

Hudson River Park Mission Statement and Performance Measurement Report for FY 2018-19

MISSION STATEMENT

As set forth in the Hudson River Park Trust's enabling legislation, the Hudson River Park Act (Act), Chapter 592 of the 1998 Laws of New York, the mission of the Hudson River Park Trust is to encourage, promote and expand public access to the Hudson River, to promote water-based recreation, and enhance the natural, cultural, and historic aspects of the river from Battery Park City to West 59th Street in New York City for residents and visitors to the area. The Trust has authority over the planning, construction, operation and maintenance of Hudson River Park.

PUBLIC BENEFIT

While residents and workers in and around the West side of lower Manhattan may be the primary benefactors, the benefits of Hudson River Park (the "Park") extend to all stakeholders including the people of the City of New York, the State of New York, local employees, and tourists and visitors from across the region, the country and the world.

PERFORMANCE MEASUREMENT REPORT

1. Plan and Design the Park

Hudson River Park has been designed within an environmental and regulatory framework to provide active and passive recreation including children's playgrounds, recreational fields and courts, comfort stations, small food concessions, boathouses, lawns, gardens, and opportunities for boating and cultural event spaces, among other uses. Trust staff, architects, engineers and landscape architects have historically worked with local community members to identify specific programs and elements for the piers and upland areas in each community. As development continues, areas to be designed will undergo the types of planning and collaboration with local groups that have characterized Hudson River Park since its inception.

In 2018-19, the Trust secured regulatory permits for and began constructing Pier 26, with the goal of completing the pier for public use and enjoyment in 2020. The local community, represented by Community Board 1, provided strong support for the design vision, which uniquely includes a number of features focused specifically on the Hudson River Estuarine Sanctuary and environmental education. The most notable of these features is an "ecological get-down" at the western end of the pier.

Following a competitive selection process, the Trust selected design teams for two large areas of the park that are still incomplete: Pier 97 and the adjacent upland area and the Gansevoort Peninsula. In each instance, the Trust and design teams organized and conducted well attended public meetings during which the public had the opportunity to meet the design teams, ask

questions, and provide their opinions and ideas for the program (i.e., the desired uses and “feeling”) for these Park areas.

In addition to soliciting public feedback, each design team is also responsible for conducting necessary technical studies to inform the design context and identify any constraints. Together, the technical information and public feedback will inform a preliminary design concept. In April 2019, the Trust presented a preliminary design for Pier 97 to Community Board 4 which received positive feedback. A similar presentation will occur with Community Board 2 once a design concept is prepared for the Gansevoort Peninsula.

At the northernmost edge of the Park, plans have long called for a modest new over-water pedestrian platform and related upland park construction between West 58th and 59th Streets to help improve circulation and safety. In FY18-19, the Trust completed engineering to design the structural portion of the improvements and expects to construct that platform in 2019 once regulatory approvals are secured. Design and construction of the landscape finishes associated with the new walkway would be integrated with and performed as part of the Pier 97 project given proximity between the projects and the need for a coordinated design.

In 2018, the Trust conducted a public “significant action process” to consider the donation of a permanent public art installation entitled *Day’s End*, by artist *David Hammons*, to be located on the south side of the Gansevoort Peninsula within the footprint of the former Pier 52. *Day’s End* derives its inspiration and name from Gordon Matta-Clark’s 1975 artwork once located in the same location, and is being donated to Hudson River Park by the Whitney Museum of American Art.

The Trust staff continues to work on identifying funding to complete the balance of Hudson River Park. In 2018-19, the Trust worked closely with the NYC Department of City Planning, Community Board 4, and two private developers on Manhattan Block 675 on the sale of unused development rights from Piers 59, 60, 61 and their headhouse as permitted by the Hudson River Park Act and local zoning. As part of this effort, the Trust staff collaborated closely with Community Board 4 to identify the specific Park improvements that could be constructed within their boundaries with the proceeds. Following a significant action process, the Trust’s Board of Directors approved the two sales for a total amount of \$52.2 million. The Trust has further committed to reserve 20 percent of the proceeds for future capital maintenance within Community Board 4 (West 14th Street to West 59th Street).

Planning continued on other new construction and capital maintenance projects as well. For example, the Trust continued to work with Clarkson University to support its fundraising efforts for the estuarium – a long-planned environmental facility expected to be operated principally by Clarkson University, in partnership with other organizations including the Trust. The consortium of operators was selected pursuant to a competitive Request for Expressions of Interest. The Trust has secured approximately \$10.1 million towards the cost of constructing the estuarium,

with \$5 million of this amount from the Port Authority of NY/NJ and the balance from the NYS Department of Environmental Conservation.

Staff also completed engineering and procurement for the third and fourth phases of critical pile infrastructure repairs at Pier 40. Pier 40 is supported by approximately 3,600 individual pile repairs at Pier 40, and the Trust previously secured full funding for this work through the sale of unused air rights to an inland developer pursuant to local zoning. Work on the first two phases of pile repair began in Spring 2018 and continued through 2018-19.

The Trust has advanced planning for a major repair needed at Pier 66a, also known as the Baltimore & Ohio Railroad Float Transfer Bridge. Pier 66a is an existing historic resource and is also the means of access to an important revenue-generating facility (Pier 66 Maritime restaurant, a.k.a. “The Frying Pan”) as well as to several historic vessels. Inspections performed by a marine engineer on the Trust’s behalf have identified significant structural problems on the eastern end of the float bridge. Repairing the float bridge will be a complicated project requiring underpinning and regulatory approvals to support the historic structure prior to making structural repairs. Repairs are expected to commence in Fall 2019.

Finally, the Trust undertook an underwater inspection program on previously completed piers and bulkhead sections in the Tribeca, Greenwich Village, and Hell’s Kitchen sections of the Park. The purpose of the program was to identify any piles or structures requiring repairs. The Trust’s goal is to make repairs on a continual cycle, before problems become severe. The Trust expects to undertake the identified repairs in 2019-20 once regulatory permits are received.

2. Construct the Park

A number of significant projects began or continued construction in 2018-19.

As noted above, after receiving required regulatory approvals, construction at Pier 26 of the ecological get-down and installation of “biohuts” attached to various piles began in 2018, and construction on the balance of the pier will continue throughout 2019 with the goal of opening the pier for the public in 2020. Aside from a small active field area that will support the explosive growth in the number of children in Lower Manhattan, Pier 26 will feature a number of educational and environmental components.

In June 2018, a new LGBT Memorial formally opened in Greenwich Village. The memorial was created pursuant to Executive Order No. 158 to stand as an international symbol against ignorance, hate, bigotry, and gun violence, and to honor the victims of the June 12, 2016 shooting at Pulse nightclub in Orlando, Florida. The Memorial Commission appointed by Governor Cuomo selected artist Anthony Goicolea Studios as the winner of its design competition, and the Trust worked in partnership with the artist and NYS Office of Parks, Recreation and Historic Preservation to advance the memorial’s design, fabrication and construction.

Construction of Pier55, a new 2.7-acre public pier dedicated to parkland and with performing arts programming, advanced significantly in 2018, with the installation of more than half of the pier's piles completed, along with some of the pier's signature "pots" and decking. The cost of Pier55 is estimated at \$250 million, with most of the funding coming from the private donor, the Diller-von Furstenberg Family Foundation. Pier55 is due to open in 2021, and under the terms of the 20-year lease, the Diller- von Furstenberg Family Foundation will provide continued operating support through Pier55, Inc., the not-for-profit organization dedicated to operating, maintaining and programming the new pier. In 2018-19, Pier55, Inc. began conducting significant outreach to local community and arts organizations including offering in-school arts programming, some of which was conducted in conjunction with the Trust's Estuary Lab staff.

Adjacent to Pier 55, the Trust has continued to advance construction of the new over-water pedestrian platform and adjacent bikeway improvement between the Gansevoort Peninsula and 14th Street as part of a federally funded transportation grant. An associated cross-walk project, for which the Trust sought and secured a State grant, is located on City and State property to the east, and was constructed by the NYS Department of Transportation with funding support from the City.

Rehabilitation and adaptive reuse of Pier 57 also advanced significantly last year. This project is being funded privately by the building's developers, which are also paying rent to help support the Park's operations, and includes a high quality historic restoration performed to meet federal Department of the Interior Standards for design and materials. As part of the project, the developers are responsible for funding and maintaining over three acres of new public open space both at-grade and on the roof. During 2018, two new pedestrian platforms located to the north and south of Pier 57 opened for use by the general public while construction fit-out on the interior of the building continues. Also during 2018, the Trust conducted a successful significant action process allowing generally for a reduction in the amount of retail space and an increase in the amount of office space. New requirements for additional interior public space and cultural amenities were also introduced.

At Pier 40, divers from two separate marine construction teams installed individual "jackets" around the approximately 1,000 piles that were part of Phases 1 and 2 of the Pier 40 pile repair program, and the Trust procured contractors for next two phases of this work. The Trust has sufficient funding from the air rights sale to undertake the remaining pile repair work in 2020 and 2021 to ensure that Pier 40 is once again on structurally sound piles that can support public recreational and commercial uses to help support the Park.

Finally, 2018-19 saw completion of the first ever roll-out of a comprehensive signage system for Hudson River Park. Over 400 branded signs were placed throughout the park to assist visitors with wayfinding, to reduce signage clutter at certain park facilities, to identify park rules, and to help provide a more cohesive park identify.

3. Operate and Maintain the Park

The Trust continues to operate and maintain the Park at a high level so that it remains a community asset and economic generator while simultaneously serving the millions of New Yorkers and tourists who use it annually. The Trust routinely reviews the maintenance needs of the Park and updates its security and maintenance plans accordingly based on available budgets. For example, in 2018-19, the Trust installed security cameras in much of the Park.

Maintaining the Park includes capital maintenance projects for both Park-specific repairs and replacements, like playground safety surfaces and intermittent pile repairs, and repairs associated with maintaining legacy assets like Pier 40 and the historic bulkhead. Repairs to legacy assets are often complicated and costly. For example, in FY18-19, the Trust continued to work on the large and complex task of repairing a collapsing historic bulkhead near Morton Street in the West Village. This project required specialized in-water construction along with a need to fully reconstruct the adjacent landscaped Park area that was disturbed during the bulkhead repair phrase. This project will be fully complete in 2019.

At Pier 40, there is a continued effort under way to replace the enormous pier's sprinkler system and make other life safety improvements. In addition, procurement was completed for an engineer to survey and design repairs to the building's façade.

In 2018-19, the Trust undertook major repairs to the playgrounds at Piers 25 and 51, to the tree bosques and sitting areas at Pier 45, and to the pavers at Pier 84. These repairs are examples of the types of capital repairs that will be required into the future and which result from the heavy Park use and from maturing trees and other infrastructure.

The terrorism incident of October 31, 2017 on the adjacent State-owned bikeway, and the temporary barriers that have been installed, has forced the Trust to revisit many aspects of its operations and maintenance activities. The State has been installing new security features that have required the Trust to procure new vehicles for its operating fleet. In addition, given the difficulty of traversing the Park, the Trust is focused on creating outposts for certain sanitation and operations functions. The Trust will continue its planning and adaptations into FY19-20 and beyond.

4. Provide Free and/or Low Cost Public Recreational, Educational and Cultural Opportunities

The Park's athletic facilities are a heavily used resource for residents and visitors. The ballfields at Pier 40 alone experienced more than 240,000 users in 2018-19, while the tennis and basketball courts, skate parks, four permanent non-motorized boathouses, and playgrounds throughout the Park drew tens of thousands more. More than half of the total number of non-motorized boating trips in New York City are estimated to take place through one of Hudson River Park's boathouses.

In 2018-19, the Trust rebranded its Environmental and Education Department as the Estuary Lab to provide greater focus on the Trust's substantial contributions to river science, stewardship and

education. Through the Estuary Lab's park-wide programs, visitors are invited to experience the Hudson River as a living laboratory for community engagement and stewardship. These educational programs offer unprecedented numbers of people young and old, from every borough in the City, new ways to learn about the Estuarine Sanctuary.

In 2018, the Trust's Estuary Lab continued to reach a wide audience and hosted over 400 environmental education programs that served 28,500 Park visitors and NYC students. The Estuary Lab's full roster of environmental enrichment programs for school groups, summer camps and the general public.

This includes 250 school and summer camp field trips that served over 7,000 K-12 NYC students. These field trips inspire the scientist within each student with engaging and accessible STEM programming that highlights the Hudson River and its unique ecology. 50% of schools served in 2018 have Title I status and 70% of programs were offered free of charge with need-based fee waivers.

The Estuary Lab is proud to serve students from all five boroughs of NYC. In 2018, 40% of school groups came from Manhattan, 40% from the Bronx, 10% from Brooklyn, 5% from Queens and 2% came from Staten Island. In addition, these education programs serve schools and summer camps in every NYC Council District in both Manhattan and the Bronx, more than 80% of those in Brooklyn and more than half of the districts in Queens and Staten Island.

The Estuary Lab also offers over 100 free and low-cost public drop-in programs annually that target a wide ranging audience, from toddlers to older adults and focus on topics of interest such as park wildlife, waterfront history, oyster restoration and sustainability. The Park's single largest public environmental program is the SUBMERGE Marine Science Festival. SUBMERGE is a daylong celebration of NYC's coastal waters that brings marine science to life with awesome experiments, kid-approved science entertainment, wildlife and more. In 2018, 8,500 participants joined this interactive day of science that is devoted to increasing awareness of NYC's coastal waters. The 2018 festival was held at Pier 84 and we had more wildlife than ever including the largest oyster found in the harbor in the past 100 years (discovered under Pier 40 by Trust contractors last summer) and many new partners such as turtles, falcons and owls.

In 2018, the Trust also organized another successful season of free events, and extended the season to include significant new programming initiatives in spring and fall. The celebrations began in June with a "20 Years of Piers" anniversary celebration at Pier 45 that showcased our line-up of free events staged throughout the summer season. Programs continued every week through mid-September, with highlights including an expanded Healthy on the Hudson exercise series featuring workouts with Lululemon, yoga, tai chi and outrigger paddling sessions. The Friday night "Sunset on the Hudson" and Thursday Night "Jazz at Pier 84" series, not to mention the 19th Annual Blues BBQ concert, brought a mix of music lovers to various piers located

throughout the Park's footprint. In all, over 44,000 people from New York City and the tri-state area came to the Park to enjoy a total of 106 family, fitness, music, movie and dance events.

5. Promote Environmental Stewardship and Enhance the Estuarine Sanctuary

The Trust continues to take its mandate to protect and enhance existing marine habitat and the 400 acres of Estuarine Sanctuary, through multiple partnerships and approaches. Chief among these include a robust slate of research initiatives, both alone and with numerous scientific organizations and other partners in 2018.

Last year, the Trust continued work on its Pier 32 oyster research initiative, which involved installing and monitoring 12 oyster wraps filled with both adult oysters and spat-on-shell directly on structurally sound piles (as opposed to in cages primarily at docks and railings) and monitoring growth, mortality, etc. for a three-year term. This is in addition to the Estuary Lab's ongoing collaborations with the citywide Billion Oyster Project initiative.

In 2018, Trust staff also continued their partnership with Brooklyn College to sample sanctuary waters for the presence of microplastics, plastics smaller than 5mm, with the objective of obtaining baseline microplastic concentration data for the sanctuary. The Park also collected and categorized 1,000 pounds of plastic marine debris from the Gansevoort Peninsula, and reported the data to National Oceanic and Atmospheric Administration's (NOAA) marine debris program.

In addition, the Park manages two instruments in the Hudson River Ecosystem Conditions Observing System (HRECOS) network, a group of near real time instruments in the lower Hudson River tracking and sharing water quality measures. The Estuary Lab has also begun an environmental DNA research project collecting and sequencing water samples for fish DNA at three locations within the Park in partnership with the renowned Cold Spring Harbor Laboratory.

The Park's Community Compost Program also continued to grow, in partnership with NYC's Department of Sanitation, Council Member Corey Johnson, and Hudson River Park Friends. In 2018, 69,580 pounds of organic waste were collected from the Park's offices, boathouses and community drop-off sites with an overall upward trend in pounds collected throughout the year. The Park's horticulture team also contributed 350,000 pounds of horticultural waste while maintaining the Park this year. In total, the Park turned nearly 420,000 pounds of organic waste into compost during 2018. Hudson River Park exceeded its goal to compost at least 400,000 pounds of organic waste in 2018, and diverted thousands of pounds of waste from NYC's waste stream. Trust employees and community members were educated at workshops, volunteer events and public programming to encourage best practices in composting.

One of these events was the Trust's first annual Pumpkin Smash at Chelsea Waterside Park where 500 locals participated by smashing their old Halloween pumpkins. These pumpkins were composted and people learned about the benefits of composting. Families also left with a free bag of fresh compost and tips on how they can support composting efforts in NYC.

The Trust has committed to several permanent Park projects that will enhance the Sanctuary that are already described above: the beaches at Pier 76 and Gansevoort, the ecological get down at Pier 26, and the Estuarium. In addition, the Trust has also reserved \$1.5 million from New York State's \$50 million allocation for a habitat enhancing project to be determined. The Trust will work with NYS Department of Environmental Conservation and the Technical Advisory Committee of the Estuarine Sanctuary Management Plan (ESMP) to identify plan for such project in 2019. The Trust has also been working closely with Google to plan an estuary-focused science classroom, to be operated by the Trust, at Pier 57.

6. Establish an Estuarine Sanctuary Management Plan

The Hudson River Park Act required the Trust to prepare an Estuarine Sanctuary Management Plan (ESMP) which has provided guidance on balancing the needs of various park purposes while monitoring and enforcing Park policies, laws and regulations to manage and protect the sanctuary. The ESMP is composed of goals and objectives in three key areas: research and resource protection, public access and recreation, and environmental education. The Trust continues to work vigorously in each of those areas. In 2018, staff worked with a Technical Advisory Committee comprised of experts in research, habitat enhancement, environmental education and public water access, with the goal of completing the ESMP update through a public process in 2019.

7. Promote economic development and tourism in the state of New York

Annually the Park is visited by millions – both New Yorkers and visitors to the City. As the number of Park amenities increases and as the types of tenants and permittees grow more diverse, such as the location of offices for Google at Pier 57, the number of visitors and opportunities for economic growth will continue to emerge.

8. Operate on a model of economic self-sufficiency

The Trust seeks to ensure the Park's future financial self-sufficiency by developing the Park's remaining major commercial nodes and growing its annual revenue. The Trust continues to work closely with Hudson River Park Friends, a non-profit dedicated to raising money for the Park, including on its successful initiatives to raise funds for the Chelsea Waterside Playground, for art restoration, composting equipment and other important projects. Further, the Trust succeeded in funding all operating expenses (but not capital maintenance) from income sources within the Park during the fiscal year.

During 2018-19, the Trust undertook a significant action process to allow an increase in the amount of office space and interior public open and public benefits space within Pier 57. As part of the negotiation, the Trust was able to secure an increase in the amount of rent to be paid by the ground lessor for this pier.

In 2018, elected officials representing Pier 40 continued discussions about a potential legislative change to the Hudson River Park Act that would allow a longer lease term and commercial offices as a permissible use at Pier 40, subject also to achieving many community goals for Pier 40. The Trust considers these two changes to be essential to attract a successful proposal that would allow for redevelopment of Pier 40 as a park/commercial pier. In consultation with Board members with development and financial expertise, staff from the Trust has provided detailed information on potential development costs, Trust's financial assumptions for the future, and engineering and construction assumptions in response to particular questions we have received. The Trust's financial projections continue to assume that Pier 40 should contribute 25% of the Park's operating expenses in the future.

Under the Act, the City is required to use "best efforts" to relocate the tow pound at Pier 76 so that the pier can become part of the Park. As amended in 2013, the Act requires that once the tow pound is relocated, at least 50% of the Pier 76 footprint be devoted to public park use, while the balance may be used for revenue generating commercial purposes permitted under the Act. The Trust does not control any aspect of Pier 76 at this time, but staff continues to pursue the tow pound relocation with New York City, elected officials and the Community Board to try to make progress on the tow pound's relocation.