

CITY COUNCIL
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON GOVERNMENTAL OPERATIONS JOINTLY WITH
THE COMMITTEE ON ECONOMIC DEVELOPMENT AND THE
COMMITTEE ON TRANSPORTATION

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April 17, 2019
Start: 1:10 p.m.
Recess: 3:58 p.m.

HELD AT: 250 Broadway - Committee Rm.
16th Fl.

B E F O R E: FERNANDO CABRERA
Chairperson

PAUL A. VALLONE
Chairperson

YDANIS A. RODRIGUEZ
Chairperson

COUNCIL MEMBERS: Ben Kallos
Alan N. Maisel
Bill Perkins
Keith Powers
Kalman Yeger
Inez D. Barron
Robert E. Cornegy, Jr.
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Peter A. Koo
Brad S. Lander
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Rafael Espinal, Jr.

Stephen T. Levin
Mark Levine
Carlos Menchaca
I. Daneek Miller
Antonio Reynoso
Donovan J. Richards
Deborah L. Rose

A P P E A R A N C E S (CONTINUED)

James Katz, Chief of Staff, New York City Economic
Development Corporation

James Wong, Director of NYC Ferry

Mike Morella, Director of Waterfront and Open Space, New
York City Department of City Planning

Rebecca Zack, Assistant Commissioner for Intergovernmental
and Community Affairs Department of Transportation

Monty Dean, Chief of Staff for Chief Operation Officer,
Department of Transportation

Edward J. Kelly, Executive Director, Maritime Association
Port of New York & New Jersey

Christa Remein, Project Coordinator, Riverkeeper

Roland Lewis, President, Waterfront Alliance

Carlina Salguero, Portside, New York in Red Hook

Joe Hardigan, Ferry Advocate, Rockaway, Queens

Kara Meyer, Friends of +Pool

Chavon Williams, Billion Oyster Project, Urban Assembly New
York Harbor School

Sean Campion, Senior Research Associate, Citizens Budget
Commission

Molly Hollister, Chair of Manhattan Community Board 6

Frank Agosta, Vice President, Local 1814, International
Longshoreman's Association, AFLCIO

Captain John Nappo, Jr., Director of the Maritime
Technology Program, Kings Borough Community College

Robert Balder, Executive, College of Architecture, Art and
Planning NYC Program with Cornell University

Amy Bernstein, Vice President of External Relations
SUNY Maritime College

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[sound check] [pause] [background
comments/pause]

SERGEANT-AT-ARMS: Please quiet down.

[gavel]

CHAIRPERSON CABRERA: Good afternoon.

I'm the Chair of the Committee on Governmental
Operations, Council Member Fernando Cabrera. Today,
we are meeting jointly with the Committee on Economic
Development and the Committee on Transportation
Chaired by my colleagues Council Member Paul Vallone
and Ydanis Rodriguez respectively. Our first hearing
on legislation by Council Member Rose, Introduction
982 of 2018 in relation to establishing an Office the
Waterfront and legislation by Chair Vallone,
Introduction 1512 in relations to the establishment
of a director of ferry operations. New York City has
approximately 520 miles of waterfront, a geographic
asset that has helped make it a major commercial and
industrial center. Many agencies from the city,
state and federal governments have a hand in
regulating the industrial, commercial, residential
and recreational uses of waterfront prop-waterfront
property, waterfront infrastructure, as well as
making our waterfront more resilient to strong storms

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and flooding. Introduction 982 by Council Member
Rose will create a single city agency and Office of
the Waterfront to track and manage the work of these
various agencies. Under the bill, this office will
coordinate the implementation of the New York City
Comprehensive Waterfront Plan and Waterfront Action
Agenda. The office will serve as the public's
primary point of contact for all the matters related
to the waterfront. It will coordinate and
collaborate with city agencies responsible for
issuing permits and distributing information related
to the waterfront, and will be a liaison to state and
federal agencies involved in waterfront permittees.
Finally, the office will also assist the Waterfront
Management Advisory Board as it advises on matters
relating to waterfront use, and will annually make
recommendations for addressing issues affecting use
or the waterfronts. I would like to thank Committee
staff whose work made this hearing possible, Alex
Paulenoff, Emily Forgione, Daniel Cohens, Elizabeth
Kronk, James DeGiovanni, Elliot Lynn, Drake Arvello,
Emily Rooney as well as my own Legislative Director
Claire Mcleveighn, and with that let me now turn it

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2 over to Chair VALLONE to make some opening remarks,
3 and to speak on his legislation.

4

CHAIRPERSON VALLONE: Good afternoon
5 everyone. I'm Council Member Vallone, chair of the
6 Economic Development Committee. Happy to be joining
7 my colleagues Fernando Cabrera, Ydanis Rodriguez in
8 co-chairing today's hearing. As Chair Cabrera
9 mentioned, today's hearing will focus on two pieces
10 of legislation regarding the city's waterfront areas.
11 I'm join by both of my colleagues in signing onto
12 Council Member Rose's Introduction 982, which would
13 also crate a Office of the Waterfront. I think we
14 can all agree that the establishment of such an
15 office is long overdue, and the bill would give the
16 city's waterfront areas the attention they finally
17 deserve. This bill would designate an office to act
18 as a clearing house for waterfront issues such as
19 permitting, environmental protection and recreation.
20 We will turn over the floor to Council Member Rose in
21 a moment to discuss her bill. We're also here to
22 discuss Intro 1512, a bill I've introduced to
23 establish a Director or Ferry Services who would be
24 responsible for the administration and management of
25 all of the city's ferries other than Staten Island

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2 Ferry. This responsibility would also include the
3 evaluation of existing ferry sites as well as
4 development of new sites with the expansion of ferry
5 service. The Director of Ferry Services would be
6 appointed by the Commissioner of Transportation, and
7 would be delegated several of the Commissioner's
8 Charter responsibilities regarding ferries. The
9 Director would have authority of the control of ferry
10 boats, terminals, wards as well as the collection of
11 fares. These responsibilities would apply to nearly
12 all of the city's ferries including those currently
13 in contract with the city's Economic Development
14 Corporation. At the moment, however, EDC is in
15 contract with Hornblower Cruises to operate its
16 ferries. As we understand it, the EDC is currently
17 in a six-year options contract that expires in 2023.
18 As part of that contract, the city can purchase the
19 ferries from Hornblower at any time prior to the end
20 of the contract. In order to comply with this
21 legislation before the committee today, we would
22 advise EDC to exercise a component of their options
23 contract. By owning and operating ferries, the city
24 can reshape New York City ferry into a more effective
25 and streamlined system that reduces the burdens on

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2 EDC and allows for an appropriate amount of community
3 engagement and for the site selection and pricing of
4 ferry services. In the future, ferry boats
5 themselves would be selected by sealed competitive
6 bid procurements through the DOT, and they would be
7 subject to the same contract oversight as any other
8 city agency. This would reduce the costs of ferry
9 operations while ensuring the appropriate agency can
10 focus on seamlessly connecting New York City ferry
11 system to existing transit options. We can agree the
12 ultimate goal is to establish a self-sustaining
13 citywide ferry system that connects all five boroughs
14 using the city's abundant waterways. We believe that
15 that can be achieved by granting ferry authority to
16 an agency entity in the form of a Director of Ferry
17 Operations. EDC has done its part in launching the
18 New York City Ferry System, and now it is time for
19 the city to shoulder their responsibility. I believe
20 these bills when considered together can transform
21 our waterways and waterfront areas for the best. We
22 look forward to hearing feedback on the bills from
23 waterfront advocates as well as EDC, the Department
24 of Transportation, and the Department of City
25 Planning. Before I turn the floor over to my Co-

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2 Chair Ydanis Rodriguez, I'd just like to take a
3 minute to acknowledge the staff of all three
4 committees, Legislative Counsels Alex Paulenoff,
5 Daniel Collins, James DeGiovanni, and Elliott Lynn,
6 Policy Analyst Emily Forgione, Elizabeth Kronk, Emily
7 Rooney, Rick Avello and Finance Analyst Alia Ali,
8 Zachary Harris and John Bastille. Thank you, all of
9 you for putting hard work to make this hearing
10 together. Joint hearings are never, ever easy. With
11 that, Chair Rodriguez, the floor is yours. [pause]

12 CHAIRPERSON RODRIGUEZ: Thank you Chair
13 Cabrera and Chair Vallone. Good afternoon, everyone
14 and welcome to today's hearing. I'm Ydanis
15 Rodriguez, Chair of the Chair of the Committee on
16 Transportation. First, let me be clear: Ferry is
17 not a luxury mode of transportation. It adds to a
18 bus, train, bike transportation, and they are very
19 important, and as we are today discussing, and I have
20 the honor to be a co-prime together with Council
21 Member Vallone to transfer the control of the ferry
22 transportation to DOT. My approach, our approach is
23 the continuous expanding of ferry service in the city
24 of New York. I do believe that as we will celebrate
25 Earth Day on the 22nd, we have to continue working

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2 with one goal: To reduce the numbers of New Yorkers
3 that own cars. Today, 1.4 million New Yorkers own
4 vehicles. We can reduce that number to 1 million by
5 2010. This is something that I've been working with
6 different stakeholders in the city agency, and I will
7 continue working with colleagues. Again, we will
8 address different questions and different issues when
9 it comes to our ferries, but we would like to
10 continue adding the ferry services in order to reduce
11 them to expanding and to look at the transportation
12 desert that we have, and see how they can—how they can
13 play an important role. As you have heard, today the
14 Committees on Transportation, Economic Development
15 and Governmental Operations. We'll hear two bills
16 related to the city's waterfronts. First, Council
17 Member Rose's Intro 92 would establish an Office of
18 the Waterfront. I'm proud to be among the many co-
19 sponsors of this important piece of legislation, and
20 I look forward to hearing administration's testimony
21 on this matter, but as the Chair of the
22 Transportation Committee, I will focus on
23 Introduction No. 1512, which I have the honor to be a
24 co-prime together with Council Member Vallone. This
25 bill will establish a Director of Ferry Services

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2 within the Department of Transportation, which will
3 give DOT control of all city-city's ferries. New
4 York City ferry has been a welcome addition to the
5 New York City Transit infrastructure, but it has not
6 been without criticism, and as New Yorkers we also
7 have to be ready to take criticism. According to the
8 recent report by the Citizens Budget Commission,
9 ferry trips are subsidized by the city as over \$10
10 per trip-trip, which is more than double the per trip
11 public subsidy for the city's buses and ten times
12 more than the subsidy for the subway trip. Expansion
13 are welcome by many communities. I am one of those
14 who would like to see a ferry going from Battery
15 Plaza all the way to 72nd and 125th under the George
16 Washington Bridge, Inwood and even Riverdale, and
17 this is something that my colleague has signed
18 letters in the past asking for the city to explore
19 that possibility. New York City ferry serves many
20 high income areas that are arguably already well
21 served by the-by the-by public transit, and we know
22 little about any demographics data that EDC may have
23 on ridership, and this is a fair question that we
24 will have, and we hope that we will work with the-
25 with the EDC and later on with DOT to get more

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2 information. We want a more transparent system so
3 that we know how city funds are being spent and what
4 populations we are serving. Intro 1512 propose a
5 simple question: Could the city operate the ferry
6 better so with greater efficiency and transparency
7 than EDC and a private contractor. I believe that
8 this is question we need to think carefully about,
9 and I am looking forward to hearing testimony from
10 the Administration and the stakeholders on this
11 topic. Thank you Chair Cabrera and Chair Vallone.

12 CHAIRPERSON CABRERA: thank you so much,
13 and now I will ask Council Member Rose to speak on
14 her legislation.

15 COUNCIL MEMBER ROSE: Thank you so much.
16 Good afternoon, and thank you Chairs Cabrera,
17 Rodriguez and Vallone in alphabetical order not
18 important.

19 CHAIRPERSON VALLONE: [off mic] So they
20 demand. (sic)

21 COUNCIL MEMBER ROSE: [laughter] I want
22 to speak briefly about my bill, Intro 982. I want
23 you to imagine fielding a baseball team without a
24 manager because one thing I learned in the City
25 Council being a City Council Member is everybody

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2 likes sports metaphors. [laughter] So, there's a
3 couple. Fielding a--imagine fielding a baseball team
4 without a manager, running a high school without a
5 principal or a supervising a restaurant kitchen
6 without out chef. At best, you'd be confused, and
7 there would be waste. At worst, chaos. Management
8 coordination and leadership are crucial ingredients
9 for success no matter what you're trying to
10 accomplish, but in New York City no one is overseeing
11 the waterways, which is why I introduced this bill
12 last summer to establish and Office of the
13 Waterfront. New York City's 520 lineal miles of
14 waterfront once--520 miles of linear once primarily
15 used for ports and commerce now serve so many other
16 functions: Parks and Recreation, jobs, and economic
17 opportunity, commercial, transportation and
18 recreational uses. Our 21st Century harbor is large,
19 complex, increasingly busy, and fundamental to our
20 everyday lives, and suffering from a lack of
21 oversight. Our harbor is now home to New York's
22 newest transportation network NYC Ferry with millions
23 of passengers annually. We also have a growing
24 community of paddling and rowing clubs. This traffic
25 needs to be managed. While fish and marine and bird

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2 populations are re-emerging, approximately 20 billion
3 gallons of sewage continues to be dumped into the
4 waters each year making water quality an urgent
5 concern. As the largest port on the eastern seaboard
6 our ports supports 400,000 jobs larger than more
7 prominent sectors such as broadcasting and
8 entertainment. Good paying jobs can be found at the
9 city's ports, but the industry needs our advocacy.
10 Our harbor is the first line of defense against the
11 threat posed by climate change. Washington will not
12 be a reliable ally in this fight making local action
13 even more crucial. These days what passes for harbor
14 governance is a complex web of city, state and
15 federal agencies that impose often confusing
16 regulations creating obstacles to efficient
17 management. My hope is that an Office of the
18 Waterfront will straighten out this tangle and lead,
19 manage and coordinate various waterfront projects and
20 plans. Through City Council legislation, we have
21 already reconvened the Waterfront Management Advisory
22 Board. As former Chair of the Waterfronts Committee,
23 I'm a proud member of that board. Now it's time that
24 we formally acknowledge the role that the waterfront
25 plays in the economic fiber of New York City. By

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2 establishing an office that will have oversight and
3 harmonize the many pieces that make up its whole. I
4 thank my 44 colleagues who are co-sponsoring this
5 bill as well as the advocates who have helped us to
6 move forward, and I look forward to a constructive
7 discussion. Thank you.

8 CHAIRPERSON CABRERA: Thank you so much,
9 Council Member, and-and I want to take a moment to
10 acknowledge that today is the last, last day for Zach
11 Harris in Governmental Operations, our Financial
12 Analyst. Come on, let's give him a big round of
13 applause. [applause] He's the real deal. We are
14 definitely going to miss you, and now we're going to
15 swear you in.

16 LEGAL COUNSEL: If you could please raise
17 your hands. Do you affirm to tell the truth, the
18 whole truth and nothing but the truth in your
19 testimony before this committee, and to respond
20 honestly to Council Member questions?

21 JAMES KATZ: I do.

22 JAMES LONG: I do.

23 LEGAL COUNSEL: You can you begin your
24 testimony and introduce yourselves as you speak to
25 us.

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2 JAMES KATZ: Thank you. Good afternoon
3 Chairs Cabrera, Rodriguez and Vallone, again in
4 alphabetical order, and members of the Committees on
5 Governmental Operations, Transportation and Economic
6 Development. My name is James Katz, and I serve as
7 Chief of Staff of the New York City Economic
8 Development Corporation also known as EDC. I'm
9 joined by my colleague James Long who Directs NYC
10 Ferry, and our colleagues Mike Morello from the
11 Department of City Planning, and Rebecca Zach of the
12 city's Department of Transportation. I'm here today
13 to testify about Intro 1512, the New York city Ferry
14 and how it is improving connectivity for New Yorkers
15 living in the city's waterfront neighborhoods. EDC
16 is a self-sustaining non-profit organization that
17 works to drive and shape the city's economic growth.
18 Our purview includes managing over 66 million square
19 feet of real estate, building critical neighborhood
20 infrastructure and investing in industries and
21 initiatives that have the potential to pay good
22 paying jobs. We are also behind the expansion of the
23 East River Ferry into NYC Ferry, one of the largest
24 commuter networks in the country. NYC Ferry is a
25 direct outgrowth of EDC's legacy of chief steward of

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2 New York City's Maritime assets. That role was
3 codified in 1991 when the City Charter delegated most
4 duty-duties of the City's former Department of Ports
5 and Terminals to EDC. Since that time, EDC has over-
6 overseen ports and terminal investment, cruise
7 terminal management, maritime operations support, and
8 recreational and commercial building issues on behalf
9 of the city. Our work has included investing over
10 \$200 million to modernize the Manhattan Cruise
11 Terminal, now one of the largest cruise ports in the
12 country. This investment resulted in a significant
13 increase in ship calls, and our ports now contribute
14 an estimated \$228 million to the city's economy
15 annually, and together with Port Authority, EDC led
16 the effort to reactivate Staten Island's Global
17 Container Terminal by modernizing its shipping and
18 rail operations. Today, roughly 350,000 containers
19 are shipped annually between terminals on the New
20 York side of the harbor. Moreover, over 500,000 tons
21 of cargo are shipped each year through the city's
22 maritime facilities. A significant part of EDC's
23 Maritime legacy is our work on private ferry
24 operations. Since 1995, EDC has been responsible for
25 maintaining and developing some city-owned piers used

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2 by various private ferries. Starting in 2011, EDC
3 was charged with launching and overseeing the East
4 River Ferry Pilot. Our pilot successfully connected
5 a handful of growing East River Waterfront
6 neighborhoods like Dumbo, Greenpoint, Williamsburg
7 and Hunters Point South in Long Island City to job
8 centers in East Midtown and in Lower Manhattan.
9 Seeing the potential of our waterways to be come
10 vital neighborhood connectors, Mayor de Blasio
11 committed to expanding East River Ferry to serve
12 additional neighborhoods. In February 2015, he
13 announced the creation of NYC Ferry, the first major
14 increase of ferry service in our city in more than a
15 century. Its goal was and remains to provide an
16 equitable transportation option for New Yorkers
17 living in areas that have been underserved by public
18 transportation. In less than 27 months from the
19 Mayor's announcement, EDC brought the system to life.
20 This process included planning six interconnected
21 routes, constructing and upgrading 20 ferry landings,
22 procuring a strong operating partner, and securing a
23 fleet of 16 brand new purpose built vessels. While
24 we believed then that NYC Ferry would be popular,
25 customer demand has exceeded even our wildest

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2 expectations. We originally projected that the
3 system would serve 4.6 million riders per year upon
4 full build, but since its mid-2017 launch, it has
5 carried over 8-1/2 million people. In going forward
6 we project that the system will serve 11 million
7 riders annually by 2023 after expanding the Throggs
8 Next, the Westside, Coney Island and Staten Island's
9 north shore. It seems that our customers over 80% of
10 whom are New Yorkers have voted with their feet, and
11 that response has been gratifying. Now much has been
12 made recently over issues involving NYC ferry costs.
13 We welcome that conversation, and I'm sure we will
14 have the chance to address it further today. For the
15 moment, I will just make two points on this topic.
16 First, operating NYC Ferry is costly because the
17 Administration prioritized equity and accessibility
18 when designing the system. These policy choices were
19 made with clear intention and with resolve. In a
20 departure from his predecessor, Mayor de Blasio
21 directed we pay to put the ferry system's fare to the
22 MTA's. By keeping costs of ridership to the now
23 familiar \$2.75 we ensure that New Yorkers from many
24 walks of life could enjoy this new mode of
25 transportation. Further, we chose to serve far flung

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2 places that are not well served by transit like the
3 Rockaways, Soundview, South Brooklyn, and coming soon
4 Coney Island. That all comes with a price tag, but
5 it is in pursuit of our policy goal that I believe we
6 all share. Second, the decision that the
7 administration and EDC made in 2016 to own ferry
8 vessels, rather than least them was unequivocally the
9 most responsible fiscal choice for the city and its
10 taxpayers. At the time we were planning the system's
11 launch, there simply were not enough vessels
12 available either in New York Harbor or anywhere else
13 in the country. Trust me. We looked. The cost to
14 construct an entirely new fleet of vessels was and
15 remains significant, but our choice at the time was
16 simple. We could pay others for the right to rent
17 those new boats for the term of the operator contract
18 and at the end the city would be left with nothing.
19 Alternatively, we could buy the boats ourselves and
20 do so for nearly the exact same amount we would have
21 paid to rent. At the end of the current contract,
22 the city would have a tangible asset in the form of
23 an entirely new fleet of ferry boats. I would be
24 able to leverage that asset to secure even better
25 terms in the procurement for a new ferry operator.

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2 The choice was clear and it is one we stand by. We
3 need not wait to the end of the operating agreement
4 to see the fruits of these decisions. Our commitment
5 of public funds are already proving to be worthwhile.
6 In just under three years, NYC Ferry has boosted
7 transit capacity in traditionally neglected
8 communities like Red Hook by 54%, Soundview by nearly
9 30% and Western—and Western Astoria by nearly 54%,
10 and we know more mobility for residents translates to
11 greater opportunity. We also know that NYC Ferry has
12 helped New Yorkers reduce their commutes by an
13 average of 30 minutes or more for neighborhoods where
14 subways are few, and travel to work is onerous.
15 Astoria House Resident and Tenant Association leader
16 Claudia Coger has lived this experience. In a recent
17 Daily News op-ed she wrote: It would be impossible
18 to quantify how NYC Ferry has changed my life, and
19 the lives of my neighbors. With the system in our
20 back yard, we can rest assured there's a reliable
21 mode of transportation to use, and are no longer
22 beholden to buses and subway. We could not agree
23 more, and we hope you also agree that the ferry
24 system has been one of the unsung success stories of
25 these last few years. Decades from now when history

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2 reflects on our collective legacy as policymakers, I
3 believe this investment in our waterfront
4 neighborhoods will be seen as a great catalyst for
5 inclusive growth, and an important step towards
6 transit equity. Thank you for your attention. My
7 colleagues and I will be happy to take your
8 questions.

9 CHAIRPERSON CABRERA: Thank you so much,
10 and—oh, you got to testify. I'm sorry. Go for it,
11 yeah.

12 REBECCA ZACK: I was just—I could read my
13 testimony and stuff, okay?

14 CHAIRPERSON CABRERA: No, go for it, go
15 for it. I think you were.

16 REBECCA ZACK: Good morning, Chairs
17 Cabrera, Rodriguez and Vallone, and members of the
18 Committees on Governmental Operations, Transportation
19 and Economic Development. My name is Rebecca Zack,
20 Assistant Commissioner for Intergovernmental and
21 Community Affairs that the Department—at the New York
22 City Department of Transportation, and I am joined
23 Monty Dean, Chief of Staff to our Chief Operator—
24 Operations officer. We are glad to be here today on
25 behalf of Commissioner Trottenberg to testify on

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2 Intro 1512. In my written testimony, I will briefly
3 discuss the Staten Island Ferry as well as the steps
4 we have taken to support the development of EDC's
5 successful New York City Ferry Program. As you may
6 be aware, we, the City of New York have continuously
7 operated the Staten Island Ferry since 1905, and with
8 nearly 25 million passengers a year, our Ferry
9 Division operates the largest passenger only
10 municipal ferry in the western hemisphere. We
11 currently sail eight vessels in the fleet, which
12 includes Kennedy, Barbari, Austin, and Molinari Class
13 Boats with carrying capacities ranging from 1,100 to
14 5,200 passengers, and we have plans to add three new
15 5,400 passenger capacity, Ollis class vessels and
16 retire some of our older boats, and we make over
17 40,000 trips a year. We have an on-time performance
18 in excess of 90%. Our vessels are U.S. Coast Guard
19 certified and classed with American Bureau of
20 Shipping. To sail these vessels, our captains have
21 U.S. Coastguard licenses for unlimited tonnage and
22 pilotage required for the route. They operate
23 pursuant to a certified safety management system
24 modeled on the International Safety Manage-Safety
25 Management Code, and certified via the American

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2 Bureau of Shipping on behalf of the U.S. Coast Guard.
3 We have been recognized—we have been recognized by
4 the National Transportation Safety Board, the U.S.
5 Coast Guard and the Passenger Vessel Association as
6 an industry leader in maritime safety. When it comes
7 to the city's ambitious and groundbreaking—
8 groundbreaking goal of quickly planning and rolling
9 out an interconnected citywide municipal ferry
10 network, DOT has assisted EDC partners in several
11 ways. First, we are providing our maritime
12 expertise. Second, ferry personnel assisted with the
13 RFP design, and sat on the Selection Committee to
14 review bids. Third, we worked together to create a
15 interagency MOU to address operating permits and use
16 of city owned landing sites, and fourth, as the
17 city's street management agency, we developed Upland
18 Pedestrian and Bike-Bike network connections for each
19 ferry landing where appropriate, and installed way
20 finding and signage. Finally, we account for the
21 landings in DOT's Capital Project work, and we get
22 data and community input that EDC has received
23 through their outreach process for our bike and other
24 transportation planners to use. In conclusion, we at
25 DOT are glade to see New York City meet a key goal of

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2 expanding equitable mobility through the
3 implementation of New York City Ferry whether adding
4 new transit options in underserved often low-income
5 parts of the outer boroughs or creating more transit
6 on the hard to access East Side of Manhattan or the
7 Brooklyn-Queens Waterfront. This historic
8 achievement has probably only been possible in the
9 short and medium term through the unique capabilities
10 of EDC, and we are glad to have been, and continue to
11 be assisting our partners in this exciting endeavor.
12 Thank you for the opportunity to testify, and I would
13 be happy to answer any questions.

14 MICHAEL MORELLA: Good afternoon and
15 thank you to the Chairs of the Committees and all of
16 the members. I appreciate the opportunity to speak
17 with you today about Intro 982, the bill to create
18 the Office of the Waterfront. I am Michael Morella,
19 the Director of Waterfront Planning at the Department
20 of City Planning. I've worked at the department for
21 over 14 years. I have been Director for roughly 8 of
22 those years. I appreciate the Council's commitment
23 to addressing the very real and pressing issues
24 facing our waterfront. In our five boroughs we have
25 roughly 520 miles of waterfront, a length greater

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2 than the waterfront of Portland, Oregon, L.A. and
3 California, and Miami, Florida, combined. Our
4 waterfront is one of our greatest assets. It's why
5 we grew as a city, and one of the important
6 contributors to the quality of life the city offers
7 today. Intro 982 sponsored by Council Member Rose
8 would establish an office responsible for coord-
9 coordinating among the various agencies that handle
10 matters related to waterfront use. I want to take a
11 moment to thank Council Member Rose for he continued
12 advocacy on behalf of waterfront issues. We support
13 the intent of this legislation to ensure that the
14 city is doing all that it can to protect and enhance
15 our waterfront and look forward to working with the
16 Council toward that end. Allow me to briefly
17 describe the ways in which this work is currently
18 done in my office and with other agencies within the
19 city government. The Waterfront Division of the
20 Department of City Planning plays a vital role in the
21 permitting process for many large projects along our
22 waterfront and waterways. Pursuant to the rules of
23 the city of New York, the Department of City Planning
24 serves as the administrators of the Waterfront
25 Revitalization Programs, the city's principal coastal

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2 management tool. The guiding principle of the
3 program is to maximize the benefits derived from a
4 variety of uses along the waterfronts, and coordinate
5 the review activities of decisions affecting the
6 coastal zone particularly when they're overlapping
7 jurisdictions where multiple agencies are responsible
8 for elements of the project. The program requires
9 that when a proposed local state or federal project
10 or discretionary actions located within the coastal
11 zone a determination of the activities consistency
12 with our coastal policies must be made before can
13 move—the action or the project can move forward. As
14 part of our work in administering the Waterfront
15 Revitalization Program my office is in frequent
16 dialogue with our colleagues at state and federal
17 permitting agencies namely the New York State
18 Department of Environmental Conservation, and the
19 U.S. Army Corps of Engineers. These two agencies are
20 responsible for reviewing and issuing permits for
21 structures built at the waterfront. As administrator
22 of the Waterfront Revitalization Program, it is my
23 responsibility to liaise with state and federal
24 agencies involved in the Waterfront permitting
25 process. Within the past few years, the city has

1
2 established a website that provides applicants with
3 information on federal and state permitting
4 requirements. My colleagues at the Economic
5 Development Corporation working with my office, and
6 numerous other city and state and federal agencies
7 established the Waterfront Permit Navigator a website
8 that provides applicants with information on state
9 and federal permitting requirements. As stated on
10 the very front page of the website, the Navigator is
11 the official permitting guide for projects on or near
12 the city's waterfronts and wetlands. Here you'll find
13 resources to understanding government agencies
14 involved in the waterfront permitting including their
15 permits, programs and requirements and get help in
16 navigating the process of-of obtaining permits from
17 start to finish. This website has been a tremendous
18 resource to anyone seeking to file waterfront permits
19 from a community boathouse looking to repair the
20 piers to tugboats operators seeking to replace their
21 bulkheads. Also included in the powers and duties of
22 the proposed Office the Waterfront would be to
23 "Manage and implement the New York City Comprehensive
24 Plan pursuant to Section 205." I would note that
25 Section 205 states that the Department of City

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2 Planning shall prepare the Comprehensive Waterfront
3 Plan. My office has already started the planning and
4 public outreach for public engagement process for the
5 next comprehensive waterfront plan due at the end of
6 Calendar Year 2020, roughly 20 months from now. The
7 legislation also provides that the office would
8 "assist the Waterfront Management Advisory Board
9 established pursuant to Section 1303 in the
10 implementation of duties and responsibilities of such
11 advisory boards. I would note that I currently chair
12 those meetings, and have engaged the board in
13 identifying and discussing the issues to be included
14 in the next comprehensive waterfront plan.
15 Coordinating permitting is a-is a critical function
16 as well-of the water-of the waterfront as so many-so
17 much of our collective vision for the waterfront
18 includes project that require permits to build. The
19 permitting process has improved in recent years
20 thanks to the Waterfront Permit Navigator that I
21 mentioned and the collection efforts of many of my
22 colleagues at city, state and federal agencies.
23 While permitting remains a challenge, we want to work
24 with the Council to ensure that the Legislation was
25 aligned to help applicants navigate bureaucracy

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2 rather than add additional layers. I thank you for
3 the opportunity to testify today. Intro 982 provides
4 for an important means of amplifying the-the work
5 that my office and many of my colleagues and other
6 agencies do. We look forward to the continued
7 dialogue with the Council and I, too, am happy to
8 answer any questions.

9 CHAIRPERSON CABRERA: Thank you so much
10 for-let me just give a couple of housekeeping points
11 here to my colleagues. I'm only going to get one
12 question so we could get to you quickly, but we have
13 two other chairs here as well plus the sponsor of the
14 bill, and they will do three-minute rounds, and then
15 we'll do a second round. First, second round, as
16 many as it takes so we could have some momentum
17 taking place. At this moment, or here's my question.
18 At this moment we're-the ridership is 275. The Mayor
19 recently stated that it costs-that we have to
20 subsidize that. If I remember right, it was \$12.00
21 per rider.

22 MICHAEL MORELLA: first year when we had
23 a number of start-up costs it was north of \$10.00.
24 We see it going down over time, and can speak to
25 that.

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CHAIRPERSON CABRERA: And so, yeah, I want to—for you to address at what point do you see that it will pay for itself, or if that unattainable goal is just sustainable and we're—and what do you see the future? Are we going to enlarge the fleet, and by enlarging it, then you have a larger ridership and, therefore, the economy of scales will make sense.

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MICHAEL MORELLA: Sure. Thank you for that question, Mr. Chair. When the Mayor charged us with the expansion of the East River Ferry to become NYC Ferry, he set forth two priorities and two goals that were his, Twin North Stars that I think differentiated him from his predecessor. One was the fare structure. The previous East River Ferry contract, the fare was \$4.00 on weekdays and went up to \$6.00 on the weekends. He felt strongly that for the system to be accessible to people from all walks of life and all backgrounds he needed to peg it to the \$2.74 fare familiar with MetroCard. He also recognized that the most valuable routes and the highest ridership routes were sort of already embodied in the East River Ferry Pilot serving the waterfront and changed us to go further to places

1
2 like the Rockaways, the Sound View and now to Coney
3 Island and beyond. All of that comes with a—a
4 dramatic cost, but all in the goal of pursuing
5 transit equity, and access for New Yorkers from all
6 backgrounds. That is a cost that we anticipate
7 continuing through the life of the contract in some
8 form or another to be able to make the system work
9 for New Yorkers. On the question of boats, we are
10 presently working to acquire additional boats. We
11 today have 16 in the harbor. We are working to get
12 22 more. That will allow us to do two things: It
13 will allow us to serve the already higher ridership
14 than we ever anticipated at the inception of the
15 system, and it will allow for the expansion into the
16 new routes that we announced several months ago that
17 will roll out in 2020 and 21. We project that the
18 aggregate effect of those new routes and the boats
19 and the boats that are able to serve them will be a
20 ridership of up 11 million people one all of the
21 routes are fully launched.

22 CHAIRPERSON CABRERA: And at that point do
23 you think that it will pay for itself?

24 MICHAEL MORELLA: I do not think that it
25 will pay for itself. We are interested in finding

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2 ways to make it more financially viable, and we also
3 welcome a conversation broadly on the viability of
4 the system, which Chair Vallone has so helpfully
5 prompted today in the form of Intro 1512.

6 CHAIRPERSON CABRERA: And so how-how or
7 what-what's the lowest-what's-at what point are we
8 going to bring it down to the \$5.00 that it would
9 cost per ridership or \$4.00 or--

10 MICHAEL MORELLA: [interposing] Yeah.

11 CHAIRPERSON CABRERA: --what would be the
12 lowest?

13 MICHAEL MORELLA: Right. So, over the
14 remainder of the term of the existing Operating
15 Agreement, and we brought a visual aid up on the
16 slide as ridership expands from its current level to
17 up to the 11 million we project, and also as the new
18 routes come online, and come in service with the
19 operating costs associated therewith, we see the
20 subsidy per ride dropping annually through the
21 remainder of term and settling in at somewhere
22 between \$7.00 to \$8.00 per trip.

23 CHAIRPERSON CABRERA: Have you considered
24 other ways to increase revenues whether it's to have--
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2 I don't know. Are you selling things or you have
3 vendors?

4 MICHAEL MORELLA: Sure. We have thought
5 about and looked at advertising and sponsorship
6 revenue. There are some of those that work that are
7 some—some of them that may not. There's a lot of
8 conversation as you now, right now about other forms
9 of advertising on New York City's waterways that
10 could have implications here as well, but we have
11 looked at that closely. It's also worth noting that
12 while we are committed at a policy level to locking
13 our fare in step with the MTA's to the extent that
14 the MTA raises its fare, that is always obviously a
15 public conversation, but if it were to happen, \$3.00
16 or whatever it might be, that upside this public
17 upside, not private upside in the subsidy of the
18 system.

19 CHAIRPERSON CABRERA: Thank you so much
20 and let me turn it over to my colleagues Chair
21 Vallone.

22 CHAIRPERSON VALLONE: Thank you. Good
23 afternoon everyone. We've been joined—joined by
24 Council Members Yeger, Menchaca, Koo, Maisel,
25 Espinal, Miller, Reynoso, Lander and Deutsch and

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2 Barron, and Madam Barron, how are you. Yeah. So,
3 what I—I want to just back up a little bit and James,
4 Rebecca and everyone thank you for the testimony. I—I
5 think we wouldn't be here today if we didn't have
6 this successful program in place that gives this
7 alternate option to New Yorkers. Today is about
8 talking about the future or it, expanding of it,
9 where the vision should take us, and how best that
10 should happen, but this is a conversation we've been
11 having now since I've been chair, and certainly as
12 Speaker Johnson has been purporting. We want to grow
13 the program, and we've been talking about this for—
14 for a couple of years since it started. So, we're
15 continuing that conversation today. It's not—not
16 anything new, that we want to see this grow. I think
17 the numbers that you report like going up from 4
18 million to doubling the amount of service that it's
19 reaching and maybe tripling in a couple of years.
20 Also, it explains the need for it, and the growth for
21 it. These bills today are a natural evolution of
22 that staff. It is where is the future best held for
23 ferries? So, what I'd like to ask is for the talent
24 that's there—I mean in a—in a perfect world, I think
25 then we should EDC, DOT and Planning, and having the

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2 staff that's been working on it and create a brand
3 new ferry agency similar to what Council Member Rose
4 is talking about to take the—the piggybacking of that
5 work in going forward. But the first step in my eyes
6 was creating a director of that and working with you.
7 What I—what I'd like ask is a simple generic question
8 at this point. Where do you see the best future and
9 vision for ferry service after today?

10 JAMES KATZ: Thank you for the question,
11 Mr. Chair. Finding a sustainable future for New York
12 City Ferry and one in which it can grow we think is
13 a—an important conversation and one we think for
14 starting in the form of—of this bill. At EDC, we're
15 very proud of the work that we have done to launch
16 NYC Ferry from the time of the Mayor's announcement
17 to 27 months later and having a working and viable
18 system that—that New Yorkers love, but we also are
19 not proprietary or territorial about it in the way
20 that public instrumentalities sometimes are. We are
21 open to conversations about its finding a new home
22 and a permanent home in whatever place policymakers
23 be they mayors or the City Council that see fit. Our
24 one note on it is an operational one, and it is a
25 present day one. This is still a brand new system.

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2 It is only two years old, and we are expanding that
3 system over the next two years to 2020 and 2021. And
4 so to mix metaphors probably badly, it's a little bit
5 like trying to jump on a horse that is in motion to
6 try to find it a new home at the present time. There
7 is crew of over 300 people who are working for
8 Hornblower today whose futures need to be thoroughly
9 sorted out. There is an Operating Agreement that is
10 currently with EDC that might need to find a new
11 home. There are private agreements with owners of
12 piers and wharves all over the city that again today
13 are with EDC, and there are about \$300 million in
14 construction contracts that are outstanding for
15 piers, wharves and boats that need to hold. And so to
16 ensure that that there is an orderly transition both
17 for the system and for riders, that is a thing that
18 we think takes careful approach, takes a little bit
19 of time and is probably best addressed after we
20 expand.

21 CHAIRPERSON VALLONE: So, the interagency
22 cooperation is already existing now?

23 JAMES KATZ: The interagency cooperation
24 is great. We so—

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CHAIRPERSON VALLONE: So, how do you see
the percentage of that lying with the three agencies
that are present today?

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JAMES KATZ: I'm sorry. What was the
question?

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CHAIRPERSON VALLONE: How do you see the
percentage breakdown of who's handling what based on
the--

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JAMES KATZ: Sure.

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CHAIRPERSON VALLONE: --the three
agencies that are here today?

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JAMES KATZ: Sure. As concerns the New
York City ferry system?

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CHAIRPERSON VALLONE: Yes.

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JAMES KATZ: Okay.

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CHAIRPERSON VALLONE: That's just what
we're talking about.

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JAMES KATZ: Right, the NYC Ferry
specifically. So, we had a very close partnership
with DOT as my colleague indicated in my course of
procurement, the Deputy Commissioner who oversees the
Staten Island Ferry was on our selection Committee
and was and remains a key advisor to the system and
its waterways. DOT has been a key partner in

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2 planning for upland access from many or the piers be
3 that street connections, CitiBike stations and other
4 matters germane to the street grid and DOT is also
5 the regulator under the City Charter, and had to
6 permit the system at the time of launch, and so we
7 view it as a very close partnership not just now, but
8 through expansion in the same way that it has been,
9 and to the extent that we are looking towards ideas
10 like what is proposed in intro 1512, we think it's
11 absolutely crucial and even more crucial that DOT be
12 a close partner in the next operator procurement.

13 CHAIRPERSON VALLONE: So, then Rebecca, I
14 guess in the DOT's eyes if we worked to create the
15 Director of Ferry Operations under DOT is that
16 something we could handle at current or is that
17 something for a future project?

18 REBECCA ZACK: I think—I think that would
19 be something for a future project not something for
20 right now considering the—the services that we're
21 providing. This is Staten Island. I think we would,
22 yeah, future. I think I would work on that. (sic)

23 CHAIRPERSON VALLONE: Well, with my—and I
24 think based on the—the I guess the years of hearing
25 that we've been going through, it's—it's clear the

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2 success has not ever been a question. In fact, when
3 we had our Queens Delegation together and all the
4 Queens Council Members that are here, and you led
5 that conversation at the borough presidents, there
6 was one civic group and one community group after
7 another who said, Please bring it to our community.
8 Please bring it to our community. So, it was never
9 something calling saying don't put it in our
10 community. So, it's—it's a matter of realizing that
11 call for New Yorkers and—and ramping this project up
12 is the best way possible. I know President Patrick
13 has spoken before through EDC of the overall burdens
14 that are already on EDC. You have to—they are
15 already contracted through so many—so many different
16 system areas. To me, something independent in the
17 creation for the growth of this I think it's
18 critical. It's based on—on the projects we didn't
19 get to already.

20 REBECCA ZACK: Uh-hm.

21 CHAIRPERSON VALLONE: Some of the
22 projects that were not handled, and were not give
23 contracts to. So, before we turn it over to Chair
24 Rodriguez, where can we—can we look at future options
25 for some assistance in privatization at some of these

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2 future locations? There are certainly areas, and
3 obviously we—we speak with Queens at heart, where I
4 don't' even—we don't have some place. So, for us
5 having a ferry option is critical today if we're
6 talking about everyone saying let's get vehicles of a
7 Manhattan street. Well, you've got to give us an
8 option to do that. This is one of those options that
9 might actually do that. It's nice to say don't
10 drive, but when I don't have a train, I've got to
11 find some other way to get into Manhattan. So,
12 having a ferry service maybe at city marina or
13 somewhere in Northeast Queens would do that. Is
14 there—is there a look at maybe privatizing to bring
15 down subsidation, private (sic) subsidizing of the—f
16 the ferries?

17 JAMES KATZ: Yes. Thank you, Mr. Chair.
18 We couldn't agree more. I think two things are true
19 in response to your question about expanding ferry
20 service to additional places. One, we are committed
21 to looking at that, and looking at that actively
22 after the launch of the next route. So, it is I
23 think incumbent upon us to look at what we are
24 currently doing, understand that people are riding
25 it, in what ways, when and who to a point that was

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2 made earlier and also looking at potential sites for
3 expansion as the city grows and changes in the
4 dynamic way that it always does, and that relates to
5 the—the second point that I was going to make, which
6 is specific to ferry service. One of the things that
7 is very helpful about it for waterfront communities
8 that on cost basis as a—as a start-up operation, it
9 is very different than other modes of transit. We
10 all remember the Second Avenue Subway, which on a
11 per-mile basis I believe cost \$2.5 billion to build.
12 New ferry routes costs \$2.5 million to build in the
13 start-up phase, and so we're talking about one-tenth
14 of one percent of the cost of—of a ferry, and it also
15 compares favorably. I'm sorry, the subway, and it
16 also compares favorably to Boston. So, we are
17 interested in that while continuing to look at
18 ridership, the viability of landings, safety and all
19 of the other questions that go into siting, but—but
20 we are eager to do that and to do that with numbers
21 like yourself.

22 CHAIRPERSON VALLONE: So, the ownership
23 of the boats themselves, are they all within EDC or
24 is there still a portion that are privately owned?

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JAMES KATZ: We are working to effect public ownership of all of the boats right now. We are keen to the determination very early on in the citywide ferry procurement and ensconced it in the contract that it made sense for the city to—to own those—own those boats from both a fiscal perspective and a future leverage perspective and operator conversations. That—that is the city's plan. It is budgeted for in the Capital Plan. We have our budget codes from OMB, and we are presently waiting on the city Comptroller to approve that registration.

CHAIRPERSON VALLONE: And then the future of those contracts when would this—when would the next RFP be offered to go beyond where we are today?

JAMES KATZ: We are—we are planning to issue the RFP for the next operator, which as you noted would come online in 2023 in 2021.

CHAIRPERSON VALLONE: Is there any room for expansion under the current contract to add additional ferry service whether through budget or capacity.

JAMES KATZ: Uh-hm. The current contract allows for expansion much in the same way that we announced the recent expansion. Our plan is—is to

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2 look at that question in earnest in 2021 after we get
3 through the current expansion.

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CHAIRPERSON VALLONE: And with the sites
that weren't chosen, and for possible future
expansion, would those be able to be equipped with a
current operator or would we need to seek additional
operators and additional boats?

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JAMES KATZ: They could be served with
the current operator for the remainder of the term of
the current operating agreement, and with a successor
operator during the courts of that agreement.

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CHAIRPERSON VALLONE: Was there ever a
possibility that New York State or New York City
purchase their own boats or do we have to continue to
look beyond New York State?

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JAMES KATZ: Well, we are purchasing the
boats on behalf--

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CHAIRPERSON VALLONE: [interposing]
Actually made and manufactured here in a way so that
we can we can keep the--keep the jobs here?

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JAMES KATZ: Got it. So, the--the scale
of the--the vessel need to create the New York City
Ferry System at inception was not sort of servable by
any boat yard in the harbor. We did look at it, but

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2 as an economies of scale question, it became evident
3 to us that we would have to go to boat yards and
4 places where there were other boating needs, and
5 other needs for vessel creations that could sort of
6 sustain those as a viable business, and so those
7 turned out principally to be in the Gulf of Mexico
8 and places like Louisiana and Alabama where there is
9 depending on how they are for a growing industry at
10 any time, a robust ship building set of firms.

11 CHAIRPERSON VALLONE: Well, let's hope we
12 can get that back--

13 JAMES KATZ: Yeah.

14 CHAIRPERSON VALLONE: --for folks here in
15 New York.

16 JAMES KATZ: That would be tremendous.

17 CHAIRPERSON VALLONE: Thank you for that.
18 I'll save my second for the next round. Chair
19 Rodriguez, and we've also be joined by Council
20 Members Levine and Powers.

21 CHAIRPERSON RODRIGUEZ: Thank you,
22 Chairs. Let's be clear. We don't pretend that, you
23 know, the ferry will be able to provide the number of
24 ridership that, you know, that the trains and other
25 buses provide in the city of New York. What we know

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2 is that we need to add additional mode of
3 transportation in our city especially when we look at
4 transportation deserts in the city of New York. In
5 listening to the testimony of--of all the expectations
6 on--on that DOT has shown that you provide, what I see
7 is that you guys are ready to come with the stream
8 (sic) that is ready to run the ferry services in our
9 city

10 REBECCA ZACK: I'm sorry. Did you say
11 that you're ready to--

12 CHAIRPERSON RODRIGUEZ: [interposing] Are
13 you ready? Is DOT ready if we create a Director of
14 Ferry Operations to come with the stream that is
15 necessary, and they charge--

16 REBECCA ZACK: [interposing] And that
17 these are--these are two--these are two--these are two
18 different systems. We have been running one route
19 for over a hundred years. I would think that we
20 would need to have further discussions. I think
21 James did an excellent job in laying out a lot of the
22 complexities there in terms of contracting that
23 would--that would need to be figured out. I think it
24 would be an in an--and a very complicated switch, but
25 I--I think that--I mean we're here to have that

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2 conversation and to also commit to continuing to have
3 that conversation in the future. I think it's-it's
4 also something that the Mayor said as well recently
5 that he didn't think that now in-in the midst of
6 expansion was the time to do that. It was definitely
7 something that could be looked forward to in the
8 future.

9 CHAIRPERSON RODRIGUEZ: Well, for me the
10 future means months. So, the future for me doesn't
11 mean the new administration, and we have this
12 administration that those of us serving from the
13 Mayor and others who will be serving out to '21. So,
14 I hope that that in-in the next few months working
15 with our colleagues and the leadership with the
16 Speaker, and you guys we can really get engaged in
17 this conversation and move forward toward creating
18 the Director of Ferry Operations. Also, I think that
19 it EDC provides the expertise in their own field. I
20 from my own way I see you guys are the private arms
21 of our government. I think that you come with a lot
22 of expertise or, you know, sitting with Cornell Tech
23 and-and-and dealing with the primary--

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REBECCA ZACK: Uh-hm.

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CHAIRPERSON RODRIGUEZ: --but I think that when it comes to the expertise to make operators accountable to the everyday operations, I don't see the city as the one the agency that should be responsible for that. However, I see DOT as the one that has a lot to do with the everyday responsibility to look at, you know, in our city of New York transportation, the agencies that should, you know, and--and I say I hope that this is not something that we're looking for the new administration. Neither am I saying that this is something that should not be in the next few weeks. I know that thins--a transition like this will take time, but I believe that it--it is time for us to look at our ferry not from a luxury transportation, but for additional mode of transportation that together with our trains, our buses, our bike is also adding to New Yorkers. So, in that direction has the--the city start any conversation with the MTA of any possibility to updating the Fair payment system so that the city has any discuss--and--and--and to establish any fare integration payments?

REBECCA ZACK: Uh-hm.

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2 JAMES KATZ: We—we have. That is a
3 conversation that is of great interest to us in
4 figuring out if and how it would be possible to
5 ensure seamless integration from the New York City
6 Ferry System onto subways and buses, and we have been
7 having that conversation with the MTA on and off for
8 a couple years including I think as Tuesday. Where
9 the MTA is heading on this issue is towards the
10 adoption of the new fare medium and moving away from
11 the Metro Card. As you probably know, something we
12 call One Metro New York that is a—a new system for
13 paying. You may have seen the little screens on some
14 turnstiles in subway stations, and they have said
15 that they plan to roll that out by 2023, and begin
16 talking to other transit agencies that want to
17 integrate with it in 2021. Obviously, we want to
18 have that conversation sooner, and we are pushing for
19 it, but that is their current timeline and—and that
20 is what we've been given. I think it—it does bear
21 mentioning as we talk about fare integration, and
22 particularly as we talk about the ferry system in a—a
23 prism or a frame of costs, which we've already
24 started to do today. It is our presumption as with
25 many things involving the MTA and the city that that

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2 integration would not be a—a free lunch for us that
3 it would cost the city of New York something to be
4 able to achieve that, and the question is whether
5 that is something that will be worth it in the final
6 calculus for the benefit of riders, which we agree is
7 real.

8 CHAIRPERSON RODRIGUEZ: And—and again for
9 many years we've been having conversation with—
10 conversation with the—with the MTA with the city and—
11 and many other stakeholders who really put that
12 vision in place. It's like when think about free
13 tuition at CUNY, we should aim innovation where an
14 issue will only be one payment system, or one day we
15 can say the city of New York, basically a New Yorker
16 who pay—who pay for one ride, that ride should be
17 allowed to transfer between someone who rents—who use
18 Citi Bike--

19 REBECCA ZACK: Uh-hm.

20 CHAIRPERSON RODRIGUEZ: --who use the
21 ferry, who use the train, who use the bus. Think
22 that would make a difference, and I think that we
23 will be—it will add, you know, the—the—the way of how
24 we provide New Yorkers and visitors the opportunity

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2 to use all mode of transportation only with one
3 payment.

4 JAMES KATZ: As usual, Council Member, we
5 couldn't agree with you more. When we launched NYC
6 Ferry, we set up a fare medium system with the
7 specific goal of making sure that it was flexible
8 enough and open enough to be interoperable with
9 anything that the MTA or anyone else might roll out,
10 and so that is our—our plan and our intent and our
11 hope is that we have a reasonable and willing
12 partner.

13 CHAIRPERSON RODRIGUEZ: With—with Citi
14 Bike, we saw how it was started with, you know, the
15 previous administration. It went through some
16 challenges. DOT and the city, they were stay (sic)
17 with the new one, and now lift with a pair with Citi
18 Bike, but also we have seen how with the new
19 technology, we have seen an expansion of CitiBike off
20 of Share Bike. Do you see also that there's going to
21 be a moment or there have been any opportunity to
22 bring others besides Hornblower, or other entities in
23 the private sector that will come and say we also
24 would like to add additional ferry service?

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2 JAMES KATZ: Yes, and that's why when we
3 look at the capital investment that we have made in
4 the city's wharfs, piers and ferry landings we view
5 it not just as an asset for the NYC Ferry System, but
6 an asset for New Yorkers. It creates the possibility
7 that private ferry operators might want to run a
8 route from New Jersey to the west side of Manhattan
9 or to Staten Island or—or wherever it might be if
10 they so choose, and so our—our hope is to see that
11 happen. We believe New York City, as the Chair said,
12 is a—is a city of water and that is an exciting
13 opportunity that we're re-exploring and we hope it
14 will happen. As concerns competition, which I think
15 is part of what you're asking, too, we believe that
16 the NYC Ferry System itself is best operated as an
17 integrated system, one fare system, one management
18 structure, one group of people making sure that boats
19 connect at docks when they're supposed to, and are—
20 are actively and dynamically managing it. But we also
21 thought about the contract term in a particular way,
22 right. The reason it is a 6-year contract and not a
23 30-year contract is for that very reason, the
24 opportunity to create real competition and the
25 continued operation of the system.

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CHAIRPERSON RODRIGUEZ: The last question in this round. If you can share with us one area where the Horn-Hornblower be running the ferry. Which area do you think that provides room to improve?

JAMES KATZ: Well, we think of Hornblower as a-as a partner, and so we think of this as a joint enterprise between EDC on behalf of the administration and Hornblower. If I had to rethink one aspect of the ferry system, I think obviously we underestimated how popular it would be when we planned it, right. We planned for a certain level of ridership. We're looking at a certain order of magnitude beyond that, and so if we had the chance to do it over again ourselves in this partnership, we would have I think bought more and larger boats earlier than we did.

CHAIRPERSON RODRIGUEZ: Okay, thank you.

CHAIRPERSON CABRERA: Council Member Debi Rose.

COUNCIL MEMBER ROSE: Thank you, Chair Cabrera. Hi, Michael. Good to see you. In Intro 982, it is about establishing a separate office of the Waterfront. The New York Waterfront is 520 miles

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2 of linear waterfront, and there's not one—just one
3 office that has oversight. Between industrial,
4 commercial and residential and recreation uses, on
5 our waterfronts, what's the total number of local,
6 state and federal agencies that have some regulation
7 or oversight over our waterfronts?

8 MICHAEL MORELLA: There can be upwards of
9 a dozen different agencies that have various levels
10 of responsibility on the waterfront, and that is a-a
11 factor that certainly goes into how we're thinking
12 about our management and our planning for the
13 waterfront going forward. So, you raise an excellent
14 point.

15 COUNCIL MEMBER ROSE: So, with multiple
16 city agencies having overlapping jurisdiction over
17 the waterfront, and the different requirements, how
18 do city agencies coordinate today how you coordinate
19 to avoid permitting, you know, waterfront uses or
20 conflicting with each other?

21 MICHAEL MORELLA: So, I think there are a
22 few different issues that are—that are embedded with
23 that—with that question. One is regarding the
24 jurisdiction of the individual properties, and so it
25 is not uncommon that there will be a DOT street—

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2 street with—along the waterfront with a park just
3 outboard of that street, and with Department of
4 Environmental Protection pipes running under those.
5 That's a—that's a relatively frequent occurrence, and
6 the way that that has been managed over—over the time
7 is that these agencies have recognized the challenge—
8 that there is the need to work together. I think
9 that's probably the simplest way in regards to the
10 physical jurisdiction. The question of regulations
11 is a—is a little different in so far as the
12 regulations are not necessarily that of the varying
13 city agencies, but are much more frequently a factor
14 of state and federal regulations when it becomes the
15 in-water permitting for—for construction or
16 reconstruction of things like docks, wharfs,
17 bulkheads, et cetera., and those are the permits that
18 are required by the U.S. Army Corps of Engineers, and
19 the New York State Department of Environmental
20 Conservation.

21 COUNCIL MEMBER ROSE: So, as an—as an
22 individual citizen walk me through the process how do
23 I know—how do I—how do I know where to go to get my
24 question or my concern regarding the waterfront
25 address whether it's recreational or a business.

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2 [bell] and how does DCP-DCEP do intake and triage
3 these, you know, these communications?

4 MICHAEL MORELLA: Sure. So, I think there
5 are a few different—again, there are—there are a few
6 different levels at which this operates. So, for
7 issues of rec—of recreation, I think most folks would
8 likely contact the Parks Department if it's a
9 question of what can be—the use of—of waterfront
10 park. I would say that I think that is how most New
11 Yorkers would—would seek to have their questions
12 answered, but if it's a question about where let's
13 say you're a waterfront business owner, and you're
14 seeking to get waterfront permits for the
15 construction or reconstruction of a dock or a—or a
16 pier, that is something that—that we have been
17 working with the maritime community to provide
18 information through that—that website that I
19 mentioned, The Waterfront Permit Navigator, which
20 walks applicants through the permitting requirements
21 as well as the lists of the various agencies that
22 would—would be involved in a project—in a project's
23 permits.

24 COUNCIL MEMBER ROSE: So with the
25 Navigator, the Navigator is basically only

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2 informational, and if I'm a person who sort of really
3 is a affiliated with the waterfront, I'd probably
4 know the basic information that he Navigator provides
5 for us. So, what's in place to help a person, you
6 know, beyond that, someone who has real issues. They
7 know, you know, what the issue is, and the Navigator
8 is not, you know, wouldn't help facilitate.

9 MICHAEL MORELLA: So, am I to assume that
10 in this instance that means the applicant is having a
11 hard time getting their permits from a state of
12 federal agency? Is that what you asked?

13 COUNCIL MEMBER ROSE: Yeah, they're—they
14 need some—some help to actually navigate through the
15 process not, you know, informational like how do you
16 get it?

17 MICHAEL MORELLA: [interposing] Right.
18 So, so, so just in this—in this circumstance, the
19 applicant has submitted their application, has gotten
20 the information that they need through the Waterfront
21 Permit Navigator website and have submitted their
22 application to the State Department of Environmental
23 Conservation or the U.S. Army Corps of Engineers, and
24 are—are stuck at that point. I just want to be—I
25 just want to inquire if that is what you're asking.

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COUNCIL MEMBER ROSE: Yes.

MICHAEL MORELLA: Okay, so then—then the applicant would have to work with the state and federal agencies. It would be difficult if not impossible to conceive of a way in which the Department of City Planning, another regulatory agency would have the ability to advocate on behalf of a private applicant to a state or a federal regulatory agency. I would say, however, that we do coordinate closely with our state and federal agencies. So, in my role as the Administrator of or Waterfront Revitalization Program, that is precisely the role that I—that I have is to coordinate amongst these agencies to make certain that rather than having the multiple rounds of review where the U.S. Army Corps of Engineers makes their comments to the applicant, and the applicant changes their application to meet those comments, and then it is reviewed by DEC and those projects. Then they make comments and so on and so forth, and it becomes a baby change.

COUNCIL MEMBER ROSE: Uh-hm. Yeah, it become quite circuitous and—and--

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MICHAEL MORELLA: [interposing] That's—
that's exactly the type of sort of structural issues
that my office tries to resolve by working directly
with the U.S. Army Core of Engineers, and with DEC.
We have monthly meetings with DEC about projects. We
have a—a list of projects that we go through every
month with an agenda to discuss in detail the status
of those projects and to understand what issues are
remaining. I would say that's not the same as
advocacy on behalf of private applicant. That's a—
that's a distinction.

COUNCIL MEMBER ROSE: With 12 different
agencies that impact our waterfront and decisions
made about the waterfront, how does a person, you
know, figure out [bell] which one and does EDC have a
public facing office that relates solely to
waterfronts and issues of the waterfronts?

MICHAEL MORELLA: So, I would say that my
office is quite publicly facing. If you were to call
311 and—and folks from the public often do, they get
to—they get routed to my office depending on the
nature of the question. If it's a question again
about a Parks Department site, that question would be

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2 routed to the Parks Department, but for many general
3 inquiries, it is routed to my office.

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5 COUNCIL MEMBER ROSE: And just one more
6 question. What mayoral agency would you suggest the
7 Office of Waterfront be housed of be affiliated with
8 since the mission is very broad based. It's not a
9 function just of land use, and really looking for a
10 place where there would be oversight advocacy as well
11 a coordination and management.

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13 MICHAEL MORELLA: As—as descried in the
14 bill, I would say the vast majority if not all but
15 one of the responsibilities listed out in the bill
16 are responsibilities that my Office at the Department
17 of City Planning, already have a significant role in
18 if not directly oversee. So, I would suggest the
19 Department of City Planning is the appropriate
20 entity.

21

22 COUNCIL MEMBER ROSE: I—I would like to
23 see it not buried in as sort of an addendum to
24 something that you're already doing and, you know,
25 extra staff or a change in title. I'm talking about
26 a free-standing office that would handle a broad
27 base.

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2 MICHAEL MORELLA: Happy to continue that
3 conversation.

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COUNCIL MEMBER ROSE: Thank you, Chair.

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6 CHAIRPERSON VALLONE: And we're join with
7 Council Member Rose that we tried lightly on creating
8 and we want to make this a better system not a more
9 cumbersome system. So, even the Director of Ferry
10 Operations is something that could work with Council
11 Member Rose and with your office, but it is clear
12 that the growth of this requires probably some
13 agency. Until we get to that point, we need to—to
14 continue this conversation immediately to get to the
15 next phase. So, we've been joined by Council Member
16 Carlina Rivera, and the next Council Member for
17 questions--we have five panels. Just so as a public
18 notice, we have five panels. So, we're going to keep
19 to three minutes. So, the next Council Member is
20 Carlos Menchaca.

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22 COUNCIL MEMBER MENCHACA: Thank you,
23 Chair, and thank you all for presenting today. The
24 waterfront is incredibly important to—to me and the
25 district that I represent, Sunset Park and Red Hook
and--and really the question I have is for both DCP
and EDC, one to tell us a little bit about how--how

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2 you currently work together. I'm thinking about one
3 of the first things that got me excited about the
4 waterfront in terms of my role, and four letters S-B-
5 N-T. James and I were in a room. A passionate
6 conversations on that, and Lydia was there as well.
7 I'll never forget that because that—that really
8 reminded me about how—how important our role was at
9 the City Council level. We had a very specific role
10 because SBS was involved, too. SBS holds many of the
11 leases and EDC wanted the master lease, and we said
12 well, wait up. Let's talk about this, and—and we
13 made something beautiful. Now, we have Red Hook
14 Terminal coming in. My point is—is that there's—
15 there's a great move here to that we're trying to
16 understand to create a space for advocacy. Where
17 does EDC and how does EDC think of itself as an
18 advocate, and reconcile that with DCP who is the
19 first time I've even got to—I don't even know you. I
20 don't—I've been working on the waterfront stuff for a
21 long time, and—and you're holding so many of these
22 responsibilities. So, there's—there's clearly a
23 disconnect here, and the only time that I feel like
24 we're doing something well is when we work together,
25 and I think that's what we're trying to do is bring

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2 more light, more transparency, more responsibility,
3 more accountability because the reason that we even
4 got to SBMT was that it was a failed mission from the
5 EDC, and I'm not saying anybody that was involved
6 here—or was involved there, but previous versions of
7 the EDC just got that wrong, and we almost lost that
8 property. So, we can't do that. It's very important
9 to us, the waterfront. Help us understand. How are
10 you advocates? How do you work together, and—and
11 that really from both of your perspectives.

12 JAMES KATZ: Sure. Mike, do you mind if
13 I start and then I'll hand it off. At EDC we have
14 historically seen ourselves both as advocates for the
15 waterfronts and as stewards for many of the city's
16 waterfront assets and under our maritime contract
17 with the city of New York dating back to the
18 dissolution of the Department of Ports and Terminals
19 and beyond, we have been entrusted on behalf of the
20 city and through SBS with repair and maintenance of
21 those facilities and—and to a degree with—with
22 creating visions for their future, and I agree with
23 you fully Council Member that that is a process that
24 works better when it is collaborative with
25 communities and the Council, and that is a—I think a—

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2 a thing that has come to be learned, and that is a
3 successful outcome of several processes including
4 the—the SBMT process. We also consider ourselves
5 advocates for the city's waterfront access. For us we
6 focus on ferries, we focus on ridership, we focus on
7 site selection for waterfront properties and we
8 [bell] involve ourselves in real estate dispositions.

9 COUNCIL MEMBER MENCHACA: You don't have a
10 timer bell. You can keep talking.

11 JAMES KATZ: Right, whereas City Planning
12 focuses on zoning, the development of waterfront
13 guidelines and the like, but I think you're point is
14 a good one that that waterfront is a complicated
15 space that is increasingly of interest to many
16 different kinds of people whether they be industrial
17 like SBMT or recreational boaters or crews or
18 development or development or whatever—whatever it
19 might be, and so, we like our colleagues at City
20 Planning are equally excited by Council Member Rose's
21 bill because the notion of a coordinating function
22 across those diverse interests, across those city
23 agencies and instrumentalities, we think is an
24 important one whose time has come.

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MICHAEL MORELLA: So, I would just add that-that a few of the different ways in which we collaborate with EDC on waterfront projects and broadly on waterfront coordination is that the role that Waterfront Management Advisory Board plays. So that's broad made up of members of the public appointed by both the Speaker and the Mayor, and we are now meeting regularly, the meetings that I chair, but at the very first of these meetings that we reconvened just last year, EDC is representing on these on the board, and President Patchett was- attended the very first meeting. Since that time we've had staff level attend-senior staff level attendance because we're really getting into the-the meat of these issues, but it's-but it is exactly that type of relationship that is incredibly important to- to continue. The other important aspect of this is the role of city's Comprehensive Waterfront Plan and the Interagency team that is working with my office to begin the planning and the public outreach process for that. We recognize that the plan comes out in about 20 months from now, and it's good to meet you, sir.

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CHAIRPERSON VALLONE: Thank you, Council
Member Menchaca. Now, we're going to Council Member
Antonio Reynoso.

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COUNCIL MEMBER MENCHACA: oh, and SBMT
stands for South Brooklyn Marine Terminal. Google
it.

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CHAIRPERSON VALLONE: For our city and
our acronyms, we want them right. Council Member
Reynoso.

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COUNCIL MEMBER REYNOSO: So, I hope you
guys can be short in your answers so I can ask more
questions. So, the first thing I want to say is
equity. Do we have demographic information about
who's taking the ferry and who's—who's not or where
your highest ridership is? Do we have that
information?

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MICHAEL MORELLA: We—we have some of that
information. We have twice surveyed our ferry
ridership since we launched the system. We know that
83% of the riders are New York City residents and
that rises to 88% at--

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COUNCIL MEMBER REYNOSO: I'm more—I'm
more—I'm more focused on the ridership within the
city of New York.

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MICHAEL MORELLA: Sure.

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COUNCIL MEMBER REYNOSO: We tend to be in
waterfront areas and waterfront areas in the city of
New York tend to be where more affluent people live--

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MICHAEL MORELLA: Yep.

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COUNCIL MEMBER REYNOSO: --and what I
want to do is make sure that we're talking about how
we're spending money. A significant subsidy and who
is receiving that.

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MICHAEL MORELLA: Right.

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COUNCIL MEMBER REYNOSO: Does ridership
within the MTA and in the Citi Bike system is a lot
more of what I consider equitable and speaks to a
large range of--of I guess incomes. I want to know
that information for the ferry. Do you have that
information?

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MICHAEL MORELLA: We don't have

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information on who precisely is riding the boats

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today, but I can say that we made our siting

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decisions very specifically with an equity lens in

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mind particularly when we talk about expanding places

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like to Saint George to the Rockaways to Corlears

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Hook on the Lower East Side, and beyond where we see

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median family incomes in the range of \$30,000 to

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2 \$35,000 a year. That was purposeful and that was
3 intentional and--and with the goal of expanding the
4 New York City ferry system beyond the Michael
5 Bloomberg model with just that corridor, the East
6 River Corridor that I think James (sic) was referring
7 to.

8 COUNCIL MEMBER REYNOSO: Yes, and--and
9 right, and most of your ridership is going towards
10 the--what would consider the essential businesses or
11 the Financial District, right?

12 MICHAEL MORELLA: Most of our ridership,
13 much of our ridership particularly even commute hours
14 overwhelmingly as people commuting to work in--in the
15 Manhattan Core alone.

16 COUNCIL MEMBER REYNOSO: Right and those
17 folks that are probably community to Financial
18 District probably had decent--decent pay I guess.

19 MICHAEL MORELLA: I--I mean I don't know
20 that we know that to be true. I think that's a point
21 about--

22 COUNCIL MEMBER REYNOSO: [interposing] So
23 that's pretty much the point. Can we get that
24 information so that we can have a serious discussion
25 about where we're prioritizing the subsidies that the

1
2 city is given related to transportation? \$600
3 million is a significant amount of money that could
4 be targeted in locations or our transportation
5 options that are more equitable. Citi Bike right now
6 doesn't receive any subsidy from the city outside of
7 the space that it uses to put their docking stations
8 and they cover millions of more people than the ferry
9 service, and they're again not receiving any subsidy
10 and the subsidy that we're giving to the MTA system
11 per customer this, you know, pales in comparison to
12 what we're giving to ferry system. So, even though I
13 do think it's valuable and we want to build it out
14 more robustly, we need to have a conversation about
15 where our money is going, and I don't think you have
16 the information to give me right now. One, I think
17 that's problem, but two, is why I get concerned if we
18 move things [bell] from DOT to EDC. DOT is a city
19 agency, and the amount of oversight we have over them
20 is significant. With EDC being a public-a
21 public/private agency, I guess it could mean that you
22 guys give us hard time about getting us information
23 like that. So, I just want to make that more of
24 statement than a question, but getting demographic
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2 information would be extremely valuable for—for my
3 advocacy, for expanded ferry service. Thank you.

4 CHAIRPERSON VALLONE: Thank you, Council
5 Member. We are going to go to Council Member Miller.
6 Before I do that, you know, we agreed to disagree
7 there are many communities that are not biking to New
8 York City. So, we have to provide alternative options
9 for everyone in the city. So, until we get to that
10 day where everyone can equally get where they need to
11 go, we have to provide as many options as possible.
12 So, I will continue to advocate for ferry service for
13 everyone and throughout the city to make sure that we
14 can continue that option especially for communities
15 like mine that are not biking and have no trains. So,
16 with that, I'd like to go to Council Member Miller.

17 COUNCIL MEMBER MILER: Thank you, Chair
18 Vallone, and I want to thank my colleagues for
19 actually introducing that line of questioning around
20 the area of equity—not only around the area of equity
21 but whether or not we as a body are living up to our—
22 our fiduciary responsibility to make sure that we are
23 delivering services in the most equitable way. My
24 question from my transportation planning background
25 would be have we done a comprehensive study to make

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2 sure that we're able to deliver services to move
3 people to and from in a more efficient way than the
4 investment in ferry, and I do want to say that we—we—
5 and—and I want you to jump right in, but we seem to
6 dismiss the amount of—of subsidy that is going into
7 this to now it's 50 cents to \$12.00. It greatly
8 exceeds anything that we see now in terms of even the
9 commuter rails happen and—and they also service far
10 less New Yorkers. So, we want to make sure that
11 we're in it equitably or not this could have been
12 done with Select Bus Service considering that we are
13 servicing that—that waterfront corridor, and—and
14 certainly that could have been done, too. So, my
15 primary question number 1 is have we explored other
16 methods of delivering these services?

17 MICHAEL MORELLA: Sure. I'll—

18 COUNCIL MEMBER MILLER: DOT.

19 MICHAEL MORELLA: Okay.

20 REBECCA ZACK: I mean we're—I have it.

21 Thank you very much, and that's a great question. I
22 just want to make sure I'm understanding it. Are you
23 saying have we explored how to duplicate what—what
24 EDC is doing?

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COUNCIL MEMBER MILLER: No. Have you explored how you're going to move these people into the business district, alternatives outside of ferry?

REBECCA ZACK: We're-we are-we're constantly working with the MTA in terms of expanding dedicated bus services throughout the city, and we just announced this past winter an expansion of-of Citi Bike.

COUNCIL MEMBER MILLER: Have you looked at bus-Select Bus Service on this particular route here? Because 62 and 69 it does almost essentially the same thing and-and certainly the cost would be more cost-effective than this thing, and then I further want to say for EDC, the-the two-one of the two is-is whether or not at what point would this program pay for itself? I would ask the reverse and ask at what point would this become cost prohibitive if, in fact, all the narratives that was introduced today then play themselves out, and for the record, I do dismiss also that-that we are serving under-served communities that there's certainly the Bayside, College Points as the borough as well that don't have transportations alternatives, but is this the most

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2 efficient transportation alternative that we see and
3 the best use of [bell] our city dollars?

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5 JAMES KATZ: Uh-hm. Well, I mean I think
6 stepping back it is fair to acknowledge and I think
7 most members would agree that we do have a
8 transportation crisis in New York City today. People
9 need to get to work and to home efficiently and as
10 quickly as possible, and the subway and the bus
11 systems have not served as well as they used to or as
12 people might like. I have that issue on my commute
13 this morning and I think it's incumbent upon the city
14 to use all of the tools at its disposal to serve
15 different places with different modes of
16 transportation as appropriate. In waterfront
17 communities many of them have historically been left
18 behind, and left out of transit access, and some of
19 them have been cut off by structures that urban
20 planners of the days of yore have saw to erect. They
21 cut them off of traditional means of transit, and so
22 ferries become not only a logical way, but in some
23 cases the only way to serve those communities
24 reliably. In terms of the opportunity agenda, which
25 was an issue raised in your comment, we have looked
to the greatest extent possible to extend to those

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2 waterfront communities with real need be that the
3 Sunset Park, be that in the Rockaway, be that in
4 South Williamsburg or Coney Island or the North Shore
5 of Staten Island. So, our priority remains a broad
6 based service that serves—

7 COUNCIL MEMBER MILLER: So, I'm—I'm sorry
8 because I know time is running out, and I don't want
9 to cut you off, but I—I again, I dismissed that the
10 Rockaways, you're looking at not Far Rockaway to
11 those—those lower-incomes and others and—and quite
12 frankly also its been an afterthought, and when we
13 looked at where it was actually rolled out whether it
14 was rolled in the more affluent emerging waterfront
15 communities, which already had transportation
16 options. But my primary question was did we do a
17 comprehensive study as to whether or not we could
18 deliver these services, move these folks in a more
19 efficient, effective fashion. And then, finally,
20 we're talking about collaborations with the MTA. Are
21 we doing this because it is a mode of transportation
22 that the MTA—that the New York City can't control
23 without going through the MTA or the government?

24 JAMES KATZ: Why don't you talk about the
25 Alternatives Analysis? We have now done three

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2 citywide ferry studies all of which looked at the
3 alternatives to ferry service with respect to the
4 routes that they serve.

5 JAMES WONG: Sure. So. [coughs]

6 CHAIRPERSON VALLONE: If you could
7 introduce yourself for the record.

8 JAMES WONG: Pardon me. My name is James
9 Wong. I'm the Director of Ferries for NYC Ferry
10 easy(sic) and in the past our Comprehensive—our
11 Comprehensive Citywide studies have looked at all the
12 sites around the city where we are looking to provide
13 transit alternatives and it takes a lens of
14 understanding where people live, where they work,
15 what their existing transit options are and whether
16 or not ferries would in those circumstances provide a
17 tangible transit time savings to allow people more
18 time to spend with families at home outside of the—
19 outside of their commute. We didn't do an exact 1 to
20 1 to understand whether or not a subway would do the
21 same job, but I do just want to point back briefly to
22 what we were talking about earlier on some of the
23 capital costs that are the real differentiators
24 between some of the major—major catalysts for.

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COUNCIL MEMBER MILLER: [off mic] I'm not
talking about subway tunnel. That's Select Bus.

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JAMES KATZ: Sure and even with Select
Bus projects there are high price tags allocated with
them with having so many changes to the streets, and
having to do things like that. It still comes out
in--in many cases that ferry systems because there is
only infrastructure at the landings, that those are
some of the areas where we're able to really make
those investments.

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COUNCIL MEMBER MILLER: [off mic] There
were also investments made as well, right?

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JAMES KATZ: To which? I'm sorry.

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COUNCIL MEMBER MILLER: [off mic] To
ferry service in Northville Landing and others as
well.

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JAMES KATZ: Yes, absolutely

19

20

21

MICHAEL MORELLA: And what you're showing
here is an all-in cost or infrastructure on those,
right?

22

JAMES KATZ: Yes.

23

24

MICHAEL MORELLA: So, the one that you
did--

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2

COUNCIL MEMBER MILLER: [off mic]

3

[interposing] Compared to Select Bus Service.

4

MICHAEL MORELLA: --compared to Select

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Bus Service line.

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MICHAEL MORELLA: Yes. Sure and so the

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comparative costs for all--for the bus lanes for all

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the associated upgrades that came through, the

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project for the Woodhaven SBS compared to NYC Ferry,

10

which, the costs are the landings. Sorry, just to

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clarify, this is separate from rolling stock or

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vessels that--the--all the landings divided our miles

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that we are serving that these are the relative costs

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that we're looking at less than 10% of the SBS costs.

15

COUNCIL MEMBER MILLER: [on mic] The

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projected Woodhaven SBS because what was actually

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done was they painted the line. They didn't do the

18

actual infrastructure. So, what we're looking at are

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the projection what could have been as opposed to

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what actually was done on Woodhaven Boulevard.

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MICHAEL MORELLA: I--I will get back to

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you to make sure that it's the--

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COUNCIL MEMBER MILLER: [interposing]

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Yeah.

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MICHAEL MORELLA: --right number we're
talking about.

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COUNCIL MEMBER MILLER: We appreciate
that. Thank you, thank you, Chair.

4

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CHAIRPERSON CABRERA: Thank you so much.
Alright, Council Member Deutsch followed by Council
Member Barron and Council Member Rivera.

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8

COUNCIL MEMBER DEUTSCH: Thank you. So,
my first question is what is the cost of
manufacturing a ferry and at what price does the city
purchase the ferry? That's number one. Number two
is that you mentioned about public ownership in the
future. So, how would you transfer that to the
public ownership, and at what cost? So that's number
two. Number three is that you have week days I see
in Southern Brooklyn. The hours of operation are from
10:00 a.m.-10:00 p.m. to 7:00 a.m. and the weekend is
6:30 a.m. to 9:30 p.m. What would happen if a
private charter attempts to rent the dock for loading
and unloading purposes? Would you rent it or are you
going to--do you have a plan in the future to rent
those docks? Because as you know, where there's
people who rent them, you know, in certain areas in
the district, you know there was a lot of controversy

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2 about certain areas especially in my district, but we
3 have like—like nine boats docking with thousands of
4 people. So, I just want to know that these areas if
5 you are—you're planning renting those docks to
6 private ownerships, and—and that's it.

7

JAMES KATZ: Okay. Let me see if I can
8 get to all three in the allotted time.

9

COUNCIL MEMBER DEUTSCH: You have yes. I
10 only three minutes.

11

JAMES KATZ: Oh, okay. I'll still try to
12 do it quickly. So, the cost to build ferry vessels I
13 think was your first question. This is a number that
14 comes with a certain range because of a variety of
15 factors including how busy shipyards are with other
16 business, weather conditions like hurricanes in the
17 Gulf of Mexico that may diminish supply at shipyards
18 for various reasons. The cost of things like steel
19 and aluminum, which is a global issue and subject to
20 tariffs and federal policy and the like, but the
21 pricing that we have secured on our 150-passenger
22 boats ranges from \$4 to \$6 million per vessel, and
23 our 350-passenger boats tends to range form \$7 to \$9
24 million per vessel. The cost for the city to buy
25 those boats from our private operator is effectively

1

2 that same amount less any depreciation in the asset,
3 which is very small because they only are about two
4 years old in the case of some of the vessels since
5 they have been purchased by the-

6 COUNCIL MEMBER DEUTSCH: [interposing]

7 And what is the manufacturing costs?

8 JAMES KATZ: That is the cost of that.

9 COUNCIL MEMBER DEUTSCH: You said-you
10 said for 150-passengers \$4 to \$6 million.

11 JAMES KATZ: Uh-hm.

12 COUNCIL MEMBER DEUTSCH: Is that the
13 purchase price?

14 JAMES KATZ: That is the purchase price.

15 COUNCIL MEMBER DEUTSCH: So, where-where
16 do you buy from? You buy from a manufacturer or
17 from-is there a middle person?

18 JAMES KATZ: Sure. Go ahead.

19 MICHAEL MORELLA: Sure. The prices that
20 we have, are negotiated with our operator who goes
21 through an extensive procurement process to make sure
22 that they are getting the best pricing at any given
23 time for-as James had mentioned, the shipyard
24 availability and things like that. The key
25 components are some of it shipyard price. [bell]

1
2 Some of it is equipment provided by the operator.
3 So, an owner furnished equipment and then, of course,
4 a program or management by the operators. So, those
5 are the three key components. I don't have the exact
6 breakdown in front of me, but those are the three
7 principal parts of vessel pricing. I also just want
8 to mention that as part of our agreement with the
9 operator, even—these aren't very complex projects.
10 These vessels and to build as many of them as we did
11 were extremely—it was a very complex project, and one
12 of the things we did was ensure that the operator
13 takes on the risk, the price risk for these by making
14 sure that we had set what those outside prices were.
15 So, we think that that's an important way that we are
16 shedding risk and making sure that the city is paying
17 the right price.

18 JAMES KATZ: There's a third question on
19 docking permits. Do you want to speak about DOCKNYC?

20 MICHAEL MORELLA: Sure. Through—well
21 DOCKNYC does go through an exercise in certainly
22 trying to activate the waterfront. We are certainly
23 very sensitive and aware of different issues that
24 have come up related to different kinds of vessels
25 that are berthing throughout the city. As it relates

1

2 to the NYC Ferry Landings, we are welcoming of other
3 commuter ferries or passenger ferries that are taking
4 people to work or having—serving important functions
5 there, and so when people have reached out to us to
6 ask whether or not they can do things like providing
7 service to IKEA or providing service for NYC Langone,
8 which is a connection between Sunset Park and Midtown
9 East that we are willing to allow those.

10 COUNCIL MEMBER DEUTSCH: Is this during
11 hours of operation or off hours?

12 MICHAEL MORELLA: They supposedly operate
13 during the weekdays, during regular--

14 COUNCIL MEMBER DEUTSCH: Regular hours.
15 So, how does—how does that—that wouldn't interfere
16 with the service because you have the schedule,
17 right? So, how would—how would that not interfere
18 with the schedule of the ferries?

19 MICHAEL MORELLA: We coordinate closely
20 with all of the operators in the harbor both in our
21 terminals and at these landings that—where we might
22 have an additional operator to make sure that the
23 timing be landing slots or a time that these landings
24 are not permitted.

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COUNCIL MEMBER DEUTSCH: What is the--the
3 minutes? How many minutes apart does the ferry come
4 in--during the--the weekend? The weekdays?

5

MICHAEL MORELLA: It varies by landing
6 and--

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COUNCIL MEMBER DEUTSCH: [interposing]
8 Approximately.

9

MICHAEL MORELLA: --and frequency. On
10 weekends it might be anywhere from 30 to 45 minutes
11 for--for an--

12

COUNCIL MEMBER DEUTSCH: On weekdays?
13 On--on weekdays?

14

MICHAEL MORELLA: On weekdays our highest
15 frequency is 20 minutes on the East River per
16 direction.

17

COUNCIL MEMBER DEUTSCH: So 20 minutes in
18 between. So, that--those 20 minutes will be enough
19 for someone to come in and to unload--

20

MICHAEL MORELLA: [interposing] Yes.

21

COUNCIL MEMBER DEUTSCH: --equipment or
22 something?

23

MICHAEL MORELLA: Yes, we go through an
24 extensive process before we offer anyone a landing

25

slot license to make sure that whatever schedules are

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2 presented are not going to be conflicting and make
3 sure certainly from a safety perspective we've
4 provided ample time in between different-different
5 arrivals.

6 COUNCIL MEMBER DEUTSCH: Is—are those
7 like take like Southern Brooklyn and docks that come
8 and be like being rented out now or do you anyone
9 renting it out now like a private place.

10 MICHAEL MORELLA: Do you mean like the
11 landing at Brooklyn Army Terminal and stuff,
12 Brooklyn?

13 COUNCIL MEMBER DEUTSCH: Yes.

14 MICHAEL MORELLA: Yes, there are other
15 users beyond NYC Ferry that use that landing as James
16 mentioned, NYU Langone.

17 COUNCIL MEMBER DEUTSCH: Is that public—
18 is that public renting?

19 MICHAEL MORELLA: Is that—yes.

20 COUNCIL MEMBER DEUTSCH: So we could see
21 it online? If someone rents out the--

22 MICHAEL MORELLA: [interposing] It's a
23 live chart online, but if you were—if you wanted to
24 know who uses that landing, through DOCK NYC we could
25 easily provide that information.

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COUNCIL MEMBER DEUTSCH: So, can you—so
3 you would have it online? You could—you could
4 provide it online?

5

MICHAEL MORELLA: You could provide it by
6 email--

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COUNCIL MEMBER DEUTSCH: [interposing] Or
8 only by email?

9

MICHAEL MORELLA: -- on a website right
10 now.

11

COUNCIL MEMBER DEUTSCH: So, okay. Got
12 it. Okay, thank you.

13

CHAIRPERSON CABRERA: Alright, thank you
14 so much. Council Member Barron followed by Council
15 Member Rivera.

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COUNCIL MEMBER BARRON: Thank you to the
17 chairs and thank you to the panel for coming to share
18 your information. I also share the concern of some
19 of my colleagues about having the position of
20 Director of Ferry Operations in a quasi governmental
21 body mainly EDC. When it's in an agency that the
22 city controls, the city can demand and get what it
23 wants. I was a little disappointed when I believe it
24 was Ms. Zach who expressed some kind of reticence
25 about being the agency that would house that. So, is

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2 that—is that accurate? You don't want to do it? You
3 don't think you have the capacity? You don't think
4 you can develop the capacity ty such time as it might
5 become operational?

6

REBECCA ZACK: I—I think it just deserves
7 a much larger conversation than right now when we're
8 absolutely willing to keep doing that.

9

COUNCIL MEMBER BARRON: So, you do think
10 that you could grow to perhaps be the body that might
11 be able to house that person?

12

REBECCA ZACK: I think we're an
13 incredible agency, and that we're able to accomplish
14 a lot. I think we need to have more conversations
15 internally to see how we could do that, but I think,
16 you know, as you all see we've been able to
17 accomplish a lot together the past five years, and—
18 and we'd be open to having that conversation moving
19 forward.

20

COUNCIL MEMBER BARRON: Thank you and I'm
21 also very much embellishing or supplementing the
22 concerns of my colleagues about equity and where
23 these ferries are going and where they're landing,
24 and how it benefits any of the groups that are here
25 in—in Brooklyn, and in the five boroughs, Manhattan,

1
2 Queens, Staten Island and all of the Bronx, all of
3 those areas so that everyone gets to share in this
4 great, great subsidy that's being invested in this
5 ferry program. So, I really am very concerned about
6 that as well, and finally are any of your agencies
7 working with the state in terms of the Governor's
8 plan to develop the Belt Parkway between I think it's
9 Louisiana to Fountain Avenue, which is in my district
10 where here's going to have a passage walkway. It's
11 not going to be any kind of major infrastructure
12 that's going to take place, but they will have kayak
13 part at one end of this near I believe Fountain
14 Avenue. Any of you working with.

15 MICHAEL MORELLA: Are you referring to
16 the -to the-the release of the form landfill sites?

17 COUNCIL MEMBER BARRON: Correct.

18 MICHAEL MORELLA: So, so my office has--
19 has some level of involvement through our role in the
20 Waterfront Revitalization Program. So, as that
21 project gets further developed we will have more of a
22 role and move the review of the project--

23 COUNCIL MEMBER BARRON: And--

24 MICHAEL MORELLA: [interposing] But-but
25 thus far it's been very preliminary just to-a-

1
2 essentially a heads up from the—from the state about
3 this project, but we haven't seen any drawings or
4 anything of that nature as of yet.

5 COUNCIL MEMBER BARRON: And-and finally,
6 are you familiar with Betts Creek, which is [bell]
7 parallel to where the Fountain Avenue Landfill is?
8 Betts Creek was parkland that was unlawfully taken,
9 and which the courts have determined must be returned
10 to Parks Department. So, I don't know if you're
11 familiar with that as well, but here again, the state
12 is going to have its engineers come back, and
13 determine how, in fact, that property will be
14 returned to Parks, and how it will be able to be
15 accessed and what actually will be an opportunity for
16 access to waterfront as well. So, I would invite you
17 to—to look into that as well so that you can see how
18 we can maximize the opportunity for persons who live
19 there to be able to access the water, and in terms
20 of—I did say one question, but one more question.
21 There is a pier--I'm forgetting the name--that was
22 utilized in the 1960s. It's in the Canarsie Section
23 of Brooklyn, and there were opportunities for boating
24 and—and other water access at that time. How can we
25 determine the feasibility of having that as a ferry

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2 location? What's the process to do an examination to
3 see if, in fact, that area can be established as a
4 ferry point?

5 MICHAEL MORELLA: I'll just speak to it
6 generally, and then you can speak to whether we have
7 looked at it specifically. I think the—the questions
8 start with safety. Can a boat be brought to a
9 particular place safely and efficiently and through
10 navigable channels? And then questions of liability
11 on whether a landing can be constructed. In some
12 places including the pier at Canarsie, there are
13 owned by people who are not the city of New York. In
14 this case, I think it's the federal government within
15 the Gateway Preserve, and so there would need to be
16 federal interest or will in taking a commuter vessel
17 there, and then finally, we look at the transit
18 benefits of starting a system. Is it faster and more
19 efficient than other modes of transit, and you get to
20 the place where most people are going whether that's
21 Lower Manhattan or Midtown for jobs or the Brooklyn
22 Navy Yard or Army Terminal for manufacturing jobs in
23 a manner that is faster than traditional transit. If
24 you want to add anything to that?

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MICHAEL MORELLA: No, just to say that I

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do know that the Canarsie Landing--

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COUNCIL MEMBER BARRON: Uh-hm.

5

MICHAEL MORELLA: --pier that is existing

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today--

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COUNCIL MEMBER BARRON: [interposing]

8

Right.

9

MICHAEL MORELLA: --was studied as part

10

of the 2018-19 Ferry Expansion Feasibility Study but,

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of course, as James had mentioned following the

12

launch of the routes in 2020 and 2021. I think we'd

13

be more than happy to take a look again, at different

14

locations throughout the city to evaluate whether or

15

not ferries are feasible there.

16

COUNCIL MEMBER BARRON: Okay. There's

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very--it's a transit desert at that end of Canarsie.

18

It's not my district, but it's a neighboring

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district. So, I'm very concerned. People could have

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accessibility to get to the Canarsie Pier if, in

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fact, that was considered. Thank you to the Chairs.

22

CHAIRPERSON VALLONE: Thank you and

23

Council Member Rivera for questions.

24

COUNCIL MEMBER RIVERA: Hi. How's it

25

going? Thanks for being here. So, yeah, a lot of my

1
2 colleagues have brought up equity in transportation,
3 and I think a lot of us like to call transportation
4 the great equalizer. So, we—we brought up all the
5 waterfront. It's typically associated with very
6 affluent communities, and I agree that's absolutely
7 correct especially with what's going on in the city
8 and development in neighborhoods like my own and Long
9 Island City, but I do have 10,000 families that live
10 in public housing along the East River who I thought
11 could stand to benefit from something like the
12 Corlears Hook Ferry. So, the last survey you did was
13 in 2017, and from what we heard you didn't quite
14 capture where people lived, correct? So, you don't
15 know if ferry users live in public housing? Is that
16 correct?

17 MICHAEL MORELLA: We know that ferry
18 users (1) are predominantly from New York, and (2) we
19 know that there are 50,000 NYC residents within a
20 half mile of the landing including in places like
21 Corlears Hook, but we still need to look more deeply
22 onto who actually riding the boats.

23 COUNCIL MEMBER RIVERA: So, sometimes
24 when—when something new comes in that you're
25 unfamiliar with, you know, people aren't necessarily

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2 gravitating towards it, and so in my community I'm a
3 very able bodied person and it takes me 15 minutes to
4 walk to the closest train station. So a ferry could
5 be nice, but from what I heard, from—from someone at
6 your agency, Corlears Hook wasn't performing as well
7 as they had expected. Do you know if that's true?
8 Do you measure ridership and performance of each of
9 the routes and if you do or do not, how often do go
10 back and revisit whether it was worth it?

11 JAMES KATZ: So, we will do it with our
12 analysis of the current NYC Ferry system with an eye
13 towards expansion in 2021. We have committed to that
14 publicly. It is I think correct to say that Corlears
15 Hook is not the best performing landing in the
16 system. We are curious to find out why that is, what
17 the obstacles are to people using the ferry system
18 and determining if there are ways to eliminate those
19 obstacles and welcome your partnership on that.

20 MICHAEL MORELLA: Yeah, and in addition,
21 I do just want to note or at least I did want to
22 towards the end of the time, the warm season last
23 year, and so, we do know that as part of this summer
24 we continued to engage with community groups. We
25 have a great partner with our operator who is doing a

1

2 good job getting—trying to get the word out, and as
3 Kate mentioned, working in partnership wherever
4 possible, but it is important to us certainly as we
5 start to approach the summer season that we are able
6 to re-engage with people and make sure that people
7 know because that's just typically when—when we want
8 to get there to let people know that the system is
9 available to them.

10 COUNCIL MEMBER RIVERA: So, when will
11 you go back and kind of measure whether the line is
12 performing well, whether you have to do outreach,
13 whether there is some sort of awareness campaign that
14 has to be implemented. Do you—do you have any—a
15 policy that you implement? Like every six months we
16 look at numbers every year? [bell]

17 MICHAEL MORELLA: We look at—we look at
18 numbers almost everyday in terms of the ridership.
19 So, we are aware that if—as you had mentioned has a
20 lower ridership. I don't want to say that under-
21 performing. I will say it has lower ridership than
22 some of the other—other landings, but it is something
23 we are aware of and as—as I—as we had mentioned, I
24 think we're more than happy to engage to find out
25 what the next best step is to do that engagement.

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JAMES KATZ: But just to—just to answer that question specifically as I can, our intent is to look at the current system in 2021 and see what's working and what needs to change but that doesn't mean that we are precluded from looking at whether people know enough about the landing, how to use it, how to access the service, and any barriers to their doing that. We can do that right now and would be interested in doing it with you.

COUNCIL MEMBER RIVERA: Okay. Thank you. Thank you, Mr. Chair.

CHAIRPERSON CABRERA: Thank you. Just a quick question. Do you have any plans to come to the west side of the Bronx?

JAMES KATZ: Do you want to speak to that analysis from the Pier 21 thing?

MICHAEL MORELLA: [interposing] Sure. Through the—through the different city wide pier studies that we've done, one of the more challenging areas that we've found on the—on the key things that I mentioned earlier in terms of where people live and work, and what their existing transit alternatives are. It is often very difficult for ferries to compete with existing modes of transit when you get

1

2 to places that are right next to or you have to go
3 past train stations or subway stations, and so a lot
4 of the challenges that we have found previously exist
5 there. However. Again that has no—that is not to
6 preclude any sites from study in the future.

7 CHAIRPERSON CABRERA: But do you have any
8 plans?

9 JAMES KATZ: We don't presently have any
10 plans regarding the land site. (sic)

11 CHAIRPERSON CABRERA: You don't have any
12 plans, and the reason that I'm hearing is because of
13 competition, right, with other modes of
14 transportation. I just want to chime on that though,
15 which is you know, the west side of the Bronx we
16 have—we have the very concentrated area of population
17 with 50% minimum of the people who live there do not
18 own a car, a vehicle. I—I—I will see, you know, if
19 within the context that I see in my district
20 obviously the people would prefer taking the ferry.
21 Maybe—have you conducted any surveys in the areas
22 where you see a challenge because we're assuming,
23 right? We're making assumptions as to what the
24 riders would do. Have you done any surveys in that
25 side of the Bronx to see if this is something that

1

2 they will be, you know, interested or they'll have an
3 appetite?

4 JAMES KATZ: We have not surveyed. I mean
5 when we looked at the most recent round of expansion
6 as Chair Vallone indicated, we went out communities
7 and had all manner of folks suggest sites that might
8 have interest in seeing ferry landings. We got over
9 3,500 suggestions and then analyzed those for
10 feasibility. I think we would have to go back to see
11 how many of the Bronx recommendations were with
12 respect to the Western Bronx. I know we had some
13 suggestions around City Island and certainly around
14 Throggs Neck where we're ultimately going. We'll
15 have to take another look at the western Bronx and we
16 can do that,

17 CHAIRPERSON CABRERA: You know, the
18 interesting thing about the worst-west part of the
19 Bronx is that my-my district connects with Council
20 Member Rodriguez's district. So, it's not just
21 people from the Bronx. Literally, you could just
22 walk the bridge right there off of Fordham--

23 JAMES KATZ: Uh-hm.

24 CHAIRPERSON CABRERA: --and, you know,
25 whether it's in his side or my side, I don't think it

1
2 makes a difference that and as a matter of fact,
3 there used to be right next to the rezoning area we
4 just had it rezoned, I see that there used to be some
5 kind of a landing area for boats that both of those
6 communities both the Bronx and so I would think that
7 you would have a critical mass there that would be
8 very interested in having the ferry. By the way,
9 everything we mentioned in here is a good thing. I
10 mean we want more. It's because there has been a
11 little success here that we're interested in and I
12 agree with you the great thing about water is that
13 you don't have to build anything upon it. You don't
14 have to maintain it. You don't have to replace
15 anything other than obviously, and I don't know
16 what's the lifespan of these boats that we're buying.
17 What are they 20, 30 years?

18 JAMES KATZ: 20 or 30 years, but they can
19 be upgraded and retrofitted to get even more useful
20 life. I think there are ferries trolling in the
21 harbor right now that are probably 70 years old or
22 more.

23 CHAIRPERSON CABRERA: Okay, but please
24 consider the place out of the Bronx. We have this
25 idea in the Bronx that we're usually the last ones to

1

2 get something offered to us. So, we—we're always
3 working under the suspicion why don't we have it and
4 everybody else is getting it, and so hopefully we
5 could have the meeting of the minds. I'm going to
6 turn it over now to Council Member and Chair
7 Rodriguez.

8 CHAIRPERSON RODRIGUEZ: Thank you, Chair.
9 In the 2017 survey, did the survey ask any questions
10 about the income of those individuals?

11 MICHAEL MORELLA: No, it did not.

12 CHAIRPERSON RODRIGUEZ: Have you thought
13 about it?

14 MICHAEL MORELLA: In general for title
15 surveys where we are generally asking to understand
16 how people are moving about, it has not been our
17 common practice to be asking about people's income
18 status in those.

19 CHAIRPERSON RODRIGUEZ: Do you know if
20 there's any—have any plan been made or any of these
21 accounts have been offered for low-income riders?

22 JAMES KATZ: We presently offer half
23 price fares for seniors and New Yorkers with
24 disabilities on a monthly pass and we are open and

25

1

2 interested to looking at-at other discount structures
3 as well.

4

CHAIRPERSON RODRIGUEZ: Have you had any
5 conversations with the Administration to also include
6 Fair Fares as part of the payment for using the
7 ferry?

8

JAMES KATZ: The Fair Fares conversation
9 has not yet come to the ferries. I know it has been
10 a live one, and-and one that has been successfully
11 pursued between the Council and the Administration
12 elsewhere, and we are-are open to having that
13 conversation as well.

14

CHAIRPERSON RODRIGUEZ: How many years
15 have the-the Hornblower running the NYC Ferry?

16

JAMES KATZ: For-we launched in 2016.
17 I'm sorry, we-and I should say we launched in 2017 so
18 we are just coming up on the two-year mark.

19

CHAIRPERSON RODRIGUEZ: And any-what is
20 the profits that they've been able to make in the
21 yearly-the last year?

22

JAMES KATZ: Do you want to speak to
23 this.

24

MICHAEL MORELLA: Sure. So, just broadly
25 speaking I do want to mention that one of the things

1
2 that we did is to make sure that city is not going to
3 be exposed to a lot of upside risk in this project,
4 and making sure that we fix our payments, and so a
5 lot of—a portion of our lawyers (sic) or of the
6 operators' payments to cover their costs are, in
7 fact, the two things that are risky like ridership
8 revenue and advertising or concessions or things like
9 that, and these are things that they are entitled to
10 above what we get in order to cover their costs. I
11 don't have an exact number on profit for them.

12 CHAIRPERSON RODRIGUEZ: Will they share
13 that information with you?

14 MICHAEL MORELLA: We get financial
15 information from them annually, and I believe on a
16 quarterly basis as well.

17 CHAIRPERSON RODRIGUEZ: So, maybe it hear
18 how they can bring (sic) because at least we can show
19 that hear you backing other those that the DOT
20 provide the franchise in other cities. So, we don't
21 have that information with you here that you can
22 share with us?

23 JAMES KATZ: We don't have it here. We
24 do have some and—and are happy to come back to you I
25 think just to elucidate a point my colleague made.

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2 The way the Operator Agreement is structured and
3 similarly the way the vessel purchases are structured
4 is that Hornblower gets to keep some amount of up
5 side if the system performs really well, but if we
6 don't we meet our ridership projections and our less
7 \$4 to \$5 million we had originally anticipated, they
8 continue having to operate the system at a loss.
9 Similarly with the vessel construction, which they
10 have taken on our behalf and capacity, it's sort of
11 like a construction manager or a GC. We have a
12 guaranteed fixed price on the boats. If they exceed
13 that price because commodities like steel or aluminum
14 rise or the shipyards see a spike in costs, we still
15 get our price, and so there is both incentive and
16 risk for both parties running in both directions.

17 CHAIRPERSON RODRIGUEZ: You're right. I-I
18 just feel that, you know, and as I say, I 100%
19 support how the city, you know, made a decision in
20 invest on expanding ferry and also to see how the
21 entity who is running, you know, they've been playing
22 the role. Of course, many questions about safety and
23 all the things that happened in the past, but I feel
24 that they also acted properly to correct any issue
25 related to safety. I think that in, you know, making

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2 these things a little bit local, as you know, we part
3 of the rezoning, we've been able to get \$50 million,
4 \$70 million to build and to expand it in the—in the—a
5 new deck in the marina area, the Inwood area, and I
6 feel that I hope again that and that we looking as—
7 not as a ferry being a luxury mode of transportation,
8 but adding to what we have so are. We have to look
9 at not only to come out with those analyses on
10 justifying certain areas that are priority for us,
11 and I'm thinking about the need that the community
12 had. So, I think that when we've been building and
13 even in our own community looking at, you know, can
14 Inwood and other areas have been expanded as one of
15 those pilot projects that also it is including the—in
16 the—whatever negotiation you guys made with the—with
17 the Hornblower that they also—they don't have to
18 limit what they have right now. They can also expand
19 in—in other areas. I think that places such as
20 Inwood also I hope that should definitely be
21 included. We cannot just planning on adding
22 thousands of new apartments in the next ten years for
23 that area, and only rely on the A Train and the 1
24 Train and the bus. I think that again I hope that I
25 continue working with you guys. We will look at the

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2 possibilities to see how the expansion of the ferry
3 is also happening, you know, in the top of Manhattan.
4 I feel also that ferry provide the opportunity to
5 also bring tourists to go to other areas beside the
6 Midtown. But we had 65 million tourists that came
7 here last year. You know, many of those come from
8 cities where they have more of those experience and
9 also some ferries. So, I think that we also have to
10 look at these. As you know, we are also discussing
11 the possibility to transfer Hog Island from
12 Correctional to Parks, and we would like to see also
13 the possibility to put a ferry also stopping at Hog
14 Island so that that million and the buried-bodies
15 that have been buried in those—in that island, they
16 have family, they have relatives. They have loved
17 ones that they would like to stop and see what's
18 going on there.

19 JAMES KATZ: Uh-hm. Your point about the
20 tourism economy is a—is a very sharp one, and a
21 tremendous one and Chair Vallone and his committee
22 held a very thoughtful hearing on it at the top of
23 the World Trade Center that I think speaks to this
24 well. You've also been loud and clear as a bell when
25 it comes to ferry service at Dyckman Pier. We hear

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2 you. We are interested in it, and we will take a
3 look at it when we look at expanding the system
4 again. That is an exciting prospect, and we agree
5 that as the neighborhood continues to grow and as we
6 continue our work together on Inwood NYC we will have
7 to look at other modes of transit to serve growing
8 populations.

9 CHAIRPERSON RODRIGUEZ: Thank you.

10 CHAIRPERSON VALLONE: James just gave up
11 our exciting locations for our hearings. [laughter]
12 Everybody is going to be going all over the place.
13 [background comment] We've got to get there. We're
14 going to have to raise the bar now on all the future
15 hearings. [laughter] We are going to turn it over
16 to Council Member Rose for the last comment for this
17 panel. I just want to first say thank you for the
18 information, and the ongoing dialogue to being this
19 to the next phase of the 21st Century and beyond. As
20 you can see, there is—there's extreme excited to grow
21 it and make it the get that it can possibly be, get
22 it to the areas that we can, and have the best way to
23 do that, and with that Council Rose to end this
24 panel.

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COUNCIL MEMBER ROSE: Thank you. I just wanted to ask EDC where—where are you in the process of the free transfer from the ferry to the buses of subway and is there some impediment to the implementation of that?

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JAMES KATZ: The—the transfer and free transfer from the NYC ferry system to the MTA's network of buses and subways is a thing that we are very excited about and interested in, and that we have been talking to the MTA about consistently since we launched the NYC Ferry system, including I think this week on Monday or Tuesday. They are moving to a new fair medium. They're replacing the Metro Card with a thing they call One Metro New York. You may have seen it on the turnstiles at the subway. We're interested in being interoperable about it. They are not launching that new medium we understand until 2023, and are taking other transit systems into consideration starting in 2021. We would love to have that conversation with the MTA, but that's the timeline we've been given.

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COUNCIL MEMBER ROSE: Well, I certainly hope it happens before 2021. You know, if we have to do something in the interim until the new system

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2 comes on board, and—and my last question is for DOT
3 and EDC the same as I asked DCP. What mayoral agency
4 would you suggest that the Office of the Waterfront
5 be housed since it has a very base mission?

6 REBECCA ZACK: I think Mike answered it
7 well in saying DCP. We are in constant communication
8 with them all the time, and they—they do an excellent
9 job. So, I—I stand with DPP.

10 JAMES KATZ: I agree as well the
11 Department of City Planning, has a cost-cutting
12 function across city agencies and a role in the
13 Charter and the city's capital planning process and I
14 think it is well situated to take the agency
15 coordinating role as well.

16 COUNCIL MEMBER ROSE: Thank you.

17 CHAIRPERSON CABRERA: Thank you so much.
18 I want to thank you all for the work that you're
19 doing. We excited—we're very excited about the
20 progress that you're making and we're going to be
21 seeing in the near future and in the future. Thank
22 you so much.

23 REBECCA ZACK: Thank you.

24 JAMES KATZ: Sure.

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CHAIRPERSON CABRERA: Now, let's get to the five panels. So, we'll have a 2-minute time clock here. Edward Kelly from Maritime Association, part of New York and New Jersey; Chrissy Romaine from Riverkeeper; Roland Lewis, Waterfront Alliance and [background comments/pause] And Colina Salguero from Port Side New York. You could begin as soon as you're ready. [background comments/pause] We're ready? Whoever is ready, you could begin.

MALE SPEAKER: Do you have to swear us in?

CHAIRPERSON CABRERA: No, no swearing in. Only--only the city agencies. [background comments/pause]

EDWARD KELLY: I'll go first.

CHAIRPERSON CABRERA: No fear.

FEMALE SPEAKER: That's okay.

EDWARD KELLY: I was taught that ladies first. So I don't want t get in trouble.

CHAIRPERSON CABRERA: Mine, too.

EDWARD KELLY: Ma Kelly is 93 years old and we're still terrified of her. Good afternoon. My name is Edward J. Kelly, and I'm an Executive Director of the Maritime Association of the Port of

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2 New York and New Jersey. Pleas accept my comments as
3 comments given on behalf of the over 550 paid
4 corporate and individual members of the Maritime
5 Association of the Port of New York and New Jersey.
6 Since 1873 we have been a primary advocate for
7 industrial interests and the maritime industry in the
8 port area. Since its founding, the waterways and
9 waterfronts of New York City have driven the economic
10 success of the city making it a preeminent center for
11 trade, finance, jobs and real estate development for
12 our city ranging a nation. We believe that when
13 compared to other world class port cities that NYC
14 waterways and waterfront is grossly underutilized and
15 neglected. I am glad that we're having this hearing
16 today. It's unfortunate that we were not able to
17 have it in the Waterfront Committee, which the City
18 Council would dissolve sometime back. We're thrilled
19 to see that there's a re-emergence of interest and
20 support for waterfront activities, and we have to
21 understand that there is both jurisdictional issues
22 in and on the water as well as on the land itself.
23 We believe a safe, secure and shared waterway front
24 is possible, and we look forward to continued
25 discussions aimed at making the New York City

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2 waterfront the best that it can be. I will circulate
3 my written testimony giving statistics regarding it,
4 but we do want to point out as has been mentioned,
5 our commercial maritime industry generates over
6 400,000 indirect full-time job equivalents, and due
7 to the growth and massive infrastructure expenditures
8 including the 50-foot Channel Project, Raising the
9 Bayonne Bridge, Port Authority investment and
10 expanded rail and access, deployment of ultra large
11 container vessels. All of these foregoing statistics
12 are experiencing rapid and significant growth. A key
13 point here that as New York City make plans for a
14 future, the projected increased population [bell]
15 they must be planning for the move into goods,
16 people, freight and services throughout the city.
17 Waterborne transportation must be the cornerstone
18 upon which future planning is based for the a series
19 of reasons including currently under under-used
20 capacity, environmentally friendly transport mode, it
21 eases roadway congestion and takes trucks off the
22 road, minimizes wear and tear on existing bridges,
23 tunnels and roadways at very low cost to expand water
24 transport infrastructure, minimizes impacts on
25 environmentally sensitive communities, and it is the

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2 most fuel efficient transport mode. Regarding 982,
3 our specific comments [bell] are that if established,
4 the Office of the Waterfront should not replicate the
5 work or jurisdictions of neither EDC or DCP, but
6 rather serve as an overriding or coordinating
7 function to develop, implement and monitor broad
8 policies and effect cross-jurisdictional planning and
9 objectives. The Office of the Waterfront should use
10 the existing resources of DEC and DCP to create and
11 implement plan for New York City waterways and
12 waterfront that is diverse, safe, secure,
13 environmentally sustainable, resilient and
14 economically viable. Since oversight of the
15 Comprehensive Waterfront Plan and the Waterfront
16 Management Advisory Board as well as the
17 Revitalization Plan, is already under the auspices of
18 [bell] DCP, it would seem natural that the Office of
19 the Waterfront would be housed within that group and
20 that EDC would continue to incept and initiate
21 creative enterprises to make optimal usage of
22 waterway and waterfront assets to further the
23 economic activities of the city. The Office of the
24 Waterfront should be focused on all--
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CHAIRPERSON CABRERA: [interposing] if
3 you could begin to wrap up. That's--what was that
4 bill for?

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EDWARD KELLY: That was the bill. That's
6 right. [laughter] That's very unfortunate. Okay.

7

CHAIRPERSON CABRERA: We'll--we'll
8 probably have questions so trust me--

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EDWARD KELLY: Okay.

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CHAIRPERSON CABRERA: --we'll get--we'll
11 get to some of those issues.

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EDWARD KELLY: Well, our main issue is
that the Office of the Waterfront should not
replicate existing capabilities, and that this is a
very complex and broad reaching issue to look at
waterfront. The Office of the Waterfront should be
limited to oversight, and not get bogged down in
mundane issues that were already adequately and very
effectively handled by other agencies including
Department of Parks, et cetera. Basically, I'll wrap
this up, we stand ready to continue to talk, discuss
and bring the forward. It's in everyone's interest
and the essential future of this city to provide
waterborne transportation. It's just too expensive
and virtually impossible to continue any other way.

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CHAIRPERSON CABRERA: Thank you.

EDWARD KELLY: Thank you.

CHRISTA REMEIN: Thanks Ed. Hi. I'm
Christa Remein. I'm Riverkeeper's Project
Coordinator, and I genuinely thank you for the
opportunity to testify here today. For those of you
who don't know, Riverkeeper is a member supported
watchdog organization dedicated to defending the
Hudson River and its tributaries and protecting the
drinking water supply of nine million New York City
and Hudson Valley residents. As part of our mission
we sample water quality throughout New York City,
monitor city shorelines for evidence of pollution and
fight to ensure shorefront development perceived in a
sustainable manner. As we've heard today, the train
of New York's 520 mile coastline varies greatly from
nature preserves, beaches and boat launches to
residential and heavy industrial use, from fertile
wetlands to barren bulkheads. The greatest issue
plaguing our shores today, however, no matter the
use, stems directly from frequent sewage discharges
during rainfall, and the resulting poor water
quality. In the near future sea level rise will also
impact nearly every single waterfront property. The

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2 complexities of these varied use-uses and the
3 challenges they face warrant coordinated oversight
4 from the new Office of Waterfronts. Therefore,
5 Riverkeeper supports Introduction 982, but we believe
6 there are important changes necessary to make the
7 legislation successful. First, it must be noted that
8 a tremendous portion of the city's land would
9 affected. Activities occurring up to 800 feet
10 landward on each roughly 520 miles of coastline would
11 be governed by this legislation amounting to more
12 than 78 per mile, which is a lot and, therefore, the
13 Council must provide it with the resources and
14 funding necessary to hire an eligible professional.
15 The office must also coordinate closely with existing
16 Department of City Planning efforts. Unique
17 challenges of waterfront resource planning already
18 drove the city to create the Office of Waterfront and
19 Open Space Planning and the Department of City
20 Planning, which is just now beginning the process of
21 updating its comprehensive waterfront plan. Previous
22 iterations of this plan have sparked important policy
23 changes including the waterfront zoning that requires
24 public access [bell] in front of new developments,
25 which is huge as well as sea level rise, resiliency

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2 measures—and resiliency measures. It is our hope
3 that new Office of Waterfront will elevate these
4 issues of waterfront planning and help build upon
5 Department of City Planning successes, and just a
6 little bit more here. Crucially, our waterfronts are
7 only attractive when water quality allows. The
8 Office of Waterfront should include water quality
9 protection as part of its mandate. All waterfront
10 uses from recreation and aesthetic enjoyment to the
11 ability to develop and operate businesses on
12 contaminated waterfronts are directly affected by
13 water quality of the waterway. And I just want to—
14 just one more little piece. Our sewage containment
15 issues—contamination problems as bad as they are now,
16 was more than 20 billion gallons of raw sewage
17 discharged into our waterways each year likely will
18 grow worse with climate change. 20 billion gallons
19 about 72 Empire State Buildings. So the Office of the
20 Waterfront should include among its duties the
21 reduction of water pollution, safeguarding of water
22 quality and coordination of the city's water quality
23 protection and resiliency efforts. Finally, the
24 definition of body of water should be expanded to
25 specifically include canals as well as tributaries to

1
2 all the explicitly identified waters. No waterfront
3 regardless of size should go without the benefit of
4 thoughtful oversight. Again, Riverkeeper thanks you
5 all.

6 CHAIRPERSON CABRERA: Thank you.

7 ROLAND LEWIS: Good afternoon.

8 [background comments/pause] My name is Roland Lewis.

9 I am the President of the Waterfront Alliance, an

10 alliance over 1,000 businesses and civic

11 organizations including the three wonderful

12 colleagues to my left and right here. We applaud

13 Council Member Rose's initiative and the 44 co-

14 sponsor that have stepped forward to promote this

15 legislation, and I do-do note that I took a little

16 walk before and there was about two dozen people in

17 the overflow room. This is an issue of great

18 concerns and importance, and the five panels that we

19 will hear from. So, very briefly, because I know

20 that the time is very limited. This—we need a

21 coordinating office. I—I—I'll up your 12 agencies. I

22 believe there are 14 agencies in the city of New York

23 alone and then there's—there's state and federal that

24 all have a say in the waterfront. Other cities do

25 this. They—they have a coordinating office where

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2 there are all these issues, which is a working
3 waterfront, water quality, historic-historic boats
4 all come together, and-and vent our issues. I'll
5 give you an example where we could have used it.
6 This recent Mayor's Office to-the-the initiative on
7 the Infill Project for the Financial District came
8 forward. That has profound effect for
9 transportation, for historic boats, for parkland. All
10 these issues could have been vetted. So, having a
11 Mayor's Office that could bring together the agencies
12 in the city, regional players that-because we share
13 the water with New Jersey and-and-and also this
14 federal jurisdiction and with these wonderful experts
15 that surround us and are going to be testifying
16 before you is critical. You know, even within EDC
17 itself. If you look at Hallett's cove and Astoria.
18 They place the ferry dock next to a kayak launch, and
19 they were not compatible together. So, it's-
20 coordination is so critical. It's a product of
21 today's city limits, which talks about the-also it
22 covers resiliency saying they don't even know where
23 all the water-where the billions of dollars are
24 going. So, there's so much--[bell] Give me-give me
25 another 30 seconds. There's so much to be

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2 coordinated. This office—this office should have I
3 think independence. It should be in the Mayor's
4 Office. Think of the Mayor's Office of Disability.
5 With all this great respect for my friend Michael and
6 the incredible work they do there. There's so many
7 different avenues that—that affect public policy with
8 the waterfront. Having a Mayor's office well similar
9 to the Disability independent to champion these
10 issues and coordinate I think is the way to go, and
11 then finally I—I've actually given a couple of
12 examples where EDC is maybe falling a little short,
13 but I do want to talk about the—the transportation
14 bill before you, too. The—and just throw some—some
15 praise. In two years time a whole new system has
16 been—it's mine—I—I know one of the most chief
17 critics. He's written a lot about it recently, and
18 he'll remain nameless right now, but he—he said I've
19 got to take my hat off to these guys when it first
20 rolled out to build that number of boats, to get this
21 thing rolling. We have no really horse in the race
22 about where this thing will lie over the long term.
23 Whether it's a city agency or a different operator at
24 the time, but Hornblower and EDC have done a minor
25 miracle to get this things going as quickly and as

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2 fast and efficiently as it can. Let's give it time
3 to grow. Let's fine revenue sources that can bring
4 down the costs, but let's do it the way the mayor
5 asked us to do, and find underserved neighborhoods
6 that need transportation by water, and make it at an
7 affordable prices. [bell] Alright, ding and I'm
8 done.

9 CHAIRPERSON CABRERA: Before you testify,
10 I just want to recognize we've been joined by Council
11 Member Levin and Kallos.

12 CARLINA SALGUERO: Hi. I'm Carlina
13 Salguero from Portside, New York. We're an award
14 winning maritime non-profit founded in 2005 in Red
15 Hook. Thanks for covering this. We are all about the
16 waterfront. That's entirely our mission. So thrilled
17 that you've picked this topic, but I have to say that
18 this really merits at least two hearing, and more
19 than two minutes. I mean each of these topics alone
20 is enormous. So, and also I would suggest in the
21 future some more background information before it
22 comes in. This is incredibly short notice. My
23 apologies for in our written testimony is terribly
24 long, but it was like a scramble to try and figure
25 out what's going on. So, in terms of the Office of

1
2 the Waterfront, what I want to say is that New York
3 City is really notorious on the Eastern Seaboard for
4 its being a very difficult place to be a boat of
5 every type. The way Portside puts is that we've lost
6 the fluency in the maritime language here. So, we
7 think it's a great idea to have an Office of the
8 Waterfront. Like the Ed Kelly Maritime Association
9 here it's been an oversight, but we—what we don't
10 need is another layer. We don't need more red tape.
11 We have too much red tape, and we have some questions
12 about this. So, whether it should be a mayoral
13 office, you know, that doesn't—it's not always a
14 recipe for responsiveness to transparency. It makes
15 it very much, you know, attached to who the mayor is
16 and their proclivities. The other thing is how is
17 that office going to interact with some of the site
18 managers? We have a situation. It's not just policy
19 like DCP is making policy or rules or zoning or
20 things like that. Our waterfront is actually chopped
21 up in different management entities, huge numbers of
22 them, and some of these are separate authorities and
23 they themselves are not very responsive. So the
24 Hudson River Park Trust it's a huge chunk of
25 waterfront. Brooklyn Bridge Park, a huge chunk.

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2 Governor's Island another park. Then the EDC, the
3 EDC themselves are landlords and they're either
4 owning and managing DOCK NYC or not even mentioning
5 the ferry things. So will this office have some
6 persuasion over them? Otherwise, what is this
7 actually doing? And I feel like all of the questions
8 that I heard pertain—it sounded more like
9 construction permits. I'm talking now about, you
10 know, being a boat. It is almost impossible to be a
11 boat in the city. We are still having troubles
12 getting a home here and I have to say that's I think
13 in large part about how the waterfront is run. I
14 founded the organization to make the city's
15 revitalization more maritime focused, and that meant
16 maritime in every kind of way. We are very pro the
17 working waterfront. We want to be on it. We work
18 closely with it, but trying to get a space is really
19 kind of impossible. In terms of ferry operations, I
20 concur and echo what Roland Lewis said. It is
21 astounding what has happened. It's great. it's a
22 fast start, and whatever else. In terms of who
23 manages it going forward, that we work closely with
24 EDC on some things. I'm very grateful that James
25 Patchett himself allowed the elementary school

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2 students to come and present their transportation
3 study. That was a powerful experience for the
4 underprivileged kids from the elementary school. In
5 the main, you know, EDC is not responsive to input
6 from us from anyone else or to living up to promises
7 that they make in many communities including ours,
8 and I'm sorry to put it to you. I'm a former, you
9 know, award winning journalist, I'm going to be
10 straight in documenting voice: Unresponsive,
11 untransparent and frankly some things are just simple
12 and they're like basic suggestions like the Red Hook
13 Stop. It's called Red Hook Atlantic Basin. There's
14 not a single sign around Atlantic Basin saying
15 Atlantic Basin. That is not a known term to people
16 living in Red Hook. It's a mariners charm, historic
17 mariner's charm. People don't know where it is.
18 There's a sign on the dock. For two years as the EDC
19 the map does not include us. We are parallel to the
20 ferry. The distance is like 30 yards. The map is
21 almost blank. That's a DOT product by the way. The
22 EDC consistently refuses to have—we will pay for the
23 sign and let them design it, and we're an attraction
24 and the ferry considers this an attraction. They
25 promote all of our events. They promote our digital

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2 guide to Red Hook past and present, and we can't get
3 DDC to move on that. Similarly, the cruise terminal
4 and I mention this because EDC runs the cruise
5 terminal in the facility where the NYC Ferry dock is.
6 It was built and was going to promote and run a
7 business. There's not a single piece of information
8 about Red Hook in the cruise terminal, on the dock.
9 There is no notification of special events. I was
10 shocked this morning to see thousands of students
11 entering the cruise terminal. I have the brochure. I
12 got it from someone on the ferry dock as I came here.
13 There was a free conference for students to
14 understand business plans, and as far as I know,
15 there was absolutely no notification in Red Hook or
16 in Brooklyn anyway that they could go to this. Kids
17 could have just walked to this thing and we have said
18 this context over and over and over in the spirit of
19 helpfulness and partnering, and these answers and
20 these proposals, excuse me, are generally just
21 rebuffed with no or were silenced, and the EDC does a
22 lot of great work. And, I'm asking you all now to
23 really talk to them to make them more responsive
24 because they will perform better, but economic
25 development includes indirect economic benefits. It

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2 includes this context of customer service. If you're
3 running a cruise terminal and a ferry and it's not
4 just infrastructure. It's not just real estate
5 management and they need to do better. We would also
6 like them to fund and provide the home to us.

7 CHAIRPERSON CABRERA: And you didn't want
8 to go first? [laughter]

9 CARLINA SALGUERO: I always learn from
10 what other people say.

11 CHAIRPERSON CABRERA: That's the way it
12 goes. [laughter]

13 CARLINA SALGUERO: I'm not sure.

14 CHAIRPERSON CABRERA: I want to turn it
15 over to Council Member Rose.

16 COUNCIL MEMBER ROSE: First, I want to
17 thank you for being patient and being here. I just
18 want to say thank you for all of the work that you've
19 done on this particular issue, and your input, and
20 for elucidating just how broad based and multi-
21 faceted this is. You know, when we talk about our
22 waterfront, and I appreciate your help in bringing
23 that out because I'm not quite sure if when we first-
24 the first iteration of this bill really if-if the
25 administration understood just how broad based we

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2 were looking for in terms of coordination so-and
3 oversight. So, I just wanted to say thank you really
4 for all the work that you've done, and I hear you and
5 we're going to—we're going talk about it.

6 CHAIRPERSON CABRERA: That's great. So,
7 she just volunteered. [laughter] Thank you for your
8 leadership. [laughter] Thank you for your
9 leadership, and also Council Member and Co-Chair
10 Vallone who—who receives EDC. So that—I will
11 encourage you to continue that communication with
12 them. I only have one question and that was in
13 regards to the environment. Are we having problems?
14 Why don't you help the environment? I mean what kind
15 of an impact do you foresee having more of these
16 large maritime vessels going through our rivers and
17 yes.

18 EDWARD KELLY: The larger—the larger
19 vessels are operating with the newest and cleanest
20 engines, the fuel consumption. There is more cargo
21 being moved per cumulative fuel consumed. So, the
22 big vessels are a very good thing. As far as that
23 goes to handle the amount of freight. Otherwise,
24 there would be multiple vessels all requiring
25 multiple tugs and additional support vessels that

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2 would be putting more into the air. The good news is
3 internationally the IMO, and again, there are
4 international regulations. Impacting our waterfront
5 and the operators that work on it. The IMO MARPOL 6
6 requires that there's drastic reductions in emissions
7 globally for deep sea vessels. We already once we
8 enter the EDCA, the Economic Control Areas of the
9 United States, we have to reduce to low sulfur fuel.
10 Most of our marine terminals have now been
11 electrified. So, we avoid the diesel engines. We've
12 worked with through the Port Authority to reduce and
13 mandate that older trucks are no longer allowed in on
14 marine terminals. Unlike the public facilities,
15 warehouses or streets, we will not allow old
16 pollutant trucks into the marine terminals any more
17 and we've worked with the Truck Replacement Program.
18 So, the maritime industry is very actively and
19 aggressively moving to reduce. Now, on the other
20 hand, domestically and locally, the uses of tugs,
21 barges, ATVs, articulated tug barges, et cetera, in
22 lieu of trucks NYC did a study a few years ago just
23 with the at the time the existing tug and barge
24 business eliminated over 1.3 million truck trips in
25 the city every year. That takes a lot of pollution

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2 off the streets. The other benefit is societal.
3 There is less wear and tear on bridges, tunnels, et
4 cetera that the taxpayers have to improve. Can
5 anybody raise their hand and tell me they've seen a
6 pothole in the water? [laughter] And that's we
7 heard with the ferry landings, et cetera. There's a
8 lot of available land, and very cheap infrastructure
9 development costs for waterborne capabilities both
10 for people and freight. NYC is initiating the \$100
11 million NYC Freight Program that's going to help to
12 bring more freight and people onto the water. New
13 York City is growing. There are more people projected
14 to be here. There have to be environmentally
15 friendly and physically capable ways of moving people
16 and freight, and it's a lot cheaper to do it on the
17 water than it is to try to build a new subway, and
18 the very people that are talking about environmental
19 impact want to put more buses on the road instead of
20 ferries. It doesn't make sense to me. It's either
21 yes or no. We're either cleaning the environment and
22 having society needs taken into consideration or
23 we're not. I mean the subsidy for the ferries is
24 because it reduces congestion. It reduces
25 environmental pollution. It makes it capable for

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2 people to move. These are societal issues, and that's
3 what government takes care of.

4 ROLAND LEWIS: I'll just add real briefly,
5 it's indicative of the cross cutting issues that
6 affect the waterfront and why they're off the
7 waterfront. It's so necessary. You know, wake
8 issues that the boats create wear and tear on the
9 water, on waterfronts and waterfront businesses,
10 water quality. If you want to build parks and have
11 recreation and have kids do programming down there,
12 you've got to be able to see that issue and increase
13 water quality. So, these are all-there--there is just
14 a web of issues, and that's why this office could be
15 so instrumental to address--address them, and I agree
16 with everything you said about--about the ferries and--
17 and getting back to them. (sic)

18 CHAIRPERSON CABRERA: You know, the
19 reason I was asking is because I saw a study once
20 regarding jet skis in lakes, and the effect they have
21 on marine life especially aquatic plant life a very
22 negative effect. So, I'm asking because I really
23 don't know what kind of effect this would have.

24 CHRISTA REMEIN: Sure yeah, and just to
25 add a little bit there, I would say, you know, as

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2 I've mentioned, ferries and waterfronts
3 transportation can on a large scale reduce GHG
4 emissions and even reduce pollution on a local level
5 and Riverkeeper usually works by starting with the
6 water and moving out, but as we find with a lot of
7 our communities that we work with particularly in
8 places like Newtown Creek, Flushing Waterways, these
9 industrial areas and corridors are really important
10 and important to New York City. However, that
11 doesn't mean that our waterways are highways and we—
12 that, you know, we can use freely. We still have to
13 very carefully consider the impacts of the increased
14 ferry transportation that will likely come on those
15 waterways, but that again is a conversation to
16 continue.

17 CHAIRPERSON CABRERA: Okay, and you were
18 going to say before we moved to the next one?

19 CARLINA SALGUERA: Yes, I want to say that
20 last night I was at the Port Authority at a meeting
21 about their—the Port Master Plan and so if you
22 haven't met with them, I would encourage you to get
23 that presentation because they're talking and Ed
24 Kelly said some other additional things. In terms of
25 larger vessels, I also want to add cruise ships. So,

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2 this circles back to another EDC issue. They promised
3 shore power, which was actually installed years ago
4 at the Brooklyn Cruise Terminal, and is generally
5 still not working or is irregularly working, and we
6 can't get answers out of the EDC, and so that should
7 be one fix, and there should be answers because also
8 they're planning to expand that to have larger ships
9 coming in and that's a concern. I also think they're
10 not about large ships, but the city has announced
11 Freight NYC as a way to start moving things more by
12 water, which Portside has advocated for since we were
13 founded in 2005, and then also there's an RFP out for
14 Hunts Point to be moving things out of the Hunts
15 Point Market in The Bronx by water, which we also
16 support, and so there's a possibility for, you know,
17 using the waterways more. I also want to throw in
18 the idea with the growth of the last mile warehouse,
19 the kind of Amazon effect, you know, is and we've
20 raised this with the Port Authority last night is
21 there a way to start moving those kind of packages
22 for example into Red Hook for at least four if not
23 five properties now that have been purchased to put
24 in last mile warehouses. Can that stuff come into our
25 neighborhood by water partly because there's a port

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2 there, but just in general? Otherwise you're
3 trucking in and trucking out into a place like that.
4 In the case of Red Hook, right before the BQE
5 Cantilever is going to be taken down, they're buying
6 this property to inject more trucks.

7 CHAIRPERSON CABRERA: Well, thank you so
8 much. Very informative. You took me to school.
9 Thank you. Gracias. [background comments] Let's move
10 with the next panel. Katie Rosher from Billion
11 Oyster Project in New York Harbor School; Karen Myer
12 from Plus Pool; Sean Campion from Citizens Budget
13 Commission; Joe Hardigan from Rockaway Civic.
14 [background comments/pause] You can begin as soon as
15 you're ready, and again, don't feel obligated to read
16 if you have a large testimony. If-if you just want
17 to go, you know, go and just get to the main points
18 within this first audit.(sic) Okay, thank you.

19 JOE HARDIGAN: Joe Hardigan from
20 Rockaway, Queens, a ferry advocate for 24 years. I
21 attended all of the city's EDC meetings on a previous
22 contract for the ferry, and just some concerns. I
23 filed a complaint with the Inspector General and a
24 few other things. You can read all that testimony
25 there. I've heard a lot of misinformation given here

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2 on cost of the train track—trains and the ferry. One
3 of the things that I recommend—let's get back to EDC.
4 We've all had problems with EDC. We're all
5 frustrated with EDC. Since James Prichard has come
6 into being as the—there's been less frustration. I
7 would have to say that the new people that work at
8 EDC with the ferry are doing a pretty good job. But
9 anyway, you sit here and you talk about ferry
10 service. Shouldn't you just do this: At Seastreak a
11 ferry operator for 20 years in New York Harbor—excuse
12 me—No subsidy and is building brand new boats who do
13 50 miles an hour. He's going to probably bid on Glen
14 Cove. If he bids on Glen Cove, then he could stop in
15 the Bronx. He could stop in Bayside. What is the
16 cost? You come here. I've heard the same thing in
17 Transportation meetings, you quote the same material
18 over and over again. You have to come in here and
19 have somebody that can verify what the costs are.
20 EDC said a 150-passenger ferry boat cost \$5 million.
21 Well, there at the shipyard can build a 320-passenger
22 ferry boat built in New York State for \$5 million and
23 do 32 knots. So, I vote—did anybody on the City
24 Council read the Ferry Contract? It's 186 pages. If
25 you didn't or nobody on your staff did, how can you

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2 sit here ask them questions? So, anyway the other
3 City Council Member said about the ferry service into
4 the Rockaway, the average income where that ferry
5 boat comes in is \$48,000. He gave out this
6 information. One mile each way of the ferry dock it
7 is only \$48,000, and where the ferry dock is in
8 Rockaway it's in the middle of the island. There are
9 things that can be done to reduce ferry costs. The
10 Rockaway Ferry [bell] for example if it went into
11 Kennedy Airport we'd got to a voucher system, but my-
12 my last thing is I was at Seastreak. We go on their
13 boat, take all the City Council members. So now that
14 you know what it would cost to go from the Bronx, to
15 go from Bayside, that's my suggestion to you. Thank
16 you very much.

17 KARA MEYER: My name is [coughs]. Sorry.
18 My name is Kara Meyer. I'm from Friends of +Pool.
19 We are-if you haven't heard of +Pool we are building
20 a water filtering floating swimming pool in the New
21 York Harbor of which I'm the Chair and we have been
22 working. We're a grassroots environmental community
23 driven effort. We 11,000 signature petitioners over
24 one month. We had 5,000 supporters on Case Starter.
25 We launched the project and we-a couple of years ago

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2 founded a non-profit. We now have over 100,000
3 people across the city through water quality program,
4 education and STEM as we're working to provide free
5 and safe access to the river through +Pool. +Pool we
6 for the past four years we've been working with the
7 Mayor's Office to both and permit or understand the
8 permitting regulatory structure for +Pool, which has
9 been crazy. We have about 12 agencies. Yes, many,
10 many agencies involved, and-but more recently in the
11 past three years we've been working with EDC and
12 Small Business Services, also some very confusable
13 non-profits (sic) and services control for our water-
14 at our waterfront permitting on a water quality
15 project and we've gone through the permitting and
16 regulatory process with the Army Corps and DEC and
17 all that. And so, we're just here to testify that,
18 you know, we-we truly believe that an Office of the
19 Waterfront would be very useful given all the
20 expenses we have as a young organization coming
21 through grassroots community efforts, and not knowing
22 anything about anything, the, you know, the online
23 navigation system for sure it's information, but it's
24 a-it's a very, very detailed involved process, and
25 for projects that are unique like ours and super

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2 innovative, there's no existing regulatory
3 structures. So, we're kind of creating new
4 regulations and that's only going to happen more and
5 more as we continue to go back to the waterfront.
6 You know, one of the main issues we've had in many
7 ways is that [bell] who owns the water and who
8 controls it, and it's different agencies across
9 different areas. So, we believe that the citizens can
10 own the water. You know, it's only for us, and
11 that's why we want to provide clean and safe access
12 to them. So, that's why we support the—a Waterfront
13 Office that can ensure that that continues to be
14 true. It's all of the various projects we've been
15 talking about here today.

16 CHAVON WILLIAMS: Hi. My name is Chavon
17 Williams. I'm reading on behalf of Billion Oyster
18 Project and the Urban Assembly New York Harbor
19 School. There is someone who was here who had to
20 leave early. So, I'm just reading on their behalf.
21 The Billion Oyster Project is non-profit working to
22 restore oyster reefs to New York Harbor through
23 public education initiatives. We work towards a
24 future in which New York Harbor is the center of a
25 rich, diverse, and abundant estuary and the community

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2 surrounding this complex ecosystem has helped
3 construct and benefit from these endless
4 opportunities for work, education and recreation.
5 Through our work with schools, restaurants and
6 community members, we work hard to activate the work-
7 the waterfront in all five boroughs to provide
8 experiences and learning opportunities both at the
9 water's edge and in the harbor itself through oyster
10 restoration and education programs. The Urban
11 Assembly New York Harbor School is a public career
12 and technical education school located on Governor's
13 Island. Harbor School provides college and career
14 preparatory education build on New York City's
15 maritime experience that instills in students the
16 ethics of environmental stewardship and the skills
17 associated with-with careers on the water. The
18 Billion Oyster Project and Harbor School both support
19 the establishment of an Office of a Waterfront. A
20 coordinating body in the Mayor's Office to create and
21 manage an overall vision for our 520 miles of
22 waterfront is a critical step in building the harbor
23 and cities of the next generation of New Yorkers.
24 Together, Billion Oyster Project and Harbor School
25 work throughout the harbor training students and

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2 restoring oysters. It is through this collaboration
3 that students from all five boroughs learn to scuba
4 dive, operate and maintain vessels, grow oysters and
5 conduct research all in one of the busies ports in
6 the nation. Through this work we work with a number
7 of city agencies, landowner and regulators with
8 interest in the harbor. While we enjoy robust
9 relationships with each, we found that the patchwork
10 quilt of overlapping jurisdictions is inefficient. A
11 coordinating body that creates and manages a vision
12 for the waterfront as a whole is necessary for
13 bringing these separate efforts—efforts together.
14 Specifically we would like to highlight the work of
15 the Economic Development Corporation in playing some
16 of this role with us over the last decade. The
17 tremendous growth and popularity of the new ferry—
18 ferry service is a testament to EDC’s work and has
19 brought of a million New Yorkers to interact with the
20 harbor in new ways. EDC has hosted paid internship
21 for a number of Harbor School students providing
22 valuable work-based learning experiences that have
23 included waterfront projects from an urban maritime
24 planning to EDC’s bright—Freight Transportation
25 Initiatives in Brooklyn. EDC’s Ports and

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2 Transportation Department has organized highly
3 successful and much needed maritime career aware
4 fares for New York City's CPE schools. This event
5 has been hosted at Red Hook Cruise Terminal, and
6 connects our students with these much sought after
7 career paths. Over 300 harbor school students have
8 participated in this event even taking a New York
9 City ferry to their fair crews by Harbor School
10 Alumni Casket (sic) and Deck Care. What better
11 inspiration for our students to pursue these unique
12 career paths. EDC has participate in the citywide
13 Career and Technical Education Advisory Board for
14 Automotive and Transportation Connecting DOE,
15 industry professionals, and educators to address
16 industry demands for a future workforce. Finally,
17 EDC has always facilitated a great working
18 partnership with DOCK NYC for the Harbor School's
19 training vessel. The support and collaboration with
20 EDC has been instrumental for both Billion Oyster
21 Project at Harbor School. Establishing an Office of
22 the Waterfront would build on this and other
23 partnerships, and allow us to continue preparing
24 students for careers on the water and restoring New
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York Harbor to the great natural resource and public safe it should be.

SEAN CAMPION: Thank you for holding this hearing. My name is Sean Campion. I'm a Senior Research Associate at the Citizens Budget Commission. CBC is a non-profit, non-partisan think tank whose mission is to achieve constructive change in appliances and services in New York City and New York City governance. In the interest of time I'll sort of do an abridged version of my testimony. Our Report on Swimming (sic) Subsidies identifies a number of the reasons why the cost of NYC ferry has been so high to date, a number that was mentioned earlier in this hearing. The city has made choices designing long routes to their cost to operate the charter vessels to meet seasonal and weekend ridership in the end, and the charge of a ferry is equal to a subway fare rather than to premium transit options like express bus routes and other ferry systems, which are entire fares that are commensurate with their higher operating costs, and as a result the NYC Ferry system has recouped just 22% of its operating costs through fare remedy to date. The bill before us today would call for

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2 transfer and control of New York City ferry from EDC
3 to a newly created Director of Ferry Operations
4 within DOT. Our report notes two of the drawbacks of
5 the decision to operate New York City ferry through
6 an EDC route and through DOT. First is transparency.
7 As EDC is planning for EDC's budget process, which
8 means there's little transparent to their appliances
9 or operations. DOT's expense funding for the Staten
10 Island Ferry by contrast includes, of course funding
11 for personnel, contractual services, supplies, fuels
12 and other expenses. The Mayor's Management Report
13 ties back to those charges, and EDC has not reported
14 a similar level to date. Second, it creates
15 redundancies within city government, particularly
16 EDC's role in NYC Ferry expands beyond merely
17 overseeing infrastructure and managing the
18 relationship with this private operating partner.
19 Rebalancing the responsibilities between EDC and DOT
20 could address some of these concerns. However, the
21 Council could require transparency to NYC Ferry's
22 appliances and operations without a shift in
23 responsibility. Furthermore, consolidating
24 responsibilities for municipal ferry operations would
25 reduce redundancy, but it doesn't guarantee improved

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2 operation efficiency or cost savings, and evaluation
3 of the relative efficiency and cost of EDC's and
4 DOT's [bell] ferry operations would help identify the
5 costs and impacts of these consolidation, and finally
6 and most importantly, consolidation would not
7 address the policy choices that the city has made
8 that contributed to high subsidies. As we mentioned
9 in our report, NYC Ferry comprises a series of both
10 of fares, routes and service levels. Transparency
11 would help New Yorkers understand the cost and
12 benefits of these choices, but on the its own it's
13 not going to make the system more effective,
14 efficient or cost-effective. And we urge that the
15 Council should continue to use its oversight powers
16 to consider whether the city should maintain the same
17 operating strategy of fare circuits (sic) going
18 forward particularly as NYC Ferry works to expand by
19 adding routes and procuring additional buses. Thank
20 you.

21 CHAIRPERSON CABRERA: Thank you so much
22 and we will—our staff would literally is going to
23 comb through all of your written comments that you
24 have for ideas. Thank you. We're going to move to
25 the next panel. Molly Hollister from Manhattan CD6;

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2 Frank Augusta from Local 1814; Roberta Weis-Weisbrod,
3 Worldwide Ferry Safety Association; and Captain Eric
4 Johnson, Tour Boat and Harbor Vessel Association.

5 MOLLY HOLLISTER: Hello. Good afternoon,
6 Chairs Cabrera and Rodriguez, and I was going to say
7 Council Members, but I think yeah. My name is Molly
8 Hollister. I'm the Chair of Manhattan Community
9 Board 6, and I will edit my-my remarks down a little
10 bit. You have the full-full testimony. I'm hear to
11 speak in support of Intro 982 and Manhattan Community
12 Board 6 stretches from 14th Street to 59th Street in
13 Manhattan along the East River. Our waterfront has
14 been-would have-it's been a priority for us for
15 years. We've been focusing on it with the 197-A plan
16 and other-other community based plans as a focus.
17 It's been plagued by numerous problems. To mention a
18 few, it's been impossible to walk the length of our
19 waterfront because of our waterfront esplanade has
20 significant gaps. It's adjacent to the FDR drive,
21 which, of course is a big obstacle in a lot of ways.
22 A stroll or bike ride along the waterfront is not
23 salubrious, but rather noisy and unpleasant. Further
24 still, multiple segments of the precious waterfront,
25 little waterfront that we have we have access to-are

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2 occupied by uses that are deleterious—deleterious to
3 our quality of life like parking lots and heliports.
4 A lot of 99-year leases by EDC is what—what we have
5 along our waterfront. So, it's other businesses. The
6 34th Street Ferry Terminal is fantastic, and that's
7 something that we—we love, and that brings a lot of
8 folks out that they need bathrooms. They need to be
9 improved and it needs to be made safer along that
10 whole—whole area of the waterfront. If established,
11 the Office of the Waterfront will serve a useful
12 administrative purpose, but it will also serve as an
13 advocate for the waterfront within city government.
14 Through its work, that is what Manhattan Community
15 Board 6 does. We would welcome the Office of the
16 Waterfront as an ally. Thank you very much.

17 FEMALE SPEAKER: Hello. I will be reading
18 on behalf of Frank, I just said who couldn't stay.
19 My name is Frank Agosta. I am the Vice President of
20 Local 1814, the International Longshoreman's
21 Association, AFLCIO, which represents longshoremen
22 working in the Brooklyn sector of the Port of New
23 York as well as container maintenance and repair
24 workers at both Brooklyn and Staten Island Waterfront
25 facilities. I appreciate the opportunity to testify

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2 before this joint hearing of the New York City
3 Council's Committees on Economic Development,
4 Government Operations and Transportation. The
5 Maritime industry in New York represents
6 approximately \$3.6 billion in personal income for New
7 Yorkers while its inland waterways contribute about
8 \$300 million annually to the city's economic output.
9 The Port of New York supports tens of thousands of
10 jobs in New York City some of which are performed by
11 the longshore and waterfront workers represented by
12 Local 1814, and it is important to understand the
13 pivotal role that the New York City Economic
14 Development Corporation, EDC has played and continues
15 to play in the resurgence of waterfront commerce in
16 the New York City sector of the port. The impetus of
17 that resurgence has been the ability of EDC to garner
18 and coordinate the support of many stakeholders in
19 maritime commerce including local community
20 organizations, industry groups, employers, labor
21 organizations and other governmental agencies not an
22 easy task. It is EDC's sensitivity to the interest
23 of those stakeholders that allows for the advancement
24 of common proposals to increase the city's share of
25 port commerce. EDC's formulation 2088 of the Free

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2 NYC Plan demonstrated its ability serve as an
3 incubator for innovative approaches to modernizing
4 city—the city’s aging freight distribution systems
5 and increasing development of its maritime and rail
6 assets. The objective of the plan is to increase
7 maritime capacity, expand rail freight services,
8 develop freight hubs and utilize clean trucks all
9 while creating nearly 5,000 good paying jobs and
10 generating incalculable environmental dividends in
11 the process. The use of container on barge or COB
12 services is an essential to the efforts [bell] to
13 increase waterfront commerce in New York City side of
14 the port as a means for offsetting the use of trucks
15 while substantially increasing the number of jobs
16 involved in waterfront cargo. In a recent example of
17 EDC’s facility for coordinating maritime commerce
18 efforts with other government agencies was September
19 2018 announcement by EEC and the Port Authority to
20 create the North Atlantic Marine Highway Alliance,
21 which seeks to capitalize on the use of former
22 container barges. In that context, EDC was also able
23 to garner support for the support of DOT’s Maritime
24 Administration. So, I won’t continue because I’m
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overtime, but EDC has a longstanding maritime background. Yes.

CHAIRPERSON CABRERA: Well, thank you so much for your testimony. We value it and will definitely reading above whatever you stated here today.

FEMALE SPEAKER: Thank you.

CHAIRPERSON CABRERA: Thank you so much, and for the last panel we have captor—Captain John Nappo, Senior from Maritime Technology by Kings College; Robert Boulder from Cornell University, and someone didn't put their name from SUNY Maritime College. With that issue we—we need your name. [background comments/pause] Okay, if you could sit.

MALE SPEAKER: Yes. Good afternoon and thank you. I'll be reading on behalf of Captain John Nappo, Jr. who is the Director of the Maritime Technology Program at Kings Borough Community College. The Maritime Department at KCC has been positively impacted by maritime projects and programs designed and administered by NYCDC. The NYC Ferry Program has had a tremendous impact on King Borough Students and the program in general. For our students, many have had their first real job

1
2 experience working on the ferries. Working as deck
3 hands, they can pursue their education earning a wage
4 for daily living and education expenses, the
5 responsibility from lessons learned on NYC ferries
6 gave students an advantage for possible future
7 employment opportunities in the maritime industry.
8 We have--also have many alumni who have made NYC
9 Ferry their place of permanent employment most
10 working as captains and technicians in the engine
11 rooms of the ferries. These are jobs that pay a rea
12 wage with benefits. For many of our students, it's a
13 life changing experience, a chance for financial
14 independence, becoming part of the Fraternity of
15 Maritime professionals and from Kings Borough
16 Community College's perspective, great ambassadors of
17 our unique maritime program. The NYC Ferry Program
18 has become the foundation for a strong relationship
19 with EDC. The relationship has raised Kings
20 Borough's Maritime Program's profile in the New York
21 Harbor to levels not previously experienced by the
22 Maritime Department. EDC also sponsors a unique job
23 fair for the last several years, the Maritime Career
24 Awareness Fair. This event places NYC high school
25 students and EDC Maritime partners together to

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2 provide a career and educational pathways for
3 students. Having two and four-year colleges attending
4 the event, students have easy access to invaluable
5 information for making an informed decision about
6 their education and future. Having maritime business
7 partners there allow our students to possibly gain
8 employment in an industry while exploring the chance
9 to go to college simultaneously. The Maritime Program
10 at KDCC has come to rely on this event as a marketing
11 tool our program never had before. Being able to
12 reach potential students from all communities and NYC
13 at one time is beneficial for KDCC in every possible
14 way. [bell] Raising the Maritime Program's
15 visibility in a crowded educational market, meeting
16 employers who could employ our students, connecting
17 with shareholders about unique maritime programs
18 previously unknown to staff at the college. The City
19 University of New York has the hybrid education
20 vessel the CUNY 1. The vessel is operated by the
21 KBCC Maritime Program, the Science and Resilience
22 Institute at Jamaica Bay hosted by NYC EDC, City
23 Council members, state senators, state assembly
24 members [bell] and shareholders in the Jamaica Bay
25 community. On the CUNY 1, the trip's mission was to

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2 find suitable new stops for increase ferry service to
3 underserved communities in Brooklyn and Queens, and
4 I'll just wrap up really quick. None of these
5 positive impacts on student at the high school and
6 college level would not have been possible without
7 EDC's leadership on the Ferry Program and Maritime
8 programs throughout the harbor. We look forward to
9 our continued relationship with EDC and its many
10 collaborative partners for many years to come. Thank
11 you.

12 CHAIRPERSON CABRERA: Thank you. Is
13 Paula—Paula Segal here? Paula Segal? No. Okay. I
14 just--

15 MALE SPEAKER: Good afternoon. I'll be
16 reading a prepared statement, a letter of support
17 from Mr. Robert Balder, Executive at the College of
18 Architecture, Art and Planning NYC Program with
19 Cornell University. Dear Council Members Vallone and
20 Rodriguez. On behalf of Cornell University's College
21 of Architecture located at 26 Broadway, I'm writing
22 in support of two current bills that are under
23 consideration today for the establishment of the
24 Office of the Waterfront and Direct of Ferry
25 Operations. It is my understanding that these two

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2 initiatives will continue to support and enhance the
3 ongoing administration, operations and expansion of
4 the NYC Ferry system. Cornell University has directly
5 benefitted from the establishment of ferry service
6 beginning on August 2017 to and from Roosevelt Island
7 for our Cornell Tech Campus. The NYC ferry has also
8 provided a critical linked view of the Astoria route
9 where the College of Architecture is located at 26
10 Broadway. In addition to academic collaborations
11 between these two campuses, a portion of our AAP
12 students live at university sponsored housing at
13 Cornell Tech. The ability to commute quickly from
14 Lower Manhattan to Roosevelt has been of great value
15 to these students and faculty. The expanding ferry
16 network has also allowed our graduate and
17 undergraduate students to explore the city more fully
18 including urban planning workshops and architectural
19 designs to those most recently in the Red Hook
20 neighborhood in Brooklyn. Other areas of-of
21 importance to our courses of study in resilience
22 include Queens West-Queens West, Hunters Point South,
23 Gowanus Canal, the Bronx River Corridor and the
24 Rockaways and finally, cultural destinations like the
25 Socrates Cultural Park and other gardens and museums

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2 not very accessible by the subway or buses. In
3 addition to the HASMIS (sp?) NYC Ferry System and the
4 associated benefits of all of the alternative mode of
5 transportation, the Office of Waterfront would play a
6 leading role in advancing and planning and
7 implementation of the city's resilience strategy is
8 outlined in multiple NYC reports and policy
9 statements recently. Given the importance of these
10 two initiatives, it is vital that the Mayor's office
11 have a dedicated group of professionals, leading this
12 effort in a sustained and targeted manner. And
13 finally, the Cornell and NYC program has consistently
14 collaborated with NYC EDC for almost a decade on a
15 variety of urban planning studies including
16 significant portions of the city's waterfront and
17 maritime sector. EDC has also been a strong partner
18 in our active internship program. It has also hired
19 graduates from our college. Respectfully, Robert
20 Balder. Thank you.

21 MALE SPEAKER: Good afternoon. I guess
22 I'm the last one, right. So, I'll be reading today on
23 behalf of Amy Bernstein, Vice President for External
24 Relations at SUNY Maritime College. For close to 150
25 years SUNY Maritime College---well, sorry. SUNY

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2 Maritime College applauds NYC EDC for close 150 years
3 SUNY Maritime college has been at the forefront of
4 educating and training mariners and providing a large
5 percentage of maritime workforce to the New York City
6 region. Over the past several years, the college,
7 its alumni and students in—and New York's maritime
8 industry at large had benefitted greatly from the
9 ambitious maritime workforce initiatives set forth by
10 NYC EDC. In the past two years, NYC EDC has co-
11 sponsored two important symposiums at SUNY Maritime.
12 The first L&G Conference to study the growing need of
13 in the—sorry—to study the growing need in the liquid
14 natural gas industry and how it would show impact of
15 the maritime industry. The second focused on
16 Maritime Highway to address the need to reduce
17 increasingly congested roads and the pollutions they
18 produce, and marine highways and marine highways are
19 developing enabled short sea shipping where freight
20 and—and carried over water—excuse me. I messed up.
21 Carried over shore distances on shipping operations
22 with strong support from collab—and collaboration--
23 with partners as they NYC EDC the college is able to
24 address and respond to significant challenges—changes
25 in the maritime industry. NYC EDC is investing \$100

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2 million in infrastructure and to promote and
3 establish waterborne operations and alternatives
4 around the region. Andrew Ben. Senior—sorry, Senior
5 Vice President of Enforcement and Transportation at
6 NYC EDC and his team have demon—have demonstrated a
7 keen understanding of the understanding for NYC's
8 waterfront recreation as well as ensuring that NYC's
9 waterways continue to support transportation and
10 economic development. NYC EDC has championed that
11 Initiative and has successfully improved that no one
12 else—sorry—that does not negate the other—Sorry. I
13 can continue with the letter, but I can submit it for
14 the record. I just want to make sure that you all
15 have it.

16 CHAIRPERSON CABRERA: Since you're the
17 last one, go ahead. You need 30 more seconds.

18 [laughter]

19 MALE SPEAKER: I will take it. Thank
20 you. So, the benefits to all New Yorkers of
21 waterfronts and of waterborne transit is substantial.
22 NYC EDC has been instrumental in expanding the ferry
23 service throughout the city. Since the Staten Island
24 Ferry connects Staten Island and Manhattan, there
25 existed an obvious growing need to expand the ferry

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2 service on New York's waterways. Fortunately, that
3 has been met by NYC EDC—by NYC Ferry, which connects
4 residential and business communities along the East
5 River, Brooklyn, Rockaways, Astoria, Soundview and
6 communities in Midtown and the Financial District.
7 There are additional locations scheduled to open in
8 2020 and 2021. In an era of increasingly congested
9 roadways maximizing New York's waterways to a new
10 highway makes sense. In addition to streamlining—
11 streamlining commuter traffic and the ferry, it is
12 essential in times of emergency when points of
13 transportation may not be available. In recent—the
14 recent establishment of the ferry landing at
15 Soundview in the Bronx proposed a landing in Ferry
16 Point Park and the proposed landing at Ferry Point
17 Park provides some of the maritime college students,
18 faculty, staff and neighborhood residents a quick
19 inexpensive transit alternative between the Bronx and
20 New York City's other boroughs. SUNY Maritime is
21 proud to have trained nearly 25% of the crews who
22 work on West Side (sic) ferries, and I'll—

23 CHAIRPERSON CABRERA: [interposing] Well,
24 thank you so much, and thank you for your testimony,
25 and in conclusion, I'd like to express my gratitude

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to Zach Harris who today it's his last day in the Council. He's our Financial Analyst. He always served with such dignity, integrity and just a hardest service. He's just enjoyable—really an enjoyable experience working with you, and with that, we'll let you close today's meeting.

MALE SPEAKER: [off mic] Thank you,
Council Member. [gavel]

C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date May 21, 2019