT as a crucial central node in a hub-and-spoke Blue Highways system

Centered around our values

- Maximizing use of NY Harbor and intra-harbor connections
- Reducing congestion
- Improving air quality
- Build-out maritime electrification
- Designing around micromobility



The Blue Highways initiative builds on more than two decades of work

- Constructing a waterborne freight network enables the city to **proactively create a sustainable freight system that enhances quality-of-life** for NYC residents
- Maritime freight movement **leverages the city's historic strength as a port city**, with **modern enhancements and sustainable operations** to alleviate congested corridors including:
 - Port electrification
 - Zero-emission vehicles and vessels
 - Micromobility



NYC responds to geographic challenges with bold, inventive infrastructure

A 45-minute Harbor crossing...



...the 65th St Rail Yard avoids a 2-4 day trip via northern rail connections

Moving 3,600 tons of waste per day by water...



...strategic MTS eliminate 1,000 daily truck trips

Building 6 routes across 25 landings...



...infrastructure serves more than 7 million annual riders in previously underserved neighborhoods

New York City has done more to advance Blue Highways in the past year than in the past decade



New operator for a multimodal **Downtown Skyport**, which will activate a Blue Highways landing in 2027



Unlocking Blue Highways potential at Hunts Point with the announcement of a new aggregate and food & beverage marine terminal with **Con Agg Global** and the **Fulton Fish Market**



Planning for the future of the 122-acre electrified **Brooklyn Marine Terminal**

The challenge for NYC

Freight volumes
are growing

67%

*Growth in freight volumes
in NYC through 2045¹*

But our roadways
are full

\$20 Billion

*Annual economic cost of
congestion to NYC²*

And expensive
to maintain

300x

*One truck causes the roadway
wear and tear of 300 cars³*

Blue Highways is one solution to address limited Hudson River crossings



*12,000 trucks cross the GW into NYC per day, while approximately 13,000 trucks cross the Verrazzano. The Lincoln and Holland Tunnels combined handle approximately 4,200 trucks per day.

The opportunity for NYC

Move freight off our crowded streets...



Today, **90%+** of freight is moved by truck



...and onto our waterways



And only **8%** of freight is moved by water

Reducing **congestion**, **emissions**, and **roadway damage**

Blue Highways can move a variety of goods...

Microfreight



Food and beverage



Parcel delivery

Bulk Freight

Brooklyn Marine Terminal and Hunts Point Focus

Active in NY Harbor today



Municipal waste, salt, and organics (DSNY)

Active in NY Harbor today



Aggregate and building materials



Containerized food

Ferry

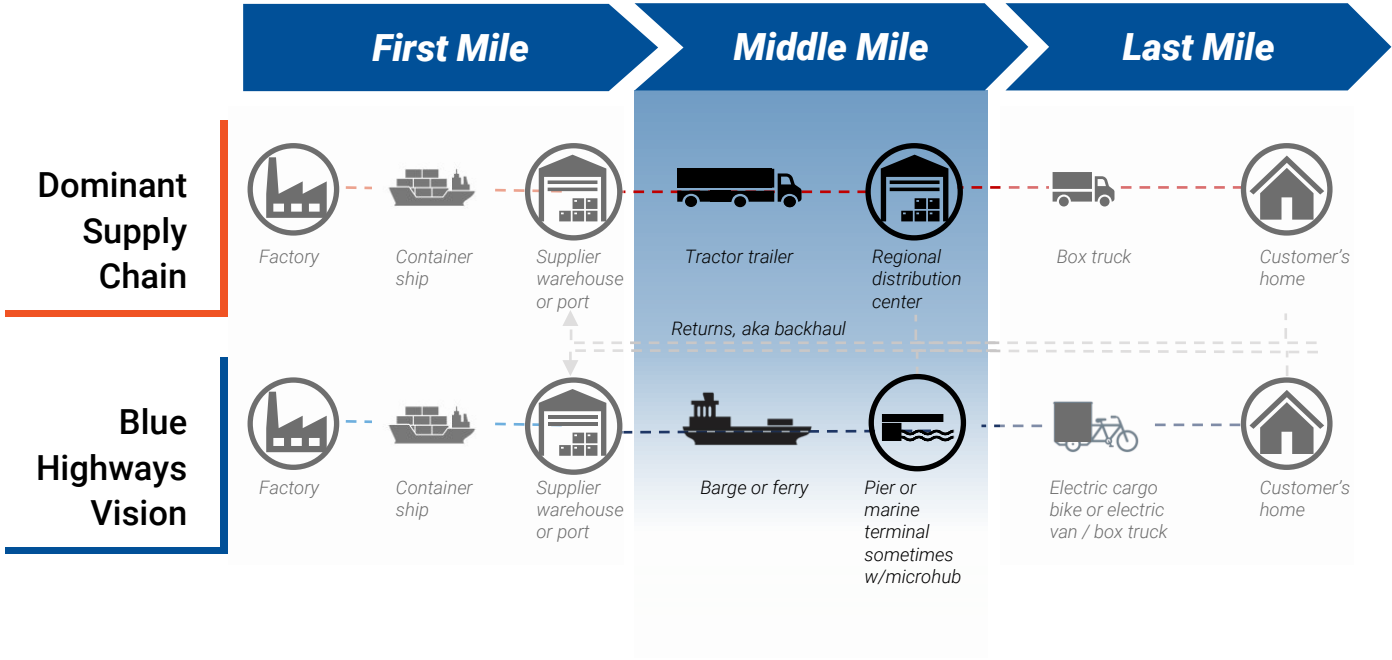


Barge



...with distinct vessels and loading operations

Blue Highways supply chain for moving goods in NYC



\$20 Billion

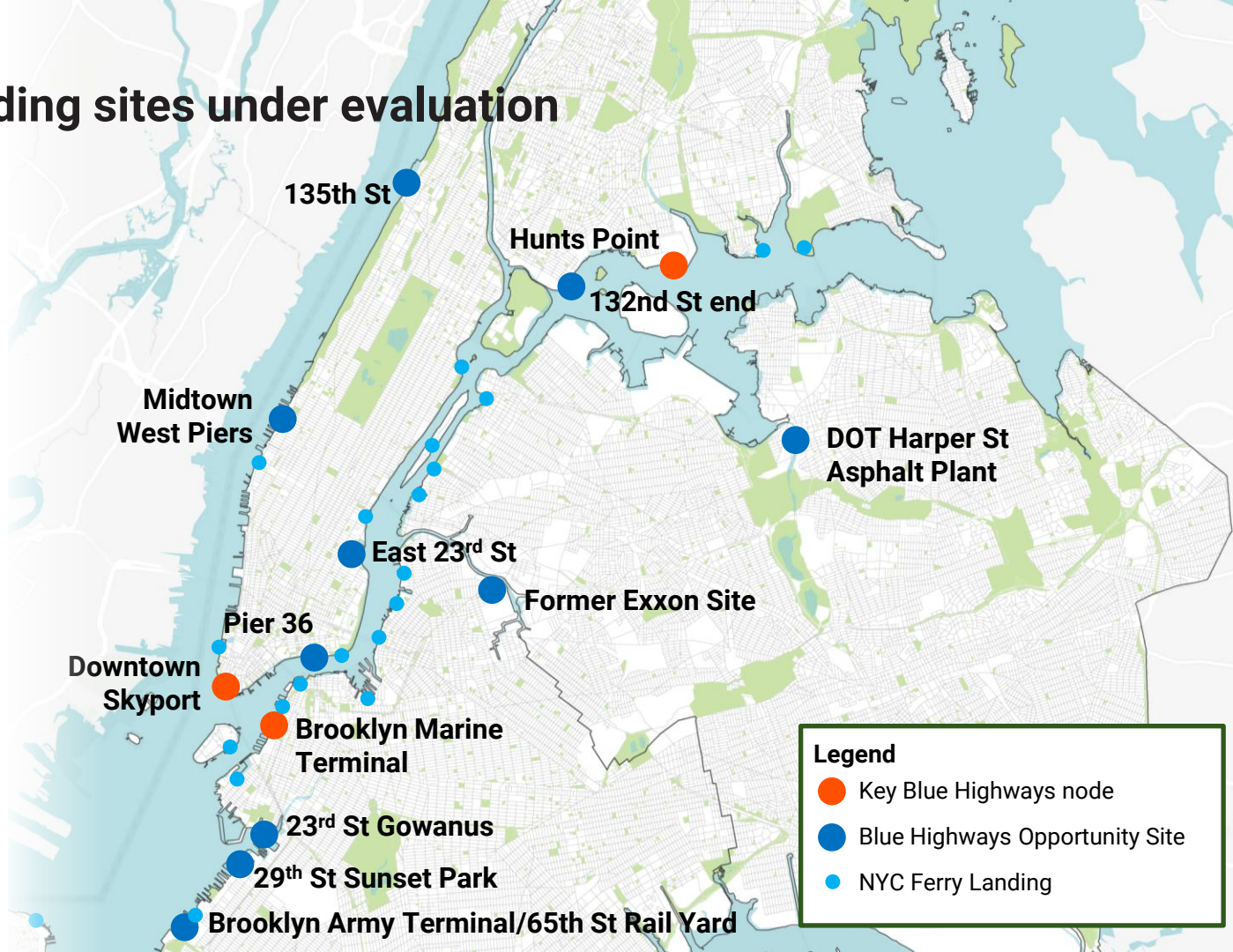
“Excess congestion has increased 53 percent since the Partnership and HDR conducted an initial analysis in 2006, rising to a cost of \$20 billion annually.”

- Partnership for New York

Blue Highways landing sites under evaluation

Opportunities for Blue Highways activities at **25+** locations along NYC's waterfront

Additionally, EDC is investigating the use of private landing sites in partnership with industry on the Bronx and Queens waterfronts



Downtown Skyport to be NYC's first microfreight landing, opening 2027

- Downtown Skyport (formerly Downtown Manhattan Heliport) is being reimagined as a 21st century multimodal hub
- Multi-million dollar infrastructure investment from private and public sources
- Strong industry demand for connections originating in NJ, Brooklyn, and other regional sites
- Ferries to load cargo bike containers for transportation to pier for last mile distribution



Hunts Point Con Agg Terminal announcement

- On April 22nd, Con Agg Global announced a new marine terminal at Hunts Point in partnership with EDC and the New Fulton Fish Market
- Facility will be adjacent to the Fulton Fish Market hub in the Hunts Point Food Distribution Center, one of New York State’s busiest trucking destinations, and is expected to remove approximately 1,000 truck trips per month in the South Bronx
- An initial, temporary facility will primarily move building materials, with a long-term plan to move food and beverage from Hunts Point into the Five Boroughs. This distribution-focused node will complement the proposed Hunts Point Marine Terminal’s food importation component



CM Salamanca at the April 22nd announcement



Rendering of both the Con Agg Global Terminal (right) and Hunts Point Marine Terminal (left)



Microfreight delivery cargo bike

A Hunts Point Marine Terminal activates the waterways for delivery of cargo directly to Hunts Point Food Distribution Center, reducing truck volume in Red Hook

- Strategic opportunity to [link BMT and food distributors at Hunts Point via a barge service](#) and marine terminal operation, due to [12% of all food in NYC flowing through the Hunts Point Food Distribution Center](#)
- [Fully electrified terminal](#) – electric yard tractors and shore power
- Includes [removal of the Vernon C. Bain prison barge](#), as the City committed to as part of the 2022 Hunts Point Forward plan conducted in consultation with the community

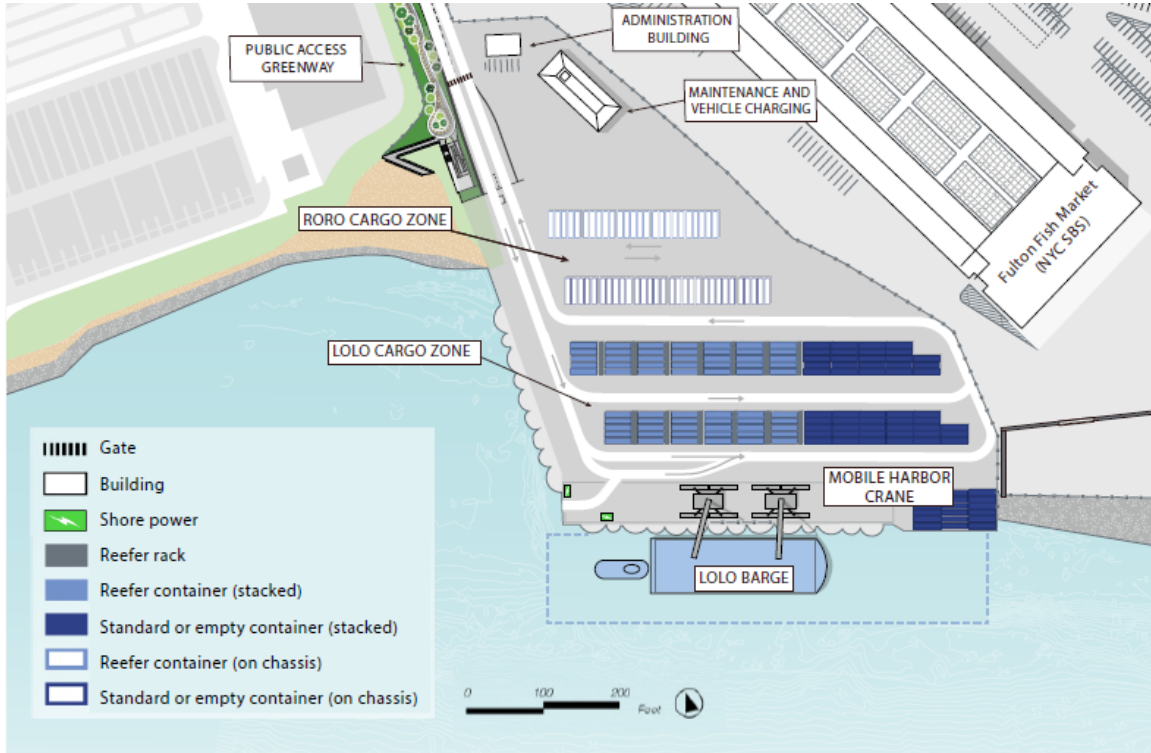


Vernon C. Bain Center (VCBC) prison barge and parking lot, circa 2021



Rendering of proposed Hunts Point Marine Terminal

Proposed Hunts Point Marine Terminal layout



Marine Terminal Components

- 8-acre site capable of handling inbound 40' shipping containers via Lift-on/Lift-off (LOLO) with mobile harbor cranes. Additional capability for roll-on/roll-off (RORO) depending on demand for interoperability with low-tech marine terminals. LOLO allows for high-volume throughput primarily from BMT
- 150-container electric, refrigerated LOLO barge for carrying food and beverage
- 2 mobile harbor cranes
- Electric shore power for vessel and vehicle charging

BMT to be the entry point into a broader Blue Highways freight system



BMT



Hunts Point



Microfreight Landings

Food-grade containers come into BMT on container vessels via international ports, transferring goods onto barges



Hunts Point receives barges



Food containers from

- BMT
- NJ warehouses
- East coast short sea shipping



Aggregate from Rockland County and beyond



Outbound food from FDC distributed to Downtown Skyport and other microfreight landings in NYC

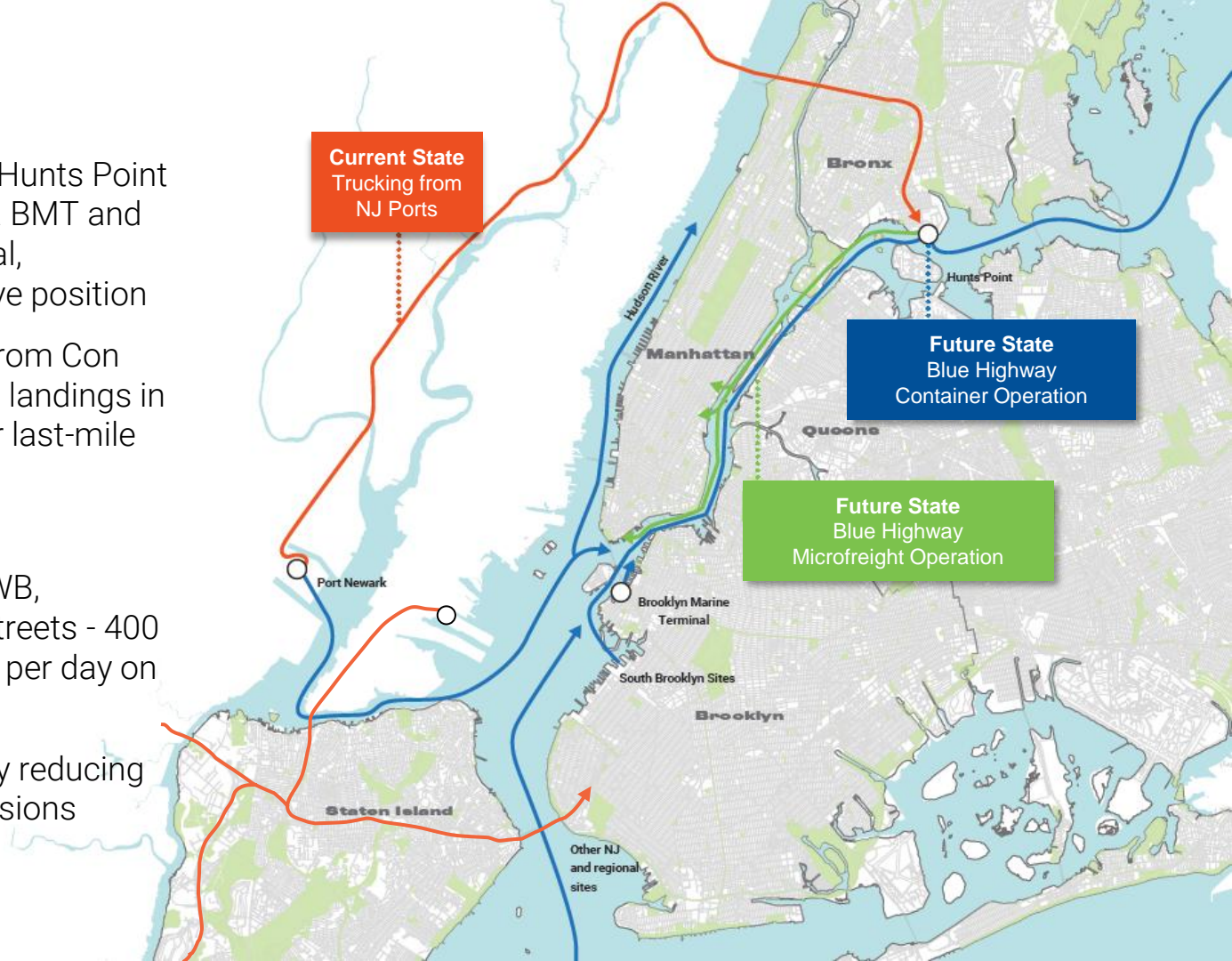


Aggregate processed at nearby concrete plants or sent to construction sites



Blue Highways

- **Inbound** barge deliveries to Hunts Point Food Distribution Center via BMT and Hunts Point Marine Terminal, improving BMT's competitive position
- **Outbound** barge deliveries from Con Agg Hunts Point terminal to landings in Manhattan and Brooklyn for last-mile deliveries
- Project Benefits
 - **Reduces trucks** on GWB, highways, and local streets - 400 fewer daily truck trips per day on NYC streets
 - **Improved air quality** by reducing greenhouse gas emissions



Addressing the economics of Blue Highways

Industry analysis

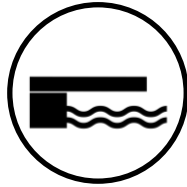
Microfreight

Industry pro forma analyses submitted to EDC as part of the Blue Highways RFEI and EDC internal analysis shows that microfreight costs can rival trucking in some circumstances, based on vessel capacity utilization and leasing/rental terms

Bulk freight

EDC analysis shows a gap in the economics between trucking and Blue Highways, primarily driven by multiple unloading/loading points at BMT and Hunts Point, as addressed at right

Infrastructure

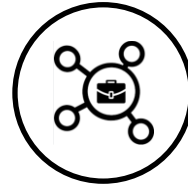


Up-front city capital investment in landings

Shared infrastructure across operators

Mixed-use vessels, such as use of NYC Ferry vessels during downtime for microfreight moves

Operations model



Single operator for BMT and Hunts Point Marine Terminal reduces business touchpoints

Single operator for integrated Downtown Skyport aviation and Blue Highways operations, with cross-subsidy to marine infrastructure

Labor agreements specific to the use case

Incentives



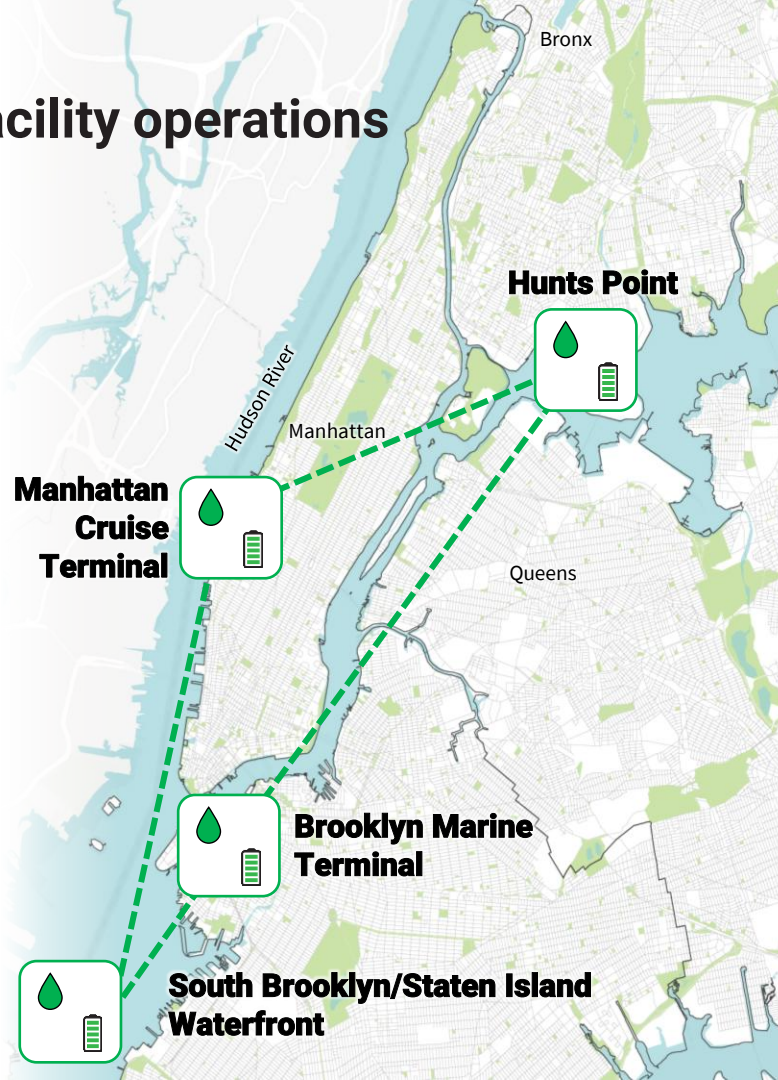
Possible reductions in docking and wharfage fees

Exploring state-level operating expense incentive packages

Zero-emission vessel and facility operations

Advancing electrification and alternative fuel vessels at BMT and Hunts Point is key to creating a network of citywide coverage

- EDC is committed to pursuing zero-emissions at all stages of marine terminal operations, from yard equipment to vessels
- BMT to Hunts Point route a strong contender for electrification due to short distance with fixed volumes with charging infrastructure to be installed at both terminals



Blue Highways pilots

Four pilots to date

Clockwise, from top left:

- Empire Clean Cities, Net Zero logistics, and NY Water Taxi pilot for Governor's Island to Atlantic Basin (2024)
- DutchX and NY Waterway passenger ferry pilot from Weehawken, NJ to Pier 79, Manhattan (2024)
- Hunts Point to Pier 17 in Lower Manhattan (2023)
- UPS and Hughes Marine trailer-on-ferry roll-on/roll-off pilot from NJ to BMT (2021)



Future pilots planned for Governor's Island, in collaboration with NYC Ferry, Trust for Governor's Island, Net Zero Logistics, and Empire Clean Cities

Positioning NYC for maritime innovation growth locally and globally

- NYCEDC hosting World Conference Cities & Ports with the International Association of Port Cities (AIVP) in November 2025 and Oceanic Network International Partnership Forum February 2026



from Tue
18 Nov 2025
to Fri
21 Nov 2025



Monday 02.09.26 - Thursday 02.12.26

- Sharing best practices with other leading ports/cities/regions

Engagements
over past year
include



NYCEDC organizing 6th Annual Maritime Career Awareness Fair on May 9th

Connecting 500+ NYC public school students from all 5 boroughs to 40+ industry representatives every year



Project Commitments for Blue Highways

- In addition to BMT, EDC has already committed to activating Downtown Skyport (former Downtown Manhattan Heliport) as a Blue Highways landing alongside private partners with the EDC-led design and permitting process underway.
- EDC is committed to the transformation of the former Vernon C. Bain Correctional Center prison barge site in Hunts Point into a loading and unloading port for containers with primarily perishable goods that are barged from BMT and other regional ports to the Hunts Point Food Distribution Center.
- EDC is committed to a major Blue Highway node on the West Side of Manhattan, most likely at Pier 92 as part of the redevelopment of the Manhattan Cruise Terminal.
- EDC is committed to advancing a Blue Highway uses and infrastructure at 23rd St in Gowanus/Sunset Park.
- EDC is committed to advancing Blue Highway uses and infrastructure at the 29th St Shed in Sunset Park.
- EDC is studying the use of NYC ferry landings to also receive and ship small packages as part of the Blue Highway network.
- EDC is partnering with the Trust for Governor's Island to pilot the use of NYC Ferry to deliver goods while collecting data to improve best practices for Blue Highways operations.
- EDC is also developing partnerships with the private sector to support privately-owned waterfront sites in Staten Island, Brooklyn, the Bronx, and Queens to be activated.
- Study the creation of a Blue Highway/Barge tax incentive program to encourage activation and use of the Blue Highway for freight deliveries.

Q&A Discussion

Workforce Development



BMT Projected Job Creation

Redevelopment of BMT will generate over \$21B in economic impacts, including:

39,000

**Temporary
Construction
Jobs**

2,400

**Permanent
Operational
Jobs**

295

**Maritime
Industrial
Jobs**

125 new jobs
170 existing ILA jobs

200

**Cruise
Sector
Jobs**

50 new jobs
150 existing cruise jobs

BMT Workforce Development | Construction Jobs

Residence-Based Community Hire

An individual living in NYCHA housing or in an Economically Disadvantaged Region, a ZIP code where at least 15% of the population lives below the federal poverty line.

100%

**NYCHA RED HOOK HOUSES RESIDENTS
qualify as Residence-Based Community Hires**

NYCEC will establish a **Project Labor Agreement (PLA)** and will support the use of unionized labor throughout all stages of City-funded construction.

The PLA will also incorporate NYCEDC's **Community Hiring** goals to maximize opportunities for community residents.

- **30% of labor hours** must be completed by Community Hires
- Contractors must hire the **maximum apprenticeship** to journeyman ratio permitted under law
- Contractors must utilize **community referral programs** for sourcing apprentices and local hires

BMT Workforce Development | Permanent Jobs

NYCEDC is prepared to invest **~\$30M** towards workforce development

\$17M

CAPITAL FUNDING COMMITMENT

\$12M

OPERATIONS FUNDING COMMITMENT

NYCEDC is committed to fostering a dedicated workforce pipeline for community residents at BMT.

- Establish a **world-class, experiential learning center** at Pier 11
- Apply Community Hiring to all future tenants at BMT and establish an **Economic Mobility Network** for Red Hook
- Launch a **maritime career readiness & scholarship program** – specifically for NYCHA Red Hook Houses residents
- Launch a **grant fund** for blue highways training programs & create a blue highways **career pathways website**
- Utilize the cruise terminal for **hiring events** & launch a **flagger certification program** – specifically for Red Hook residents

BMT Workforce Development | BMT Experiential Learning Center

NYCEDC will reserve a minimum of **15K SF** of space at Pier 11

Learning Center Vision

Dynamic community space with educational programming, interactive exhibits, and public events that welcomes families, students, and visitors to the Brooklyn Marine Terminal and teaches them about key elements of NYC's working waterfront and the role of the port in the City's Blue Highways ecosystem.



BMT Workforce Development | Economic Mobility Network

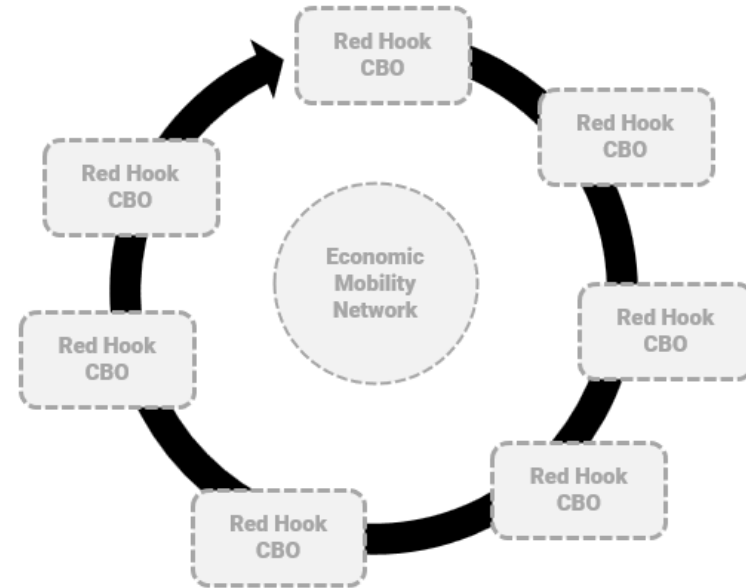
Economic Mobility Network

A community-led coalition of Red Hook nonprofits that will partner with NYCEDC to deliver ongoing workforce services .

The objectives of the coalition will be to expand **local resident employment** and **local resident internships & apprenticeships** at BMT.

NYCEDC is currently piloting this concept in Sunset Park and Hunts Point.

NYCEDC will invest
~\$1.4M over 4 years to
create a Red Hook EMN



Community-based organizations from Red Hook will have the opportunity to respond to a competitive RFP to lead and/or participate in this new workforce development-focused coalition dedicated to advancing opportunities for residents at BMT.

BMT Workforce Development | NYCHA Maritime Readiness Program

NYCHA Program Overview

A comprehensive maritime career readiness program for young adults at NYCHA Red Hook Houses. This will focus on introducing high schoolers to potential maritime career pathways at BMT and the credentials/licensing/training required for those opportunities.

This may include classroom instruction as well as hands-on exposure to professionals in the field through mentorships, site visits, or job shadowing. Participants will also receive wrap around support to secure TWIC certification, a drivers license, and/or swim instruction as needed.

NYCEDC will also fund a scholarship program for students who wish to pursue an advanced degree and/or training in the maritime field.



- ✓ Professional mentors
- ✓ Job shadowing
- ✓ BMT site visits
- ✓ TWIC Certification
- ✓ Drivers License
- ✓ Swim Instruction
- ✓ Scholarships

Project Commitments for Workforce Development

Commitments contingent on successful Task Force vote, GPP, and PACB

- EDC will reserve a minimum of 15,000 SF of space at Pier 11 within a future mixed-use development at Atlantic Basin and commit \$17 million towards the design and construction of a “maritime port and Blue Highways welcome and experiential learning center”, including workforce training space.
- EDC will commit \$12 million towards workforce development programming.
- EDC will identify operators for workforce initiatives, including:
 - One operator for a Red Hook Economic Mobility Network which will establish a coalition of workforce providers to partner with NYCEDC on advancing resident employment, resident internships, and resident apprenticeships at BMT
 - One operator to manage the experiential learning center and operate (in collaboration with local CBOs) community-based job training programs as well as early education partnerships to introduce youth to maritime career pathways.
 - One operator to manage a maritime career readiness program and a maritime degree scholarship fund for young adults at NYCHA Red Hook Houses that will create a dedicated workforce pipeline to BMT jobs.
 - Operator(s) to manage all additional workforce programs prior to BMT development.
- EDC will apply the City of New York’s new Community Hiring Program to BMT tenants within the future mixed-use development at Atlantic Basin.
- EDC will establish a Project Labor Agreement (PLA), for City-funded construction and will include Community Hiring goals to maximize opportunities for the local community.

Q&A Discussion

Industrial Commitments

A blue-tinted photograph of a port. In the foreground, a large gantry crane stands on a pier. To the left, a ship is docked with stacks of blue and white containers. In the background, a city skyline is visible across the water. The overall scene is industrial and maritime.

EDC is the City's largest landlord of commercial, industrial space

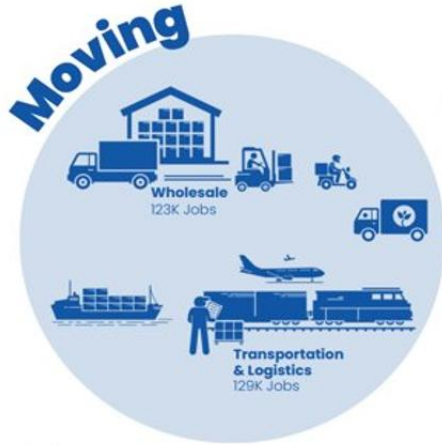
Mission-driven leasing and property management are fostering innovation, job creation in the industrial sector

- EDC maintains and leases over 60 million square feet of City property, including industrial properties in all 5 boroughs
- **1 in 3 private sector jobs at EDC assets are industrial**, with Sunset Park and Hunts Point as prominent clusters
- **1 out of 12** outer borough industrial jobs is located at an EDC asset.
- BMT is a unique opportunity to:
 - Help address the unmet demand from **smaller industrial businesses** for modern, climate resilient, **flexible and affordable industrial space**
 - Support **non-profit leasing and management** of affordable industrial space, prioritizing maritime industrial uses



What are industrial jobs?

48K industrial businesses reside in New York City, employing 550k people, 15% of all of NYC's private sector jobs. These businesses are engaged in the activities of:



252k jobs

19k businesses



255k jobs

25k businesses

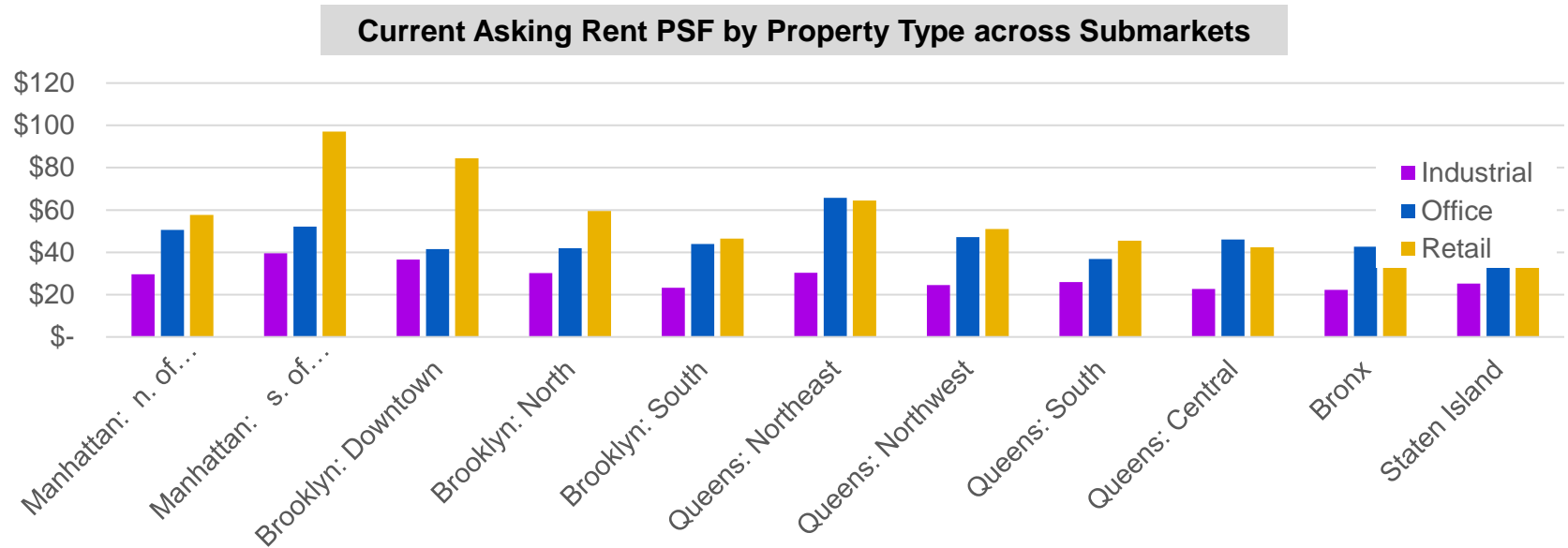


36k jobs

4k businesses

Industrial rents are generally lower than other kinds of space in same areas

Citywide, asking rents for industrial properties are \$25/SF, while office and retail properties are both \$51/SF. In all NYC submarkets, industrial property asking rents are lower than office and retail properties.



Source: CoStar, asking rent per SF, 2025 Q1 QTD.

The industrial sector faces challenges, but also growth and opportunities

The Challenge: the industrial ecosystem lost 14K jobs (a 2% decline) over the past 10 years, mostly driven by manufacturing (-25% since 2013) and non-industrial occupations in industrial sectors

- Real estate pressures are the main challenge. Average prices have more than tripled since 2010, with rents rising at 5-6% annually
- Industrial spaces declined 13% over the past 20 years. Non-industrial businesses have been increasingly occupying more of the remaining spaces (e.g. social services, food and beverage, ambulatory care)

The Growth: despite the overall decline, industrial activities grew in certain neighborhoods and subsectors

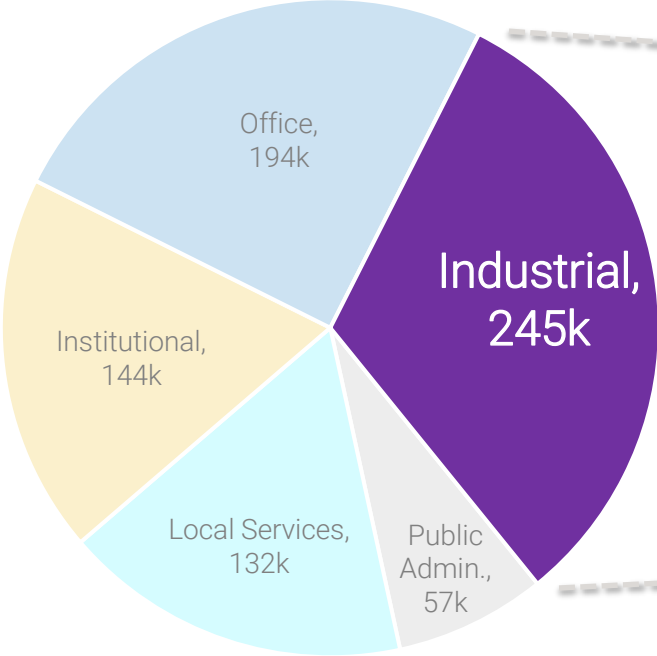
- The ecosystem has shifted towards smaller businesses.

The Opportunities:

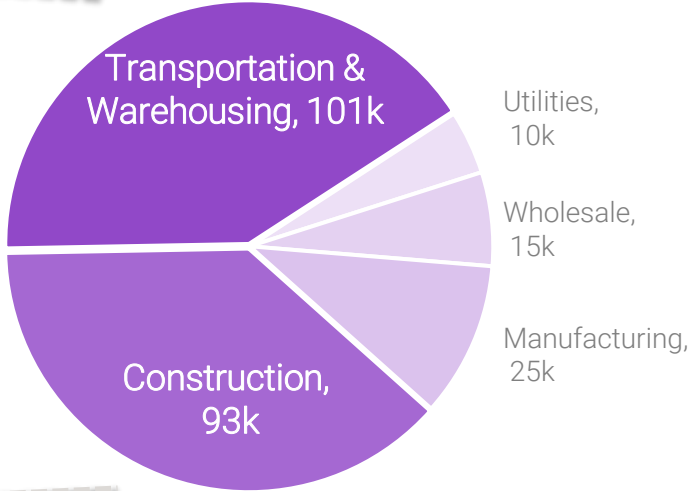
- Industrial sectors provide quality jobs to people without a college degree
- City initiatives (e.g. Blue Highway, LL97, Green Economy Action Plan) are creating new opportunities for industrial businesses

Industrial economy remains a critical source of well-paying jobs accessible to workers without a bachelor's degree

Number of Workers w/o a B.A. Earning \$50k+, by Macro Sector



Number of Workers w/o a B.A. Earning \$50k+, by Industrial Sector



The industrial economy is crucial to NYC's green transition

The recently completed [Green Economy Action plan](#) estimated that, by 2040, New York City's green economy would support approximately 382k jobs.

This forecast looked at the range of both new job creation and jobs that would transition in type as a response to the potential economic benefits of building systems redesigns, electrification, and other efforts to decarbonize.

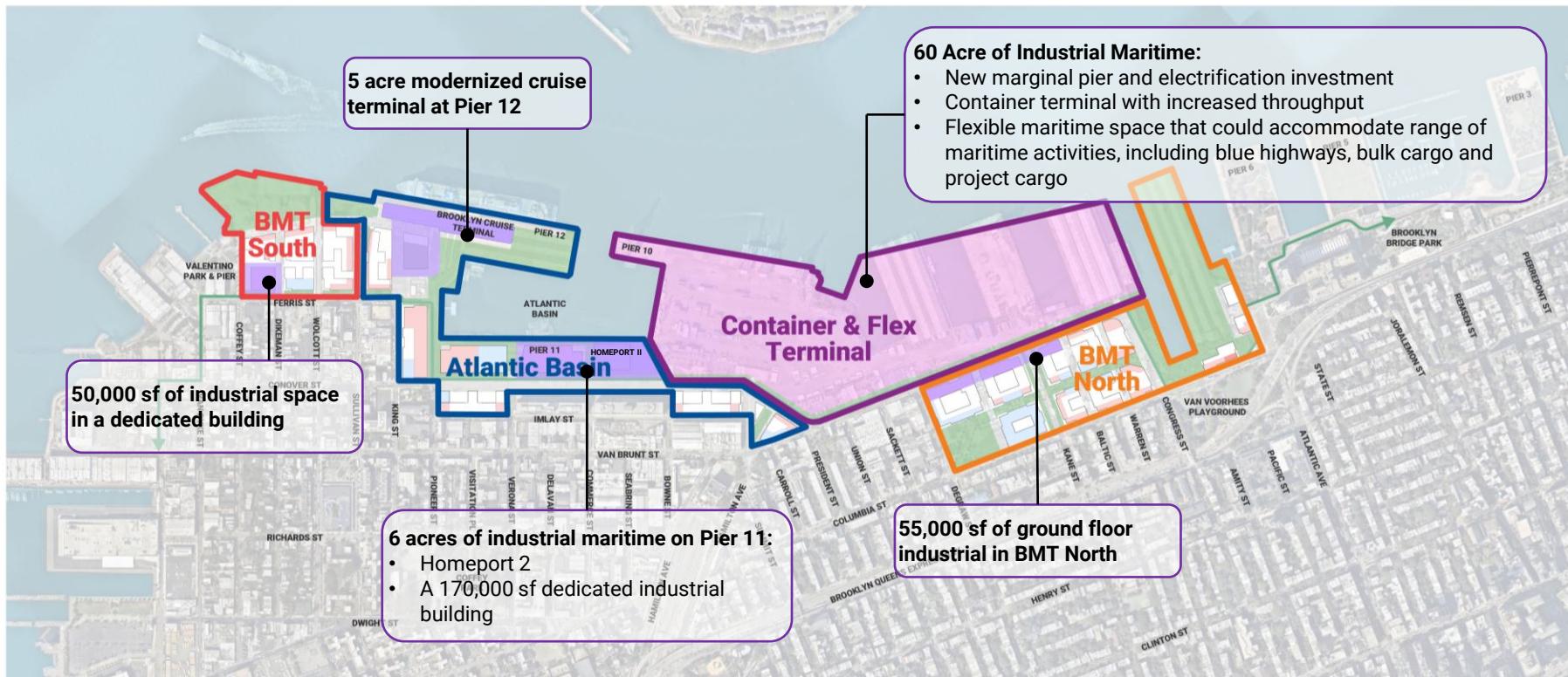
Nearly 40% of these jobs (159k) would be in industrial sectors such as buildings, energy, and waste.



Source: NYC MOCEJ - PlanNYC, April 2023

The Preferred Plan will create 74 acres of modern industrial space

In addition to a 60-acre modern port, BMT will deliver 275,000 sf of light industrial space



Some industrial uses at BMT can be integrated into mixed-use buildings

Modern industrial activities can co-exist with residential, commercial and office in newly built spaces.



GMDC Brownsville Industrial Centre, Brooklyn

First mixed-use residential/industrial building in NYC. Combining 174 affordable/supportive housing units with 2,300 square feet of community facility space, and 39,000 square foot of multi-tenanted manufacturing space located on the ground floor of the building.



25 Kent, Brooklyn

A 500,000 sf, 8-story mixed-use office and light manufacturing building, conceived as an innovation hub that brings together entrepreneurs, designers, producers, and manufacturers.

Industrial Commitments

Commitments contingent on successful Task Force vote, GPP, and PACB

- BMT North will include 55,000 SF of flexible ground-floor space, which shall be rented at a 25% discount to the appraised market rent determined when the space is completed.
- Atlantic Basin will include an approximately 170,000 SF stand-alone mixed commercial and light-industrial building at Pier 11. Within this building, EDC will reserve 50,000 SF of space to be leased to, and managed by, a not-for-profit operator at a 50% discount to the appraised market rent, determined when the space is completed. EDC will seek to prioritize maritime industrial uses for the remainder of this building.
- BMT South will include a 50,000 SF two-story industrial building. EDC will commit up to \$30 million towards the design and construction of this building. EDC shall require that the lease of this space to users be at deeply discounted rent levels.
- EDC will establish a \$10 million Industrial Development Fund to provide loans and grants to support the construction of new industrial space, acquisition and/or renovation of existing industrial space, purchase of equipment, facility fit-out costs, resiliency improvements, among other uses, within the broader Red Hook community.
- EDC will prioritize outreach and engagement to Red Hook-based industrial companies to ensure they know how to access all applicable incentive programs.
- EDC commits to preserving both the Brooklyn Wholesale Meat Market and 22 acres at the 65th Street Railyard for industrial uses. At the 65th Street Railyard, EDC commits to prioritizing its use to facilitate Blue Highway and multi-modal transportation by rail, water, and truck.

Q&A Discussion

