

Brooklyn Marine Terminal

Port Operations and Maritime Industrial Uses Request for Expressions of Interest (RFEI)

Advisory Task Force – Office Hour
April 24, 2026

Agenda

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- Port Tenants
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- Service Providers

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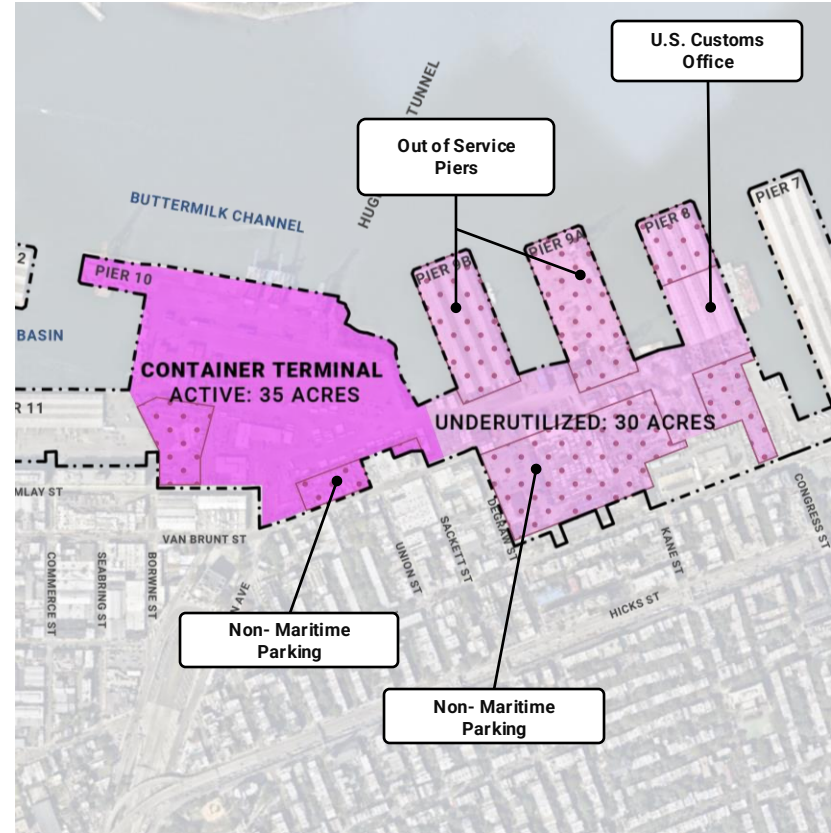
05 | Q&A

Port Background

Container Terminal Today

Container Terminal Today:

- BMT's potential to handle more containers and general cargo is not limited by space, but rather by:
 - Obsolete infrastructure and equipment
 - Harbor depth of 40 ft
 - Lack of on-dock rail connections
 - Lack of direct access to major interstate highways
 - Lack of significant square-footage of warehouse facilities
- BMT is a niche terminal for refrigerated cargo destined to NYC market, serving smaller vessels on smaller trade routes
- 2 regular services at BMT also call to ports in Philadelphia, Wilmington that are direct competitors to BMT for the small vessel, perishable product market



Container Terminal Market Outlook

During the Vision Plan phase, Moffatt&Nichol completed an analysis of market dynamics and joined EDC for a series of industry interviews with port investors and terminal operators of similar sized ports to BMT around the world to solicit feedback on opportunities and risk.

Container Market Outlook:

- With investment in piers and equipment, BMT can add a 3rd service, increasing annual volume 50% from 90k to 135k moves
- Integration of Blue Highway barge service to Hunts Point also has the potential to grow container volume at BMT
- A modern 60-acre port will provide enough space to handle upwards of 170,000 moves/yr, construction staging for (2) projects simultaneously, bulk cargo, and Blue Highway
- Densified operations are common practice at modern container terminals for increasing capacity and speed of cargo-handling
- A new marginal pier, improved infrastructure, and new equipment will enhance BMT's competitiveness and ability to operate without subsidy
- BMT would continue to serve a niche role inside the larger port NYNJ basin (smaller vessels, smaller trade routes). Future market strength could be in a specialized market like perishables.

BMT Port Operations & Maritime Industrial Uses RFEI

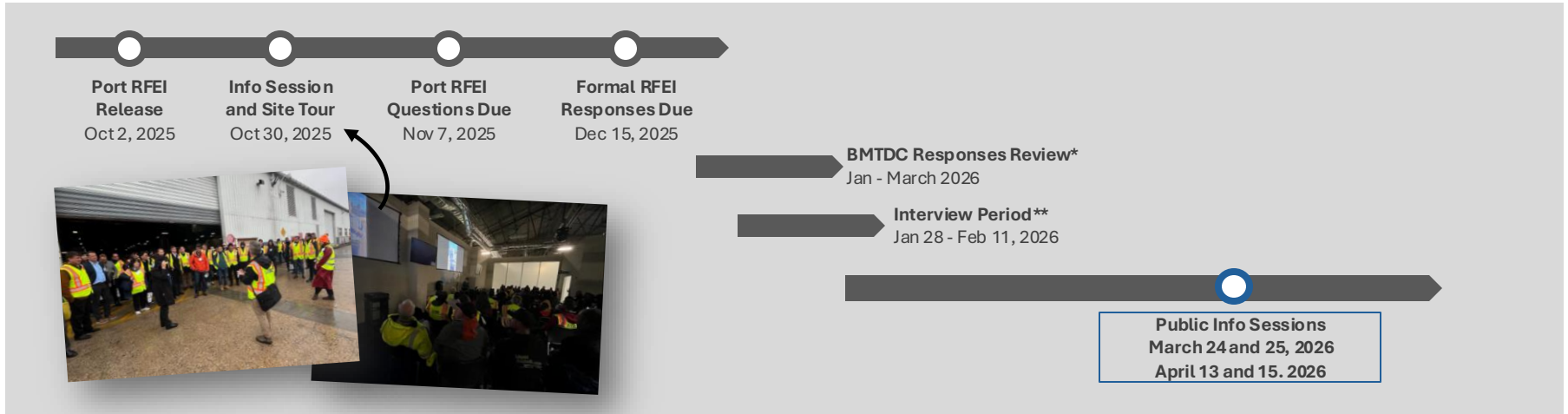
- Primary focus is to **solicit ideas** for how BMT could be optimized for maritime industrial uses
- This RFEI serves as a critical step in further **refining the port**, could inform the environmental review alternatives analysis, and **identifying potential port operator/developer partners**
- Feedback from this process will **shape one or more subsequent RFPs**; however, no operator, developer, or maritime industrial tenant will be selected from this RFEI phase

254
Professionals
 accessed the RFEI

80+
Attendees at the October
 2025 Information Session

220
Companies evaluated
 this RFEI opportunity

25
Formal Respondents
 submitted to the RFEI



*BMTDC board members and local elected officials have been invited to review the full responses.

**Interviewed only potential port operators, tenants, and cruise operators

ATF Office Hour – April 24, 2026

RFEI Respondents

Port Operators

1. Carrix (SSA Marine)
2. Cintra (Ferrovial SE)
3. Ports America
4. Prologis
5. RealTerm Transportation
6. RHCT and Seaboard Marine

Port Tenants

1. 6th Boro Marine
2. Atlantic Salt
3. Continentia Capital
4. Marine Design Dynamics
5. Portside New York
6. Skyports
7. US Coastal Service

Cruise Operators

1. Cruise Terminals International
2. Global Ports Holding

Service Providers

1. AARIS / Local Office /
Lori Davis Consulting
2. Arup
3. Crowley Wind Services
4. Current Trucking
5. Logic
6. McAllister Towing
7. Persak & Wurmfeld
8. Port Feeder Barge
9. SST Consultant Engineer
10. TransTech Marine / ShipShares

Key Takeaways from the 25 Formal Respondents

| Objectives of the RFEI | Key Takeaways |
|---|---|
| Identify port operators, developers, and maritime industrial users who are interested in future RFP(s) and/or occupying the BMT port | Generated local, regional, and international interest , including the world’s largest multinational port developers and operators |
| Understand what refinements to the proposed port (if any) could be made to increase interest in future RFP(s) | 60-acre port is appropriate for this scale, with the ability to increase throughput through more efficient use of the existing area (densification) rather than physical expansion |
| Solicit feedback on increasing maritime port activity and identifying infrastructure/improvements most important to increase activity | A marginal pier is preferred by the port operators, as it provides the most efficient layout for modern container processing Proposed maritime industrial uses (container, cruise, construction staging, Blue Highways) align with the Vision Plan |
| Solicit feedback on the configuration of new buildings and opportunities for private financing | Several respondents indicated a willingness to self-finance major port infrastructure, such as piers and substructures |
| Solicit feedback on potential economics for future maritime users | Indicated financial viability of the Vision Plan but provided limited financial details , while expressing mixed support for one RFP (cargo and cruise consolidated) |
| Understand potential market advantages/disadvantages of linking BMT to Hunts Point via the Blue Highways network | Strong interest in the Blue Highways connection to Hunts Point to improve regional freight movement |

Summary of Respondents



RFEI Respondents

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Carrix (SSA Marine)

About the Respondents

US-owned marine infrastructure company with 76+ years in developing and operating major ports including Bayonne, Galveston, LA, Jacksonville, and Miami

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|---|
| ✓ Experience as port operator / developer | <ul style="list-style-type: none"> • <u>Container</u>: 27 operations handling 28M+ TEUs annually via leases and stevedoring • <u>Conventional</u>: Over 100 locations handling 42M+ tons of cargo annually • <u>Cruise</u>: Serving over 21M cruise passengers annually across 20+ locations |
| ✓ 60 acres | <ul style="list-style-type: none"> • Utilizing as outlined in the Vision Plan |
| ✓ Strategies for expansion | <ul style="list-style-type: none"> • Phased densification approach |
| ✓ Importance of a marginal pier | <ul style="list-style-type: none"> • Offers the most flexibility as cargo mix and volume evolve over time |
| ✓ Hunts Point connection | <ul style="list-style-type: none"> • Greater operational resilience in emergencies |
| ✓ Cargo and cruise management at BMT | <ul style="list-style-type: none"> • In-house expertise in both businesses |

↓ Propane-to-electric forklift transition at its Port of LA Outer Harbor Terminal to reduce emissions and noise



↑ Developed and operates the Galveston Cruise Terminal

Ports America

About the Respondents

US marine terminal operator and stevedore company operating in 33 ports and 76 locations, including Port Newark, Seagirt in Baltimore, BCT, and MCT

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|--|
| ✓ Experience as port operator / developer | <ul style="list-style-type: none">• <u>Container</u>: 19M TEUs in 2024• <u>Cruise</u>: Over 6.7M passengers served• <u>Auto/RoRo</u>: 1.7M units• <u>Conventional</u>: 5.8M tons of cargo |
| ✓ 60 acres | <ul style="list-style-type: none">• Sufficient to handle existing and future needs |
| ✓ Strategies for expansion | <ul style="list-style-type: none">• Densification |
| ✓ Importance of a marginal pier | <ul style="list-style-type: none">• Most logical solution to modernize a containerized cargo port |
| ✓ Hunts Point connection | <ul style="list-style-type: none">• While it may add project complexity, a BMT-Hunts Point connection is advantageous within the larger port network |
| ✓ Cargo and cruise management at BMT | <ul style="list-style-type: none">• In-house expertise in both businesses |

↓ Seagirt Marine Terminal in the Port of Baltimore



↑ Port of Hueneme

RHCT and Seaboard Marine

About the Respondents

A joint venture between Red Hook Container Terminal (RHCT), a local marine terminal operator and SBMT co-developer and operator, and Seaboard Marine, a global carrier with 25 vessels serving 40 ports in the Western Hemisphere

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|---|
| ✓ Experience as port operator / developer | <ul style="list-style-type: none"> RHCT is the current port operator at BMT and co-developer of SBMT (offshore wind) |
| ✓ 60 acres | <ul style="list-style-type: none"> Sufficient based on experience operating the BMT port for the last 15 years |
| ✓ Strategies for expansion | <ul style="list-style-type: none"> Biggest opportunity is across the wharf (more berth capacity and Blue Highways) |
| ✓ Importance of a marginal pier | <ul style="list-style-type: none"> Critical for cargo capacity within the refined 60-acre port footprint |
| ✓ Hunts Point connection | <ul style="list-style-type: none"> Supplements existing cross harbor service Incl. E. Armata, a wholesaler in Hunts Point |
| ✓ Cargo and cruise management at BMT | <ul style="list-style-type: none"> First venture into cruise; would enter a joint venture with a cruise operator |



Prologis

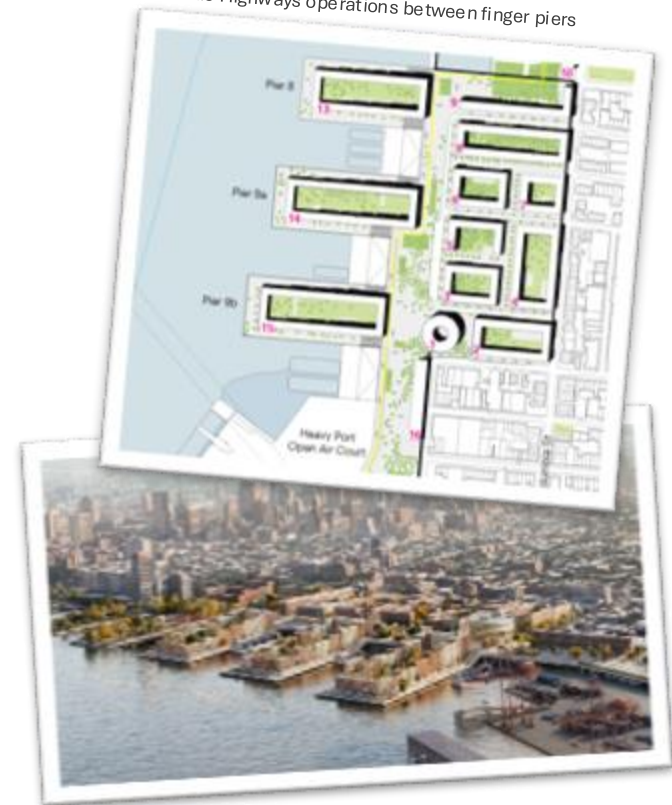
↓ Blue Highways operations between finger piers

About the Respondents

Owner, operator, and developer of industrial and logistics real estate, with a 1.3 billion SF portfolio in 20 countries including the US, Rotterdam, and Singapore

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|--|
| * Experience as port operator / developer | <ul style="list-style-type: none">• Not a port operator, but developer and owner of port-adjacent industrial infrastructure |
| * 60 acres | <ul style="list-style-type: none">• 67-acre port; size driven by neighborhood site integration rather than market demand |
| ✓ Strategies for expansion | <ul style="list-style-type: none">• Phased approach; start with smaller acreage for cargo and expand as volumes increase |
| * Importance of a marginal pier | <ul style="list-style-type: none">• Maintain finger piers for housing• Add new decking between those piers for Blue Highways access |
| ✓ Hunts Point connection | <ul style="list-style-type: none">• Synergies as part of a larger network connecting sites in NYC and NJ |
| ✓ Cargo and cruise management at BMT | <ul style="list-style-type: none">• Industrial/master developer role, coordinating with terminal and mixed-use operations |



↑ Alternate vision of BMT

RealTerm Transportation

About the Respondents

Real estate private equity firm specializing in transportation-related assets that support the global supply chain at airports including JFK, Newark (EWR), LAX, and Chicago O’Hare (ORD)

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|---|
| ✱ Experience as port operator / developer | <ul style="list-style-type: none">• First venture into ports, partnering with one or more developers/operators |
| ✓ 60 acres | <ul style="list-style-type: none">• Focus on a scalable, multi-use local port |
| ✓ Strategies for expansion | <ul style="list-style-type: none">• Integrated smart technology to coordinate cargo movements across the supply chain |
| - Importance of a marginal pier | <ul style="list-style-type: none">• No feedback provided |
| - Hunts Point connection | <ul style="list-style-type: none">• No feedback provided |
| ✓ Cargo and cruise management at BMT | <ul style="list-style-type: none">• Would build a team for cargo, cruise, and multi-family/mixed-use |

↓ Development of a \$145M, 350k-SF cargo facility at JFK



↑ 900k-SF facility at ORD, processing 100k+ metric tons of cargo annually and generated 500+ construction and permanent jobs

Cintra (Ferrovial SE)

About the Respondents

Global infrastructure developer with 70+ years in infrastructure concessions and terminals (e.g., Barcelona, Bilbao), partnering with SkyRock Advisors

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|--|
| ✱ Experience as port operator / developer | <ul style="list-style-type: none"> • First venture into port operations, leveraging its record in cargo and cruise development |
| ✓ 60 acres | <ul style="list-style-type: none"> • Sufficient, with room for future densification |
| ✓ Strategies for expansion | <ul style="list-style-type: none"> • Densification, phased expansion into flex maritime area, and integrated logistics tech |
| ✓ Importance of a marginal pier | <ul style="list-style-type: none"> • Reduces vessel maneuvering and turnaround time, and optimizes crane positioning • Simplifies shore power & charging installation • Enhances safety protocols and facilitates climate adaptation measures |
| ✓ Hunts Point connection | <ul style="list-style-type: none"> • Balanced cargo distribution and reliability |
| ✓ Cargo and cruise management at BMT | <ul style="list-style-type: none"> • Would form a dedicated operations team and forge partnerships with existing operators |

↓ World's first all-electronic, open-access toll highway in Ontario



↑ Extended berths for larger vessels at Menorca's Ciutadella Outer Port, designed to minimize impact on the area's marine ecosystem

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10. Port Feeder Barge

6th Boro Marine



About the Respondents

Multi-regional vessel operator and maintenance provider (NYC, NJ, Charleston, Portland) with owner-affiliated Lehigh Maritime for integrated facility support

Proposed Maritime Industrial Operations

| Component | Commentary |
|----------------------------|--|
| Type | <ul style="list-style-type: none"> Blue Highways service provider with its 110' ferry and homeport for repair and maintenance of all vessels in the Blue Highways fleet |
| Size | <ul style="list-style-type: none"> 300 ft. bulkhead, adjacent landside frontage |
| Preferred location | <ul style="list-style-type: none"> Atlantic Basin, where there is protected waters and near the ferry landing |
| Additional insights | <ul style="list-style-type: none"> Separate Blue Highways activities from public space e.g., cantilevered walkways, ground-floor heavy equipment zone |

US Coastal Service



About the Respondents

NY-based operator developing low- to zero-emission maritime freight services across New York Harbor, currently operating at BMT Pier 7 inlet

Proposed Maritime Industrial Operations

| Component | Commentary |
|---------------------------|--|
| Type | <ul style="list-style-type: none"> Blue Highways operator managing and activating shared infrastructure Operating 3-5 vessels per route with at least 12 daily sailings for economies of scale |
| Size | <ul style="list-style-type: none"> 300 LF berth space 8,000-10,000 SF interior space |
| Preferred location | <ul style="list-style-type: none"> Atlantic Basin Space for bow/stern-loading preference |

Continentia Capital



Atlantic Salt



About the Respondents

Real estate investment and advisory firm specializing in innovative urban solutions, including the Subic Bay Freeport master plan

About the Respondents

Woman-owned, family-operated importer and distributor of road salt, currently operating out of Staten Island and Port Newark

Proposed Maritime Industrial Operations

| Component | Commentary |
|---------------------------|---|
| Type | <ul style="list-style-type: none"> Blue Highway 2.1: Cross Hudson container service and freight station handling 100,000 TEUs annually between Brooklyn and Bronx |
| Size | <ul style="list-style-type: none"> 400 LF berth space 7 acres landside at BMT 17 acres landside at Hunts Point |
| Preferred location | <ul style="list-style-type: none"> Adjacent to Pier 7 inlet Operations is site-agnostic, with potential at 23rd Street Basin or Brooklyn Army Terminal |

Proposed Maritime Industrial Operations

| Component | Commentary |
|---------------------------|--|
| Type | <ul style="list-style-type: none"> Transshipping bulk salt from South America via ship and barge to BMT and Hunts Point for distribution to public salt yards |
| Size | <ul style="list-style-type: none"> 4 acres stockpile (150k-200k tons of salt) 1.5 acres swing pad |
| Preferred location | <ul style="list-style-type: none"> Flex maritime area Current Barclays/Tesla lot |

Marine Design Dynamics



About the Respondents

Multi-state naval architecture and marine engineering firm with 20+ years' supporting port logistics, vessel operations, and infrastructure across the NY/NJ, East, and Gulf Coasts

Proposed Maritime Industrial Operations

| Component | Commentary |
|---------------------------|--|
| Type | <ul style="list-style-type: none"> Clean energy retrofit and ship repair facility Focus on dockside, topside, and integral mechanical areas only (not any hull or out-of-water work) |
| Size | <ul style="list-style-type: none"> 300-500 LF berth space 5,000-10,000 SF yard/industrial area |
| Preferred location | <ul style="list-style-type: none"> Atlantic Basin |

Skyports



About the Respondents

Global drone/vertiport developer operating across 5 continents, including Downtown Skyport in Lower Manhattan and one of two major heliports in London

Proposed Maritime Industrial Operations

| Component | Commentary |
|---------------------------|--|
| Type | <ul style="list-style-type: none"> Drone-enabled Blue Highways logistics to Hunts Point and Downtown Skyport Aerial inspections and maintenance monitoring of maritime infrastructure Drone deployment for post-incident damage assessment and emergency response support |
| Size | <ul style="list-style-type: none"> 0.25-1-acre modular pad |
| Preferred location | <ul style="list-style-type: none"> Flex maritime area near water's edge with power, road access, and minimal storage |

Portside New York



About the Respondents

Nonprofit anchored at BMT for 19 years providing maritime education, workforce training, and working waterfront advocacy

Proposed Maritime Industrial Operations

| Component | Commentary |
|---------------------------|--|
| Type | <ul style="list-style-type: none">Expanded maritime center serving both workboats and the public through Blue Highways amenities and educational programs |
| Size | <ul style="list-style-type: none">325 LF berth space20,000 SF interior space (including wet lab)Outdoor space between shed and ferry landing |
| Preferred location | <ul style="list-style-type: none">Atlantic Basin/Pier 11Protected waters and walkable from the Red Hook community, schools, and transit users |

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Cruise Terminals International (CTI)

About the Respondent

Cruise port developer, owner, and operator owned by iCON and Royal Caribbean Group, with terminals in Miami, St. Thomas, Ravenna (Italy), and Fiumicino (Italy)

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|--|
| ✓ Experience as a cruise operator / developer | <ul style="list-style-type: none">• \$2 billion in active capital projects currently• Directly integrates the ‘end-user’ needs through Royal Caribbean’s ownership |
| ✓ Experience in delivering shore power | <ul style="list-style-type: none">• Shore power and all-electric terminal systems in Miami, LA, and Fiumicino (Italy) |
| Size of facility | <ul style="list-style-type: none">• <u>Site</u>: 15 acres• <u>Terminal building</u>: 180,000 SF• <u>Parking</u>: 2,500-space multi-level structure• <u>Water taxi landing</u>: MCT inter-terminal transit |
| ✓ Hotel | <ul style="list-style-type: none">• Enhances the project’s attractiveness by blending hospitality with cruise and the park |
| ✓ Sole RFP / Larger RFP | <ul style="list-style-type: none">• Would partner with a cargo operator |

↓ Barcelona Terminal G: Targeted zero-emissions building in dense urban fabric



↑ Rendering of what a new BCT could look like (for illustrative purposes only)

Global Ports Holding (GPH)

About the Respondent

Cruise port developer and operator since 2004, managing 32 cruise ports across 19 countries, including Nassau, Barcelona, Singapore, and San Juan

Consistency with the 2025 BMT Vision Plan

| Component | Commentary |
|--|---|
| ✓ Experience as a cruise operator / developer | <ul style="list-style-type: none"> • 22M annual pax (1/6 of global cruise traffic) • \$1Bn+ in private investment for development |
| ✓ Experience in delivering shore power | <ul style="list-style-type: none"> • 72 MW capacity across 6 berths in Nassau • Develops independent power source for this |
| Size of facility | <ul style="list-style-type: none"> • <u>Site</u>: 12-15 acres • <u>Terminal building</u>: 100,000-140,000 SF |
| ✓ Hotel | <ul style="list-style-type: none"> • Open to integrate if required, but does not enhance project's core attractiveness |
| ✓ Sole RFP / Larger RFP | <ul style="list-style-type: none"> • Separate cargo and cruise agreements to reflect distinct operational requirements, technical skillsets, and investment profiles |

↓ Over \$300M invested in Nassau's cruise port and adjacent downtown



↑ Actively modernizing existing facilities and developing new berths and terminal infrastructure at the San Juan Cruise Port

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7. **Current Trucking**
8. **Logic**
9. **McAllister Towing**
10. **Port Feeder Barge**

Service Providers

| Respondent | Description | Proposal |
|--|--|---|
| P3 Consultants | | |
| Crowley Wind Services | P3 consultant (port operation, development, investment) | Providing consultant services to NYCEDC |
| AARIS / Local Office / Lori Davis Consulting | Architectural, engineering, and systems planning firm | Providing consultant services to NYCEDC and port operator |
| Design Consultants | | |
| Arup | Architectural and engineering firm | Offering electrical capacity analysis for all-electric port |
| Persak & Wurmfeld | Naval architecture firm | Providing consultant services to NYCEDC for Blue Highways |
| SST Consultant Engineer | Structural engineering firm that performs 3D structural models for building and infrastructure | Seeking office space at BMT (Pier 11), and providing structural engineering services to the project |
| Trans Tech / ShipShares | Naval architect / marine engineer | Advocating for Blue Highways to be scaled in Atlantic Basin, and for Portside's tanker Mary Whelan to remain at BMT |
| Services to the Port Operator | | |
| Current Trucking | National developer, owners, and operator of zero-emission vehicle and charging systems | Providing services to port operator |
| Logic | Tech firm developing autonomous pallet-scale robotics | Providing services to port operator |
| McAllister Towing | Marine towing services | Providing towing services to port operator |
| Port Feeder Barge | Crane-on-barge manufacturer | Advocating for use of their barge at BMT |

Next Steps



How will the Port RFEI Responses be reflected in the Environmental Review Process?

- **The EIS will include an “Alternatives” analysis**

- An analysis of Alternatives to the Proposed Project is required under SEQRA (State Environmental Quality Review Act)
- The purpose of an Alternatives analysis in an EIS is to examine reasonable and feasible options that avoid or reduce project-related significant adverse impacts, or introduce alternative site plans, while achieving the goals and objectives of the Proposed Project. An Alternative should present an apples-to-apples comparison of the proposed project against another scenario for decision-makers to assess environmental impacts
- Alternatives can be raised and dismissed if they do not meet the project goals
- There is no requirement to implement or further pursue an Alternative after the EIS

- **What Alternatives will the BMT EIS include?**

- A “**No Action**” Alternative is required by SEQRA
- If the Proposed Project results in unmitigated significant adverse impacts, the EIS will also include a “**No Unmitigated Significant Adverse Impacts**” Alternative
- The Draft Scope of Work (DSOW) also noted the potential for incorporating a “**Port Alternative**” following the results of the RFEI

Next Steps

- CEQR Scoping comment period ends Friday, May 8, 2026
 - Written comments can be submitted to Emily Spokowski at MOEC (espokowski@moec.nyc.gov)
- BMTDC Board to review RFEI responses to determine whether to recommend any additional alternatives analysis in the EIS

Q&A