

AKRF ADVANCE

On the Waterfront Strategies for Redevelopment



*Environmental, Planning,
and Engineering Consultants*

Changing the Waterfront View: Challenges and Solutions

From the President



Reclamation and protection of waterfront areas is becoming increasingly important to both urban and non-urban communities, a trend AKRF has supported from its earliest days. Enhancing critical habitats and public access while formulating redevelopment are exciting challenges that AKRF has helped plan and implement via an array of diverse projects over the last 20 years. Whether it's converting an industrial site for mixed-use development on the Yonkers waterfront, or balancing the needs of residents with public park

visitors at Battery Park City—each initiative spawns new challenges. Working with nationally recognized innovators in waterfront development has given AKRF first-hand experience in developing consensus-based solutions to meet such conflicting challenges, and unprecedented opportunities to help shape the revitalization of the region's waterfront.

—Michael Lee

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Volume 3, Number 3 © AKRF, Inc.

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Cover image: Courtesy of City of Yonkers Office of Downtown and Waterfront Development
Photo by Highwing Aerial Photography



The last twenty years have seen a remarkable transformation in thinking about waterfront areas across the country. From recognizing the value of wetlands in flood and runoff control to the adaptive reuse of abandoned industrial and shipping areas and construction of new parks and open spaces, planners and zoning commissions have begun to map out creative new visions of what our shorelines should provide to local residents and visitors alike.

The rediscovery of the waterfront as a potential new development area has fostered new rules and regulations to help transform these areas wisely. For instance, new New York City permitting regulations now guide how a waterfront area can be developed even as an industrial area. Among the new issues being raised are the presence of historic piers, bulkheads, buildings, and sometimes even offshore shipwrecks; the preservation of aquatic resources such as fish and wildlife breeding habitat; and how the new development will affect water quality and what its visual impact on the waterfront will be. Special issues arise with both existing and new power plants, which must adhere to the new 316(b) rule regarding minimizing the environmental effects of cooling water intake structures.

Wetlands have their own set of issues and regulations, arising from their necessity to the ecological health of coastlines and surrounding communities. The rehabilitation of piers and adjacent structures can mean in-water work requiring special permits from federal agencies like the Coast Guard or Army Corps of Engineers.

Much urban waterfront has suffered decades of neglect but is now some of the most valuable and desirable real estate.

The redevelopment of urban waterfronts is particularly problematic. Now some of the most valuable and desirable real estate, much of it has suffered decades of neglect or simply been cut off from easy public access. Remedying these problems involves special attention to rezoning and transportation issues—everything from pedestrian access to placement of ferry terminals. Since many of these areas were originally industrial sites, hazardous materials issues may arise as well. For urban areas, the challenge of waterfront development can also involve infrastructure issues like stormwater management. In all these cases, permitting can be a daunting task.

AKRF's long experience with waterfront issues includes areas as diverse as beach restoration on Long Island, the redevelopment of the Yonkers waterfront, the creation of Hudson River and Brooklyn Bridge Parks, the adaptive re-use of the Chelsea Piers, a new ferry terminal in west midtown, the management of freight movement across New York Harbor, stormwater management in the Staten Island Bluebelt, and wetlands restoration in New Jersey. Helping transform these areas has been both a challenge and pleasure.

Navigating Waterfront Permits

Preserving Wetlands One Permit at a Time

Compliance with the myriad rules and regulations governing waterfront property development and coastal wetlands restoration from local, state, and federal agencies is often overwhelming. Regulations are complex, strictly enforced, and navigating the multiple levels of government can be both time-consuming and costly. Issues not commonly considered must be studied and resolved, such as shadowing waters where fish and aquatic plants live and breed: If natural light is blocked by a structure, will this disturb the existing habitat?

Waterfront and wetland permitting affects more than coastal regions. There are also inland regulations relating to streams, rivers, ponds, and other waterbodies. To move waterfront and wetland-related projects forward in a timely and successful manner and help navigate sometimes confusing regulations and obscure issues, it is wise to involve a natural resources expert. A good example of a complex but successful permitting process is PSEG's Estuary Enhancement Program, the largest privately funded undertaking of its kind.

Since 1994, PSEG has been restoring and/or preserving over 20,000 acres of wetlands in southern New Jersey and eastern Delaware. The regulatory approval process is not geared toward

a project of this complexity and magnitude, meaning the timing and coordination of all required applications was critical, and the task was daunting; over 300 federal, state, and local permits were obtained. Ultimately, with the dedication and collaboration of scientists and wetland experts, including natural resources specialists from AKRF, all approvals were received in a timely fashion and the project has subsequently been highly successful in restoring habitat for local wildlife.



Commercial Township wetlands restoration site in New Jersey, part of PSEG's Estuary Enhancement Program.

Clean Water Act(ion)

Providing Alternatives for Protecting Fish with 316(b) Technologies



Cooling towers minimize water intake.

Because most power plants need cooling water, these facilities continue to be built on waterfronts, even as other industrial uses on rivers, lakes, and coastal areas are declining. With some plants needing more than 50 million gallons of water per day, careful regulation is essential to minimize their impacts on fish and other aquatic organisms. New regulations under the Clean Water Act set high standards for protecting fish, while allowing utility companies a flexible range of options for compliance.

Section 316(b) of the Clean Water Act requires facilities to use the best technology available to prevent fish and other organisms from being drawn into cooling water systems (entrainment), or caught against the screens of cooling water intake structures (impingement). The regulations also require that impingement and entrainment be reduced by up to 95 percent compared to uncontrolled levels for new facilities, including power plants.

The regulations set less stringent standards for existing power plants, but the cost of compliance can still be extremely high for older facilities. Fortunately, utilities can choose from a flexible range of options to comply with the new regulations. They include engineering solutions, such as modifications to the screens on cooling water intakes, and devices to return impinged fish to waterbodies. Utilities can also boost fish populations by restoring wetlands, which serve as breeding grounds for fish and other species. Cost-benefit evaluations help ensure that the expense incurred by a power plant is proportionate to its environmental value. The US Environmental Protection Agency is developing regulations for other existing facilities soon.

Whatever strategy a power plant follows, the goal is always to protect fish species while maintaining essential power supplies.

One Good Turn...

Improves the Waterfront



Newtown Creek WPCP on the East River.

The current boom in waterfront development owes a great deal to the significant improvements in water quality in the last 30 years. In earlier decades, the release of untreated waste and industrial pollutants plagued many waterfront areas with odors, floatables, and toxic contamination. Since the 1970s, however, the Clean Water Act and other laws have helped transform once-polluted lakes and rivers into the attractive, inviting areas we enjoy today.

Under these laws, government, industries, and even private developers share the responsibility for maintaining good water quality. In many areas, developers must fund improvements to local sewer systems if new construction increases infrastructure demand. Developer site plans must also include stormwater controls, which reduce erosion and sedimentation, and prevent rainwater from picking up pollutants from paved surfaces and carrying them into waterbodies. In addition to building sewage treatment plants, municipalities are upgrading sanitary and storm sewer systems. Industries must also meet strict permitting requirements for wastewater discharge.

The benefits of good water quality are also shared widely. As waterfront areas become cleaner and more appealing, governments have an added incentive to build parks and recreational areas. Hudson River Park in Manhattan would be impossible without the cleanup and restoration of the Hudson River. Developers are also reaping the benefits as waterfront properties become increasingly desirable—and profitable.

Perhaps the biggest benefits go to the shoreline and aquatic species that depend on clean water for their survival. Some new waterfront parks and private developments are taking this progress a step farther by providing habitat enhancements. This creates an upward spiral where improvement begets improvement and everybody wins.

Over, Under, and On:

Waterways as Alternate Transportation

More than half a century ago, hundreds of ships and ferries plied New York City's waterways daily, moving goods and people around the region. Today, government agencies responsible for improving the metropolitan area's economy and quality of life are once again looking to the waterways as a solution to its chronically congested roadways.

According to Robert Conway, senior vice president of AKRF, marine transit projects in urban areas are exceedingly complex, requiring approvals related to natural resources, air quality, noise, traffic, and other conditions. "Whenever a project involves water meeting land, it's more complicated," Conway said. "The sponsors are looking for consultants like AKRF that have the know-how in all the technical areas their projects involve."



West Midtown Ferry Terminal on the Hudson River. AKRF helped the New York City EDC develop a new terminal to serve New Jersey commuters.

Conway managed the Cross Harbor Freight Movement Project EIS for the New York City Economic Development Corporation (EDC) in cooperation with the Federal Highway Administration and Federal Railroad Administration. The goal of the \$6 billion project is to more efficiently transport goods into the city by reducing the reliance on trucks. In one option, AKRF examined the feasibility of using ferries to move freight from Jersey City, NJ, to Brooklyn, NY. Another alternative calls for a tunnel under New York Harbor for commercial rail transport.

For other projects in Manhattan, AKRF has helped EDC with the development of a new West Midtown Ferry Terminal to speed commuters across the Hudson River to and from New Jersey, cutting traffic on the bridge and tunnel crossings. We are also working with EDC on its effort to renovate the Passenger Ship Terminal piers on the Hudson River to increase the facility's capacity and improve conditions for passengers.

Transforming the Waterfront ▶ ▶ Private Industry to Public Use

AKRF has been involved in many different projects transforming the region's waterfront, including the four featured here, which represent different approaches to and methods of achieving the same goal: making a livable and inviting waterfront for various uses.

Yonkers Downtown Waterfront LONG-TERM PLANNING

The City of Yonkers has been revitalizing its Hudson River waterfront over the last 40 years by encouraging a mix of public and private uses, including residential, commercial, and recreational development. The Master Plan offers a commercial dock, a marina, an esplanade running the length of the waterfront, and a recreational harbor and landing, making the waterfront more accessible to the public and generating new activity on the water.



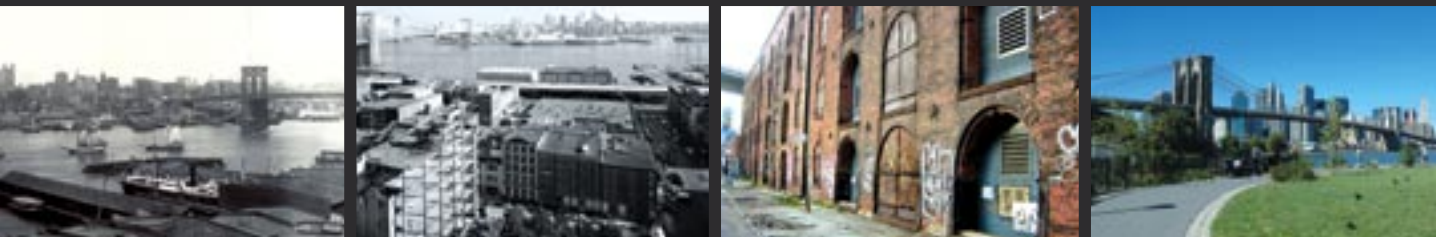
PIER FIELDS TO PLAYING FIELDS Hudson River Park

Sparked initially by the partial collapse of the West Side Highway in 1973 and the Westway plan to replace it, the 550 acres of Hudson River Park now in various stages of completion extend five miles along the Manhattan shoreline from Battery Place to West 59th Street. Once lined with industrial, warehouse, and shipping uses, the park has transformed piers into recreational and commercial areas, and includes an esplanade, bikeway, and marine sanctuary along its length, as well as facilities for fishing and boating, food concessions and restaurants, historic ships, museums, ball fields, dog runs, and playgrounds.



Brooklyn Bridge Park PUBLIC AND PRIVATE PARTNERSHIPS

Once the docking site of Walt Whitman's Brooklyn Ferry (also known as Fulton Ferry), surrounded by bridge footings, rail terminals, and abandoned manufacturing and warehouses like the Empire Stores, this 1.5-mile stretch of waterfront from the Manhattan Bridge to Atlantic Avenue is beginning a slow transformation into public open space that began with the Brooklyn Heights Promenade and Empire Fulton Ferry State Park. Unlike Hudson River Park, the park will be economically sustained by sales of housing units on its perimeter. Adaptive reuse of existing structures like the Empire Stores, energy efficiency, and the creation of native habitats are also part of the plan.



BUILD YOUR OWN WATERFRONT Battery Park City

Built on 92 acres of landfill, Battery Park City (BPC) is a dramatic example of transformation that involves actually creating the waterfront itself. A public venture partnered with private developers, Battery Park City Authority has fostered the growth of a remarkable mixed-use waterfront community that includes residences, hotels, commercial facilities, parks, performances spaces, and museums. BPC combines award-winning architects with a commitment to environmental responsibility in their building programs, constructing some of the first green buildings in the city.



It Covers the Waterfront

Driving Redevelopment with Zoning Changes

The 1,000-plus miles of waterfront in the Long Island and New York Metropolitan Area are home to a myriad of uses, historical and new, now being reshaped by redevelopment. At the core of this trend are zoning regulations that spell out the nature of uses the area will be allowed to support, which varies from region to region.

For instance, most of Manhattan's waterfront is publicly owned space which lends itself to the establishment of parks like Hudson River Park and the East River Waterfront Esplanade. By contrast, most of Williamsburg, Greenpoint, and



Formerly industrial, Brooklyn's DUMBO area is now a thriving residential and commercial district.

DUMBO in Brooklyn, as well as the New Jersey, Long Island, and Westchester waterfronts, are privately owned and often zoned for manufacturing or industry. But a change in zoning laws can go a long way toward encouraging public access and parks, while still providing viable alternatives for private developers.

For 40 years, the City of Yonkers has engaged in comprehensive planning efforts for its Hudson River waterfront, and provides a good example of how such rezoning can encourage successful development. This plan, which AKRF has been involved in since 1995, allows the private development of several upland parcels as commercial and residential space, but also includes significant new public infrastructure, such as a commercial dock, a marina, an esplanade running the length of the waterfront, and a recreational harbor and landing. The development now being constructed will be a mix of public and private investments, including the adaptive reuse of the former Otis Elevator manufacturing facility. AKRF is now working with the city of Yonkers on a master plan for the redevelopment of the remaining 100 acres



AKRF helped revitalize Freeport Harbor on Long Island—a natural asset.

of its Hudson River waterfront that will rezone the entire area from industrial and commercial to establish a new mixed-use residential neighborhood. The new infrastructure will make the waterfront more accessible to the public and generate new activity on the water, including boating, ferry service, and fishing.

On Long Island, AKRF has been helping municipalities develop waterfront plans for the reuse and revitalization of underutilized properties. Similar rezoning efforts throughout the Metropolitan Area and Long Island are reclaiming waterfronts for compatible public and private uses.



Regulation Watch

Stormwater Tips

New York State Department of Environmental Conservation (NYSDEC) Stormwater Phase II regulations are generally intended for new development. However, public and private developers should know that the Phase II regulations also apply to redevelopment projects. NYSDEC requires a stormwater permit for any construction activity that disturbs more than one acre of land and discharges to either a surface waterbody or a separate storm sewer.

The permit requires a stormwater pollution prevention plan, erosion and sediment controls during construction, and post-construction stormwater management controls. Since these regulations are geared more toward suburban or rural development, they are sometimes difficult to apply to urban redevelopment. NYSDEC recently published guidance for redevelopment projects to address this issue. Using this guidance, AKRF has successfully negotiated lower on-site water quality treatment volumes for several projects in New York City to comply with the Phase II regulations. AKRF is also working with our municipal clients to develop Stormwater Management Plans that address the six Minimum Control Measures required for Municipal Separate Storm Sewer Systems (MS4) communities.



Stormy weather in Queens, NY.

The Region's Waterfront—The Final Frontier

BY ROBERT M. WHITE, AICP
VICE PRESIDENT, AKRF

Last summer I took a ferry to Sandy Hook, NJ, part of the 26,000-acre Gateway National Recreation Area (GNRA) established in 1972. As a barrier beach, Sandy Hook has wide swimming beaches on its ocean side and rich tidal marshes along its Raritan Bay shoreline, with forested, historic trails for biking, hiking, walking, or roller blading. You can swim, sail, fish, windsurf, or sit on the beach or in a restaurant, and watch the container ships on the horizon transporting goods through Ambrose Channel, while passenger ships head out to open water—all with the backdrop of the New York City skyline.

Our region's waterfront is in the midst of a major transformation that was foreshadowed by GNRA. Before European settlement the area contained vast tidal wetlands, coastal ponds, and estuarine creeks that by the mid-19th century became industrial waterfronts with piers and rail access projects, a development pattern that continued through the post-World War II era. The 1960s and '70s saw a new planning vision as the region's port became more centralized, waterfront industry declined, and redevelopment opportunities became apparent. Is the region's waterfront now in its "final frontier?" If so, this makes waterfront planning and decision-making

Toward Designing a Waterfront for Everyone

- Preserve the region's maritime ecology and restore key native habitats.
- Provide public access and marine recreation.
- Redevelop the waterfront, increasing property value and investment while removing industrial pollutants.
- Protect port access and water-dependent industrial areas with suitable upland staging lands for waterborne commerce.
- Improve water and sediment quality.
- Design shore-parallel highways and rail corridors to allow public access and recreation.
- Celebrate waterfront history and cultural centers.

all the more vital with respect to designating the places where we import goods, live, work, recreate, and protect our natural resources.

Our waterfront—accessible to millions of people by ferry, train, subway, bus, bike, or car—is one of the more diverse and extensive coastlines in the country with a spectacular range of uses. For decades, the region's population has been migrating to the waterfront to take advantage of these opportunities, and this pattern continues to accelerate. Our shoreline open spaces and the remaining designated natural areas will, hopefully, be protected in perpetuity. Residential and

open space uses that continue to develop are not likely to be displaced in the future. Thus, we can envision future waterfront land pattern as a mix of open space, residential, commercial, industrial, and transportation with protected natural areas. These objectives are found in New Jersey and New York State coastal planning and many of the Local Waterfront Revitalization Plans of New York State, and municipal master plans prepared by coastal communities throughout the region. Although some plans need updating, they provide an excellent guide for local, state, and federal decision-makers for project implementation.



AKRF Profile

Eye on Maryland



Fred Jacobs, head of AKRF's Maryland office.

When Fred Jacobs, Ph.D., started AKRF's Maryland office, he thought he could have the best of both worlds—the specialized ecology practice of a smaller firm, and the broad capabilities of a larger firm. After three years of rapid growth, he knows he was right.

Opened in 2002, AKRF's Maryland office provides services in natural resources, with specialties in fisheries, terrestrial ecology, water quality, and biostatistics. The office performs its own targeted projects while supporting the firm's multi-disciplinary efforts throughout the Northeast and Mid-Atlantic.

The Maryland office now boasts eight professional staff and several key project wins. With industry leaders in aquatic ecology, biostatistics, and regulatory strategy on staff, the Maryland office is advising utility clients on Clean Water Act compliance. Its scientists are also performing natural resource damage assessments, impact assessments of municipal, industrial, and marina discharges, and a study evaluating best management practices (BMPs) for managing stormwater, on behalf of the National Association of Home Builders.

“These are new practice areas for AKRF, and they would be impossible without the Maryland office,” Jacobs remarked. Dr. Jacobs' office has also expanded the scope of AKRF's existing services. “We're taking the firm's waterfront and related permitting practices to a whole new level.”

Dr. Jacobs is confident that AKRF and its Maryland office will keep helping each other grow. “While we're strengthening natural resources firm-wide, we're also bringing AKRF's larger capabilities to the Baltimore/DC area. We're also exploring opportunities to build a strong local planning practice.”

If the last three years are any indication, the next phase for the Maryland office is sure to be a success.

AKRF in the Community

AKRF Joins Katrina Relief Effort

AKRF raised just over \$25,000 for the Hurricane Katrina Relief Effort, with staff alone contributing just over \$7,500, which AKRF matched at 100 percent. The company is donating \$10,000 in addition to staff contributions and matches. AKRF's staff gave so generously that the original ceiling for matching contributions was raised to include their total donations. Half of the donation will go to Americares for immediate relief needs; the other half will go to Operation USA, which works to rebuild health clinics, for long-term rebuilding efforts.

Spotlight on Service

Historic Issues on the Waterfront

Rivers, lakes, and oceans have been a consistent source of food, transportation, power, and recreation. From this long history of use, waterfronts often include archaeological and built remnants of Native American communities, colonial settlements, 19th-century industries, and early 20th-century developments. These historical features create challenges when considering the cultural impacts of new waterfront development. To address this issue, AKRF's cultural resources department provides a full range of services, including historic site surveys, management of archaeological investigations, and coordination of local, state, and federal historic resource reviews.



Fulton Landing, Brooklyn, NY.



Ellis Island Museum, NY/NJ.

Smart Growth Update

Spruce Run Initiative Wins Award

The Association of New Jersey Environmental Commissions (ANJEC) recently awarded the New Jersey Water Supply Authority's Spruce Run Initiative Highway Corridor Smart Growth Study a New Jersey Environment Achievement Award. The study “represents an excellent approach to promoting environmentally protective municipal action,” according to ANJEC. AKRF led the team that developed innovative methods of protecting the Spruce Run watershed while allowing a reasonable level of economic development.

AKRF New Projects

AIR QUALITY



BRONX RIVER PUMPING STATIONS, BX, NY • NYC DEPT. OF ENVIRONMENTAL PROTECTION (NYCDEP) CATSKILL-DELAWARE UV TREATMENT PLANT, MT. PLEASANT, NY • PLAZA AT THE HUB, BX, NY • PT. RICHMOND HRT FACILITY, STATEN IS, NY • SO. BROOKLYN MARINE TERMINAL AUTO STORAGE, BKLN, NY

ECONOMICS



ARMANI EXCHANGE PEDESTRIAN COUNTS/MKT ANALYSIS, NY, NY • ATLANTIC YARDS ECON. & FISCAL ANALYSIS, BKLN, NY • AVALON BAY FEASIBILITY STUDY, GLEN COVE, NY • BAKER CENTER ECON. & FISCAL ANALYSIS, ELIZABETH, NJ • BALTIMORE AVE. CORRIDOR REVITALIZATION, PHILA, PA AREA • BAYONNE BAY RESIDENTIAL MKT STUDY, NJ • DESTINY USA TOURIST MKT ANALYSIS, SYRACUSE, NY • STOP & SHOP SOCIOECONOMIC ANALYSIS, DOBBS FERRY, NY • W. TRENTON STATION TOD MKT STUDY, EWING TWP., NJ

ENGINEERING



244 NEEDEY RD. SITE/CIVIL ENGINEERING, MARTINSBURG, WV • 250 E. 53RD ST. SITE SERVICES, NY, NY • CANOE CLUB MARINA & GRILLE STORM-WATER MGMT SYSTEM, LAKE PLACID, NY • EMPIRE CITY SUBWAY, NY, NY • HOME DEPOT, REGO PARK, NY • JCC STORM WATER PERMITTING, STATEN IS, NY • NATL. ASSOC. OF HOME BUILDERS STORM-WATER MGMT RESEARCH PROJECT

ENVIRONMENTAL REVIEW



220 WATER ST. EAS, BKLN, NY • 345 UNDERHILL BLVD. EXPANDED EAF, SYOSSET, NY • 405 W. 53RD ST. EAS, NY, NY • ALBERT EINSTEIN COLLEGE OF MEDICINE STAFF HOUSING GARAGE, BX, NY • APOLLO REALTY CEQR, NY, NY • COLUMBIA UNIV. LAMONT-DOHERTY LAB BLDG EAF, ORANGETOWN, NY • DIA MUSEUM-GANSEVOORT, NY, NY • EAST RIVER WATERFRONT PARK, NY, NY • INTREPID: PIER 86 RECONSTRUCTION NEPA REVIEW, NY, NY • LI POWER AUTHORITY ON-CALL CONTRACT, LI, NY

HAZMAT



FLUSHING LIGHT INDUSTRIAL CNTR BROWN-FIELDS CLEANUP PROGRAM, QNS, NY • QUEENS WEST DEVELOPMENT AREA REMEDIATION DESIGN & OVERSIGHT, LIC, NY • STORAGE DELUXE PROPERTIES ENVIRONMENTAL DUE DILIGENCE, NY & CT

NATURAL RESOURCES



BRONX RIVER GREENWAY WETLANDS & STORM-WATER PERMITTING, BX, NY • CONECTIV COMPREHENSIVE DEMONSTRATION STUDY, BEASLEYS PT, NJ • CONECTIV WETLAND DELINEATION, PENNSVILLE, NJ • DPCC/DCR PLAN PERMITTING SUPPORT, LINDEN, NJ • DRY FUEL STORAGE PERMITTING SUPPORT, HANCOCKS BRIDGE, NJ • EDC DREDGING & PERMITTING GUIDELINES, NY, NY • PSEG NUCLEAR BUSINESS UNIT GENL SERVICES, HANCOCKS BRIDGE, NJ • PSEG NUCLEAR BUSINESS UNIT SALEM TURBINE DECK BLDG, SALEM, NJ • SECTION 316(b) COMPREHENSIVE DEMONSTRATION STUDIES & RESTORATION PRODUCTION ESTIMATES, CONFIDENTIAL CLIENTS • SWAN POINT OUTFALL RELOCATION, CHARLES CTY, MD • WILLIAMSBURG ESSENTIAL FISH HABITAT, BKLN, NY • WETLANDS PERMITTING, ELM RD. GENERATING STATION, WISC. ELECTRIC

NOISE



WIND TURBINE FARM NOISE STUDY, CHURUBUSCO, NY • WIND TURBINE FARM NOISE STUDY, BAD AXE, MI

PLANNING



205 WATER ST. EIS, NY, NY • 244 NEEDEY RD. FEASIBILITY STUDY, MARTINSBURG, WV • ALEXANDER ST. URBAN RENEWAL PLAN, YONKERS, NY • CIRCLE LINE PERMITS, NY, NY • COMMUNITY PRESERVATION CORP. (DOMINO SUGAR SITE), BKLN, NY • DURST W. 57TH ST., NY, NY • EAST RIVER PLAZA UPDATE, NY, NY • EQUINOX, 50 COURT ST., BKLN, NY • EQUINOX, 568 BROADWAY, NY, NY • FACILITY EXPANSION FEASIBILITY STUDY, MARTINSBURG, WV • FLUSHING COMMONS DEVELOPMENT EIS, QNS, NY • JAMAICA COURTHOUSE REDEVELOPMENT, QNS, NY • LENOX TERRACE EA, NY, NY • NEW ROCHELLE DOWNTOWN STUDY, NY • NY METS NEW BALLPARK CEQR, QNS, NY • NYCDEP 3RD WATER TUNNEL, SHAFT 33B EIS, NY, NY • NYCDEP PUMPING STATIONS, BX, NY • NYU LIFE SCIENCE BUILDING, NY, NY • NO. SALEM COMPREHENSIVE PLAN UPDATE GEIS, NY • VILLAGE OF VALLEY STREAM FLOATING ZONE EAF & TESTIMONY, NY

TRANSPORTATION



244 NEEDEY RD. TRAFFIC STUDIES, MARTINSBURG, WV • BOSTON DUCK BOAT, BOSTON, MA • BRUCKNER-SHERIDAN INTERCHANGE RECONSTRUCTION/IMPROVEMENTS, BX, NY

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THE VALUE OF STRATEGIC THINKING



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