

# NYCEDC

## Brooklyn Marine Terminal Port Operations and Maritime Industrial Uses RFEI



December 15<sup>th</sup>, 2025

New York City Economic Development Corporation (NYCEDC)  
on behalf of the City of New York  
1 Liberty Street  
New York, NY 10006

Opportunity submitted via Electronic Upload File Sharing website:  
Brooklyn Marine Terminal: Port Operations and Maritime Industrial Uses Request for Expressions of Interest (BMT RFEI)

Dear NYCEDC,

Prologis, Inc. ("Prologis") is pleased to submit our response to the Brooklyn Marine Terminal RFEI for Port Operations and Maritime Industrial Uses. We have reviewed the full RFEI, including all associated materials and requirements, and respectfully offer our proposed vision for the redevelopment of BMT.

Our proposal envisions Prologis as the master developer of a next-generation, all-electric maritime logistics district driven by technology-enabled roll-on/roll-off (RoRo) Blue Highways infrastructure, container picking, and cold chain logistics, with integrated residential and commercial mixed-use campuses. We are committed to partnering on both the industrial and logistics components of the site, working alongside vessel and terminal operators to deliver best-in-class maritime and landside operations. We believe BMT can play a pivotal role in decarbonizing urban freight movement and reactivating the working waterfront in a way that is cost-effective, scalable, and community-serving.

Prologis brings unmatched experience in port-adjacent industrial development, with more than \$17 billion in assets under management in the NY/NJ region and over 1.3 billion square feet globally. Our team has engaged with vessel and port operators, urban freight stakeholders, and potential Blue Highways tenants to inform our response and ensure readiness to deliver on the City's Vision Plan for BMT.

We appreciate NYCEDC's leadership in advancing the Blue Highways initiative and reimagining the Brooklyn waterfront. Should you have any questions about our submission or require additional materials, please do not hesitate to contact me.

Thank you for your consideration of Prologis's submission. We look forward to further engagement with NYCEDC and the City as the redevelopment of BMT moves forward.

Sincerely,

A handwritten signature in dark ink, appearing to read "JK" or "Jeremiah Kane", written in a cursive style.

Jeremiah Kane

SVP, Value Added Investments, Capital Deployment

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461 5th Avenue, 21st Floor, New York, NY 10017



## I. Alternative Vision

Prologis, together with Only If Architecture, has analyzed the September 2025 NYCEDC Vision Plan for the Brooklyn Marine Terminal and designed an Alternative Vision that builds upon NYCEDC's conceptual plan. The Alternative Vision offers a number of advantages:

### Pier Morphology

In this Alternative Vision, the existing pier morphology is preserved. While structural remediation will be required for the finger piers, the advantages of maintaining this historic form are two-fold:

1. Smaller vessels for the Blue Highways network will be more easily able to dock as they will be sheltered from strong tidal currents of the Buttermilk Channel, and
2. Avoiding marginal wharf infill will save significant cost (estimated over \$■■■) and avoid potential environmental and regulatory challenges associated with creating new shadow area.

### Blue Highways & Logistics

In the Alternative Vision, 67 acres of industrial space are maintained by decking new development over industrial space and warehouses. The infrastructure necessary for the Blue Highways network is preserved and supported. The proposed operation is a next-generation, water-dependent maritime district designed to serve the evolving supply chain of New York City.

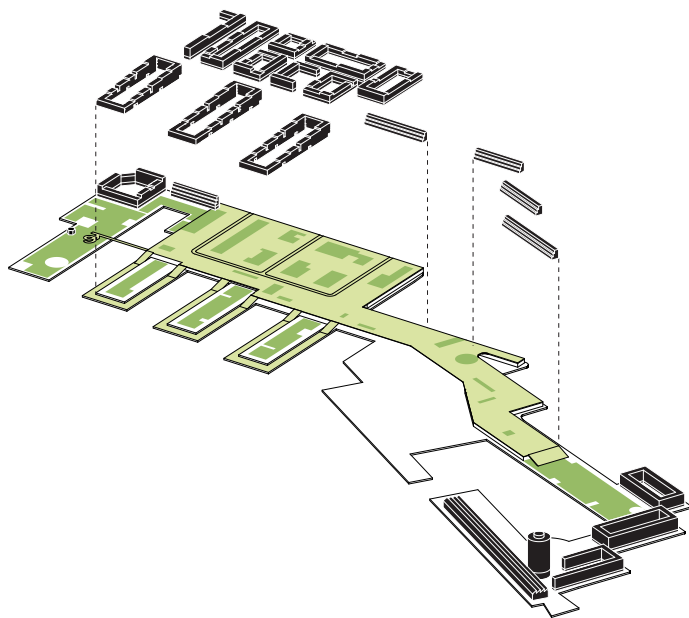
### Residential Development & Public Space

The Alternative Vision provides an equal amount of housing and development in the form of lower rise, courtyard building typologies—avoiding towers—to achieve a more compatible density and height as the adjacent neighborhoods, and adding value through waterfront development. Rather than cutting off the city from the water, the Alternative Vision provides continuous public access to the waterfront, connecting Brooklyn Bridge Park to the Atlantic Basin.



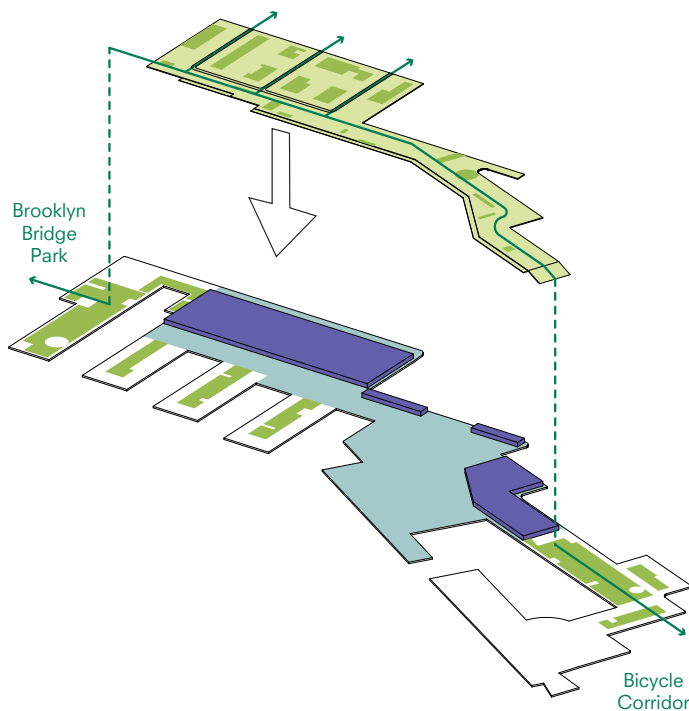


# I. Alternative Vision Organization



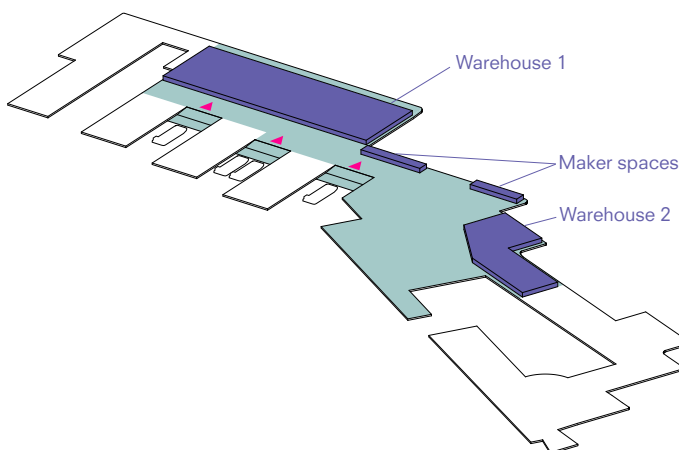
## New Development

6000 units of new housing, a school, community facilities, retail, and a cruise terminal and hotel are introduced, partially decked over the logistical ground plane.



## Promenade

A new ground is produced on top of marine court, truck court, and warehouses. This "Promenade Level" enables the continuity of public waterfront access from Brooklyn Bridge Park to Atlantic Basin.



## Logistical Ground Plane

The existing piers are preserved and space between is used for RoRo vessel berthing. On this "Marine Level," warehouses interface between water-side and land-side.



**I.**  
**Alternative Vision**  
Views



A pedestrian promenade provides continuous public access from Brooklyn Bridge Park to Atlantic Basin, and overlooks the heavy port and Buttermilk Channel.



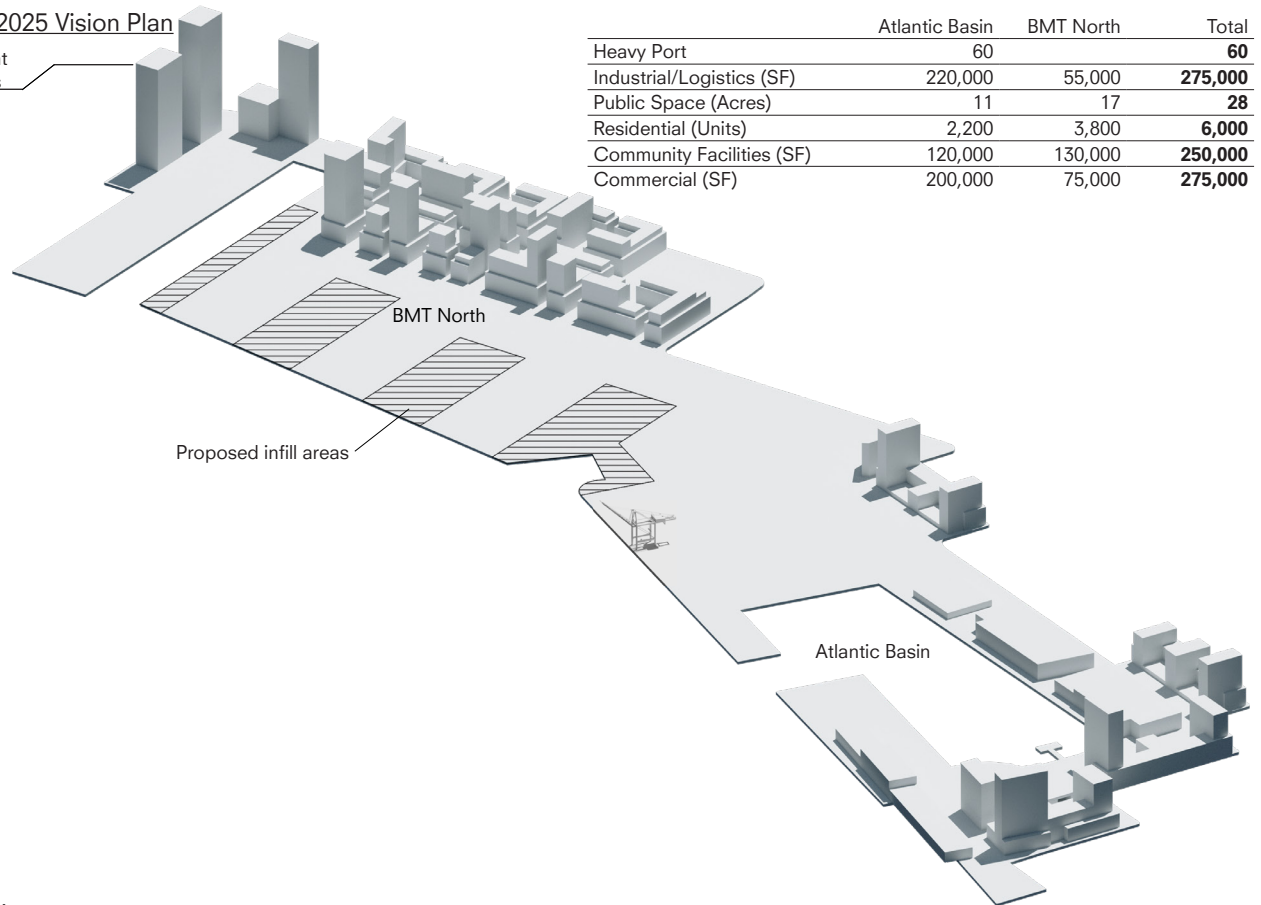
Blue Highways and logistics operations are located beneath the public realm.



# I. Alternative Vision Comparison

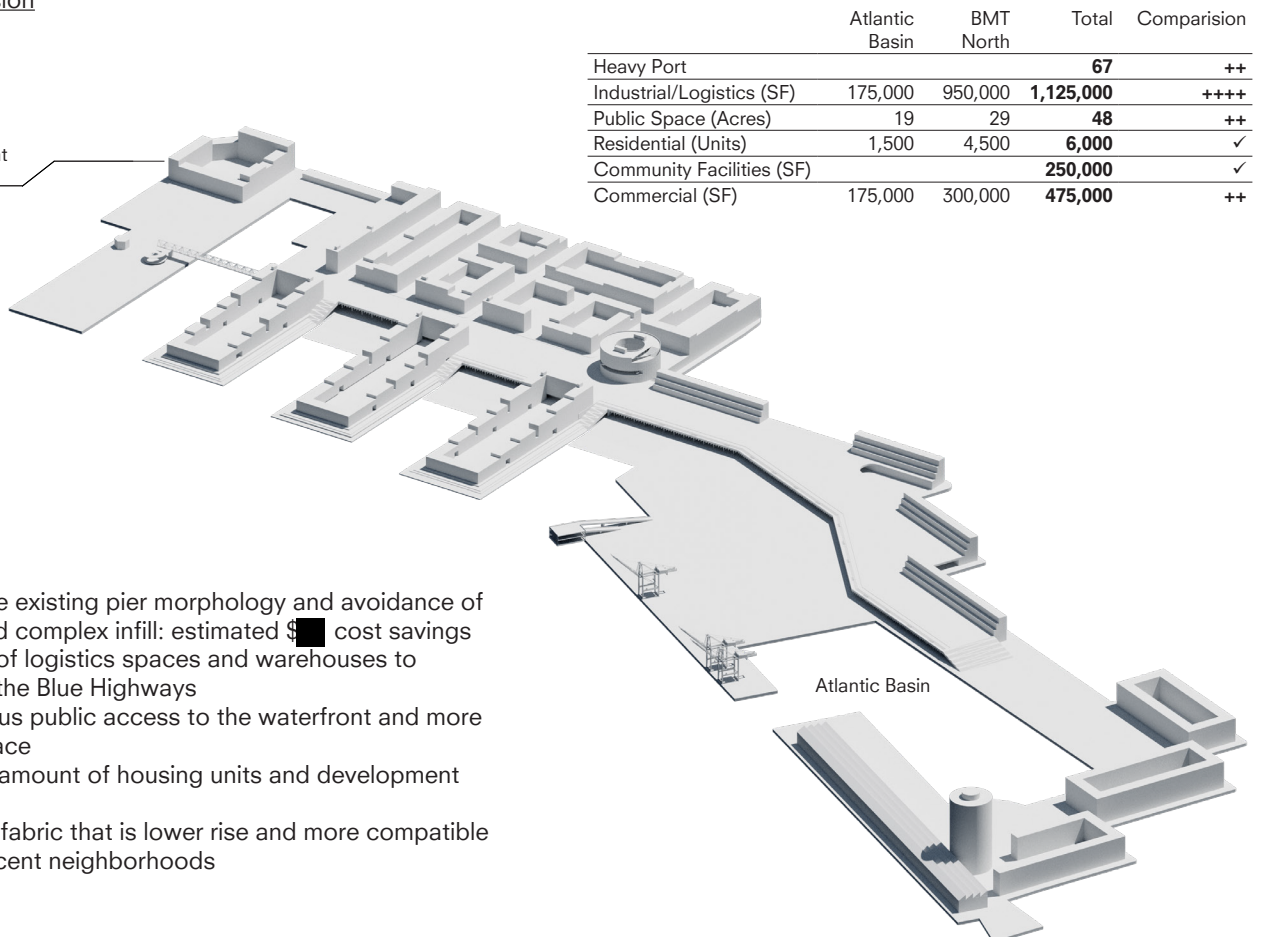
## NYCEDC 09/2025 Vision Plan

Max height  
42 stories



## Alternative Vision

Max height  
9 stories

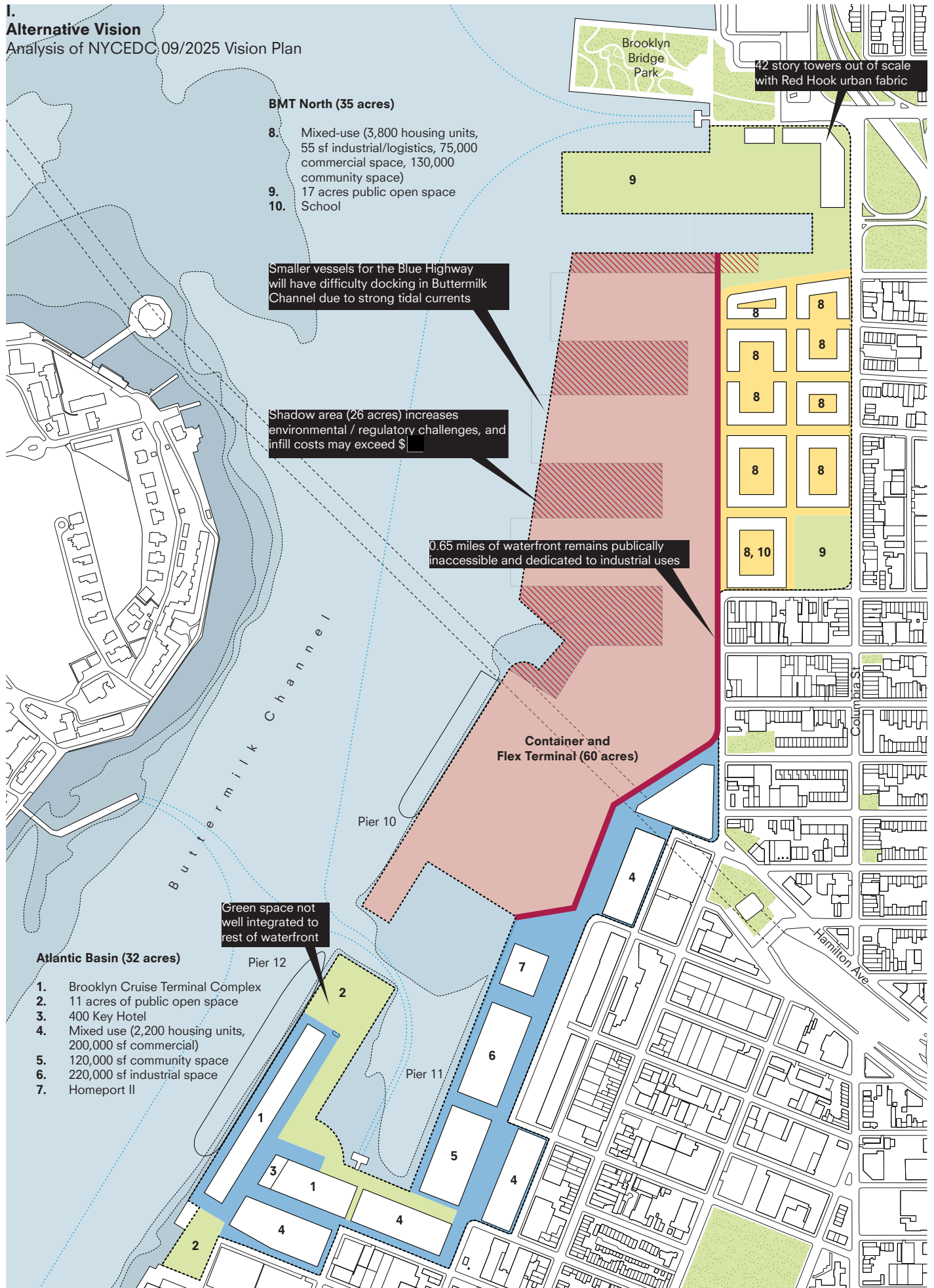


### Advantages:

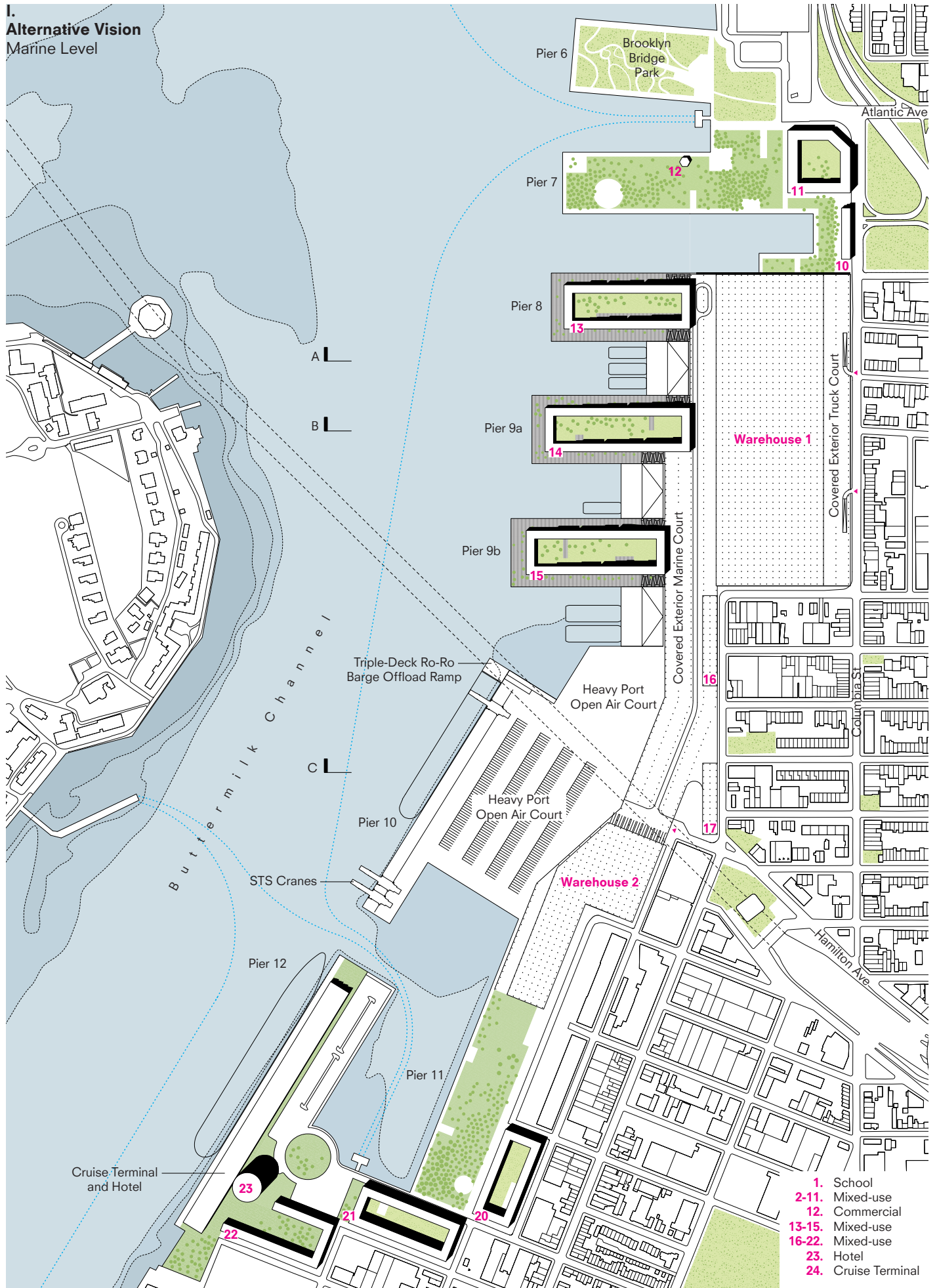
- Use of the existing pier morphology and avoidance of costly and complex infill: estimated \$ cost savings
- 67 acres of logistics spaces and warehouses to facilitate the Blue Highways
- Continuous public access to the waterfront and more green space
- An equal amount of housing units and development density
- An urban fabric that is lower rise and more compatible with adjacent neighborhoods



**I. Alternative Vision**  
 Analysis of NYCEDC 09/2025 Vision Plan

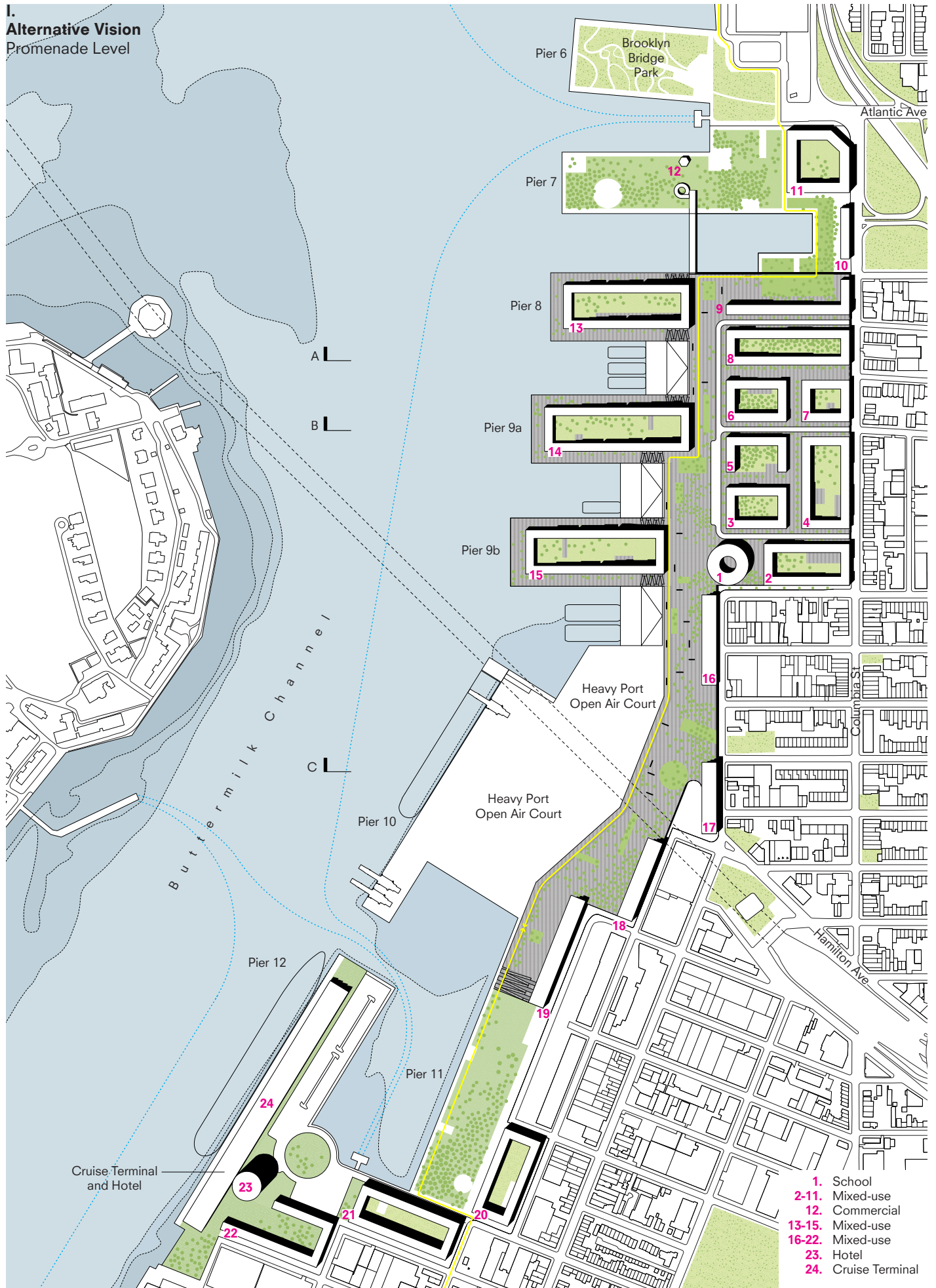


**I. Alternative Vision**  
Marine Level





**I. Alternative Vision**  
Promenade Level



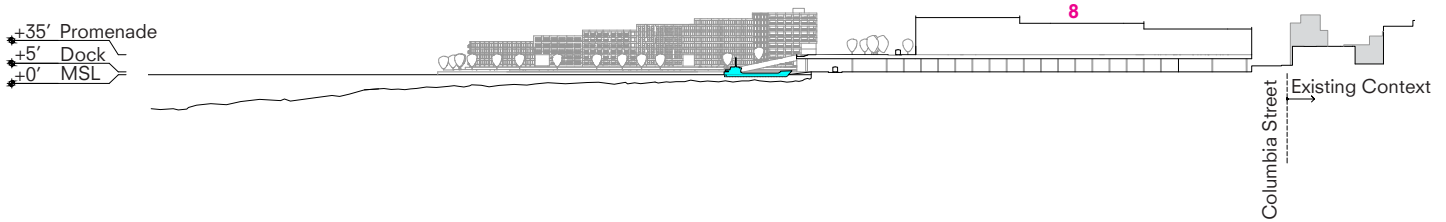
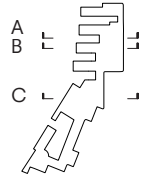
- 1. School
- 2-11. Mixed-use
- 12. Commercial
- 13-15. Mixed-use
- 16-22. Mixed-use
- 23. Hotel
- 24. Cruise Terminal

# I. Alternative Vision

## Sections

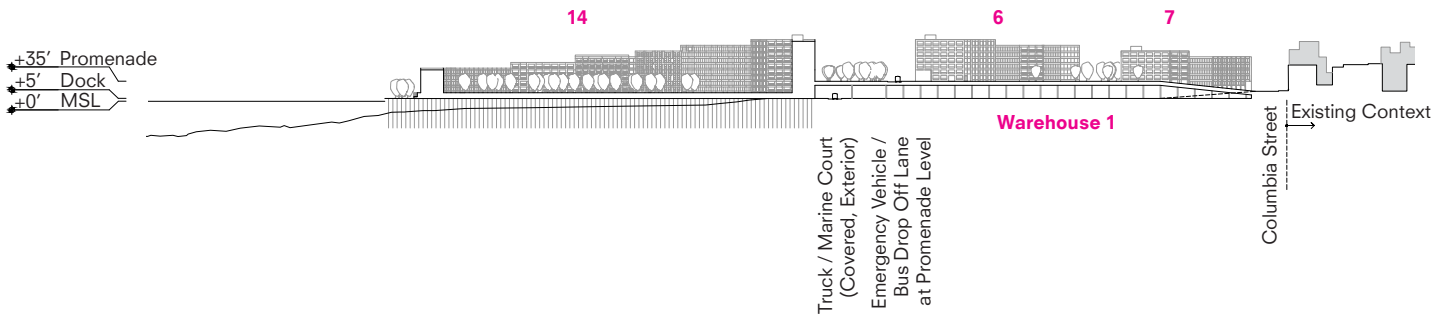
### Section A (Slip between Pier 9a and Pier 8)

This section cuts through the slip between Pier 9a and Pier 8, showing how marine logistics under the pedestrian promenade.



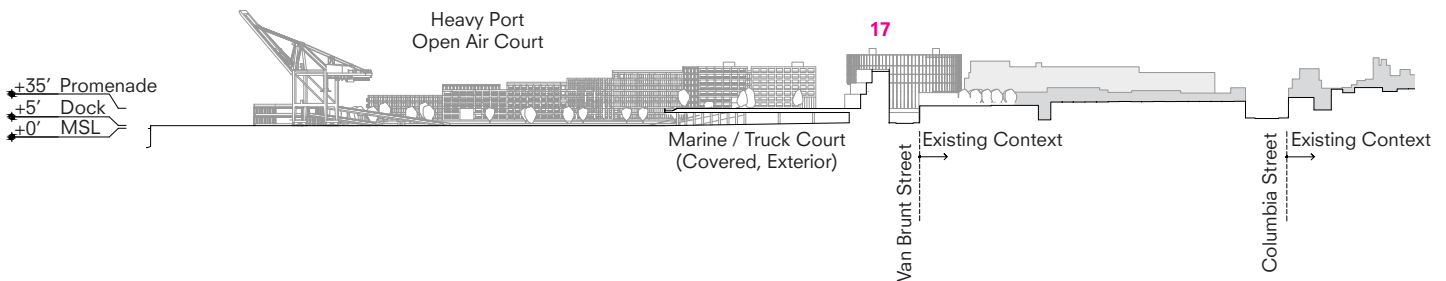
### Section B (through Pier 9a)

This section cuts through Warehouse 1 and the residential building on Pier 9a, showing its perimeter block condition.



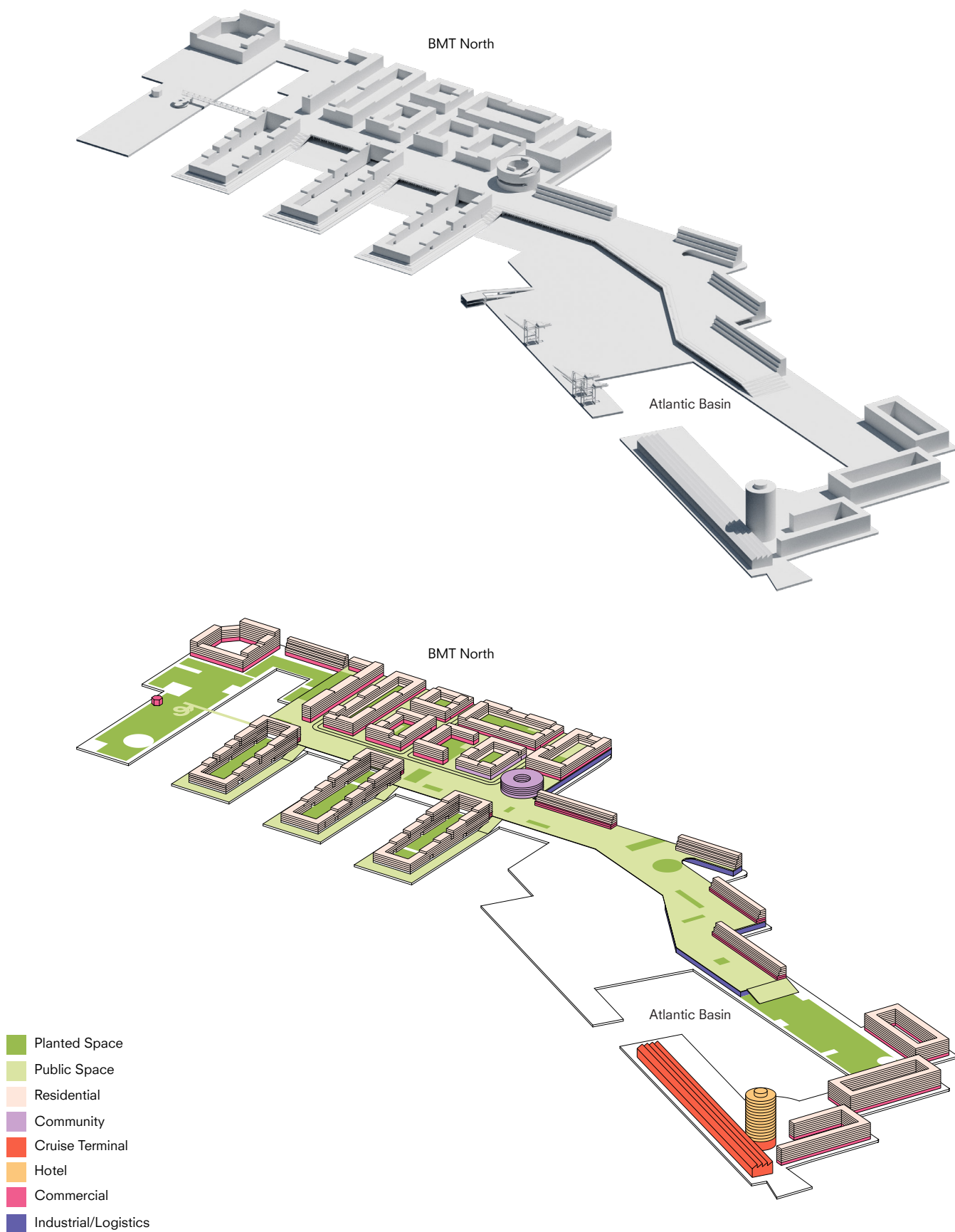
### Section C

This section cuts through the heavy port's open air court, showing the relationship between the exterior marine/truck court and Van Brunt Street.





I.  
**Alternative Vision**  
Organization



**I.**  
**Alternative Vision**  
Precedents & Case Studies



NYC High Line  
Diller Scofidio + Renfro, James Corner Field Operations, Piet Oudolf, 2009



Domino Park  
James Corner Field Operations, SHoP, 2019

The High Line and Domino Park are New York City precedents that, like our proposal, transform industrial remnants into parkscapes—leveraging existing infrastructure to produce site-specific landscapes that are historically grounded, publicly accessible, and economically successful.



Riverbank State Park, 1993  
Dattner Architects, Abel Bainnson Butz Landscape Architects



UN Logistics Park  
Wallace K. Harrison, Oscar Niemeyer, UN Board of Design 1952

Riverbank State Park and the UN Logistics Park establish local lineage in New York City for covering industrial and logistics infrastructure with parks and recreational space. These precedents validate an approach in which infrastructure is leveraged as load-bearing structure for accessible, publicly oriented open space.



# I.

## Alternative Vision

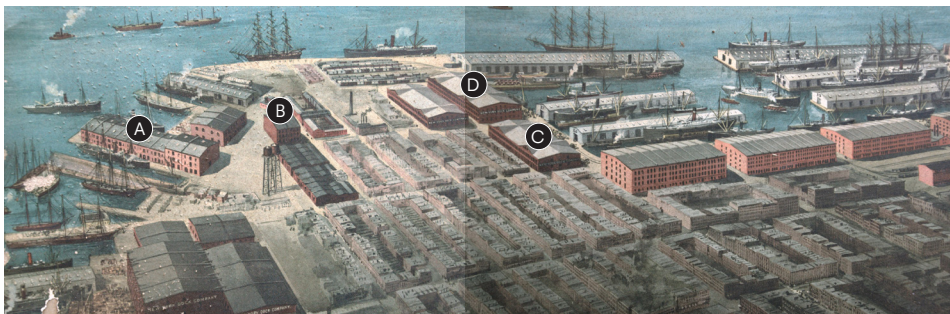
### Existing Conditions and Site History

The Brooklyn Marine Terminal site is not a blank slate, but the product of centuries of historical development. Its pier-based morphology is central to the identity of Red Hook and the Columbia Waterfront District. Overlays of 19th-century fire insurance maps onto the contemporary BMT zone trace a long history of mixed-use urban fabric on the site.

Today, the legacy of 19th-century maritime industry remains present, from the brick-faced warehouses of Red Hook to the logic of the city grid as it extends into the harbor along Columbia Street. Our vision for the Brooklyn Marine Terminal both celebrates and builds upon this inherited fabric, reinterpreting its spatial and industrial logic.



BMT Site (19th century), overlaid with 1886 Sanborn Fire Insurance Maps  
Diller Scofidio + Renfro, James Corner Field Operations, Piet Oudolf, 2009



Atlantic Basin, 1911  
Lithograph from the New York Dock Company



Columbia Waterfront District, 1911.  
Lithograph from the New York Dock Company



A.



B.



C.



D.

## II. Contact Information

Legal Name: Prologis, Inc.

Business Address: 461 5th Avenue, 21st Floor  
New York, New York, 10017

Primary Contact: Jeremiah Kane

Title: SVP, Value Added Investments

Telephone: + [REDACTED]

Email: jkane@[REDACTED]

## III. Firm Description

Prologis, Inc. (NYSE: PLD) is the global leader in industrial/logistics real estate, owning or operating approximately 1.3 billion square feet of industrial space across 20 countries. We serve more than 6,600 customers across retail, e-commerce, transportation, manufacturing, and third-party logistics. Prologis is a vertically integrated platform with in-house development, property management, sustainability, and capital deployment capabilities.

Headquartered in San Francisco with a significant regional presence in New York and New Jersey, Prologis is known for delivering best-in-class logistics campuses in complex urban environments. We are the largest owner of industrial space supporting port infrastructure globally, with deep experience delivering high-throughput, electrified facilities near major seaports including Los Angeles, Rotterdam, and Singapore.

Sustainability and innovation are at the core of our business. Prologis is the second-largest private generator of onsite solar in the U.S., and we are a market leader in electric vehicle infrastructure, battery storage, and green-certified development. Our platform also includes the Prologis Essentials program, which provides racking, lighting, material-handling equipment, and mobility solutions to help our customers operate efficiently from day one.

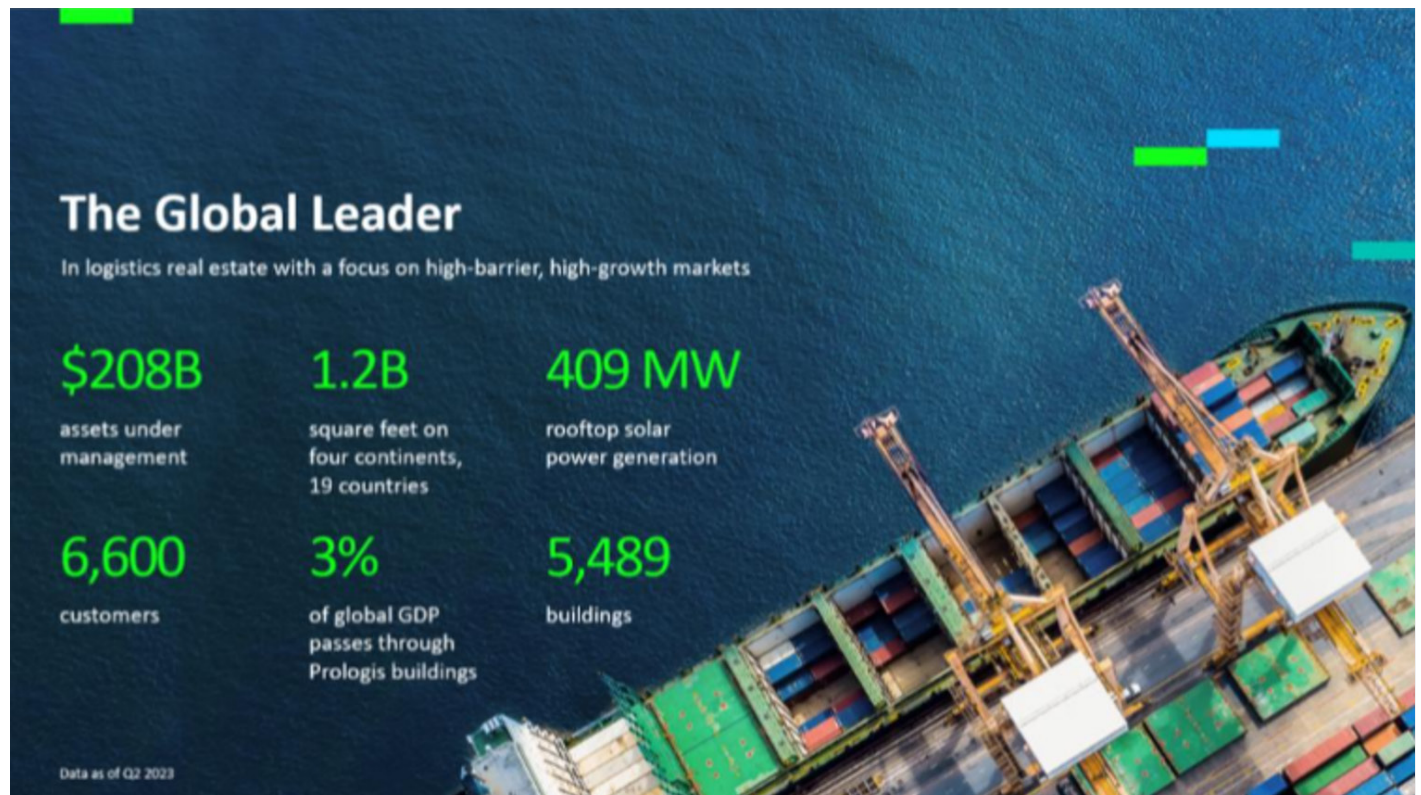


Figure 1. Prologis at-a-glance



#### IV. Financial Capacity

**Prologis does not require any outside project financing for this project.** We will use our own capital, investing for the long term, which is a major strength of our proposal. All of Prologis's Form 10-K financial statements can be found on our website here (inclusive of the past 3 years): <https://ir.prologis.com/financials/annual-reports>

All of Prologis's Form 10-K financial statements were audited and certified. We have no pending, active, or previous legal action that could reasonably prevent Prologis from fulfilling its obligations under the agreement. Ranked 575 on the Fortune 1000 and per our 10-K, Prologis with its \$208B in assets under management, has more than adequate sources of funding to be used for the proposed project's development, working capital, and equipment purchases. Prologis is seeking to pursue the full available grant funding referenced in this solicitation. We recently celebrated our 40th company anniversary since our founding and are positioned for long-term viability well into the future.

#### V. Relevant Experience in Maritime and Port-Serving Facilities

Prologis has unmatched experience developing and operating infrastructure that supports global port systems. While we are not a marine terminal operator, we are the world's largest developer and owner of port-adjacent industrial infrastructure, with over 300 million square feet of real estate in active seaport markets across North America, Europe, and Asia. This includes warehousing, cold chain, container staging, fleet electrification, and last-mile logistics facilities that directly support maritime trade and harbor economies.

In the New York/New Jersey region alone, Prologis manages over 40 million square feet and is approaching \$20 billion in assets, much of which supports the flow of cargo through the Port of New York and New Jersey. Our regional portfolio includes trailer yards, cross-dock distribution centers, and waterfront sites with barge access and RoRo capabilities, including our Bayonne facility, which has been used for aggregate transport by barge. We have also initiated LOIs and technical coordination with several Blue Highways marine operators for joint implementation opportunities.

While not a vessel operator, Prologis is deeply familiar with the spatial and operational needs of maritime users and port-adjacent tenants. Our global portfolio includes industrial facilities that support port trade and distribution in key logistics markets such as Los Angeles, Rotterdam, Singapore, and the United Kingdom, where we have delivered high-throughput warehouse, yard, and fleet infrastructure proximate to major seaports. Prologis also brings extensive experience delivering mixed-use environments that combine industrial, commercial, and residential programs, including projects such as England's Kings Hill development, the Cambridge Biomedical Campus, the San Francisco Railyards, and the Oakland Army Base to name a few. In each case, Prologis has acted as an infrastructure partner, delivering utility upgrades, large-format paving, and specialized building designs tailored to the demands of port-centric users. At BMT, we would play a similar role: enabling maritime use through durable, electrified infrastructure and supporting the operations of tenants and vessel operators with proven development expertise.

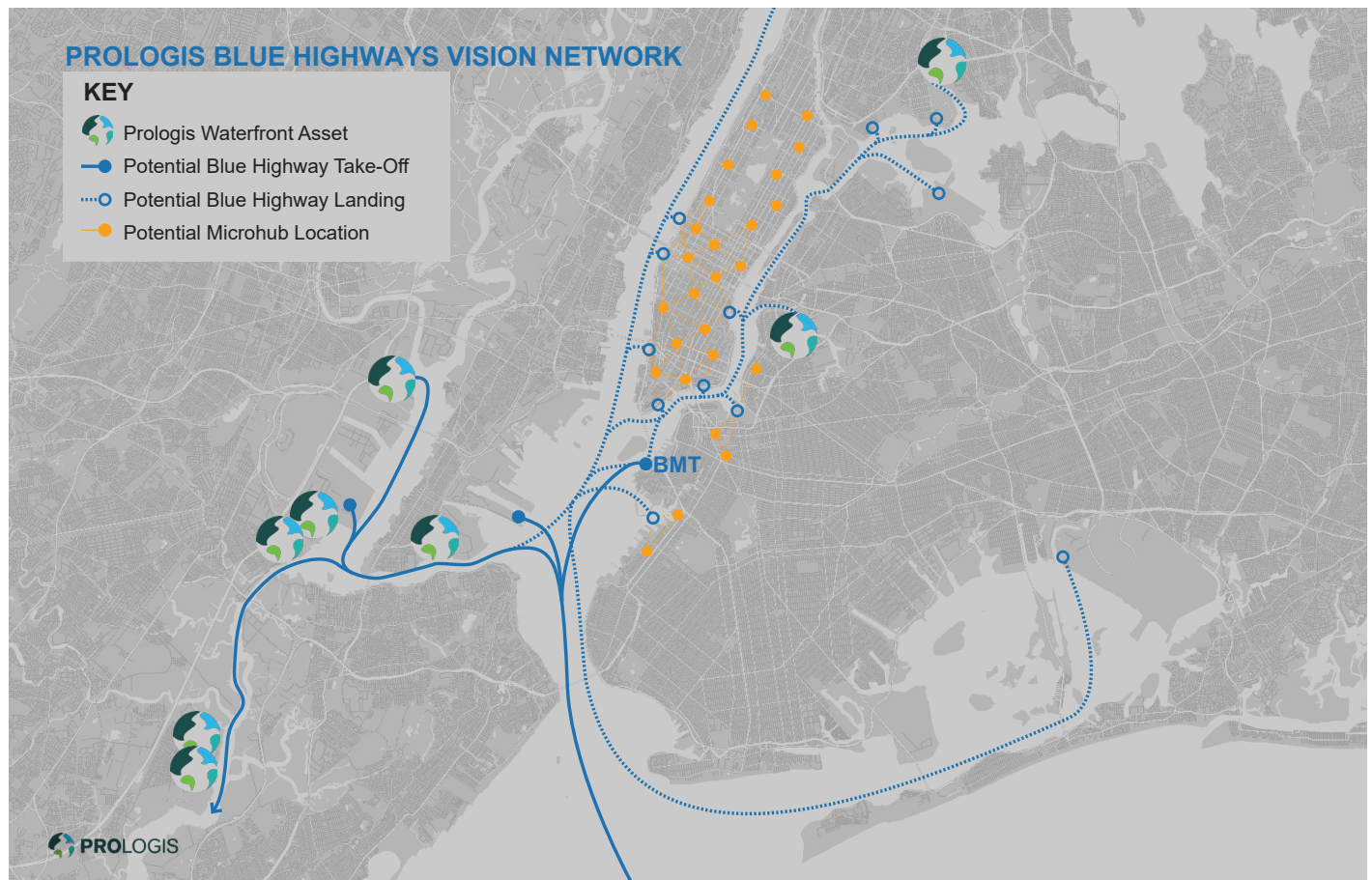
## VI. Additional Qualifications and Experiences

Prologis brings four decades of successful execution across public-private partnerships, complex urban sites, and infrastructure-heavy developments. Our experience delivering logistics projects in constrained, high-barrier cities positions us well for BMT. We have coordinated across multiple agencies and stakeholder groups, including utility providers, transportation departments, and community boards, to bring complex urban sites online, which involved major entitlements, land use actions, and community benefit agreements.

We have also pioneered sustainable development practices within the logistics sector, including early investments in solar (over 450 MW installed to date), EV charging networks, battery storage, and carbon-neutral design. Through the Prologis Essentials platform, we also offer tenants tailored support with racking, equipment, lighting, energy procurement, and mobility services.

Prologis is uniquely positioned to help BMT serve as a clean, efficient, and community-integrated maritime logistics hub. We are experienced in delivering infrastructure at scale and in advancing complex waterfront projects alongside public partners, all while maintaining strong, long-term relationships with our customers and stakeholders.

## VII. Prologis Blue Highways Vision Network





## VIII. RFEI Questions Response

### Q1:

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

### A1:

The proposed operation is a next-generation, water-dependent maritime district designed to serve the evolving supply chain of New York City. Prologis envisions a new kind of port, one that blends Blue Highway freight movement, residential integration, and neighborhood-serving uses in a way that reflects the City's long history of multifunctional, working waterfronts. This district would support a modern logistics ecosystem while reinforcing the character, diversity, and vibrancy that have always defined NYC's shoreline.

The hub will primarily serve cold-chain operators, neighborhood-scale logistics users, retail distributors, e-commerce tenants, and parcel carriers, all of which benefit from rapid, predictable access to the Manhattan and Brooklyn markets. These are operators increasingly rely on flexible, small-format, water-borne movement to serve dense urban neighborhoods. Supporting uses including maritime services, micro-fulfillment operators, educational facilities, hotel, and community-oriented commercial tenants, round out the district and help anchor the development as a mixed-use waterfront destination.

The operation supports both roll-on/roll-off freight, containerized picking, unitized cargo, parcels, perishables, and other small-format goods that feed urban demand. This includes everything from packaged consumer products to temperature-controlled food distribution. Like today, containerized activity will complement the operation, providing services to users who can take advantage of the unique benefits of Brooklyn Marine Terminal.

The business is fundamentally dependent on waterborne movement. The Blue Highway network is the backbone of the operation, with RoRo trailers traveling via barges, ferries, and other vessels transporting goods directly into the City, bypassing congested river crossings and reducing pressure on local streets. By centering the operation on the harbor rather than the highway, the district advances City sustainability objectives, improves resiliency, and reactivates the waterfront as essential working infrastructure. As the development partner, Prologis delivers the physical framework of modern logistics facilities, resilient infrastructure, and integrated mixed-use elements. The result is a forward-looking port ecosystem that supports the City's future supply chain while strengthening its historic connection to the water.

### Q2:

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

### A2:

Prologis will take on the industrial/master developer role, investing in infrastructure, constructing state-of-the-art logistics facilities, and ensuring part of the port's modernization to prepare for a future Blue Highway use. As master developer, Prologis will coordinate the various mixed-uses incorporated on site, to ensure operation remains harmonious and safe. Day-to-day terminal operations would be run by an experienced port operating partner, while our team focuses on enabling and supporting those operations through our development and asset-management expertise. This collaborative approach leverages Prologis's global logistics experience without duplicating the specialized role of a dedicated port operator. The team has engaged in initial conversations with several port and vessel operators to better understand partnerships moving forward.

VIII.  
RFEI Questions Response

**Q3:**

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

**A3:**

Prologis has been operational for more than 40 years and has grown into the global leader in logistics real estate, with active operations in 20 countries and more than 6,500 customers across the supply chain. We are the world's largest owner of port-supporting industrial infrastructure, with over 1.3 billion square feet of warehouses, container storage areas, and rail-served facilities that support maritime commerce. Headquartered in San Francisco, Prologis maintains a significant and longstanding presence in the New York/New Jersey region, where we develop and operate logistics facilities that serve the region's ports, e-commerce network, and last-mile distribution system.

A location at BMT would represent a strategic expansion of our business, not a replacement for any existing operations. This project would add new capabilities to our regional footprint, extending our presence onto the Brooklyn waterfront and strengthening the Blue Highway network while complementing the distribution, maritime-adjacent, and last-mile assets we already operate around the harbor.

**Q4:**

**What location within BMT best suits the proposed use, and why is this location most suitable (contiguous open space, berthing space required, water depth, requirements for interior space, etc.)?**

**A4:**

Prologis is responding to the RFEI by submitting a comprehensive vision for the entire Brooklyn Marine Terminal site: one that evolves the City's current plan to be more cost-effective, meet housing goals, and better position BMT as a port of the future. Our concept maintains a dedicated 67-acre modern port, establishes a scalable Blue Highways freight facility, and delivers the same number of housing units at a more appropriate scale, without infilling the wharf. It also creates a more intuitive and open connection between the Brooklyn Bridge waterfront and the interior of the site.

We have identified the northern portion of BMT, specifically Piers 7–10 and the Atlantic Basin, as the optimal area for Blue Highways operations. This section offers a large, contiguous footprint, protection from high-current zones, and ample pier frontage for barge and RoRo operations.

**Importantly, our plan does not require infill of the marginal wharf, avoiding significant construction and permitting challenges, and is estimated to generate over \$ [REDACTED] in cost savings compared to alternatives.**

In short, our proposal delivers a balanced, future-ready district that supports industrial, residential, and maritime uses, without compromising the site's operational integrity or financial feasibility.

**Q5:**

**How much acreage would the proposed use occupy? Does the Respondent anticipate the port to grow over time – how much and in what ways? Would you anticipate a phased approach to initial construction and potential growth?**

**A5:**

The industrial development is anticipated to occupy the entirety of the 122 acres of the BMT site, with 67 acres dedicated to industrial uses. We expect the Blue Highways operations to grow overtime in line with demand and the expansion of the greater network service. For example, we might begin with a smaller portion in Phase 1 and plan to expand into additional adjacent acreage in subsequent phases as cargo volumes increase. We have a phased approach in mind: Phase 1 will establish the core facilities (the primary warehouse, berths, and supporting infrastructure), and later phases will add capacity such as additional Blue Highway nodes as customer demand grows as a result of a proven Blue Highway track record. Initial



## VIII. RFEI Questions Response

**Q6:**

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

conversations with tenants suggest interest in utilizing Blue Highway as a freight solution, however, tenants require proof of concept before fully committing. This approach allows us to flexibly scale up, ensuring that infrastructure growth is matched by business demand and that each expansion phase is executed smoothly, with the goal of RoRo Blue Highways transportation to increase over time.

**A6:**

We anticipate needing modern warehouse facilities on site on order of roughly 1+ MSF within approximately 7+ MSF total mixed-use development. This would likely be a facility used for cargo sorting, short-term storage, and staging. The team anticipates much of the product to be offloaded at the facility and loaded onto last-mile EV bikes and vans for delivery, while other product would go back on the Blue Highway network for delivery to other locations along the network. In addition to the main warehouse, the team anticipates ancillary structures, including maintenance garages for equipment and an administrative building for offices and security operations, among other uses.

Ideally, the primary warehouses would be located immediately inland of the berth area to maximize efficiency of cargo transfer, set approximated 60-120 ft from the bulkhead. Clustering the warehouse and support buildings near the waterfront and barge unloading zone will streamline operations, while also ensuring easy truck egress to the road network. The goal is to allow RoRo cargo chassis easy access into traditional dock positions, providing quick sorting and staging for the next mode of transportation. This approach maintains supply chain practices, supporting easy adoption, allowing for rapid scalability, and allows traditional trucking as a back-up plan in the event the marine network is down. The goal is to place these facilities such that vessel-to-warehouse movement is direct and access to city streets is convenient.

In addition to core logistics functions, the plan incorporates flexible small-scale/shallow neighborhood manufacturing and makers spaces to complement Blue Highways operations at the base of the mixed-use buildings. These zones would support vessel maintenance, EV truck, van, and bike servicing, and on-site fabrication of operational utilities, strengthening the resiliency and functionality of the broader system.

**Q7:**

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

**A7:**

Yes. The public investments outlined in the BMT Vision Plan are essential to making the redevelopment financially viable, particularly in addressing long-deferred pier infrastructure needs. The Plan's emphasis on building a 21st-century, all-electric port with upgraded marine infrastructure, electrification, and improved access aligns closely with our commitment to clean logistics and sustainable development. Importantly, our proposal supports the City's Vision Plan objectives while offering a more efficient delivery strategy as we do not require infill of the marginal wharf, resulting in an estimated cost savings of over \$[REDACTED]. This approach lowers development risk, accelerates delivery timelines, and makes BMT more feasible for both public and private stakeholders. Taken together, these public investments and our proposed strategy reinforce BMT as a strong fit for our expansion and for New York City's future freight system.

VIII.  
RFEI Questions Response

**Q8:**

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

**A8:**

Yes. In addition to the planned investments in the Vision Plan, there are several public actions that would improve the viability of BMT and strengthen the Blue Highways network overall. First, establishing real estate tax abatements, such as an ICAP eligibility equivalent for maritime logistics uses, would be critical to attract private investment and help offset the higher costs of electrified and marine infrastructure. Recognizing Blue Highways as a qualifying use under these programs would help accelerate activation of the network.

We would also welcome public support for bringing in power/charging infrastructure and upgrading grid capacity, especially as vessel charging becomes part of the Blue Highways model. Partnering with Con Edison or relevant agencies to streamline delivery of high-capacity electric service would reduce upfront costs and improve project feasibility.

Prologis supports the City's investment in the new gantry crane, which is a valuable early step toward operational modernization. We also encourage continued investment in strengthening and reinforcing existing piers, which will help ensure long-term resiliency across the full site. Finally, advancing infrastructure access to Manhattan waterfront sites like Pier 76 and Pier 92 remains essential. These locations will be critical for receiving freight from BMT and completing the last leg of delivery into Manhattan neighborhoods. Together, these investments will enhance BMT's functionality and unlock broader network value.

**Q9:**

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

**A9:**

**Not important.** Following discussions with multiple vessel operators and pier design consultants, we determined that the cost of expanding the pier by infilling the spaces between the existing finger piers would not be justified. The area experiences high water flow rates, and the open configuration of the existing finger piers facilitates safer and more efficient vessel maneuvering for Blue Highway operators. In addition to the significant expense required to both restore the existing piers and construct new deck area in the interstitial spaces, the operational benefits of a continuous marginal pier do not outweigh the costs. As mentioned, our proposed plan achieves the housing goals without infilling the wharf, providing costs savings of over \$ [REDACTED] **Prologis remains confident that maintaining the current BMT pier configuration provides the most effective layout to support Blue Highway operations, as well as the port's future writ large.**

Prologis' plan for Piers 8, 9A, and 9B leverage the existing piers to enhance both the residential and maritime use cases. The plan is to utilize the pier infrastructure for Blue Highways access to logistics facilities on the ground level, with mixed use real estate above. The goal is to preserve the waterway for industrial use via Blue Highways, maximizing community benefits, while also creating a vibrant community for new residential development.



**VIII.  
RFEI Questions Response**

**Q10:**

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

**Q11:**

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

**Q12:**

**What is your business's perspective on any synergies between BMT and the Hunts Point Marine Terminal?**

**A10:**

Prologis is fully committed to the City's vision of a modern, all-electric port at BMT. The plan is to partner with our future customers and partners, pushing for electric equipment and vehicle uses over typical combustion engines. Prologis has several business lines that help with EV infrastructure, that will help our tenants onsite via shore power, EV chargers, and solar. We will install extensive charging infrastructure throughout the facility to support these vehicles and vessel needs, helping reach Prologis' company goal of net-zero emissions company wide and fulfill the BMT's Vision Plan.

The buildings and warehouses will be designed for sustainability: equipped with energy-efficient systems and on-site renewable energy generation (for example, solar panels on roofs with battery storage). Prologis has significant experience in developing sustainable logistics facilities, and we will leverage that to incorporate cutting-edge green building technologies at BMT (LEED standards, LED lighting, smart energy management, etc.).

**A11:**

To support and continue pushing the Blue Highway initiative forward, Prologis believes additional sites with robust waterfront infrastructure is required. At BMT specifically, additional funding and support with redevelopment of the piers, bulkheads, and other marine related infrastructure is necessary. As Prologis has been a long-time stakeholder involved in the Blue Highways initiative, we have had conversations with the following groups: NYCEDC, NYC & NJ DOT, Port Authorities, US Coastal Service, Miller's Launch, Ports America, APMT (Maersk), Enstructure, Red Hook Terminals, Port Authority, Hughes Marine, Sixth Boro Marine, Hudson River Park Trust, DutchX, Net Zero Logistics, TANY, and Equinor, as well as several potential tenants, lawyers, consultants, and architecture firms.

**A12:**

The Prologis team believes BMT and Hunt Point Marine Terminal are playing a pivotal role in progressing the Blue Highway initiative, specifically playing a key role in the greater Blue Highway network. The team envisions a future network connecting several sites throughout NYC and New Jersey, where the BMT and Hunts Point connection is a minor, but important role. We see strong synergies between BMT and Hunts Point as we believe these two facilities will create a functional waterborne freight corridor between Brooklyn and the Bronx.

When a vessel arrives at BMT, Prologis' tenants on site will sort, store, and eventually stage these products for their next delivery location. Many of these projects will head directly to the Bronx, avoiding truck congestion, pollution, and additional expenses, as well as improving supply chain operations. Conversely, goods or materials originating at Hunts Point (like produce, or even recyclable materials and waste) will be barged down to BMT for last-mile delivery throughout Brooklyn. This two-way barge shuttle would enhance resiliency and flexibility for both sites: each terminal can handle overflow or serve markets that the other reaches more easily. By coordinating schedules and operations, BMT and Hunts Point together could dramatically reduce truck traffic between boroughs and improve supply chain efficiency citywide.

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**Q13:**  
**What site infrastructure, acreage, and equipment at the Hunts Point Marine Terminal would be desired (to complement your BMT operation)?**

In short, we view BMT and Hunts Point as natural partners but want to emphasize the importance of including additional Blue Highway nodes to fill in the gaps. Developing these sites in tandem, with aligned infrastructure and operating strategies, would amplify the benefits of the greater Blue Highway initiative, fully leveraging the City's waterways for better freight movement.

**A13:**  
Similar to our approach at BMT, the Hunts Point Marine Terminal would require dedicated marine infrastructure, including a secure barge berth or landing area where RoRo vessels can dock and efficiently load and unload. In the early phase, this may take the form of spud barges to facilitate movement of bikes, vans, and trailers. As Blue Highways scale, we envision transitioning to permanent, monopile-secured barges and larger Jones Act-compliant vessels.

A functional operation at Hunts Point would also require a staging facility for sorting and temporary storage of goods moving off vessels. This space would include designated loading and unloading zones, and staging areas for last-mile EV vans and cargo bikes. Some goods would be delivered directly to local customers or facilities within Hunts Point, while others would return to the Blue Highways network for delivery to additional nodes.

Reliable electrical infrastructure will be essential to support shore power for vessels, EV charging for last-mile delivery fleets, and potential cold chain storage. A minimum level of grid capacity and transformer access should be planned from the outset. In addition, the terminal will need yard tractors or similar equipment to move trailers or containers efficiently between the dock and staging areas. These should be electric where it is feasible to maintain a low-emission operation aligned with the goals of the Blue Highways program. Together, these infrastructure and equipment components will ensure Hunts Point functions as a seamless, high-performing counterpart to BMT.

**Q14:**  
**Describe, in qualitative terms, the core functions and services that the Respondent's business currently uses to generate revenue.**

**A14:**  
Prologis is a vertically integrated real estate owner, operator, and developer. At its simplest level, the company generates revenue primarily through developing and leasing modern warehouses and distribution facilities to customers such as retailers, manufacturers, e-commerce companies, and other logistics providers. In addition to rent from these facilities, we provide value-added services, including property management, facility maintenance, and other support for our customers' supply-chain operations including on-site energy generation, all electric building mechanicals, electric vehicle charging, and several other business lines.

**Q15:**  
**Does the Respondent's company operate independently or is it a subsidiary of another? If the latter, who is the parent company and/or the largest holders?**

**A15:**  
Prologis, Inc. operates as an independent, publicly traded Real Estate Investment Trust (REIT) and is not a subsidiary of any other entity. The company is listed on the New York Stock Exchange (ticker: PLD) and has a broad base of shareholders. The company's ownership is distributed among many institutional and individual investors, but no outside company controls Prologis.



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**Q16:**

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

**Q17:**

**To support the Respondent's existing/previous operations, has the firm historically invested in the development of these businesses (direct capital for infrastructure/equipment, or provision of equipment through other sources)? If so, provide examples and note if such an investment strategy could be brought to BMT.**

**Q18:**

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

**A16:**

While Prologis does not have any current operations that mimic the planned Blue Highways operations at BMT, the process of infrastructure and vertical building development and management is nothing new to the team and company. Prologis owns and operates over a billion SF of buildings globally, many of which are waterfront. As an adjunct to our Blue Highway initiative, Prologis' Bayonne, NJ waterfront site has utilized dozens of barges to transport aggregate and various construction materials to and from the site. The company has relationships with all top supply chain users and has established communication with port and vessel operators to advance these initiatives.

**A17:**

Yes. Prologis consistently invests capital from its balance sheet and manages funds to develop logistics facilities and the infrastructure that supports them. We view the BMT Blue Highways opportunity no differently. We have a long track record of delivering the full physical framework—including buildings, dock packages, paved yards, charging infrastructure, and on-site equipment—to ensure operational readiness from day one.

Prologis is also unique in its investment in port-supporting infrastructure. No developer has invested more than Prologis in this space. Our portfolio is approaching \$20 billion in value in New York and New Jersey, the majority of which directly supports the regional port system through warehousing, staging, trailer storage, and freight distribution. This includes strategic investments in utility upgrades, access roads, and joint ventures with customers and public partners to future-proof high-volume logistics hubs.

While we have not yet delivered a Blue Highways facility in NYC, the proposed requirements at BMT, including flexible warehousing, electric vehicle infrastructure, staging areas, and heavy-duty utility access, align closely with what we routinely deliver across our global network. We are prepared to invest capital directly at BMT, and to partner on innovative financing models if needed. This commitment to execution and infrastructure delivery is a core reason we see ourselves as the right long-term partner for the site.

**A18:**

Prologis' preferred real estate structure is fee simple acquisition. Assuming the EDC is not prepared to sell portions of the site, Prologis would seek a long-term ground lease arrangement, in order to justify significant up-front capital investments. In similar industrial redevelopment projects, we have pursued ground leases up to 99 years in length, emphasizing the longer, the better. This horizon provides the stability needed to justify significant upfront investments in infrastructure and allows time to realize a return on that investment.

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**Q19:**

**Provide a brief description of the employment opportunities your firm believes could be associated with terminal operations, as well as within the broader community.**

**A19:**

The development and operation of the BMT facility will generate a wide range of employment opportunities across maritime, logistics, and community-serving sectors. In addition to port operations roles such as longshore workers, crane operators, stevedores, and vessel crew (managed by our operator partner), Prologis-led Blue Highways and last-mile facilities will support jobs including warehouse specialists, forklift operators, dispatchers, inventory managers, and EV fleet technicians.

Construction of the site will also create union construction jobs across trades, and long-term operations will support indirect roles in supply chain services, maintenance, and retail. Many of these positions will be accessible to the local workforce with the right training and credentialing. Through our Workforce Development Initiatives, we aim to prepare community residents for these opportunities, ranging from entry-level logistics positions to skilled technical and managerial careers.

Today, more than 1.1 million people work under Prologis roofs globally every day. We expect BMT to add meaningfully to that number, delivering long-term job creation in Brooklyn and contributing to broader economic mobility through a clean, modern industrial hub.

**Q20:**

**Provide an estimate of the number of Full Time Equivalent (FTE) positions associated with the proposed project.**

**A20:**

Prologis' proposed plan will require pier reconstruction and rehabilitation, warehouse and industrial infrastructure construction, and multi-family/commercial real estate development. The construction alone will create hundreds, if not thousands of jobs. As the development stabilizes, Prologis foresees thousands of jobs on site required to maintain operations of this multi-use development, including Blue Highways operators, warehouse associates, last-mile bikers, electric vehicle and vessel maintenance workers, multi-family and commercial use employees, park facilitators, and more. As mentioned, Prologis sees over 1 million employees in its warehouses daily and expects heavy requirements here as well. As this project moves into the RFP stage, Prologis will engage consultant firms to better estimate these figures.

**Q21:**

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

**A21:**

Yes. Prologis and our partners have substantial experience operating in unionized labor environments, including those involving the International Longshoremen's Association (ILA). Prologis often develops in communities that require partnership with various local unions throughout the construction process, including the Carpenters or Iron Workers Unions, for example. Prologis as a company works to ensure fair, safe environments for construction workers and site operators, whether they are unionized or not.

As mentioned, Prologis has engaged in extensive discussions with various port and vessel operators, all of which currently manage terminals or vessels where ILA labor is employed. As partnerships progress, this additional experience will help the Prologis team work with the ILA rules and culture.

Prologis will collaborate closely with the ILA in the form of honoring existing labor agreements, ensuring safe working



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**Q22:**

**Please describe plans for establishing a comprehensive workforce development strategy – this could include a Project Labor Agreement, targeted community hiring, a maritime career readiness program for local disadvantaged residents, etc.**

**Q23:**

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

**Q24:**

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

conditions, and integrating union hiring halls into our staffing plans. Our team is comfortable working within collectively bargained frameworks, and we're confident that by partnering with the ILA workforce we can maintain efficient, world-class operations at the terminal.

**A22:**

Prologis is committed to creating a comprehensive workforce development strategy that provides valuable career opportunities for local residents, particularly those from disadvantaged communities. We will collaborate with local organizations, educational institutions, and workforce development partners to help prepare residents for the new jobs and skill sets needed in the Blue Highways economy.

As part of this strategy, we will leverage the Prologis Learning Academy, a free online training platform that provides essential education in logistics and warehousing. The Academy offers an accessible pathway to building skills in one of the fastest-growing sectors of the economy, without requiring a college degree. This initiative will help ensure that local residents are equipped with the knowledge to pursue successful careers in logistics, port operations, and other related fields.

Additionally, we plan to identify and support local training programs that align with the needs of the evolving Blue Highways network, including areas such as maritime operations, electric vehicle maintenance, and last-mile logistics. By investing in these initiatives, Prologis will contribute to the development of a skilled, resilient workforce that is prepared to thrive in New York's growing clean freight economy.

**A23:**

Prologis wants to emphasize the importance of Blue Highway in significantly reducing overall truck traffic throughout NYC. With maritime vessels transporting trailers from New Jersey to BMT, Hunts Point, and other future Blue Highways routes, less trucks will travel via the freeways/expressways and city streets, decreasing traffic, pollution, and overall frustration. As trailer chassis arrive at BMT, many of the goods that arrive will be transported to smaller EV bikes and vans for the final last-mile delivery. As more logistics users begin to see the economic and community benefits through economies of scale within the Blue Highway network, tens of thousands of trucks will be removed from the streets daily.

**A24:**

Blue Highways is the foundation of Prologis' proposal and the organizing framework for our interest in BMT, while fully preserving the residential, mixed-use elements envisioned. We view this site as a singular opportunity to develop a high-performing marine logistics hub that anchors a broader, multi-node waterborne freight network across New York Harbor. Our objective is to enable predictable, scalable, and electrified vessel operations that efficiently move goods across the harbor and between boroughs.

As seen in the Prologis Blue Highways Vision Network, BMT operates as a critical gateway for cross-harbor freight distribution, connecting to dozens of other future nodes. For this initiative to succeed, BMT must be planned with water-

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**Q25:**

**Would the proposed business own boats or ships? How many and what size? Would these vessels need to be docked at BMT, and how much berthing space would be required?**

**Q26:**

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

**Q27:**

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

first infrastructure, integrated vessel scheduling, and upland logistics that support fast, frictionless mode shifts. We're excited to partner with the City to demonstrate how BMT can catalyze the next chapter of clean, urban freight.

**A25:**

Prologis itself does not directly own or operate vessels, but we are actively engaged in conversations with a range of marine operators capable of running the vessels that would serve the terminal. These partners would deploy a fleet of dedicated barges or other harbor vessels to support the Blue Highway network. Operator discussions to date have included groups such as US Coastal Service, Miller's Launch, Sixth Boro Marine, and Hughes Marine.

That said, Prologis acknowledges that in the early phases of implementation, we may need to make bridging investments in infrastructure and vessel deployment to help catalyze the first generation of Blue Highway service. While we do not intend to serve as the long-term maritime operator, we are prepared to play a proactive role in enabling the ecosystem—whether by supporting vessel procurement, barge retrofits, or operational pilot costs. Our goal is to ensure that reliable, scalable marine freight service takes hold at BMT and across the network. We are committed to working alongside vessel operators and public partners to launch a viable and sustainable waterborne logistics corridor.

**A26:**

The proposed development will require substantial electrical capacity to support its long-term vision as an all-electric, maritime logistics hub. In particular, we anticipate significant demand from electrified cargo-handling equipment, vessel shore power, and future vessel charging infrastructure. As the Blue Highways network evolves, our goal is to enable a fleet of electric and hybrid vessels operating across the harbor, and BMT will need to serve as a key charging and recharging point for that fleet.

In addition to supporting facility operations (lighting, HVAC, and EV truck charging), the site will require electrical infrastructure capable of handling high-capacity vessel charging, which is expected to be one of the largest contributors to peak demand. Prologis will work closely with Con Edison to coordinate capacity planning and explore on-site generation and battery storage to offset grid load. While specific load calculations are still in development, we are committed to delivering an electrified logistics environment that can scale with future Blue Highways vessel adoption.

**A27:**

Prologis strongly supports the City's vision for BMT as a next-generation, sustainable maritime hub, and we appreciate the opportunity to contribute to its future. The Vision Plan's focus on reactivating the waterfront, supporting industrial uses, and enabling Blue Highways aligns closely with our own priorities, and we believe BMT can serve as a critical proof point for clean, waterborne freight in New York.

However, the current NYC zoning framework and the Uniform Land Use Review Procedure (ULURP) are not well tailored to this new paradigm, which would require



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several years and significant capital to advance the desired development. If the EDC intends to bring Prologis' Blue Highways mixed-use development to fruition, the project must be advanced through a statewide General Project Plan (GPP), which would allow the development to proceed without the lengthy and discretionary ULURP process. Absent a viable GPP pathway, Prologis' position is that the site should retain its existing industrial and maritime use, rather than pursue a mixed-use program that cannot be feasibly entitled.

That said, we see BMT as one important node within a much larger network. For the Blue Highways model to reach its full potential, gaining reliable access to Manhattan's west side piers is essential, both as a final delivery destination and as a counterpart to barge movements from BMT. We encourage the City to continue pursuing long-term activation of Pier 76, Pier 92, and other Manhattan sites in parallel with BMT's advancement.

Prologis is committed to playing a leading role in helping NYC realize its Blue Highways vision and looks forward to continued coordination on how these sites can function together as an integrated, scalable system.



BAYONNE | PILOT LOCATION





## Key



PLD Kingsland Site



PLD Bayonne Site





E 22nd St, Bayonne, NJ 07002





440 Kingsland Ave, Brooklyn

