

PortSide NewYork

Connecting the communities ashore and afloat for the benefit of both since 2005!

Based at BMT since 2006!

A perfect fit for the future BMT!

Response to BMT maritime RFEI

Submitted 12/15/25



The RFEI questions focus on cargo operations and blue highway which don't overlap much with PortSide New York's proposals, so we offer this introduction before addressing the 27 questions of the RFEI.

We also do this because an odd feature of the entire BMT process so far is to erase PortSide's presence on site even though our existing programs address many of the goals of the Vision Plan and Blue Highways Blueprint, and our long-standing plans to create a "maritime hub" (not yet fulfilled due to lack of space) address even more of them. We have participated in the EDC Maritime Career Days since they started, at the EDC's invitation, so it is odd that PortSide is not identified as a maritime training stakeholder in the Blue Highways Blueprint.

This erasure is noteworthy because PortSide is an award-winning non-profit **based at BMT for 19 of our 20 years**; the community brought us up affirmatively at every public workshop; and, from summer 2008 to spring 2011, the EDC promised us space to create a "maritime hub" (what we now call a PortSide Campus) as we describe below. Back then, the EDC presented this home for PortSide as a community give-back to Red Hook and an amenity to the working waterfront making presentations for several years around NYC at Harbor Ops, City of Water Day, the Brooklyn Rotterdam Exchange, and Community Board 6.

PortSide mission

PortSide New York's mission is to create a model for NYC's waterfront future via advocacy and direct service. We demonstrate how the harbor can provide jobs, green freight movement, education, culture, and recreation — and how to center maritime in NYC waterfront development. Our long-standing goal is to create a [PortSide campus](#) that serves the public and the working waterfront, a place larger than our historic ship MARY A. WHALEN.

Relevant PortSide History

PortSide's first business plan of 2005 was funded by the Department of Small Business Services to create a maritime center (later called a *maritime hub* and now a *PortSide Campus*) that would provide a new model for how NYC can center maritime in the redevelopment of the waterfront and would depart from NYC zoning conventions by serving both the working waterfront and the general public at the same site.

This was designed as a way to preserve the working waterfront and grow it. PortSide's maritime center was also planned as a place and means to help revitalize Red Hook using maritime activity which aligns with local history and extant businesses; though maritime

Red Hook had become disconnected from local residents in a way that it wasn't in the pre-containerization era.

- In 2008, the year the NYC EDC first promised PortSide space in Atlantic Basin to do this, the NYC EDC recommended our plan under the name “*maritime support service hubs*” in their [Maritime Support Services Study](#) and proposed that each of the five boroughs have such a hub.
- In 2016, PortSide's concept became City Policy called “*maritime hubs*” in the Department of City Planning's “[Waterfront Revitalization Program](#):

Promote the development of temporary and permanent maritime hubs to support maritime operations. Maritime hubs are sites which contain some of the following features: tie-up space, removal of bilges, grey water and sludge, refueling, water and electric connections, crew change capacity, proximity to groceries and restaurants, and proximity to transit. A hub could also integrate commercial, recreational, tourist, and/or educational uses within the same complex. Hubs should be located close to active maritime facilities, anchorage, and berthing locations to minimize travel distances.

Though PortSide has accomplished many things, we have not been provided with building space and landing space sufficient to create the “maritime hub;” and no one else has executed our idea either.

As the folks who created the concept with strong industry support, PortSide should be the team to finally deliver this; and these plans mesh perfectly with the maritime plans for BMT.

PortSide first business plan and 2006 response to the EDC's Atlantic Basin RFEI and their 2007 follow-up RFP were created by a skilled and experienced team. Elaine Carmichael also working on our 2018 business plan for the building space that the EDC originally promised us:

- our founder and Executive Director Carolina Salguero after sailing New England and the Caribbean and making deliveries between them and after seven years of reporting on NYC's waterfront (including a 2-year project on tugboats and reporting on the maritime response to 9/11), deep research into NYC's waterfront and helping launch 2 other NYC harbor nonprofits (the Working Harbor Committee and the Working Waterfront Association).
- museum designer Tim Ventimiglia from Ralph Appelbaum Associates, NY office lead of the largest interpretive museum design firm in the world

- Elaine Carmichael, principal of Economic Stewardship, Inc. (now retired) who had created tourism and economic development plans for states, regions, large cities and major attractions
- Capt. Kris Lindberg who was getting a master's in urban planning

This diverse team developed the PortSide approach of

- match-making between local needs and assets
- a phased growth plan and adaptation to Red Hook's revitalization that was clearly about to accelerate
- plans for multiple, embedded revenue-generators since neither maritime preservation, education, culture, or job training were not known to be deeply funded
- deploying "tactical urbanism" placemaking and site-activation skills
- executing it all with deep local knowledge to create authentic experiences aligned with area character, and expecting to evolve as the area changed.

Around this time, over a two-year period, PortSide collected many local artifacts to enrich our planned "interpretive center" museum.

The PortSide team benefitted from Salguero's knowledge of the area, read many sociological and economic studies about Red Hook, did deep market research into the towing industry summarized in attached appendix (including number of companies, vessels, jobs ashore and afloat, wages, and their interest in getting provisions at the new Fairway); analyzed census data for area income and unemployment rates to assess workforce match-making potential; surveyed charter and excursion vessels in the port of New York for interest in picking up passengers at PortSide (which would grow experiences for area residents, bring visitors to support area retail, generate revenue for PortSide, and support our marine career pipeline by showing maritime jobs).

We designed programs and a place to benefit diverse stakeholders: workboats, NYCHA residents, the budding Red Hook retail sectors, artists/creatives, visitors to the area, local schools. We decided to not be membership-based like many museums so NYCHA residents would not be priced out.

We aimed for a down-home welcoming style that fused, as we sometimes put it, chatty country general store and museum destination, a place where you could see an exhibit while eating an ice-cream cone with your dog on a leash with big roll-up doors facing the waterfront and boats coming and going.

PortSide deliberately developed a strategy that avoids silos and works in interdisciplinary and synergistic ways. Each PortSide element must accomplish at least three things. For example:

1. the “truckstop for tugboats” would help the towing industry (groceries, potable water, dumpster access, crew change location, package pick-up)
2. support the new Fairway supermarket
3. produce significant revenue for PortSide (the supermarket would pay PortSide 10% of the gross receipts of the tugs’ groceries bills or \$150,000 in 2005 dollars according to our market research.
4. create an attraction (people are obsessed with tugs).
5. support PortSide’s marine career pipeline (people would understand there are jobs afloat by seeing the tugs and meeting the crew).

PortSide’s first business plan generated enthusiastic coverage in maritime trade press and was endorsed by multiple tugboat companies, the recently retired VP Atlantic Coast Region of American Waterways Operators, and many mariners. We were approached by training programs and offered curricula, partnership, a wheelhouse simulator and many forms of support. The Gowanus Canal Superfund archeology group asked us to house/exhibit historic artifacts discovered during cleanup of the canal. Such offers continue.

The first home on Greg O’Connell’s property for which we did the 2005 SBS-funded business plan did not materialize.

We then responded to the EDC’s 2006 Atlantic Basin RFEI and 2007 RFP. In 2008, the EDC told us, Red Hook, and the maritime industry, that they would provide PortSide a home in Atlantic Basin with:

- 600’ of Pier 11 to program
- About 6,500 sq ft of the Pier 11 shed (we’re asking for more now; that was too small)
- Use of what’s now called “the cellphone lot” south of the Pier 11 Shed.

The EDC then asked us to do what they called “interim programs” in 2008, 2009, and 2010, and then asked us to an architect’s building code review of part of the promised space in the Pier 11 shed.

Spring of 2011, the EDC dumped us without explanation.

The Pier 11 shed space we had been promised remained vacant for most of the next 14 years.

PortSide, cramped into the small interior spaces of the bedraggled and under renovation tanker MARY A. WHALEN, was stuck inside the Red Hook Container Terminal with tightening security regulations as implementation of the TWIC card system and because the Port Authority wanted to evict our hosts American Stevedoring and ultimately did around September 2011.

Thanks to the intervention of then-Councilman Carlos Menchaca, PortSide was able to return the tanker MARY A. WHALEN to Atlantic Basin on 5/29/15, but with no building space, use of the cellphone lot nor additional pier space for visiting vessels.

This real estate saga has reduced PortSide's budget as we have never had long-term stability nor sufficient space off the ship to grow. It needs to be understood that the ship MARY A. WHALEN was never intended to house our offices or programs, she was bought to be a landing, a spud barge, on O'Connell's property because his piers had decayed.

The ship has very little interior space. PortSide has inventively repurposed this coastal oil tanker (having to restore the ship while using her) and using the main deck for most public programs; but that deck is unusable most of the year due to weather as per photo at right.

We lack space for most programs we planned and for the enrollment programs with wrap-around services that most benefit our disadvantaged neighbors. Note that the ship is not ADA-accessible, and people who get even mildly seasick are unable to spend time on the boat.



Despite this, PortSide is a high impact organization whose accomplishments include:

1. **Awards and citations** from history and preservation organizations, Brooklyn Borough Hall, Congress, and one from the White House for our response to hurricane Sandy work (protecting the ship and Sandy recovery work for Red Hook." We inspired the FEMA Sandy High Water Mark program.
2. **"Mariners' Response to 9/11"**, our in-person and ongoing virtual exhibit conveys key info about maritime, emergency preparedness, waterfront edge design. We are content experts on this 9/11 topic. <https://portsidenewyork.org/911-maritime-response>
3. We got our ship listed on the **National Register** with National Significance.
4. **Our e-museum Red Hook WaterStories (RHWS)** recovers forgotten and erased histories and tells NYC's maritime story in microcosm. RHWS It also has a deep

resiliency section. PortSide is the only Red Hook organization that has focused on resiliency without interruption since Sandy.

5. **Our African American Maritime Heritage** program is the only one in the region.
6. **PortSide has brought more historic ships to Brooklyn than Brooklyn Bridge Park.** Many vessels in our Visiting Vessels vessel program are training vessels and foster diversity such as MAIDEN (from the UK, all-female crew on sailboat that won around-the-world race with an all-female crew) and the AMISTAD celebrating the history of the captured Africans who took over the slave ship and liberated themselves. We also promote ships brought by others: Fleet Week at BCT, Ops Sail 2012 on BMT piers 7 & 8.

7. **Education:**

- a. Our programs inspired PS676 to become Brooklyn's 1st maritime elementary school, and the DOE transitioned it into NYC's 1st maritime middle school.
- b. PortSide creates curriculum for elementary through graduate school using place-based experiences and our virtual resources. RHWS and our knowledge of maritime and city planning regarding Red Hook and NYC waterfronts have attracted college and grad school partnerships where we have worked with whole classes/studios or individual students from schools including Columbia, Pratt, NYU, CUNY, University of Arizona, University of Virginia and schools in Texas and Canada. The subjects covered include urban design, historic preservation, film making, resiliency, biography, public history, and maritime. Their resulting work is often added to RHWS adding to this free public history resource.



- c. In 2022, a staff person from Donjon Marine's salvage division got us a marinized high school curriculum that he helped develop for Baltimore public schools – a sign of PortSide's geographic reach and respect in the maritime industry. This is English, math and science infused with a maritime theme, the kind of thing recommended in the Blue Highways Blueprint.

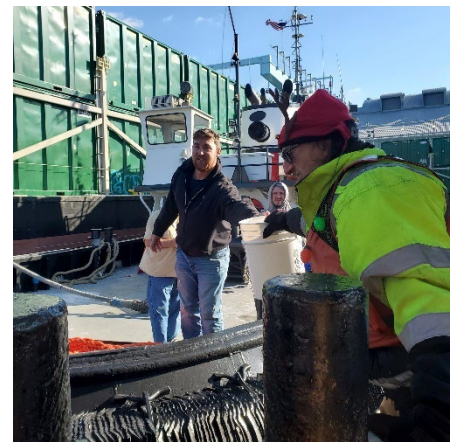
- d. Our decade of running programs INSIDE the container port like Open House NY tours, our TankerOpera and school programs makes PortSide uniquely suited to be fulfill proposals in the Bue Highways Blueprint such as “Blue Highways for Kids” and “Port Rangers.”

PortSide already creates activities for that kind of thing! See the sound + light unit we developed with Red Hook’s PS15 using NYC

Ferry for a buoy scavenger hunt, the bell system of the Mary Whalen and intro to charts in our wheelhouse. <https://bit.ly/PSNYSoundLight>. See PS676’s 1st grade interact with Capt. Rich Naruscewicz with his tanker alongside the Mary Whalen.

<https://www.youtube.com/watch?v=qsq0ECx9kf4>.

- e. Our Operation Christmas Cheer delivering cookies and newspapers to tugs and barges on Christmas day serves these essential workers and is a GREAT maritime awareness event. Videos of this on social media get thousands of views and good media coverage. See <https://bit.ly/2022xmascheer> and <https://www.brooklynpaper.com/operation-christmas-cheer-portside-tradition/>.



8. Workforce training for adults and youth:

- a. a long-running training partnership with the union District Council 9 (painters and allied trades). Photo at right shows them helping our Simple Machine Machine expo at PS676.
- b. Our ship has been used by NYPD scuba and counter-terrorism units for training.
- c. We have offered CTE internships to NY Harbor School, Williamsburg HS of Architecture & Design (a preservation themed school).



- d. In 2024, Admiral Alfultis, then President of SUNY Maritime, was interested in having their engineering department partner on our restoration of the Mary Whalen's engine room and suggested adding PortSide to the P-Tech partnership mentioned in the Blue Highways Blueprint, a training program funded by \$2.6MM from NYS. SUNY, however, had no building space on campus for our engine and auxiliaries, and the EDC did not provide space in the Pier 11 shed (even though the previously promised space was empty), so this program has not launched. SUNY cadets have



volunteered here as in photo at right. Photo at left below shows the vintage engine we acquired from the Kennett, Missouri power plant when it arrived in museum condition in 2020. It is deteriorating for being outside where we cannot access it at will to retarp it. Photo below is the engine this week. We have accumulated all the vintage auxiliaries from other historic ships that were scrapped.

- e. The NY Harbor School high school is also interested in partnering with PortSide on our engine room restoration and other programs, and we are talking to the Marine Systems Technology teacher about projects.
- f. In 2022, our ED's SeaSchool instructor from 2006 and a tug captain in one of the gulf states got in touch to offer PortSide a free deckineer curriculum aligned with American Boat & Yacht Council (AYBC) and their support after the tug captain created a highly successful training and placement program for Black and Hispanic kids in his city. PortSide attracts that kind of support!

PortSide has enthusiastic support in Red Hook and around New York City. Note that 2/3 of the comments to the last Comprehensive Waterfront Plan (over 200) supported PortSide's call for us to get right-sized space in Atlantic Basin.



PortSide and the BMT Vision

Having been founded to show how to combine public programs and services to workboats to create a pipeline to marine careers and a maritime gateway to Red Hook, and how to create better relations between the maritime industry and its neighbors, PortSide fits well with the maritime aspects of the BMT vision plan and the workforce goals of the Blue Highways Blueprint.

PortSide is also glad to see many maritime aspects of the EDC's BMT plan, Blue Highways Action Plan and Blue Highways Blueprint as we have been recommending such activities since we were founded in 2005, including:

1. Growing a marine highway
2. Specifically moving goods in and out of the Hunts Point market by water
3. We saw that the traditional recruitment pipeline for the towing industry was broken by "the Big Strike" of 1988-89, and we anticipated the shortage of towing industry crew cited in your Blue Highway Blueprint and made plans to address this via our proposed marine career pipeline. Executing that needs building space and permission for a small subtenant vessel with a running engine, two things EDC promises to PortSide, Red Hook, and the maritime industry from 2008 to 2011 would have made possible; but the EDC has yet to deliver.
4. We saw that Red Hook had many maritime businesses on the water but the historic connection between residents and their working waterfront was broken, negatively impacting workforce recruitment by businesses as in 3 and job-getting by residents, plus, putting the industry at risk of efforts to gentrify it out of the area.
5. PortSide made plans from the start to address the lack of race and gender diversity in the maritime industry cited in the Blue Highways Blueprint. We note that this is compounded in Red Hook by a geography of racial separation with few residents of NYCHA (majority Black and brown), going west to waterfront in "the Back," Red Hook's waterfront apart from two fishing locations is an overwhelmingly white space, as is maritime in NYC despite NYC being a city where whites are the minority. So, to get Red Hook NYCHA residents into maritime means creating solutions to getting past invisible but notable geographic walls within their own community on top of the barriers in the industry itself.
6. The harbor is NYC's largest open space and a great place for recreation – on the water on boats – but NYC's waterfront redevelopment considered the water mostly as a view and the waterfront as an edge to which the public would increasingly be given access, but not as a domain for boating. We designed a youth boat building program, plans for community sailing and for a boathouse in Valentino Park (see

<https://portsidenewyork.org/boatbox>), to find ourselves stymied by bureaucracies not understanding maritime activity, even fearing it, and facing recurrent challenges securing space ashore for the landside operations to support all this, plus the disruptions of Sandy.



PortSide BoatBox proposal for Valentino Park designed 2011 with pro bono design services won via a designNYC competition. Sandy hit soon after the presentation, and the Parks had other priorities.

7. PortSide made plans to address 4 -6 5 via boating and youth boat building programs (so far stymied by lack of space), our African American Maritime Heritage program (the only one in the region), the inclusivity of the history exhibits in our virtual museum at www.redhookwaterstories.org, via our Visiting Vessels program that has invited vessels such as the AMISTAD and MAIDEN (see photo here). The latter had an all-woman crew sailing around the world affirming the need for equal education for girls. Plus, we offer community and public programs that include events such as NYCHA family day and Old Timers Day “Meet n Greet.” Old Timers day is an annual reunion where people who used to live in Red Hook come back, and those are overwhelmingly former NYCHA residents.
8. A founding concern was that maritime is invisible to most New Yorkers including those leading the plans for redevelopment of the waterfront, so PortSide committed to using a plethora of means to raise the visibility of maritime beyond conventional white paper advocacy: place-based education, interpretation of sites, events inside industrial maritime facilities, strong use of social media as those platforms grew including a



pandemic program of livestreaming 160 sunsets with harbor views and maritime narration, and using our ship cat Chiclet. Using Chiclet began as a lark, but she has become a social media rockstar to the point that one IG reel with her the past year had 2.2MM views, and we have had people visit from Florida, Hawaii, and France to say “great to see the Mary Whalen, where’s Chiclet?” If a cat can help connect people to maritime, we’re all for it!

More PortSide policies in our advocacy platform at <https://portsidenewyork.org/advocacy-1>

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?

Award-winning PortSide NewYork proposes a multi-service maritime center serving workboats and the general public as we have planned for 20 years.

Primary clients for the workboats will be tugs from various companies, police boats and occasional fireboats.

The vessels of the blue highway will likely use our amenities, and our pipeline to marine careers will help train their crew.

We plan to continue our Visting Vessels program bringing historic and educational vessels for public programs, AND commercial vessels the public can ride for harbor tours, fishing excursions, dinners and parties afloat.

We are not shipping commodities.

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

Tenant to an operator.

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

PortSide was founded in Red Hook twenty years ago this May. The ship Mary A. Whalen was purchased summer 2006. We have been based at BMT the entire time since acquiring the ship.

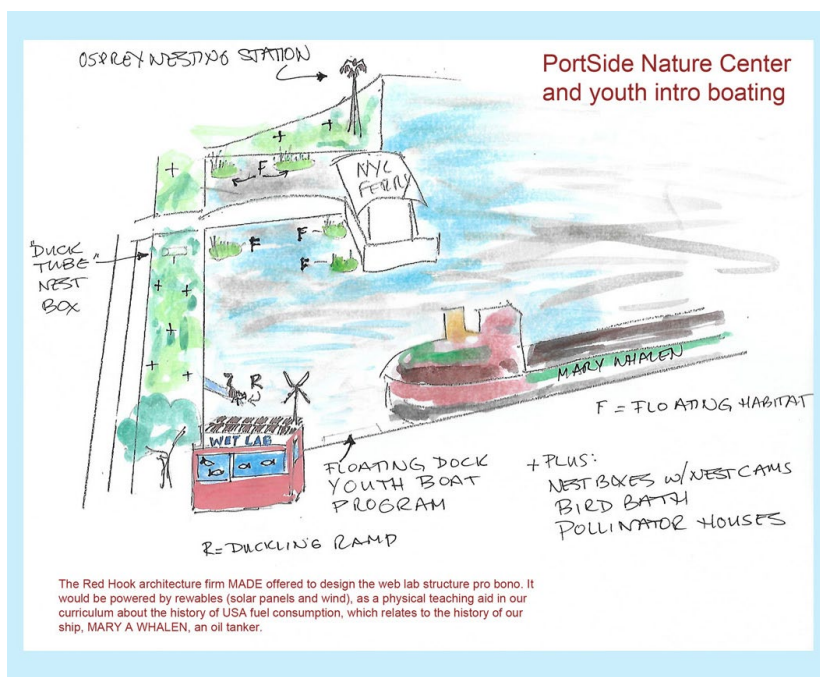
From summer 2006 to May 29, 2015, we were inside the container port on both sides of Pier 9B except when visiting the Brooklyn Army Terminal in 2010 and when visiting Pier 11 for

programs during the years that the EDC promised us space for a maritime center in Atlantic Basin from summer 2008 to spring 2011. Since May 29, 2015, the Mary Whalen has been docked on Pier 11.

From June 2020 to late September, we created, programmed and maintained PortSide Park in a narrow strip along the Pier 11 fence in the “cellphone lot” adjacent to the ship. That space is in the leasehold of Ports America, and we created the park with their approval and regular coordination with them. It was used by tens of thousands of visitors a year.

Our experience with PortSide Park, building on all the advice of founding consultants in attraction development, museum design, and placemaking inform our current proposals for a PortSide Campus at BMT – in addition to longstanding requests from the community and schools for more environmental education, leads to our proposed Nature Center.

This PortSide Campus would be an expansion of PortSide’s existing footprint.



4. What location within BMT best suits 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.).

20,000 sq feet at the south end of the Pier 11 shed with outdoor spaces as described below. Once new buildings are constructed this area is still preferred for reasons described below.

- A. Next to that, where we are now, berth space for our 172' long flagship, the Mary Whalen plus 150' of pier space forward/north of the Mary for [visiting vessels](#). 70' of that would be used for tugboat dock-n-shop and other B-to-B services for them and other workboats like FDNY and NYPD. This is about half the 600' of pier the EDC originally promised us here.
- B. Space for a small wet lab structure at the south end of the Pier 11 that the Red Hook firm [MADE](#) offered to design.
- C. Permission to create a Nature Center by adding amenities for wildlife in the water on land in the extant weed patch from Pier 11 to the ferry gangway, plus interpretation of them and the history of Atlantic Basin, to make that weed patch south of our ship along Clinton Wharf into an education center next to our proposed wet lab. These are low cost additions such as smart birdfeeders that document the birds, next boxes with webcams, pollinator housings, a small number of interpretive signs, and floating habitat so free-light ducklings and goslings can get out of the water to prevent the high degree of die-off we witness in Atlantic Basin.
- D. Return of [PortSide Park](#) we had during the pandemic. This would be adjacent to the wet lab and Nature Center. PortSide aims to accomplish at least 3 things with every endeavor and this trio (Nature Center, Wet Lab, PortSide Park):
 - i. Provides amenities for wildlife
 - ii. Educates people
 - iii. Creates site activation
 - iv. Helps wayfinding: a series of engaging places guides ferry and cruise passengers like stepping stones towards PortSide and, due to our info about Red Hook, into Red Hook. This works in the opposite direction and guides Red Hook visitors to us and the waterfront.
- E. Use of the rest of the "cellphone parking lot" (south of the Pier 11 Shed) when cruise ships are not using it (most of the year) as a waiting area for cars picking up passengers.
- F. Permission for a subtenant boat alongside the Mary Whalen with a running engine to be used for maritime training. Trainees need to get "sea time" on a vessel with a running engine to get a Coast Guard license (plus get the experience of navigating, steering, engine maintenance depending on the license to merit the license), and the Mary Whalen's engine room is not restored yet, so she has a "dead ship" status, and working on her dockside can provide multiple training experiences but not the necessary sea time and steering and navigating.

This location is preferred because:

- A. It is closer to the Red Hook community, and closest to ferry and cruise passengers. This is where hundreds to thousands of people come and go daily. For PortSide to be connecting the communities ashore and afloat, we have to be in such a place that is the conduit between the two sectors. Here, we can be the welcome mat to visitors by water, we can offer services that will entice cruise passengers to spend time in Red Hook (short term luggage storage, tourism desk, our own exhibits and programs).
- B. It is the closest BMT point to NYCHA. During the pandemic, we really learned how mobility is a privilege, because our PortSide Park regularly attracted visitors by ferry from Brooklyn Heights, by bike from Columbia Waterfront, Carroll Gardens and Cobble Hill; but when we talked to NYCHA residents about coming to us, we often heard west of Van Brunt Street described as “way back there.” Coffey Park is heavily used by NYCHA residents, but coming three more blocks west to us is often a deterrent. Having enrollment programs, wrap-around services and computers in our library (due to the digital divide) will help overcome that perceived distance for Red Hook NYCHA residents.
- C. It’s right on the Brooklyn Greenway bike path. Many of our visitors come by bike.
- D. For visiting vessels, historic and commercial, the south end of Atlantic Basin is the most protected water in BMT by a long shot (so long as ferries don’t come in too fast), whereas there are heavy wakes and currents in every place exposed to the Buttermilk Channel.
- E. For the tugboat dock n shop users, this location puts them closest to the community shopping they want to reach. We would likely have a vehicle for the tugboats to use so that they don’t have the delay of calling car services. Back when the EDC first promised us a home here, Local 333, the tugboat union still existed; and they were so excited by our proposed services that they wanted to keep a van here for local “grub” shopping at the supermarket and for taking crew to and from the airport.

This means that DutchX would shift further north in the shed and have their vehicular entrance from the loading dock on the east side of the Pier 11 Shed rather than on the south wall of the Pier 11 shed. This shift would work for traffic overall and especially on cruise days when the already-crowded “cellphone lot” had a lot of space carved out of it to make a DutchX driveway. Plus, during cruise days mornings, where DutchX vans and cargo bikes are currently turning in and out of the cellphone lot is where traffic bunches up due to the 90 degree turn in the road immediately to the south and the pedestrian crosswalk to Pioneer Street gate. We are familiar with the traffic issues since PortSide was part of CM

Alexa Aviles working group that meet weekly with the EDC on Zoom for 2.5 months in 2023 to deal with the cruise issues; see <https://portsidenewyork.org/portsidetanke/2023/11/5/edc-issues-in-red-hooks-atlantic-basin-summer-2023>. Plus, we are on site every day, and see what works and doesn't.

For 20 years, we have planned to have a PortSide Campus

to serve the community AND the working waterfront

From summer 2008 to spring 2011, the NYC Economic Development Corporation (EDC) promised PortSide space to do that but did not deliver. The BMT process is the time to correct that so we can:



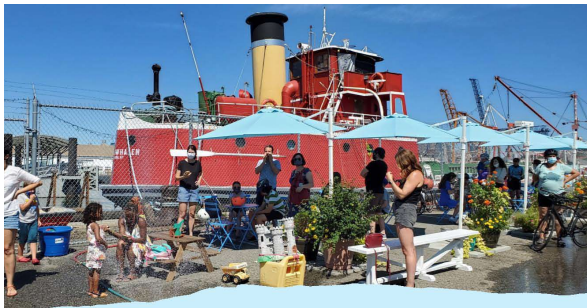
1. add services for the working waterfront and the community that don't fit on our ship MARY A. WHALEN – on boats and inside the Pier 11 shed.
2. host more visiting vessels the public can ride and visit.
3. install info about maritime past and present (*interpretation). This educates everyone and helps youth and adults find our marine career pipeline.
4. add amenities to support wildlife and educate people (a nature center).
5. spread PortSide elements and programs around the site (*site activation)
6. convert Atlantic Basin from decrepit site to inviting welcome mat to Red Hook for cruise and ferry passengers (and a better waterfront for our neighbors).



* Urban planning terms used by EDC and their consultant WXY



Ship cat Chiclet



- Ship Mary A. Whalen in same place. We get 220 more feet of pier for visiting vessels.
- Return of PortSide Park with temporary barricades on cruise days. Use of whole “cellphone lot” when no cruise ships are in.
- Add wet lab structure at south end of PortSide Park. This benefits schools and adds to site activation due to views of tanks from the outside and the info on the building exterior.
- Paint PortSide super graphic on south end of Pier 11 shed – visual bridge from water to Red Hook adds to site activation.
- Add wildlife amenities & interpretation turning land and water along Clinton Wharf into a nature center and maritime education site for schools and the public.
- We get 12,000 sq ft inside south end of Pier 11 Shed for PortSide programs and services.

PortSide inside Pier 11 Shed

Plans developed with national-level consultants over 20 years,
plus our experience at BMT since 2006.



1. Visitor welcome center with staffed table, brochure rack, luggage holding area for cruise passengers
2. Exhibits, film screenings, conferences and expos.
3. Space we share with local partners for holiday market and popup events and can rent for special events.
4. Pipeline to marine careers: youth boat building shop (Compare to Rocking the Boat who is willing to advise), classrooms for adults to take classes for Coast Guard licenses. Classrooms also used for general education with local schools.
5. Maritime library with computers for digital divide neighborhood, also supports 4
6. Resiliency community flood prep info and exhibits, relates to 8
7. African American Maritime Heritage permanent exhibits
8. All linked to our virtual museum Red Hook WaterStories (a cultural tourism guide that links to 1 and 6.)
9. Museum store (selling local merch too, supporting 1 and local retail)
10. Café
11. PortSide offices, freeing up space on Mary Whalen for more programs, giving us bigger, better offices
12. ADA accessible the way the Mary Whalen is not.

Cruise passengers benefit from 1 to 12 minus 6. Locals benefit from all. PortSide gets revenue from 2, 3, 4, 9, 10.



youth boat building

a pipeline to marine careers
and youth development
program (and a shop useful
for maintaining the Mary
Whalen)

PortSide has planned such a program since 2005 and not had building space to launch it.

During that time, Rocking the Boat in the Bronx has grown to be a national leader in this kind of program, and they are willing to help us get this going.

Shop photos from Rocking the Boat, used with permission.

Floating dock is PortSide's.

www.rockingtheboat.org



More PortSide pier space and boat action

Since our first business plan of 2005, PortSide has planned to support the workboat sector, especially tugs with B-to-B services:

1. tugboat dock n shop, a place for crew change, access to potable water and dumpster.
2. This supports the working waterfront – especially the boats of the marine highway planned for BMT.
3. Supports our pipeline to marine careers by showing people the tugs, their crew, #tuglife.
4. More site activation, making a living museum of the working waterfront.
5. Provides PortSide revenue via a % of grocery purchases at Food Bazaar.

Space for visiting vessels the public can board

1. Commercial vessels: dinner/party boats, harbor tours, fishing excursions and whale watching
2. More educational/cultural vessels than we can host alongside our ship.

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?

Taking the second part first. We have plans for iterative build-out while using the space. We can use the current Pier 11 Shed before new structures are built.

During the 2018 business plan submitted to the EDC, we identified multiple sources of pro bono contractors and labor to do this renovation much more inexpensively than the conventional EDC approach.

Having faced a lack of real estate security for 20 years, we are expert at pop-ups, working on the cheap, finding pro bono services and donated resources. We do want to get out of this hardscrabble mode, grow the budget and team, and then tackle larger capital projects.

Note that people have been so excited to see a larger PortSide for so long that we have quite a list of supporters ready to act. For example, local contractor Humberto Lopes offered to build out a suite of rooms and new bathrooms for free. The Red Hook architecture firm offer to design our wet lab building for free. We plan to power it with renewables, reducing cost of trenching electricity to the site, and providing a sustainable teaching model at the same time.

Currently, we don't see the need to grow beyond the following proposed space. We are eager to finally be able to make long-term plans to create this PortSide Campus.

Youth boat-building has been in our plans from the start. Our inspiration came from the same boat yard that inspired Rocking the Boat where their founder worked briefly: Gannon & Benjamin Marine Railway, the shipyard founded by Ross Gannon, the uncle of PortSide's founder Carolina Salguero, and his business partner Nat Benjamin. This shop would also house the Flotsam Project for younger youth; this removes large flotsam from local beaches and makes rustic benches to sell for outdoor use.

The building space would make PortSide more financial sustainable since revenue generating functions would be in there (museum store, café, rental for private functions and conferences) and because it would allow us to finally have enrollment programs where attendees (youth and adults) come for repeat sessions over an extended period. These are both more fundable than a series of special events (what our programs have been reduced to for lack of space) and way more impactful to the community, especially the disadvantaged who benefit from the continuity, long-term relationships and wrap-around services which special events do not provide. The dirty little secret of nonprofit programs is that special event programming serves privileged people but is not as sought out or as impactful as long-term enrollment programs. Also, until we get Coast Guard Attraction Vessel status for the Mary Whalen (which needs another haul out at the shipyard), we cannot charge for events, which makes having building space even more financially essential.

This space includes, and would immediately repurpose, the existing offices at the SE corner. Formula E, a prior tenant, let us use that space for a school program and let use the warehouse for a Walt Whitman poetry reading.

The warehouse would be a flex space used for exhibits, film screenings, performances, holiday and maker fairs, conferences, and to rent for private events.

PortSide would make space available for other nonprofits, schools, and community associations as we have on the Mary Whalen and in PortSide Park. However, we have always had more requests than we could serve since the ship interior is too small to seat more than 8 people in one place. As a result we could not host a local alcoholics support group or participate in the 2016 North Brooklyn STEAM collaborative effort by the DOE to create a harbor focused curriculum. They required a space that could seat 30 at once as a minimum.

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?

12,000 sq ft. in the Pier 11 shed at the south end of the shed. That is more than the approximately 6,500 sq ft the EDC promised in the past, but we are asking for less pier space in 2, and the 6,500 sq ft was both too small and awkwardly shaped (a U shape meaning another tenant would have a chunk in the middle of it. That shape didn't even have a wide enough connector between the two ends of the U to make for a wide enough, safe enough emergency access from east to west.

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

Blue Highway activity would relate to our planned marine career center, provide opportunities for CTE internships and other training activities, and possibly bring vessels to our "truckstop for tugs" aka "maritime hub" amenities for workboats.

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

Repair of Clinton Wharf bulkhead before it collapses.

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?

We have no interest in being back on Pier 9B or embedded inside the container port! This question does not apply to PortSide, but we had to say that.

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

PortSide is not proposing a port, so we don't really fit this question, though we suggest installation of solar panels on all buildings, that you investigate the use of wind power on site as winds here are ferocious, and that you investigate if tidal power could be generated close to Governors Island where they (regrettably) have no vessel activity and that the power be brought to BMT by underwater cables. Their sewage comes here, so fair trade!

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

Shipyard and ship repair as we need those services to maintain our historic vessel, and the wait is long at the existing shipyards. This port could use more shipyards.

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

We think it is a great idea as we have proposed that there be waterborne distribution in and out of Hunts Point since we were founded in 2005. PortSide would not be directly involved.

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

None.

Financial Proposal

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

PortSide lacks all the revenue-generating functions and services we have planned for 20 years since the EDC has not provided building space, we do not have a dockmaster function (so we don't get revenue for docking commercial vessels which we don't have docking at all), we don't have the tugboat dock n shop revenue. We know how to make and raise money, but we need conditions that have not been provided. PortSide suffers being blocked from resources much the way redlining works; we are locked out and hope this changes soon. We merit it!

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)?

We are an independent nonprofit.

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.

All major museums have some of the revenue generators we propose: museum store, café, event rental space.

We plan to charge landing fees to commercial vessels such as tour boats, fishing boats, charter boats, party/dinner boats, as commercial marinas do (or a landing fee + passenger

fee). There are few such experiences in Brooklyn near here, and we expect strong interest from passengers as well as boat operators.

We believe PortSide is unique in proposing the “truck stop for tugboats” concept; and this is a revenue-generating idea. We expect the revenue from the supermarket Food Bazaar (the successor to the Fairway of our first business plan in 2005). They offer a 10% discount to tug crews who drive to the store. PortSide would oblige docking tugs to give us their grocery receipt so that we could collect the 10% from Food Bazaar which their manager was amenable to providing when asked about two years ago; e.g. the store encourages tugboat shopping; how the tug crew get there changes.

Additional “revenue” is expected from the grant and sponsor funding we expect to FINALLY being able to get once we can offer enrollment programs such as youth after-school and summer camp and workforce programs for youth and adults. We will also be able to get grants if we have a multi-year lease and can build a predictable program schedule. Rocking the Boat has offered to advised the set-up of our boat-building program (for a fee) which will make that start-up more rapid and bullet proof.

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.

PortSide has never been presented with a lease with a long enough term to secure such investment. Our first 10 years, we were quasi-homeless with the MARY A. WHALEN docked in the Red Hook Container Terminal where we had limited and even declining public access and no assurance of a long-term home. When we returned to Atlantic Basin in 2015, the EDC provided a three-year permit. Since then, the EDC via their program DockNYC has only provided one-year permits which usually arrive well into the year. Starting in 2022, the EDC has made major changes to the terms, often telling us that we cannot run programs until the contract is finalized.

- During 2023, this meant we were shut down until the first week of October, while the EDC demanded that we get marine insurance for a small cruise ship sailing from USA ports with overnight cabins for 50+ not a retired oil tanker with 4 bunks that does not sail and programs at the dock; and the EDC misread our liquor insurance causing a few weeks of delay.

- 2024 and 2025 had new fees and disruptions, though not lasting as long, but preventing two historic vessels from visiting, the retired NYC fireboat JOHN J. HARVEY, and the sloop RESTAURATION from Norway, a once-in-a-lifetime opportunity.

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

We need a minimum 10-year lease to stabilize the organization and grow after the past 20 years of real estate insecurity.

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.

If PortSide can get real estate stability, we expect to be able to grow rapidly over three to five years after completing a capital project on the MARY A. WHALEN, hauling the ship out.

Title		# of staff
Administration		
Executive Director		1.0
Chief Operating Officer		1.0
Accountants/Bookkeepers		1.0
Development		2.0
Administrative Assistant		1.0
Volunteer Coordinator		1.0
Marine career placement advisor		1.0
Programming		
e-Museum/Culture Programs		1.0
Youth Education		1.0
Wet Lab Instruction		1.0
Waterfront Director		1.0
Boatbuilding		2.0
Facilities		
Janitor		0.5
Ship Restoration in addition to boatbuilding staff and waterfront director above		1.0

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

We project the following 14-15 PortSide jobs within 5 years, and growing larger by the 10 year mark.

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

We have extensive experience with them not as an employer but via partnering.

PortSide provided extensive training opportunities for District Council 9 (DC9), the union of painters and allied trades, from 2014 until 2022, when DC9 built a new training center. As of 2015, their Bridge Painters Local trained here every Tuesday during the warm months on our ship until interrupted by the pandemic. We also worked with their locals for commercial painters, glazers, metal polishers, and sign-makers.

We were located inside the Red Hook Container Terminal for the better part of 10 years and are thus very familiar with the operations and jobs there and know many ILA workers personally.

We have long planned to train people to enter the marine industry, particularly the brownwater sector (local workboats) and the towing industry. We have done multiple projects with towing companies, such as our Operation Christmas Cheer, where we deliver Christmas cookies and newspapers to them on Christmas Day. We did that from a small boat for years. Since 2022, we have been doing it on tugs, first with Stasinis Marine and then with Donjon.

We have referred multiple people to jobs in the towing industry, and helped one woman get an ILA job (RHCT and BCT) who had worked on fishing boats in Alaska and then moved to Red Hook.

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.

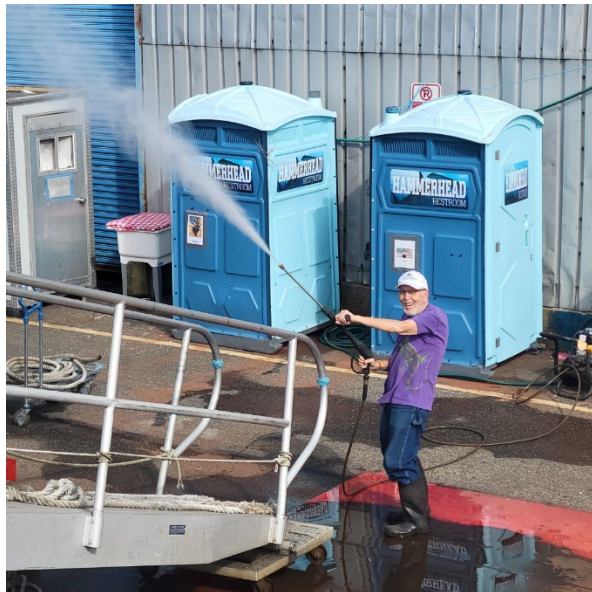
In the narrative above, we explain how creating a marine career pipeline is a long-standing plan and describe the elements we have been able to achieve despite 20-years of real estate instability and no building space.

We've long planned to have a marine career desk, a web portal about maritime jobs (we share job listings on our social media and help people find jobs this way).

Our planned pipeline includes first exposure to maritime via school field trips.

The youth boat-building program would lead to kids using the boats (as per the Rocking the Boat model which we have planned for 20 years). Youth would learn about marine jobs via these programs, the crew on workboats, commercial vessels and visiting historic vessels coming to PortSide. Our Marine career placement advisor would advise the youth further. Adults in the area would learn about marine career possibilities via youth in their families who are participate in our programs and like the youth above from seeing boats and meeting crew. We would offer Maritime Career Days and an annual maritime festival.

PortSide has an active and popular volunteer program. This has proved to be a way to get youth and adults interested in maritime careers and recreational boating. Our volunteers range in age from 5 to 82!



Traffic/Utilities

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

Not much. Occasional school buses for field trips. Hired cars dropping off for major public events. Many of our staff have historically ridden bicycles, even in the winter.

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

PortSide will not be running a Blue Highway operation; but two of our programs will support it: our marine career center will help train people and help them find the industry; our

“truckstop for tugboats” aka “maritime hub” workboat services, with make BMT a more hospitable place for blue highway vessels to operate out of.

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?

The 172’ retired coastal oil tanker Mary A. Whalen

Kayaks, rowboat, sailing dinghies to teach small-boat handling skills. The sailboats would not operate out of Atlantic Basin. We currently use kayaks and a rowboat here for introductory youth experiences.

We would like to have a partner vessel of 30-50’ length with a running engine for mariner training. It could be a Sea Scout boat. It could be a partner commercial vessel. At this time. PortSide would rather not add another vessel to our fleet. Some years in the future, maybe.

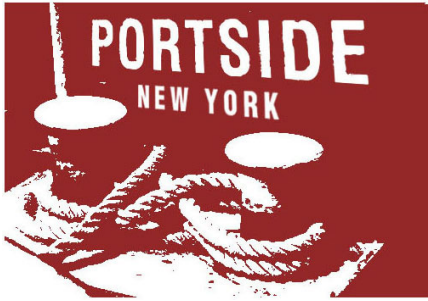
26. What is the required electrical capacity needed to run the proposed business?

We are not clear on that; but we are not a heavy industrial use. We do need power for tools in the youth boat building shop.

General

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

It’s time that PortSide NewYork got a permanent home here!



This is submitted with our BMT Maritime RFEI response to show the depth of our research when establishing our founding principles and first business plan.

This work was done in late 2004 into early 2005 and submitted in May 2005 as part of a larger business plan.

PortSide has conducted extensive research into the tug and barge industry and the excursion and charter boat industry. All PortSide survey figures below are as of May 25, 2005. We are still receiving responses to our surveys.

The tug and barge industry, known as the towing industry in the marine world, is central to PortSide for several reasons: The tugs will be coming to get the boats supply of weekly groceries at Fairway, and the tug crew will shop at PortSide's retail. The activity of the tugs coming and going will be positioned by PortSide as an attraction and central exhibit of our maritime trail and museum. The towing industry is badly in need of crew and thus will be an eager partner and job source for PortSide's maritime career center.

The Towing Industry

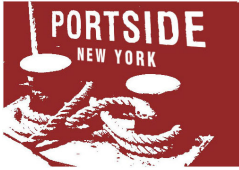
What the towing industry does:

The vessels are involved in docking ships, marine construction (for example all the bridge repairs, pier repairs, tunnel ventilation shaft repairs, moving the FDR), harbor dredging (the largest Army Corps dredging contract in the history of the US with total budget \$3.3 billion), moving fuel products, delivering bulk materials for construction industry, moving container barges, and specialty jobs such as bringing the Rockefeller Christmas tree and the new span for the Third Avenue bridge over the Harlem River.

Additional equipment from outside the area is under contract for local work (especially in dredging and marine construction). Deferred maintenance on much infrastructure is now being addressed meaning that there is a lot of waterfront construction work. Every waterfront revitalization plan also implies waterfront construction, so this sector of the marine industry is booming. The construction boom inland also leads to an increase on the water as bulk construction materials (cement, sand, stone, lumber) arrive by ship and barge. New facilities for cement, sand and stone importing are being built on the New York City waterfront.

Towing company Size and Growth:

The tug and barge sector has been growing for several years. Two tug companies operating in New York went public with IPOs in 2004. All the major companies are building new equipment, even small firms with just two to three boats are growing their fleets. PortSide survey respondents reported that all companies but one had grown in the last five years. Two companies had even doubled their fleet size. Small companies are



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significant to the industry in that firms with six or less boats own 67% of the tugs operating here.

Overview Of Workboats In Harbor

number of workboat companies in NY harbor	50
number of companies with tugs	36
tugboats in NY Harbor	252
unmanned barges in NY Harbor	722
manned barges in NY Harbor	114
other commercial work/construction boats	56

Tug Company Size Distribution

# tugs in Co.	4 or less	5 or less	6 or less	Top 5 largest
% of NY Fleet	53%	58%	67%	42%

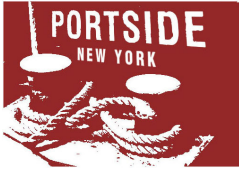
(Five largest tug fleets in descending order Moran, K-Sea, Reinauer, Bouchard, McAllister with 28, 25, 20, 19, and 16 respectively)

Out of the 36 companies owning tugboats, 12 companies had only one or two boats (33% of companies with tugs).

Workforce totals and working lifestyle:

We are still researching workforce numbers in the towing industry but can provide the estimates below. Bear in mind that most tugs have two crews because one crew is off (resting) while the other is working its "hitch." The average hitch is about two weeks long during which time the crew does not return home or leave the boat for extended lengths of time. Dayboats are the exception; their crew workday shifts, often on demand, and the company may have a few extra personnel to rotate in as crew need a rest or work booms. Most boats, however, require two crews on two hitches, meaning that total on-the-water employees are almost double the number on the water at any one time. Real world salaries of most tug crew are higher than the tug salaries listed as most crew have a part time job or run a small business during their off-boat time. Some towing businesses have seasonal fluctuations. Due to the decline in construction during the cold months, towing of stone products slows in the winter, whereas the movement of fuels soars due to home heating needs. Personnel will often shift from the stone business to the fuel business in the winter.

There are approximately 1,560 onboard crew members on these tugs and barges on any one day. This suggests a total of 3,120 on the water employees. There are related support jobs ashore (maintenance and provisioning, administration and sales) that are not yet counted; but for orientation, consider that one major tug and barge company has some 375 people on the water and 60 ashore. If all firms have a similar ratio, 3,120 on the water employees would yield a total of 3,550 jobs in the towing industry.



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Geographic Distribution of crew

As with above, we are still researching workforce numbers in the towing industry but from survey responses in thus far, we have the following geographic breakdown.

	New York City	New York State	New Jersey	Other States
% crew living within	8.5%	10.7%	14.5%	66.3%

* New York City employees are not included in the New York State total.

PortSide believes the towing industry is ripe to return to having more local employees. We say this because responses to our survey often say locals are preferred, and also because the high number of out-of-state employees represent a relatively recent historical development.

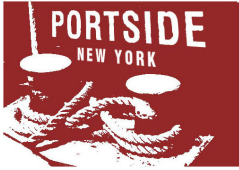
Until 1998-1999, the towing industry in this port employed almost exclusively local (NY, NJ) employees with workforce recruitment characterized by high word of mouth and family referrals. This changed during “the big strike” of 1988-89 when those companies trying to break the union flew in non-union employees, many of them Cajun mariners from the Gulf of Mexico where the marine economy had crashed. Many local old timers left the New York harbor towing business at that point, and the remaining local crew were often bitter. The union, local 333 of the ILA, AFL-CIO has remained weak ever since. The companies themselves now complain about the weak union for not delivering sufficient and qualified crew for their needs, one of the terms of the contract with the union.

PortSide believes the word-of-mouth, father-to-son recruitment pattern was severed as a result of the strike given the departure of so many locals and the resentment of so many who stayed. Now that the marine economy in the Gulf of Mexico has rebounded, local towing companies have not been able to so easily refill their ranks with Cajuns. There is a serious employee crisis in the towing industry here, and the industry has publicly recognized it for several years. This is driving them to consider new solutions, hence their strong interest in PortSide’s proposed career center. Here is a need that PortSide can fill and will target given the high unemployment in Red Hook. We are conducting in-depth interviews with towing companies about what positions are open, how green new employees can be, what sort of training the company provides, and whether local employees are preferred. The answer to the latter is a resounding yes.

Typical Yearly Salary

	Deckhands	Barge crew	Asst. Engineers	Engineers	Mates	Captains
Low	\$26,730	\$40,000	\$52,150	\$55,890	\$55,890	\$62,000
High	\$48,600	\$55,000		\$72,900	\$72,900	\$97,200

(using a mean salary per boat, fleet numbers and 2 crew rotation, estimated total annual payroll is \$150,352,440 for all tugs and barges). Annual incomes are usually higher due to off-boat, part-time jobs held by many.



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These salaries compare favorably with median incomes in Red Hook where even the most prosperous tract in the western section or “the back” has a median family income of \$51,250, while the median income in the tract with public housing is a desperate \$14,131. (See appendix for details)

How towing industry shopping dollars will boost Red Hook:

Hard to say at this point how much the tug crews will spend at PortSide’s proposed retail as we haven’t opened yet. What we can say is, given that tug crew salaries are far greater than the median Red Hook salary, attracting these vessels can only help boost basic retail in the neighborhood.

We can certainly estimate the amount the towing industry spends on groceries and therefore calculate the potential benefit of the towing industry to Fairway. The estimated total yearly provisioning for tugs and manned barges in this port is over \$7 million (\$7,542,796). Estimating conservatively that PortSide/Fairway would attract 25% of the tugs, we estimate their annual gross receipts at Fairway would be approximately \$1,850,000.

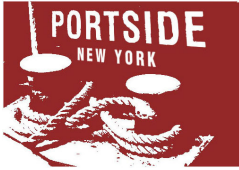
The excursion and charter boat industry

PortSide would like excursion and charter boats to pick up and drop off passengers at our location. Their landing fees will support our infrastructure costs, and their boats will be available for our tours. Their passengers will patronize Fairway, PortSide’s retail and local Red Hook businesses. These boats are envisioned as a major magnet for commercial revitalization as their passengers will transit the neighborhood and shop, dine, and possibly consider buying or renting real estate in the neighborhood. From the public’s point of view, the boats are a recreational amenity, a rare opportunity to get on the water in this area. There are no Brooklyn landings for boats of this type closer than Sheepshead Bay.

Definitions of excursion and charter boats work:

The New York harbor excursion boat industry is generally represented by two types of vessels: charter vessels and tour vessels. Term charter vessels are hired by an individual or group and are underway from any location or for as long as contracted. Tour vessels follow a set seasonal schedule and route from a fixed location. They can also operate as charter vessels outside of their normal schedule.

PortSide has surveyed the excursion and charter boats extensively, we have only begun speaking with the fishing boat fleet and need to poll the larger (and more affordable) headboats which operate out of Sheepshead Bay and City Island.



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Vessel totals:

Operating from within the New York harbor area during at least the summer season are 89 excursion vessels, 19 of which are tour vessels and 8 are sailboats. The total available passenger load for the excursion fleet is 25,892 people at any one time. The tour vessels carry 10,249 of those passengers when at maximum capacity. According to PortSide research, only 7 vessels (8% of total fleet), carrying 2,719 passengers at any one time (10.5% of total) are owned or operated from outside the tri-state region.

Brokerage businesses provide contract services between customers and passenger vessel operators to best facilitate special needs. Portside has found ten independent brokerage firms in the New York area, providing services in total that cover the entire fleet (note: large fleets, such as Spirit and Circle Line, have their own sales specialists). From these brokerages, a landing fee for both embarking and disembarking passengers at local piers was established at \$4 - \$7 dollars per foot of vessel depending on timing, location and available amenities. PortSide could handle vessels up to 100' feet in length for landing fees of \$400-\$700 per visit.

Build it and they will come:

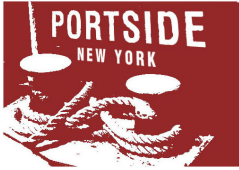
Vessel operators and brokers have stated that viable commercial dockage is not abundant in New York. Two vessel owners and two brokers requested Brooklyn landing locations harbor immediately, which told PortSide that we could have over 100 commercial landings during this summer season were we to have tie-up infrastructure in place.

Land and water communities out of touch:

Despite complaining about the lack of dockage, most excursion boat operators or brokers had not been following plans for the "new" Brooklyn waterfront and as a result had not been cultivating or polling the potential Brooklyn market. PortSide can be a valuable matchmaker here.

Synergy – how dock space and programming support one another:

The lack of reasonable and viable space for waterfront programs has led to the decline of some Brooklyn-based waterfront groups. One environmentally oriented fishing group stated that the biggest problem for his 800 Brooklyn members was finding a suitable place to run programming including general meetings and a youth fishing program. They were excited by PortSide's proposed hub of activity (fishing vessels at a dock, bait and tackle shop, water related exhibits, talks and classes) and thought this environment would cause the group to rebound. Looking at it from PortSide's vantage point, they had established programs ("Hooked for Life" youth fishing program for example) that they could immediately offer if PortSide provided a venue. In short, PortSide's existence would boost them, and they would immediately provide programs to PortSide.



APPENDIX

Red Hook Census tract information from Department of City Planning Website

Tract 57

Median household income, 629 households, \$33,194

Median family income, 403 families, \$34,271

Tract 55

Median household income, 64 households, \$48,000

Median family income, 30 families, \$51,250

Tract 85

Median household income, 2,808 households, \$10,500

Median family income, 1,909 families, \$14,131

Tract 59

Median household income, 355 households, \$22,344

Median family income, 207 families, \$21,733

Brooklyn

Median household income, \$32,561

Median family income, \$36,295

New York City

Median household income, \$38,519

Median family income, \$42,235

