

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION
PORTS, WATERFRONT & TRANSPORTATION DIVISION



REQUEST FOR EXPRESSIONS OF INTEREST

BROOKLYN MARINE TERMINAL
PORT OPERATIONS & MARITIME INDUSTRIAL USES

Submitted By:
Cruise Terminals International (CTI)

December 15, 2025

Cruise Terminals International (CTI) is pleased to submit this response to the Brooklyn Marine Terminal (BMT) Port Operations and Maritime Industrial Uses RFEI. As a global developer, owner, and operator of cruise terminal infrastructure, CTI provides this submission in the spirit of industry guidance and strategic feedback, while also expressing our interest in participating in future procurement opportunities related to the cruise terminal component at BMT.

The redevelopment of BMT presents a once-in-a-generation opportunity to create a modern, efficient, community-integrated cruise facility that supports New York City's growing cruise market and aligns with the City's transportation, sustainability, and waterfront access goals. With the anticipated multi-year reconstruction of the Manhattan Cruise Terminal, Brooklyn will play an increasingly important role in accommodating regional cruise demand and ensuring continuity of operations for the New York Harbor and regional cruise market.

CTI's concept for BMT is built on the idea of a Terminal in the Park—a next-generation cruise facility embedded within a landscape of public green space, improved multimodal transportation, and enhanced community access. The concept balances the operational needs of large-vessel cruise vessels with the priorities of the Red Hook community by reducing curb-side congestion, protecting waterfront access, and providing a flexible terminal hall that can be used for community events, cultural programming, and public gatherings on non-cruise days.

To support this vision, CTI's conceptual plan includes:

- An Icon-class capable cruise terminal of approximately 180,000 sq. ft. across two levels, with panoramic views of New York Harbor and adaptable community-use space.

- A 2,500-space multi-level parking structure with an integrated Guest Transportation Area (GTA) and a VIP skybridge that enables safe and intuitive passenger flow.
- A 6,000 sq. ft. ferry terminal and dedicated B61 bus connection to support transit access and intermodal connectivity.
- A traffic and circulation plan that separates private vehicles, shuttles, buses, and rideshare services to reduce conflicts and improve local mobility.
- A “Guest Highway” concept, providing a water taxi link between Brooklyn and the Manhattan Cruise Terminal, reducing vehicle demand in Manhattan and offering a sustainable, scenic connection for regional travellers.

CTI’s design is also intentionally aligned with NYCEDC’s Blue Highways initiative. Cruise operations have substantial off-peak availability—including most nights, winter months, and mid-week periods—creating opportunities for micro freight or small-vessel Blue Highways activity near the ferry terminal without conflict with cruise operations. The consolidated parking and GTA design further reduces neighbourhood congestion, improving roadway reliability for freight vehicles supporting the Blue Highways network.

Across CTI’s global portfolio—including Miami, Barcelona, Ravenna, Fiumicino, and St. Thomas—CTI is pursuing cruise terminals that integrate sustainability, electrification, multi-modal access, community benefit, and long-term economic value. CTI applies the same approach here, supporting NYC’s goals for an all-electric, resilient, 21st-century maritime port.

CTI appreciates the opportunity to participate in this RFEI process and provides these insights to support NYCEDC’s continued refinement of the BMT Vision Plan. We look forward to the opportunity to participate in the forthcoming procurement for the cruise terminal component of the future, unified BMT port.

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B. Firm Profile and History

CTI was formed in 2023 to design, develop, finance, own, and operate cruise terminals worldwide. CTI is owned by iCON at 90% and Royal Caribbean Group (RCG) at 10%. CTI is an independent global developer, owner, and operator of cruise terminal infrastructure for use by both RCG and other cruise lines. The partnership is highly strategic for RCG mission. CTI owns Miami Cruise Terminal A, RCG’s flagship terminal for its core Caribbean itineraries from South Florida, and interests in four development projects in Ravenna (Italy), Fiumicino (Italy), Barcelona (Spain) and St. Thomas (U.S. Virgin Islands). CTI has an experienced management team and invests to enhance its in-house capabilities, including development, construction, finance & accounting and legal expertise, with 40 FTE professionals, and with the support of an additional 50 + independent consultants/advisors. CTI is actively working on a pipeline of projects representing over \$2 billion of capital expenditure.

C. Financial Capacity and Capability

CTI’s core business is the development, financing, and management of the delivery and operations of cruise infrastructure. A dedicated team of in-house development, finance, construction, and asset management professionals distributed across the UK, US and Europe provides the expertise to deliver projects with local teams and global support. iCON provides access to capital, equity investment and private equity expertise.

D. Maritime and Operations Experience

CTI brings a highly experienced team with deep expertise in cruise port development, operations, and strategic planning. The company currently operates two terminals—Miami Cruise Terminal A and Ravenna Cruise Terminal, the latter of which remains operational during significant marine, ground transportation, and terminal development scheduled for completion in mid-2026. CTI is also advancing plans with the Virgin Islands Port Authority to assume operations of the Crown Bay Cruise Port beginning mid-2026, as well as a new homeport terminal in Barcelona, Spain, launching in early 2027.

The team includes seasoned industry leaders such as David Candib, who previously served as Vice President of Global Port Operations for Carnival Cruise Line, overseeing worldwide port operations, including the Long Beach Cruise Terminal. Prior to that, he led the Americas Port & Destination Development division at Carnival Corporation, managing the operations of the corporation's six owned and operated ports in the region. His experience also includes collaborating with port authorities and partners to deliver critical homeport and transit port infrastructure throughout the Americas. His experience at Carnival included a time leading the company's relationship with the EDC which included a framework for infrastructure improvements in both Manhattan Cruise Terminal and the Brooklyn Cruise Terminal.

Miguel Reyna, CTI Chief Development Officer, has 25 years of cruise industry experience and has led key industry milestones, such as the development of the first iconic proprietary terminal at PortMiami and the development of a cruise pier, in open waters, at Coco Cay Island, which became the foundation for Perfect Day.

E. Quality of Experience

Cruise Terminals International (CTI) is a global operator and developer of cruise terminal facilities with extensive experience delivering high-performance, sustainable maritime infrastructure across the United States, Europe, and the Caribbean. CTI specializes in terminal design, operations, electrification planning, traffic flow engineering, and integration of cruise facilities within active, urbanized ports—capabilities that align closely with the needs of the Brooklyn Marine Terminal.

Seaport Terminal Operations comprises various aspects of managing end-to-end operations in and around any terminal. At our Miami facility, the operational jurisdiction is governed by the US Coast Guard and falls under the Maritime Transportation Act and 33 CFR regulatory. It includes, but not limited to, terminal operations, parking operations, security protocols, maintenance, and procurement of equipment. Compliance with international safety and security standards such as OSHA, and relevant environmental regulations is mandatory. Our experience also includes managing dozens of contracts with vendors and subcontractors to ensure all service level agreements are met. Additionally, the operating scope of services also includes the implementation and management of advanced technology solutions, such as Terminal Operating Systems (TOS), building management

systems, asset management, automation tools, and real-time reporting systems. CTI has demonstrated the ability to provide qualified personnel and robust training programs to ensure operational efficiency, and health & safety practices remain centric at our operating facilities. CTI's team coordinates both proposed construction activities and ongoing operations, meeting timelines for phasing the works while ensuring safe and efficient operations. CTI's relevant experience includes:

Miami – Terminal A (USA)

CTI owns and operates one of the world's most advanced cruise terminals at PortMiami, handling over **2.1 million passengers annually**. Terminal A's 1,460-foot berth accommodates the largest cruise vessels and incorporates extensive shore power and traffic management systems. This project demonstrates CTI's proven ability to operate complex, high-volume maritime facilities safely, efficiently, and sustainably.

The CTI team of 7 employees at the terminal is responsible for orchestrating day-to-day operational activities. On any given operational day, the team oversees dozens of vendors who make up approximately 500 employees on site. There is also direct supervision of 4 large contractors: Maintenance, Parking, Janitorial, & Security. The team requires a deep level of understanding of regulatory, operations, facility maintenance, stakeholder collaboration, financial acumen, and leadership. Individuals must be solution-oriented, self-starters, be fair, lead with integrity, and work with autonomous deadlines. Each team member brings extensive experience from the transportation and hospitality industries. Collectively, comprising over 75 years of cruise expertise.

Barcelona – Terminal G (Spain, Under Construction)

CTI is currently delivering a next-generation, highly sustainable cruise terminal integrated within a dense urban waterfront. The terminal connects seamlessly with city transit, incorporates renewable energy systems, and is designed as a public-facing civic space rather than an isolated port facility. This reinforces CTI's ability to design terminals that serve both maritime and community-focused objectives—critical to BMT's Vision Plan. CTI has already recruited and onboarded a seasonal cruise executive with extensive operational experience who is currently leading the operational readiness and other activities to ensure optimal integration with the community.

Ravenna (Italy, Opening 2026)

CTI is executing Italy's first public-private partnership for cruise terminal development, integrating public green space, LEED-level sustainability, and multimodal connectivity. The scale and governance model of Ravenna reflects CTI's capability to work within complex regulatory environments and deliver terminals that support local economic development. Construction of the public homeport terminal, which accommodates simultaneously the processing of 2 vessels, is being coordinated around ongoing cruise operations. In 2026, Ravenna expects over 400,000 passenger moves.

Fiumicino Waterfront Project (Italy, In Progress)

CTI is leading a transformative €600M waterfront redevelopment that includes a modern cruise facility, a large-scale marina, extensive public space, and nearly Zero Energy Building performance. CTI's involvement demonstrates expertise in mixed-use maritime districts, electrified infrastructure, and long-term resiliency planning.

St. Thomas – Crown Bay Redevelopment (Planned)

CTI, in partnership with the Virgin Islands Port Authority and RCG, has developed a comprehensive modernization plan for Crown Bay, including berth upgrades, marine improvements, landside circulation enhancements, and public-realm activation. While not yet constructed, the program illustrates CTI's approach to integrating cruise operations with local community benefits, retail development, and congestion mitigation—knowledge directly relevant to BMT's operational goals.

Across these projects, CTI has demonstrated capability in:

- Optimizing berthing and vessel interface operations
- Designing efficient passenger and provisioning flows
- Managing traffic and curbside congestion in constrained urban sites
- Integrating shore power and all-electric terminal systems
- Delivering facilities that support multi-user and multi-modal maritime activity
- Operating terminals safely during redevelopment phases

This diverse experience positions CTI to provide informed, actionable insight for NYCEDC's BMT redevelopment and future port operator strategy.

F. RFEI Specific Responses (to the questions outlined in Section III)

Use, Size, and Layout of Facility

1. Describe the nature of the proposed maritime industrial operation: Who are the primary clients? What are the primary commodities? How dependent is the business on waterborne shipping?

As a developer of cruise facilities, CTI is answering this question to describe the proposed cruise project. While contemplating the most efficient cruise facility, we started with understanding the transportation networks that will support the flow of guests to the facility. With cruise ships growing in size, it is necessary to accommodate all forms of transportation, safely and effectively with techniques to ensure traffic and people flow intuitively. We know that cruise anti-sentiment often stems from the collision community and commerce not planning effectively to accommodate the temporary impacts cruise tourism can bring. This not only impacts the community, but it will impact the guest's experience as well. Therefore, a solution that innovates both community and cruise is the winning combination to exist harmoniously.

A Terminal in The Park: Balancing Development and Community Needs

Our vision for a cruise terminal within a park is to enhance tourism and economic growth **while prioritizing the interests of Red Hook and the broader NYC community**. The concept focuses on preserving recreational access, ensuring safety, and minimizing environmental impacts. Our Strategies to achieve this balance include:

Designing the Guest Transportation Area (GTA): The GTA design is integrated into the parking garage. The integrated design ensures that peak traffic periods can be accommodated without compromising local access to the waterfront and the recreational spaces adjacent to the terminal. Doing this also reduces the overall development footprint required for cruise and provides weather protection for arriving & departing passengers. We have allocated a through traffic lane for the local B61 Bus and provided shuttle parking for a potential dedicated connection to the MTA Subway- giving guests a unique option for arriving to their cruise.

The Terminal as a Community Space:

The terminal building is designed to serve multiple functions beyond its primary use for cruise operations. It can be utilized on non-cruise days for various community events, enhancing its role as a versatile public space. Similar terminal facilities have been implemented worldwide, featuring large, adaptable waiting areas that accommodate a range of activities such as art exhibitions, short conferences, and large-scale events. These multifunctional spaces are strategically designed to maximize utility and community engagement. The terminal's location offers exceptional views of Manhattan and the Brooklyn skyline, as well as the New York Harbor, from the second floor of the proposed structure. This scenic vantage point makes the space particularly suitable for hosting events that benefit from a picturesque setting. The design emphasizes flexibility, allowing the space to support both cruise-related activities and community events seamlessly. Incorporating such multifunctional spaces within transportation hubs aligns with modern urban development trends, which aim to create vibrant, multi-use environments that serve both transportation needs and community interests. This approach not only enhances the user's experience but also promotes economic and cultural activities, making the terminal a focal point for both travelers and local residents. Overall, the proposed terminal exemplifies a forward-thinking approach to infrastructure design, emphasizing adaptability, community integration, and scenic value, thereby contributing positively to the urban landscape and local economy.

The Guest Highway:

Our team has also drawn from the BCT redevelopment project, adopting an approach related to the Blue Highway concept. However, our proposal focuses on a *marine-based "guest highway"* that offers key advantages over traditional land-based transit. With the BCT site potentially providing significantly more parking capacity than Manhattan, we propose a dedicated water taxi

service operating directly from the parking garage. This service would transport cruise guests to the Manhattan Cruise Terminal (MCT), creating a seamless and efficient transit experience. Implementing this water-based system offers several benefits. It reduces the need for additional parking infrastructure in Manhattan—where space is limited and costly—and helps alleviate congestion along the West Side Highway. This improves overall mobility and supports environmental sustainability. The water taxi also provides guests with a reliable, direct, and scenic route to the terminal, enhancing their overall experience.

Regional Guests:

Furthermore, the strategic location of the BCT site, with its efficient access to the Tri-State area Interstate system, makes it an ideal remote operation hub for cruise activities. This approach allows for the utilization of the Brooklyn site as a logistical base, minimizing the need for additional parking facilities in Manhattan and decreasing vehicular traffic in the city. The proposed concept aims to optimize transportation efficiency, reduce urban congestion, and provide a sustainable alternative for cruise-related transit needs.

Overall, this innovative approach aligns with urban development goals by promoting sustainable transportation, reducing infrastructure costs, and improving accessibility for cruise passengers. It offers a comprehensive solution that balances operational efficiency with environmental considerations, ultimately contributing to a more sustainable and visitor-friendly waterfront area.

2. Would the Respondent plan to act as a port operator/developer for the entire port facility or as a tenant to an operator?

CTI appreciates the City's vision for a unified commercial port and the opportunity to provide industry expertise that informs the BMT Vision Plan. At this stage, CTI is not submitting a response for the maritime industrial operation for consideration under this RFEI.

CTI's interest is specifically in the **cruise component** of the future port, as well as in the potential to serve as the **cruise terminal operator or concessionaire** under the governance or operating structure ultimately selected through the future BMT Operator RFP.

With respect to this RFEI, our submission is best understood as:

- **Good faith, industry-informed guidance** on how cruise can be effectively integrated into the redevelopment of BMT;
- **Technical and operational insights** based on CTI's global experience designing and operating high-capacity cruise terminals;
- **Input that supports NYCEDC's planning regardless of future ownership or operating outcomes.**

3. How long has Respondent's business been operational? Where is the Respondent's business currently located? Would a location at BMT represent an expansion of the existing business or a replacement?

Cruise Terminals International (CTI) is an established cruise terminal operator and developer with decades of combined experience designing, financing, and operating modern cruise facilities across the United States, Europe, and the Caribbean. CTI's leadership team has been responsible for the planning and delivery of several of the world's highest-performing cruise terminals and has deep operational expertise in high-density, urban waterfront environments similar to the Brooklyn Marine Terminal.

CTI recognizes that the **planned, multi-year redevelopment of the Manhattan Cruise Terminal** may place significant additional demand on Brooklyn and the regional cruise market. Industry forecasts—including those incorporated into the Moffatt & Nichol planning memo—indicate continued growth in cruise deployment, larger vessel classes, and rising passenger volumes in the NY/NJ metropolitan area. For these reasons, CTI believes that the Brooklyn Marine Terminal will play a **critical mid-term and long-term role** in maintaining regional cruise capacity.

For CTI, participation at BMT would represent an **expansion** of existing operations in the region, not a replacement. CTI would evaluate opportunities to serve as the **future cruise terminal operator or concessionaire** at BMT. CTI's participation in this RFEI is not predicated on operating the cruise facility. We will provide impartial, industry-specific feedback to support NYCEDC's planning efforts, regardless of future ownership or operating outcomes.

4. What location within BMT best suits the Respondent's proposed use? Describe why this location is most suitable (e.g., requirement for contiguous open space, berthing space required, water depth, requirements for interior space, etc.).

For a cruise terminal to remain competitive, it must be designed to accommodate the continued growth of modern cruise vessels. Cruise ships have increased significantly in gross tonnage over the past decade, and while their length and width have grown more gradually, many ports worldwide are now unable to support the next generation of ships. The Brooklyn Marine Terminal offers an advantageous location with a berth length of approximately **1,300 linear feet**, which is suitable for today's and future large vessels.

For an **Icon Class ship**—the world's largest cruise class—operations require:

- A minimum **1,300-foot berth**
- A **300-foot-wide maneuvering pocket**
- A maintained channel depth of **12.5 meters** or greater. The deeper the channel, the more operationally resilient and future-proof the berth becomes.

Terminal Needs

An Icon-Class-capable terminal requires at least **160,000 sq. ft.** of program space, most of which supports luggage sorting, security screening, passenger circulation, and waiting areas. CTI's conceptual design for BMT includes **two terminal levels totaling approximately 180,000 sq. ft.**, allowing for efficient passenger flow, enhanced security processing, and the ability to repurpose upper-level spaces for community events on non-cruise days.

Guest Transportation Area (GTA)

The GTA must safely accommodate all transportation modes serving the terminal. CTI's design provides capacity for:

- Up to **30 private vehicle drop-offs** simultaneously
- Dedicated zones for **motor coaches and shuttles**, separated from private vehicles
- A designated staging area for **ride-share services** such as Uber and Lyft, preventing conflicts with buses and private vehicles

This separation reduces congestion, improves safety, and enhances the guest experience. It also minimizes community impacts by consolidating cruise traffic into a structured, well-managed arrival system.

Parking

CTI is proposing a **2,500-space multi-level parking garage** to support Brooklyn-based cruise operations. While this capacity is adequate for the baseline program, additional studies should be conducted if the proposed "**Guest Highway**" (water taxi connectivity to Manhattan) is advanced, as this could increase parking demand for regional drive-in passengers. If implemented, supplemental parking may be required to accommodate these additional guest loads.

The **southern portion of BMT** provides the berth characteristics, landside space, transportation connectivity, and operational flexibility needed for a large-vessel cruise terminal. CTI's concept maximizes efficiency, supports long-term vessel trends, reduces traffic mixing, and delivers a transportation system capable of meeting regional cruise demand for decades to come.

5. How much acreage would the proposed use occupy? Does the Respondent anticipate the port to grow over time? How much and in what ways? Does the Respondent anticipate a phased approach to both initial construction and potential growth?

The proposed site plan encompasses a 100,000 sq. ft. cruise terminal footprint, designed with two levels totaling approximately 180,000 sq. ft. of interior space. This represents a reduction from the footprint outlined in the original RFEI site plan, reflecting a more efficient design approach.

Adjacent to the terminal, the plan includes a 110,000 sq. ft. parking garage footprint, structured across six levels for a total of 660,000 sq. ft., ensuring ample parking capacity for cruise

passengers and visitors. Additionally, a 6,000 sq. ft. ferry terminal will be situated next to the parking facility to support intermodal connectivity.

The development strategy follows a phased approach. The initial phase will prioritize construction of the cruise terminal and parking garage to establish core operational infrastructure. Subsequent phases will focus on integrating public transportation systems, including the rerouting of the B61 bus line and the incorporation of the MTA ferry terminal, enhancing accessibility and connectivity. Beyond these transportation improvements, the long-term vision anticipates the surrounding area evolving into a vibrant mixed-use district, featuring multilevel apartment buildings and hotels to accommodate overnight travelers and cruise guests awaiting embarkation.

6. Describe the amount and type of interior building space that the proposed business would require. Is there a specific location within the BMT site where these buildings would need to be located?

The cruise terminal will require a footprint and total square footage consistent with the proposed plan to accommodate Royal Caribbean's fleet of larger cruise vessels. Therefore, the 180,000 sq. ft. total across two levels remains essential to ensure operational efficiency and passenger comfort. This size allows for adequate embarkation and disembarkation areas, security screening, baggage handling, and guest amenities.

In terms of location, the terminal must be situated within the proposed site to align with the overall master plan and optimize access to supporting infrastructure. While alternative berths exist, these have been designated for other use cases and do not provide the same operational advantages or connectivity required for large-scale cruise operations.

7. Do the proposed future public investments described above and in the BMT Vision Plan make BMT a more attractive site for your business?

Yes. Investments in shore power, resiliency, bulkhead modernization, and roadway realignment significantly enhance cruise viability.

8. Are there different potential public infrastructure investments that would make the site more attractive to your business?

No comments at this time.

9. How important is a marginal pier with a 1,700 linear foot berth to your business? Could your business operate just as efficiently with the restoration of the finger piers at Piers 8, 9A, and 9B instead?

The 1,700-linear-foot marginal pier referenced in the RFEI appears to relate to cargo operations. For cruise operations, a berth length of approximately 1,300 linear feet with a manoeuvring pocket of ~300 feet and a safe depth of 12.5 meters is sufficient. However, finger pier restoration remains operationally incompatible with modern cruise homeporting.

This is due to the full suite of cruise operations that must occur simultaneously and safely at berth, including:

- Berthing and maneuvering of large vessels
- Provisioning activities (fuel, food, luggage, and ship stores)
- Sufficient apron width for multiple passenger boarding bridges (PBBs)
- Secure zones for luggage laydown and screening
- Passenger security and embarkation processing
- CBP Inspection Services
- Check-in areas and passenger queuing
- Ground transportation staging and circulation

A continuous marginal pier provides the required linear frontage, apron space, and operational flexibility needed to support these functions efficiently and safely. Finger piers, even if restored, cannot provide the operational platform required for today's cruise vessels.

10. Describe how your business would meet the City's goal to build a modern, all-electric, 21st-century port.

CTI supports NYC's all-electric port goals. The concept integrates full shore power, EV-ready parking, high-efficiency systems, and renewable-ready design features.

11. Are there other maritime industrial businesses whose presence at BMT would make it a more attractive location for your business?

Complementary maritime users include micro freight ferries, tourism vessels, and harbour services. Proper scheduling avoids conflicts.

12. What is your business's perspective on any synergies between BMT and a Hunts Point Marine Terminal?

Cruise has limited synergy with Hunts Point freight, but overall, Blue Highways' traffic reduction benefits the cruise experience.

13. What site infrastructure, acreage, and equipment at the Hunts Point Marine Terminal would be desired?

Not applicable.

Financial Proposal

14. Describe, in qualitative terms, the core functions and services that the Respondent's business currently uses to generate revenue.

CTI primarily generates revenue through passenger fees, berthing fees, parking, and retail.

- 15. Does the Respondent's company operate independently or is it a subsidiary of another? If the latter, who is the parent company and/or the largest holder(s)?**

CTI operates independently and is majority-owned by iCON Infrastructure, an independent private equity firm.

- 16. Provide examples of existing or previous operations where similar functions described in this RFEI are used to generate revenue. Describe the financial model of these examples, including any public subsidies they receive.**

In regard to cruise operations, comparable revenue models exist at Miami Terminal A, Ravenna Cruise Terminal, Barcelona Terminal G, and St. Thomas' Crown Bay. Although most of the equity and debt were provided by the developers in each of these cases, the public authorities have contributed capex to prepare the sites, provide utilities, including shore power, and build the roads and connections to the surrounding cities.

- 17. To support the Respondent's existing/previous operations, has the Respondent's firm historically invested in the development of these businesses? Investment could take the form of either direct capital injection for infrastructure and/or equipment, and/or the provision of equipment through other sources. If so, please provide examples and a description of whether such an investment strategy could be brought to BMT.**

Yes. CTI has invested in infrastructure at Miami, Barcelona and Ravenna under long-term concession agreements, and it may evaluate similar approaches at BMT subject to future RFPs.

- 18. What are the general conditions (i.e., length of lease term) your firm typically seeks to support the business model?**

CTI typically seeks a **long-term lease or concession**, generally totalling **60 years**, often structured as an initial **40-year term with extension options** to be determined through future negotiations. Such duration supports the level of capital investment required for modern cruise terminal infrastructure.

Employment

- 19. Provide a brief description of the employment opportunities the Respondent's firm views could be associated with terminal operations, as well as within the broader community.**

Cruise terminals support jobs in terminal operations, security, asset management, maintenance, hospitality, community engagement, parking, and event operations.

- 20. Provide an estimate of the number of Full Time Equivalent positions associated with the proposed project.**

In addition to a year-round core team of 6 employees, a modern cruise terminal typically supports 500 direct and indirect FTEs during operations.

21. Does the Respondent's firm have prior experience working with unionized labour, and in particular, the ILA? If so, where?

CTI has extensive experience operating in major U.S. cruise homeports where union labour, including the International Longshoremen's Association (ILA), performs essential dockside functions such as baggage movement, provisioning support, and vessel services. While CTI does not directly contract ILA labour, these services are typically engaged through the cruise lines or their contracted stevedoring providers, and CTI works in close coordination with those labour teams each operating day.

CTI's operational personnel have significant experience within ILA-represented environments, including PortMiami, where coordinated activity between terminal management, cruise line stevedoring contracts, and union labour is required to support safe and efficient ship operations. Through this work, CTI has developed strong, collaborative relationships with union labor groups and is fully accustomed to operating in unionized cruise terminal settings across the United States.

22. Please describe plans for establishing a comprehensive workforce development strategy that could include a Project Labor Agreement, targeted community hiring, a maritime career readiness program for local disadvantaged residents, or other elements.

Our organization is fully committed to establishing a comprehensive and equitable workforce development strategy that directly benefits New York City residents, particularly from disadvantaged communities. We will leverage strategic partnerships and proven programs to create sustainable maritime career pathways, ensuring our operations drive local economic growth and build a resilient, skilled talent pipeline.

Traffic/Utilities

23. How much car traffic and truck traffic would the proposed business generate at the BMT on a daily basis?

Cruise generates peak traffic during embarkation/debarkation. CTI's GTA design separates private vehicles, buses, shuttles, and rideshare to minimize community impacts.

24. How does the Respondent envision maximizing potential for Blue Highways at BMT?

CTI supports NYCEDC's Blue Highways initiative and has structured the cruise concept to maximize compatibility with waterborne freight activity. Cruise operations at BMT are expected to have **significant off-peak availability**, including most nights (as vessels typically arrive early morning and depart by evening), **lighter activity during winter months**, and **reduced mid-week sailings** due to vacation demand patterns. These operational windows create meaningful opportunities for micro freight or Blue Highways users to access the southern waterfront or ferry landing area without conflict. By consolidating guest traffic within the structured parking garage and GTA, CTI's design also reduces roadway congestion, improving reliability for Blue Highways

truck connections. CTI is committed to coordinating operating zones and schedules so that cruise and Blue Highways activities can safely and efficiently coexist.

25. Would the proposed business own boats or ships? How many? What size? Would these vessels need to be docked at BMT? How much berthing space would be required?

CTI does not own vessels. Cruise ships berth only during scheduled operations.

26. What is the required electrical capacity needed to run the proposed business?

Cruise ships require 10–20 MW for shore power. CTI will coordinate on grid planning.

General

27. Does the Respondent have any additional feedback on the BMT Vision Plan?

CTI embraces the Vision Plan's objectives for electrification, resiliency, maritime modernization, community access, and public-realm improvements. To ensure operational efficiency and safety, we advocate for the clear separation of cruise and industrial traffic, alongside forward-thinking planning for large-vessel compatibility. Industrial

Appendix

Figure 1: SITE PLAN GROUND LEVEL

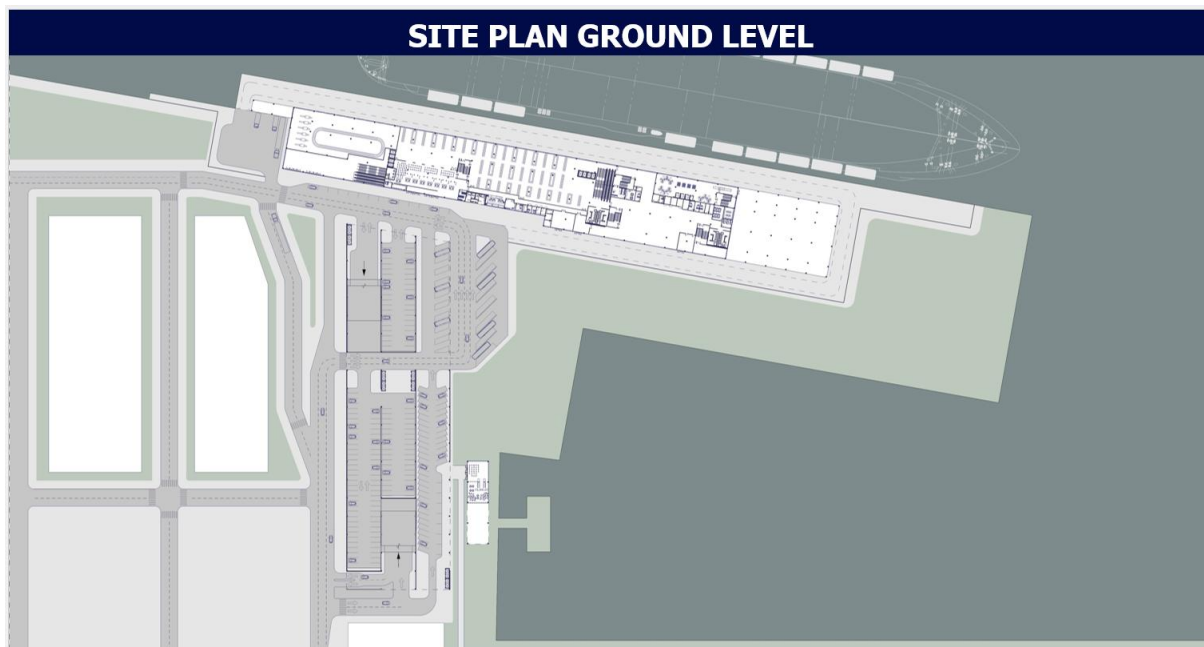


Figure 2: SITE PLAN LEVEL TWO

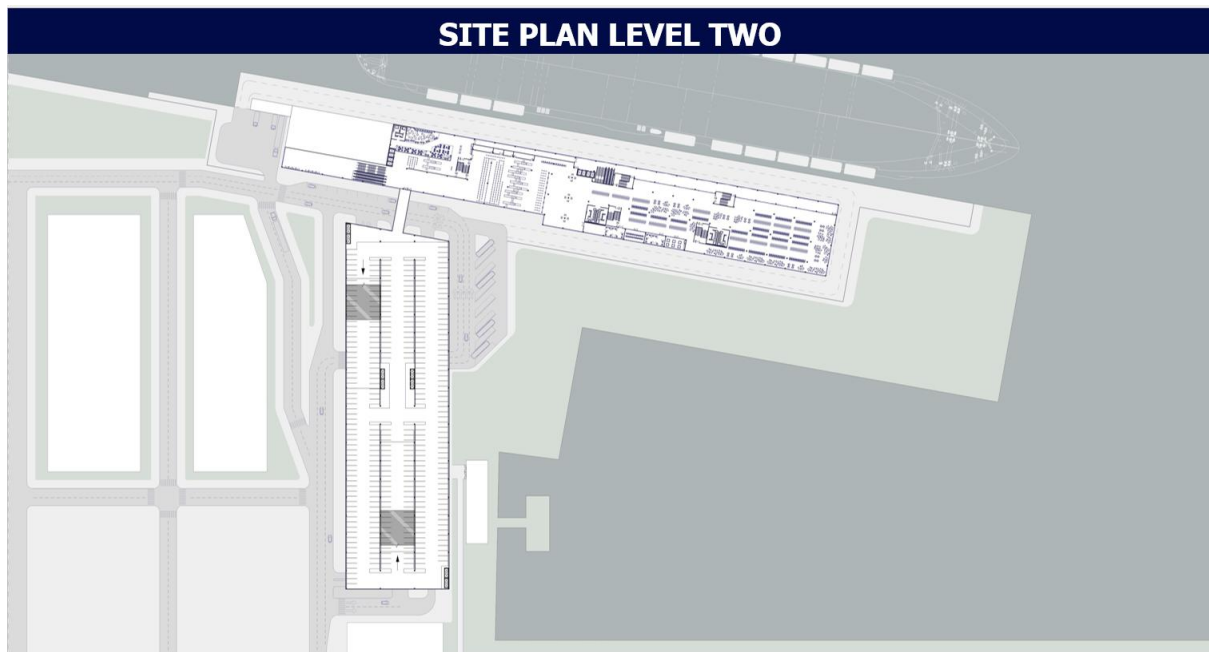


Figure 3: SITE PLAN ZOOM-IN

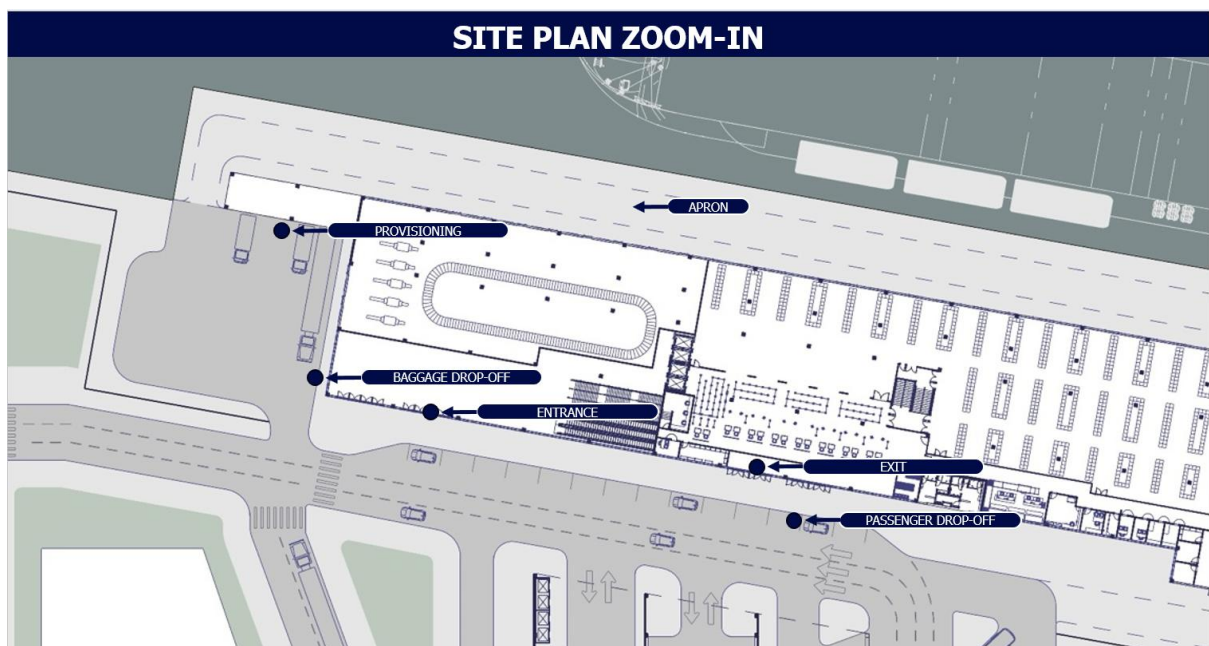


Figure 4: EMPLOYEE GROUND PARKING

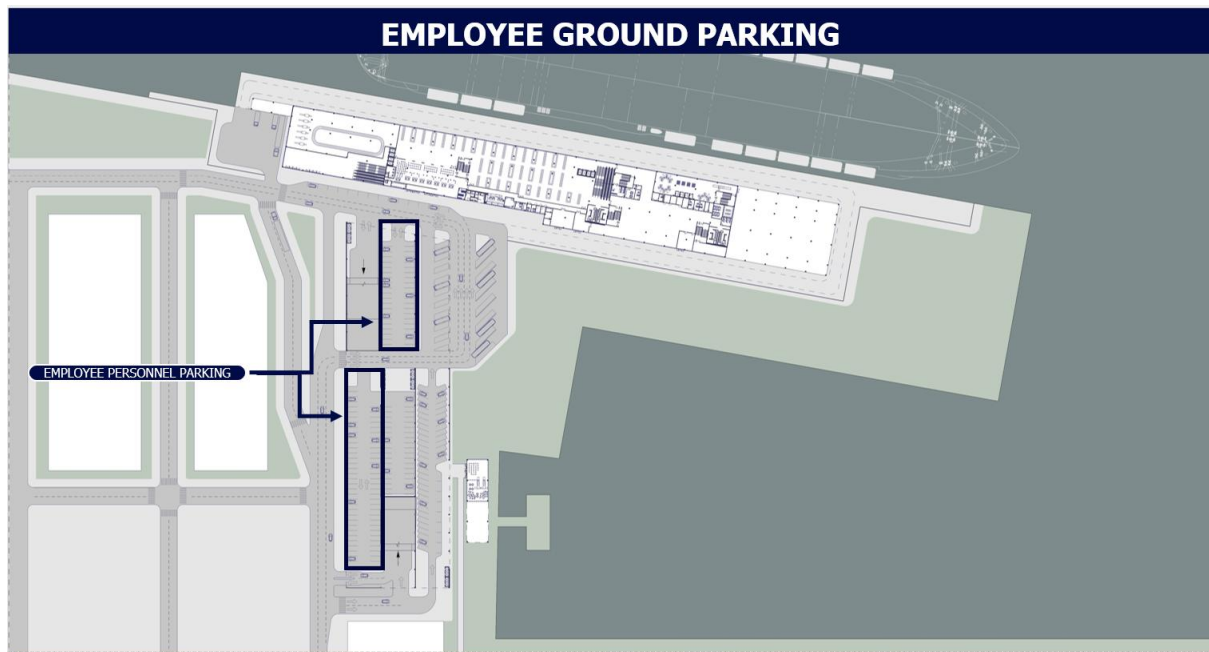


Figure 5: PUBLIC TRANSPORT CONNECTION PLAN

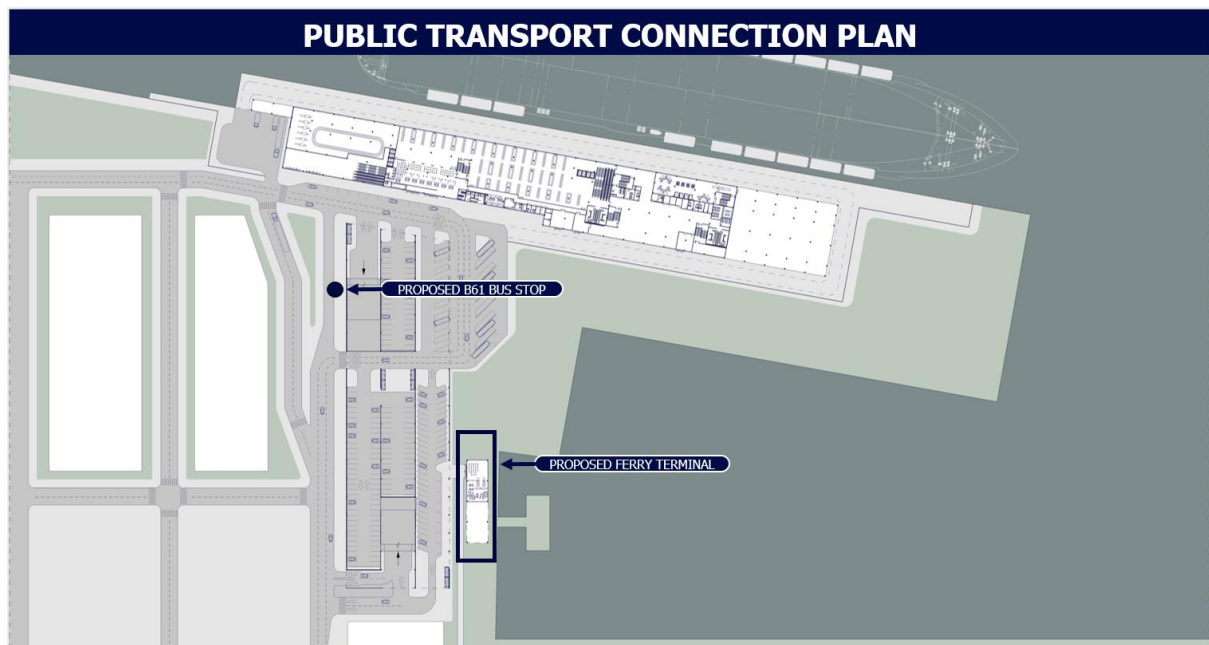


Figure 6: LARGER VEHICLE ACCOMMODATION

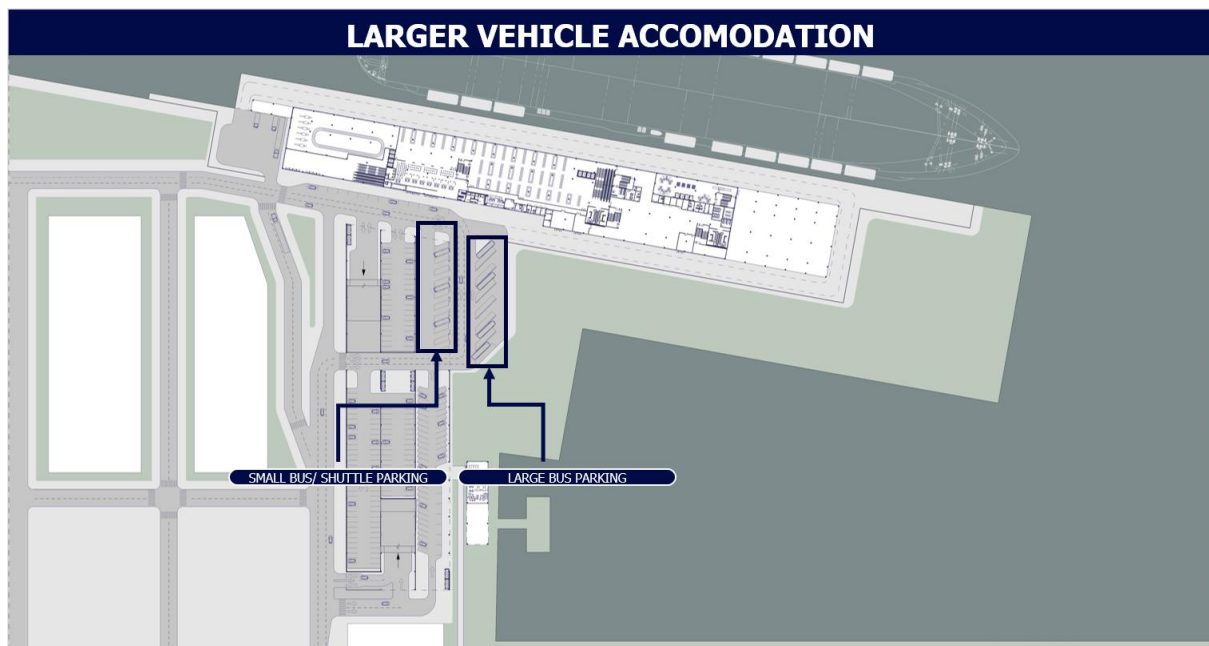


Figure 7: TRAFFIC DIAGRAM

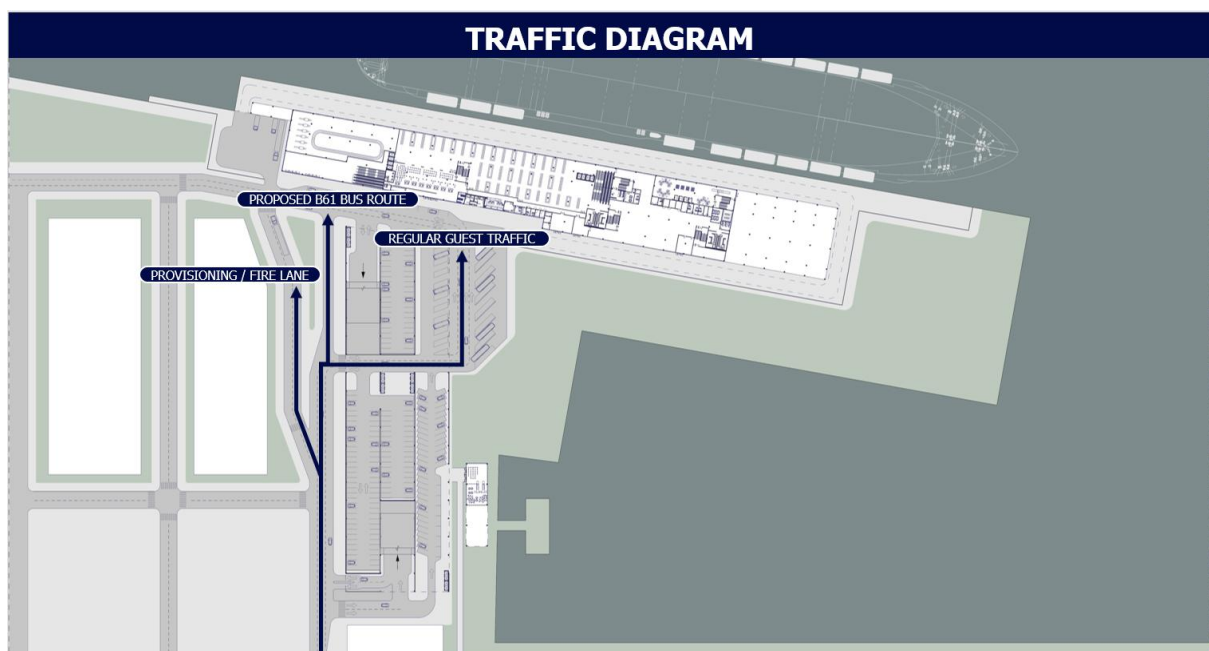


Figure 8: TRAFFIC DIAGRAM

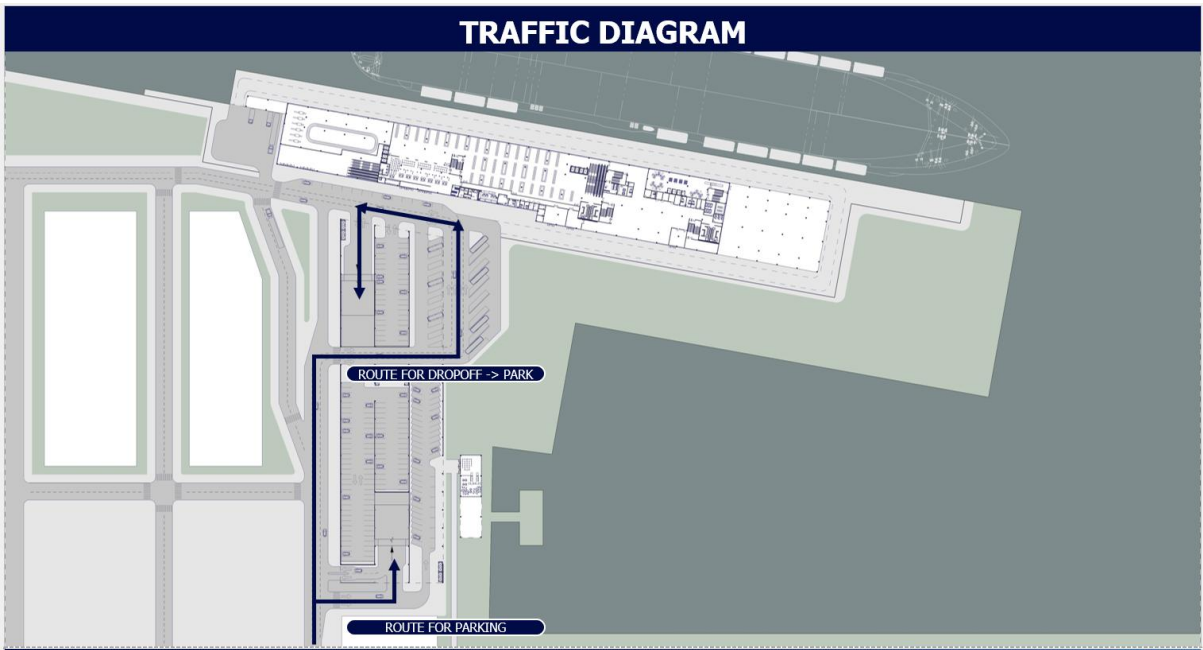


Figure 9: PARKING LEVEL PLAN

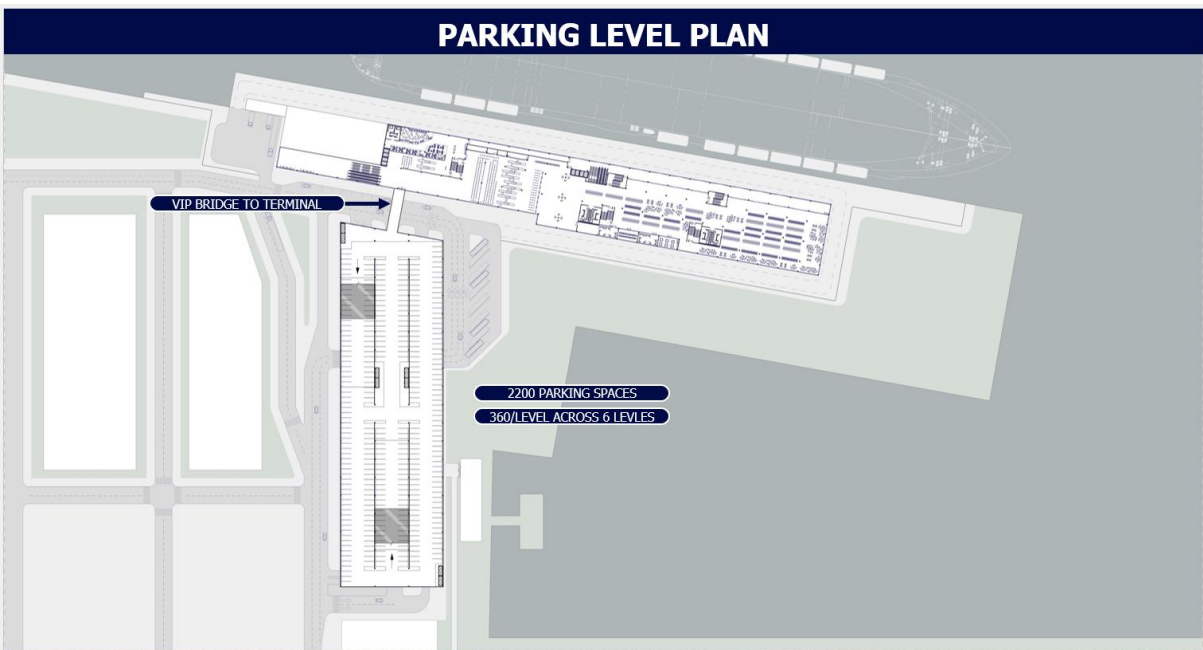


Figure 10: SITE PLAN FOOTPRINT COMPARISON

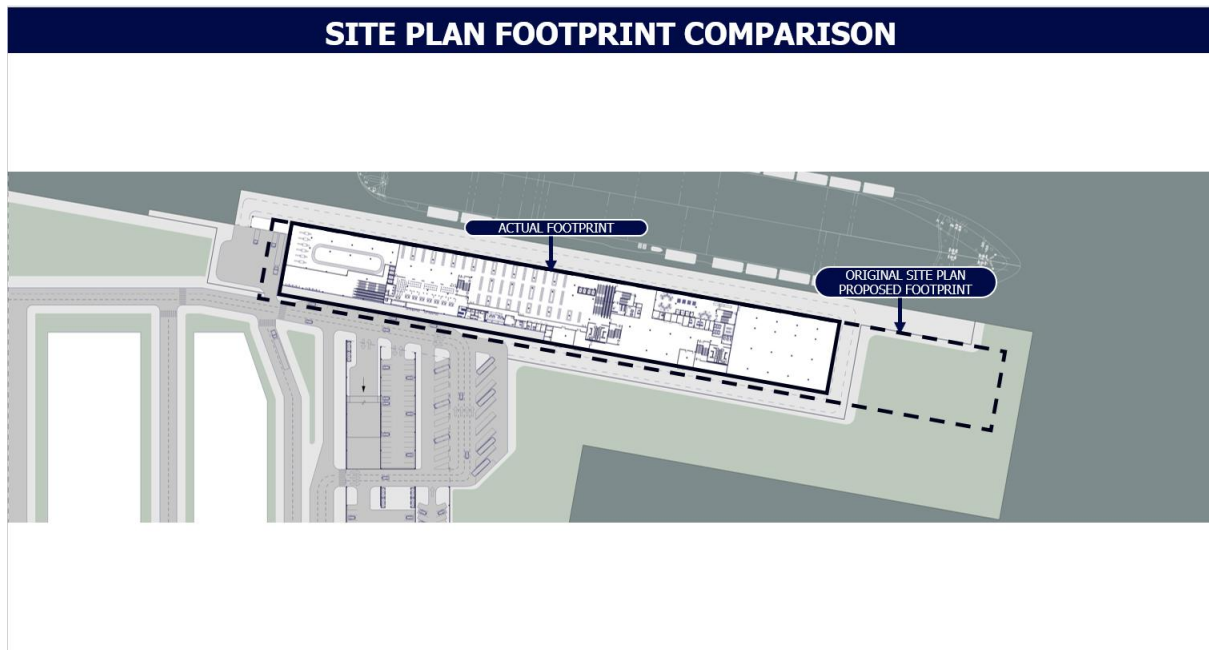


Figure 11 : EMBARK PATH

