

WORKING WEST SHORE 2030

Creating Jobs, Improving Infrastructure and Managing Growth



June 2011



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June 2011



The City of New York
Mayor Michael R. Bloomberg

PREVIOUS STUDIES OF INTEREST TO THE WEST SHORE

This report built on numerous past efforts and studies by the study team and others, including:

- Staten Island North Shore Transportation and Land Use Study, DCP and EDC (On-going)
- North Shore Alternatives Analysis, MTA (ongoing)
- Vision 2020: The NYC Comprehensive Waterfront Plan, DCP (2011)
- PlaNYC: A Greener, Greater New York, City of New York (2007, Update 2011)
- West Shore Light Rail Study, Staten Island Economic Development Corp., SIEDC, (2009)
- West Shore Light Rail Phase II Study, SIEDC (2009)
- Goethals Bridge Replacement Draft Environmental Impact Statement, US Coast Guard (2009)
- Freshkills Park Final Generic Environmental Impact Statement, NYC Dept. of Parks & Recreation, DPR (2008)
- Staten Island West Shore Land Use and Transportation Study: Existing Conditions Report, DCP/EDC (2008)
- Staten Island West Shore Land Use and Transportation Study: Market Analysis, DCP/EDC (2008)
- Freshkills Parkland Master Plan, DCP (2007)

- Recommendations for the Transfer of City-Owned Properties Containing Wetlands, Wetlands Transfer Task Force (2007)
- Staten Island 2020, Center for an Urban Future (2007)
- Staten Island: Economic Development and the State of the Borough Economy, NYS Office of the Comptroller (2005)
- Feasibility Study of the North Shore Railroad Right-of-Way: Project Assessment Report, Office of the SI Borough President (2004)
- West Shore Manufacturing Zones Study, DCP (2004)
- Charleston Transportation Study, DCP (2003)
- North and Mid-Staten Island Rezoning Environmental Assessment, DCP (2003)
- Staten Island Growth Management Task Force Report, SI Growth Mgmt. Task Force (2003)
- Staten Island South and West Shore Greenways Study, DCP (2003)
- Staten Island Transit Enhancement, SIEDC (2003)

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Introductory Letter



Dear New Yorker,

The NYC Department of City Planning and the NYC Economic Development Corporation are excited to present *Working West Shore 2030* – a collaborative effort among City and State agencies, local civic groups, Staten Island elected officials and the over three hundred residents and business owners who invested their time, local expertise and passion for Staten Island’s future. Initiated by Mayor Bloomberg’s Staten Island Growth Management Task Force, *Working West Shore 2030* identifies strategies that will help create jobs, upgrade infrastructure, preserve open space and manage growth on the borough’s West Shore for the next twenty years.

This report is a guiding document – a framework for future public and private investment and land use decisions. The recommendations are designed around the unique challenges and opportunities found in the West Shore of Staten Island – an area that can play a significant role in moving the entire borough, City and region forward. It responds to a call for government to better coordinate its efforts. And in the face of one of the most challenging economic downturns in recent memory, we have in this report an innovative series of strategies designed to ensure that Staten Island will remain competitive, unique and livable.

The initiatives also exemplify how the Bloomberg Administration will pursue economic development in the next three years: facilitating long-term investment in Staten Island’s economic future; coordinating critical City initiatives; stimulating private investment; and making room for growing industries that will shape and define the 21st Century economy.

The implementation of this 20-year vision will require the participation and diligent oversight of a multitude of stakeholders. The plan provides clear priorities for future land uses and coordinated public and private investments to those who will ultimately facilitate the vision: developers, property owners, civic stakeholders, local elected officials and both current and future residents. For its part, the City has made a commitment to better coordinate its efforts, track progress in coming years and identify new economic development tools to jumpstart private and public initiatives.

Working West Shore 2030 lays the framework for an economically strong and sustainable Staten Island. We welcome your continued participation.

Sincerely,

A handwritten signature in black ink, appearing to read "A.M. Burden".

Amanda M. Burden, FAICP
Director, NYC Department of City Planning
Chair, NYC Planning Commission

A handwritten signature in black ink, appearing to read "Seth W. Pinsky".

Seth W. Pinsky
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Summary

Working West Shore 2030 provides an inspiring blueprint for growth. Based on an intense and inclusive public engagement process, and building upon past and current planning efforts, it highlights investments that would help create jobs, upgrade infrastructure, and manage growth on the borough's West Shore – a vast area that encompasses 20 percent of Staten Island's land and is approximately half the size of Manhattan. The effort and the vision provide a glimpse of what could be if public agencies, private developers and community stakeholders work in collaboration.

Answering the Needs of the Borough, City and Region

Working West Shore 2030 grew out of a recommendation of Mayor Bloomberg's Staten Island Growth Management Task Force to address both the pace and the nature of the borough's development. Recognizing that planning, transportation and building issues have become crucial to the quality of life for Staten Islanders, the Task Force called for a comprehensive framework for land use and infrastructure decisions on the West Shore that would respond to the borough's changing needs and to manage future growth.

In the next twenty years, Staten Island's population is expected to grow along with the region, due primarily to existing residents who will live longer and have larger families. As it stands, existing neighborhoods in the borough may not have the appropriate infrastructure or housing types to support populations that are expected to drive that growth – seniors and young adults. There are also economic challenges that will affect quality of life going forward. The majority of the borough's workforce travels off-island for higher-paying jobs which contributes, along with limited transit options, to the borough's traffic congestion.

The West Shore can help answer many borough-wide challenges and can play a significant role in providing the jobs and the open space that the City and the region will need in the next twenty years. The area is centrally located in the region with a major concentration of properties for significant job creation, excellent highway and freight access, attractive and numerous natural areas, and small, historic and livable communities with an abundance of civic pride. But West Shore residents and businesses are also familiar with physical challenges that will hinder opportunities: industrial properties lacking adequate connections to infrastructure; wetlands and environmental challenges constraining reuse; transportation connections left incomplete; and historic communities with limited local services.

Significant investments have been undertaken throughout the West Shore in recent decades and many of these initiatives represent a starting point for both answering challenges and moving toward a dynamic future: the New York Container Terminal is poised to expand now that the freight rail line has been reactivated and connected to New Jersey; major rail and highway bridge connections, such as the Goethals Bridge, are being upgraded; large-scale retail investments in the South Shore have proved successful; and the 2,300-acre Freshkills Park (at almost three times the size of Central Park) is gradually replacing the closed landfill and becoming a green oasis for the entire region.

The Working West Shore 2030 Strategy

Consistent with the goals of PlaNYC and based on intensive public engagement, *Working West Shore 2030* builds on current initiatives and focuses on five main hubs that have concentrated amounts of developable and vacant/underutilized land, are accessible to current and future bus and rail stops and highway exits, are near existing and future employment and commercial centers, and would support existing communities through new development.

The four main objectives are to:

1. **Create quality local jobs** for Staten Islanders and reduce the need for off-island commutes.
2. **Provide better connections** between West Shore job centers and neighborhoods to the rest of the borough and the region through upgraded road and transit networks.
3. **Preserve and link open spaces**, expand public waterfront access, and strengthen connections between parks and neighborhoods.
4. **Improve community services and choices** for the West Shore and for surrounding neighborhoods, and expand housing and transit options to attract and retain young adults and meet the needs of a growing senior population.

Working West Shore 2030 demonstrates how the balanced and focused application of these four strategies over the next two decades can benefit the West Shore communities of Arlington-Port Ivory, Bloomfield-Teleport, Travis-Freshkills, the Rossville Waterfront and Charleston-Tottenville. This report includes a brief overview of each community's existing conditions, a 2030 vision for each community, and specific land use and infrastructure recommendations proposed for realizing that vision.

Turning Recommendations into Action

Working West Shore 2030 is a guiding document—a framework for decisions that could lay the foundation for the accommodation of 20,000 new jobs in the West Shore over the next 20 years. This goal can be accomplished while also preserving over half of the West Shore as parks and open space, and providing diverse residential opportunities in only seven percent of the entire study area.

All who helped to shape this bold vision are rightfully wondering how the *Working West Shore 2030* recommendations will be turned into actions. This document is intended to provide clarity and guidance to developers, property owners, civic stakeholders, local elected officials, and both current and future residents. Included in this report is a full list of recommendations, noting responsible agencies and proposed timelines for the completion of each major recommendation.

This document also serves as a scope of public work to target proposed short- and mid-term actions for government agencies over the next twenty years. A separate document will identify a West Shore 2030 Work Plan to be initiated over the next three years that supports job growth and infrastructure improvements. That document clarifies public agency responsibilities in the short-term and establishes public commitments that, along with private investment, are designed to move the 2030 vision forward.

To help implement recommendations and to ensure coordination with all parties, several citywide initiatives are proposed, including:

1. the establishment of a West Shore 2030 Working Group, led by City Hall and consisting of city agency representatives, that will help to coordinate city actions, to ensure those actions are consistent with other citywide and regional planning efforts, and to report on progress of the West Shore 2030 Work Plan;
2. the establishment, improvement and expansion of economic development programs intended to help retain and to recruit industrial users and to support the redevelopment of maritime infrastructure, including the establishment of a Staten Island Industrial Business Zone (IBZ);
3. a commitment to work with government partners and stakeholders to identify new and alternative mechanisms for financing critical support infrastructure; and
4. make significant progress on developing publicly owned properties.

1 | Jobs, Growth and the West Shore

Study Area

Running the length of the Arthur Kill, the West Shore study area encompasses approximately 6,300 acres and 12 miles of shoreline. The area was historically defined by industrial uses and small residential neighborhoods which housed workers employed in local factories.

Today, the study area is home to only five percent of Staten Island residents, but adjoins many communities that have experienced growth over recent decades. While the majority of the study area is zoned for manufacturing (roughly 80 percent), only 20 percent of land in the area is used for industrial purposes. Over 50 percent of the area is existing or planned open space and natural areas, including wetlands.

For the purposes of this effort, the study area was divided into five zones based on differences in land use and geography (figure shown: bottom, right).

- 1 Arlington – Port Ivory:** The Goethals Bridge, Staten Island Expressway (I-278), the New York Container Terminal (NYCT), the Arlington Rail yards, and the future Arlington and Mariners Marsh parks dominate this zone. NYCT is seeking to expand its freight-handling capacity with additional docks and other facilities. The City completed a major renovation of the tracks within the Arlington Yards and the Arthur Kill Lift Bridge, connecting the NYCT and West Shore industrial properties to New Jersey. Further rail improvements are being completed to serve this vital area. Forest Avenue provides a strong connection to North Shore neighborhoods.
- 2 Bloomfield – Teleport:** This zone includes the well-established commercial corridor on South Avenue, with the Staten Island Corporate Park and the Teleport campus housing numerous office buildings and hotels, surrounded by wildlife and wetlands preserves. The former GATX site, a 440-acre former oil tank farm, is the City's largest privately-held tract of industrial land.
- 3 Travis – Freshkills:** This area is rich in natural areas, with the planned Freshkills Park, extensive streams, and tidal and freshwater wetlands. Travis is the main residential community in this zone, and one of two residential areas in the entire study area. Residents

celebrate the neighborhood's historic and Main Street character.

- 4 Rossville Waterfront:** This area includes vacant, private and publicly owned waterfront industrial sites, a historic cemetery and many abandoned ships along Arthur Kill. It has direct access to the West Shore Expressway and Arthur Kill Road and is adjacent to existing dense residential neighborhoods.
- 5 Charleston – Tottenville:** This zone, which has direct access to the Staten Island Railway and Outerbridge Crossing, combines an industrial past and present with the natural, open space of Clay Pit Ponds State Park, the strong historical communities of Kreischerville and Tottenville, and new, regional retail developments.

A number of ongoing planning and infrastructure-building efforts have been reviewed and incorporated in West Shore 2030. These include the Staten Island Economic Development Corporation West Shore Light Rail Study; The Port Authority of NY and NJ Goethals Bridge study; and plans for the development of key City-owned open space and nature preserve areas.





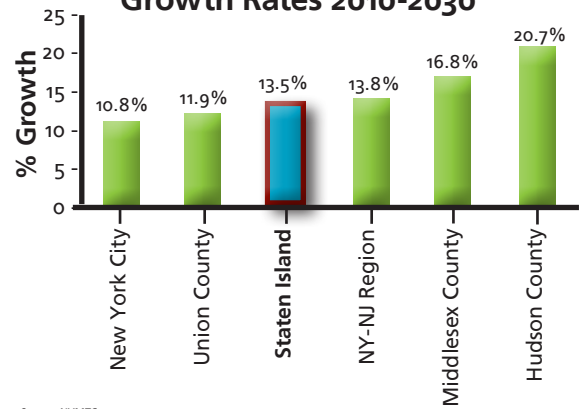
Major regional investments have recently been completed or are underway within the study area. These include: the City's 2007 renovation of the Arthur Kill Lift Bridge; reactivation of the Staten Island Railroad (SIRR) with 6,500 feet of new freight tracks known as the Travis Branch running from Arlington to Freshkills; and retail investments in Charleston. In addition, a number of current infrastructure improvements in the study area are incorporated, such as the NYC Department of Transportation (DOT) widening of Arthur Kill Road, the NYC Department of Parks and Recreation (DPR) efforts to construct east-west roads through the future Freshkills Park, and the proposed expansion of the New York Container Terminal (NYCT).

Staten Island Today and in 2030

Continued Population Growth and Changing Demographics

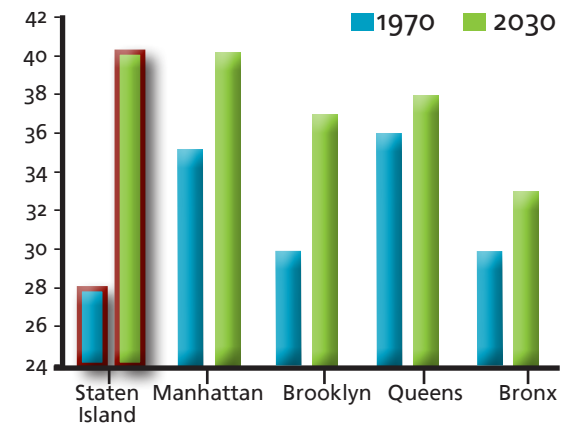
- **The Borough and Region Continue To Grow –** Between 2000 and 2010, Staten Island once more achieved the fastest growing population of the City's five boroughs, adding 5.6 percent more residents compared to a citywide increase of 2.1 percent. By 2030, the borough is projected to grow by 65,000 residents and 25,000 households – a projection similar to the region's growth rate but less than adjacent New Jersey counties.
- **Staten Island's Growth Will Be Driven by Seniors and Young Adults –** 90 percent of Staten Island's population growth will come as a result of existing residents living longer and having larger families, not in-migration. The borough is projected to go from the youngest (in 1970) to the oldest in 2030, based on median age of the population. By 2035, the borough is projected to gain 35,000 seniors (65+ years) and 17,000 young adults (20-34 years).
- **The Borough's Housing Stock Is Not Geared To Serve Growing Populations –** Detached homes account for roughly 75 percent of the borough's total housing stock, which may be unaffordable to the growing population of young adults and too large for seniors seeking to downsize.

Projected Population Growth Rates 2010-2030



Source: NYMTC, 2009

Median Age of NYC: 1970 & Projected 2030

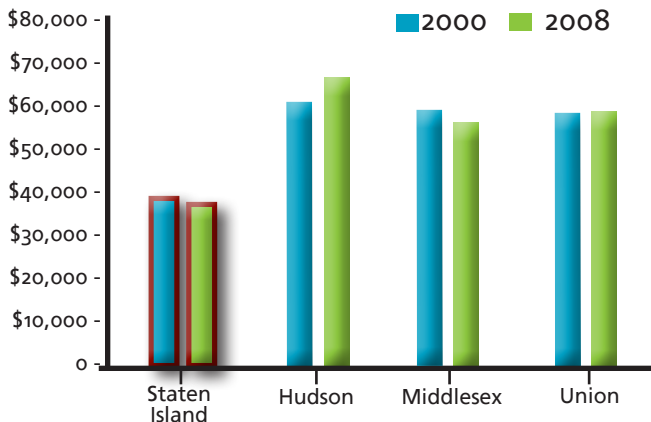


Source: NYMTC, 2009

Growth of Local Staten Island Economy in Question

- **The Borough's Economy Is Locally Oriented and Concentrated in Low-Wage Industries –** Staten Island's economy consists primarily of businesses that provide services to its residents. The majority of these jobs are in lower-paying retail and service sectors, with average wages well below similar nearby areas in New Jersey.
- **Residents Travel Off of Staten Island To Earn Higher Incomes –** Borough residents working outside Staten Island earn higher wages than those that work in the borough. In 2008, median wages for residents that live and work in Staten Island (\$32,679) were lower than for those living and working in any other borough.

Private Sector Wage Levels by Location of Workplace (2000-2008)

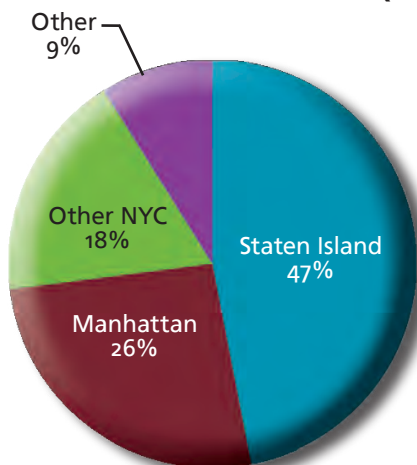


Source: Bureau of Labor Statistics, QCEW Data

Long Commutes and Limited Transit

- **Off-Island Commuters Bear the Burden** – Off-island jobs require 2-½ times more commuting time than jobs located on Staten Island (1 hour versus 24 minutes) and the majority of Staten Island residents (53%) work outside the borough.
- **Most Residents and Businesses Are Auto-dependent** – 64% of Staten Island residents drive to work versus 29% citywide. Though transit usage has increased in recent years, much of the borough has limited transit service, focused on St. George and Manhattan Central Business Districts.

Where SI Residents Work (2008)



Source: US Census Bureau, American Community Survey (2008)

The West Shore's Challenges and Opportunities

The West Shore is centrally located in the region, with a concentration of large properties offering the potential for significant job creation, excellent highway and freight access, attractive and numerous natural areas, and small, historic and livable communities with an abundance of civic pride. However, the area faces many challenges to providing the jobs, services, and open spaces required by the borough, the City and the region:

- **Industrial Property Challenges** – Many industrial properties lack adequate roadway connections, utilities, maritime infrastructure, and connections to freight lines. Wetlands, floodplain levels, and environmental conditions further constrain the reactivation and reuse of many sites.
- **Wetlands and Open Space** – 45 percent of the study area's vacant land is occupied by wetlands which cannot be developed and are not yet fully utilized for public access or storm water management.
- **Incomplete Transportation Network** – Large areas of wetlands and historic industrial uses have contributed to incomplete highway and roadway connections, while many areas are without the roadway and transit services required for new development and investment.
- **Juxtaposition of Land Uses** – Local residential communities near industrial and commercial areas often lack protection from truck traffic, and land-use conflicts between job-producing and historic residential areas threaten the long-term success of both uses.





- **Historic Communities** – Travis, Charleston, Tottenville and other nearby communities want to preserve their neighborhood character, but also lack housing options for young adults and seniors, local services, and sewer infrastructure.
- **Waterfront Conditions** – Past industrial uses, a deteriorated shoreline, permitting and regulatory challenges, and a lack of roadways limit maritime expansion and potential points of public access and amenities.

Community Priorities

The study's proposed actions are based on technical land use, transportation, and market studies, but they are grounded in an intensive public engagement process and partnership among multiple city agencies. Through 11 public meetings and interactive visioning workshops held across the study area, over 300 residents, elected officials, civic stakeholders, local business leaders, and state and regional partners, provided both a source and a sounding board for ideas and proposals.

That process established clear community priorities for the West Shore and also confirmed that the needs and goals of the West Shore community were very much in line with the conclusions of the extensive research conducted by the City and its consultant team. The public meetings and visioning workshops identified the following community priorities:

- **Quality Local Jobs** – high-paying jobs within or near the West Shore and access to them;
- **Local Retail and Services** – expanded community-based retail and services (e.g. health care and schools);
- **Upgraded Community Infrastructure** – especially sewer and storm water infrastructure in long-standing historic neighborhoods;
- **Housing Diversity** – to attract and to retain young people and seniors in the study area;
- **Preservation of Historic Communities** – to protect the unique, neighborhood character of the Travis and Charleston areas; and
- **Solutions for Residential-Industrial Conflicts** – using zoning controls and other actions to better separate needed job-producing uses from residential areas.



2 | Strategies for a Working West Shore

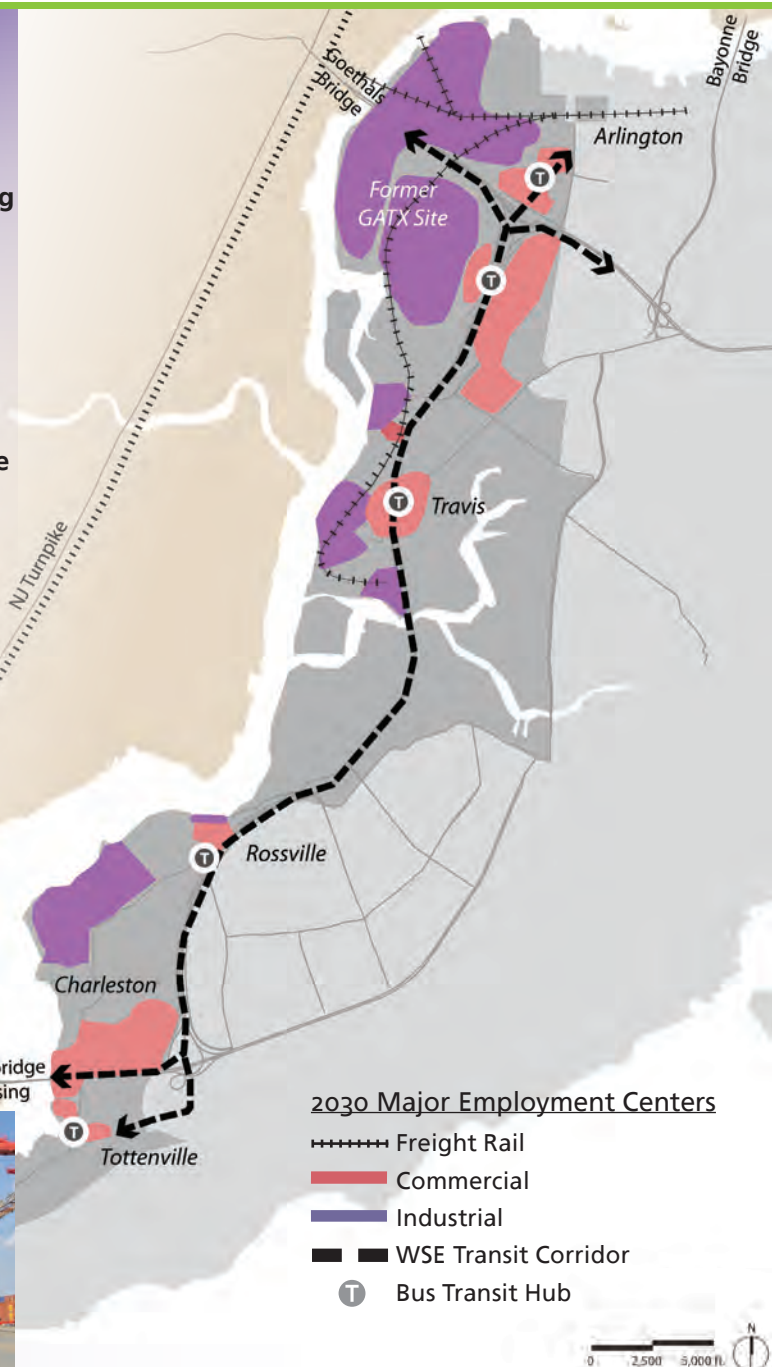
Working West Shore 2030 has defined four strategies for creating economic opportunity, managing growth, and providing infrastructure on the West Shore for the next 20 years. By accounting for demographic changes, physical constraints, the potential of existing job centers, and the unique residential neighborhoods of the study area, the framework targets future growth opportunities and infrastructure improvements to a limited number of areas that:

- Have concentrated amounts of developable and vacant/underutilized land;
- Are accessible to current and future transit stops and highway exits;
- Are near existing and future employment and commercial centers; and
- Would support existing communities by their development.

1. Create Quality Local Jobs

Create high-paying, community-sustaining jobs by:

- **Protecting and preserving existing manufacturing zoning for diverse industrial uses**
- **Building on existing employment centers**
 - New York Container Terminal
 - Teleport/ISI Corporate Park
 - Bricktown and Charleston Retail Centers
- **Connecting industrial properties to infrastructure and improved transit opportunities**
 - Goethals Bridge
 - Key roadway extensions and upgrades
 - Future express bus stops and park and ride locations
 - Freight rail expansion on the Travis Branch
 - Maritime and shoreline improvements
- **Exploring new development**
 - Maritime uses on public properties and waterfronts (e.g., Rossville; Bloomfield)
 - Commercial uses near existing Staten Island Railway stations and future bus stops/park and ride locations

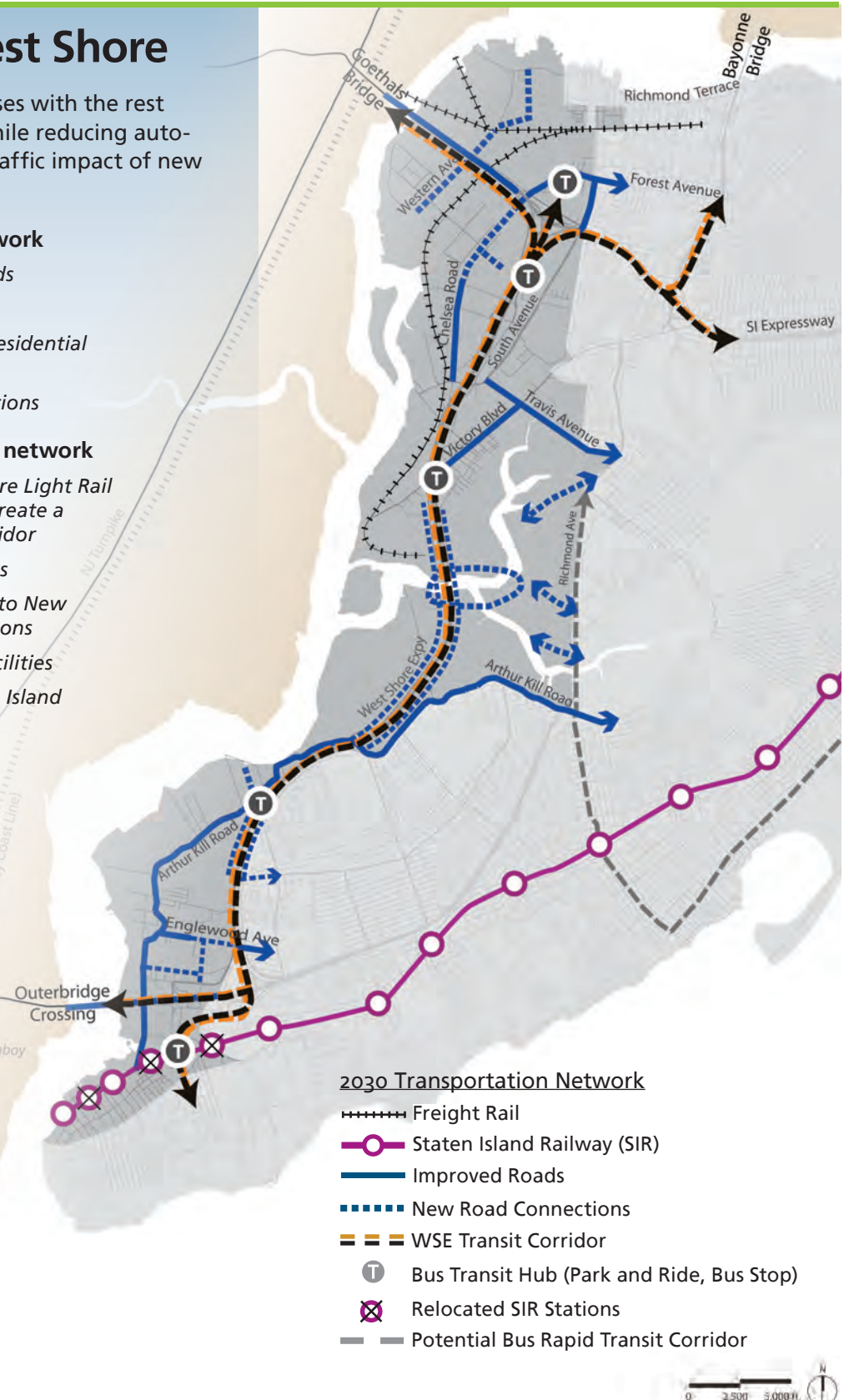




2. Connect the West Shore

Connect communities and businesses with the rest of the borough and the region, while reducing auto-dependency and minimizing the traffic impact of new development by:

- **Improving the local road network**
 - Widen/upgrade existing roads
 - Build new roads
 - Separate truck traffic from residential communities
 - Improve cross-island connections
- **Creating a sustainable transit network**
 - Build upon SIEDC's West Shore Light Rail Study recommendations to create a Rt. 440/WSE Bus Transit Corridor
 - Expand local bus destinations
 - Improve transit connections to New Jersey and regional destinations
 - Create new park and ride facilities
 - Relocate and improve Staten Island Railway stations



3. Preserve and Link Open Space

Preserve existing open space and establish, activate and connect new ones to existing areas and to nearby communities by:

- Preserving natural lands
- Recovering and reutilizing brownfield areas
- Creating open space and new connections
 - Arlington and Mariners Marsh, Freshkills Park and Fairview Park
- Expanding the Bluebelt system
- Bringing the West Shore to its shoreline
- Celebrating historic places
- Encouraging development that provides open space and remediation

Bluebelt system



Open Space Connections at Freshkills Park



Arlington Marsh shoreline





4. Improve Community Services and Choices

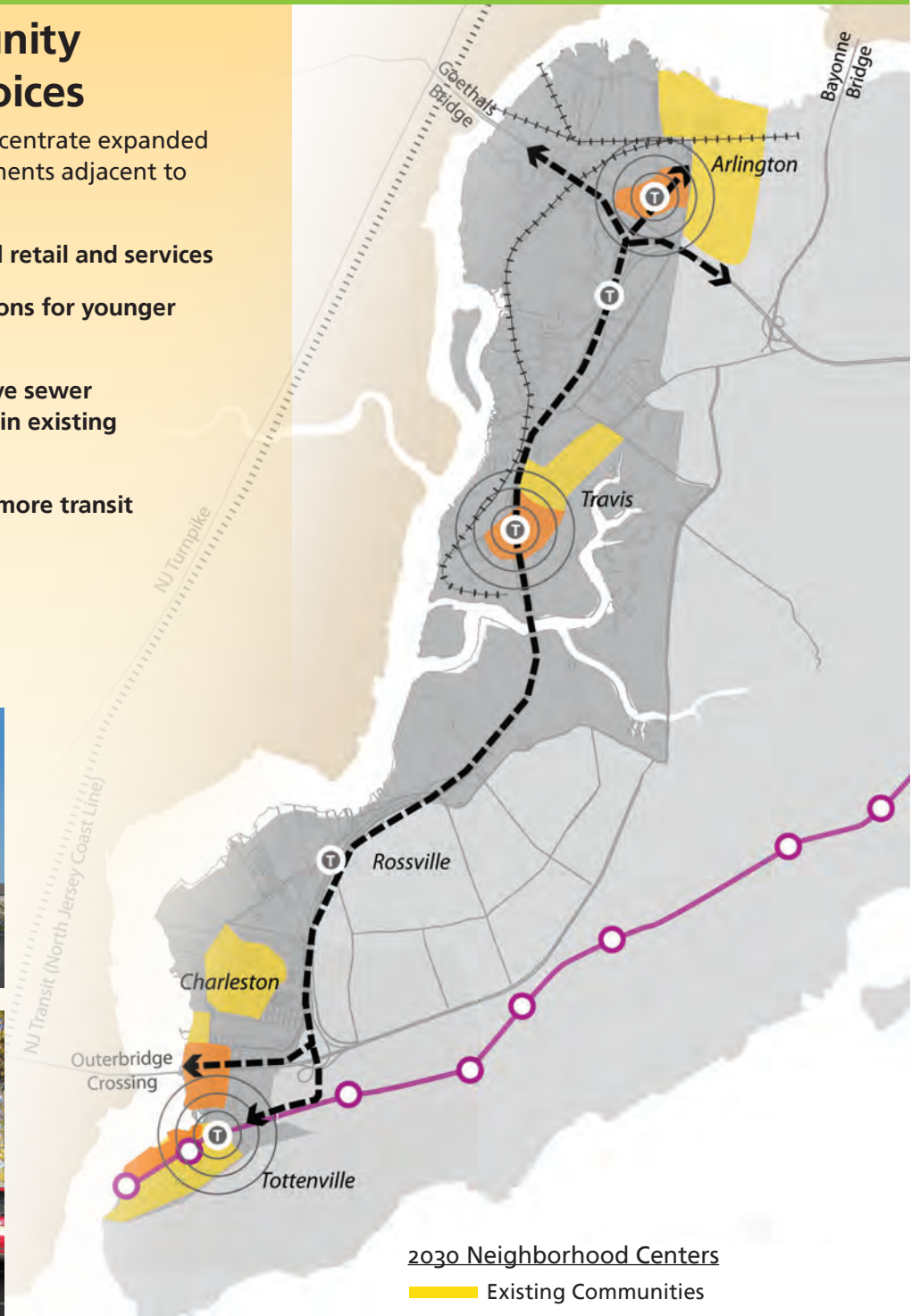
Diversify housing options and concentrate expanded services and infrastructure investments adjacent to existing communities by:

- Creating and expanding local retail and services
- Providing more housing options for younger and older Staten Islanders
- Leveraging growth to improve sewer infrastructure and roadways in existing neighborhoods
- Focusing growth to support more transit options

Housing Diversity
(shown: The Tides at Charleston)



Community-based Retail
(shown: Westfield, NJ)



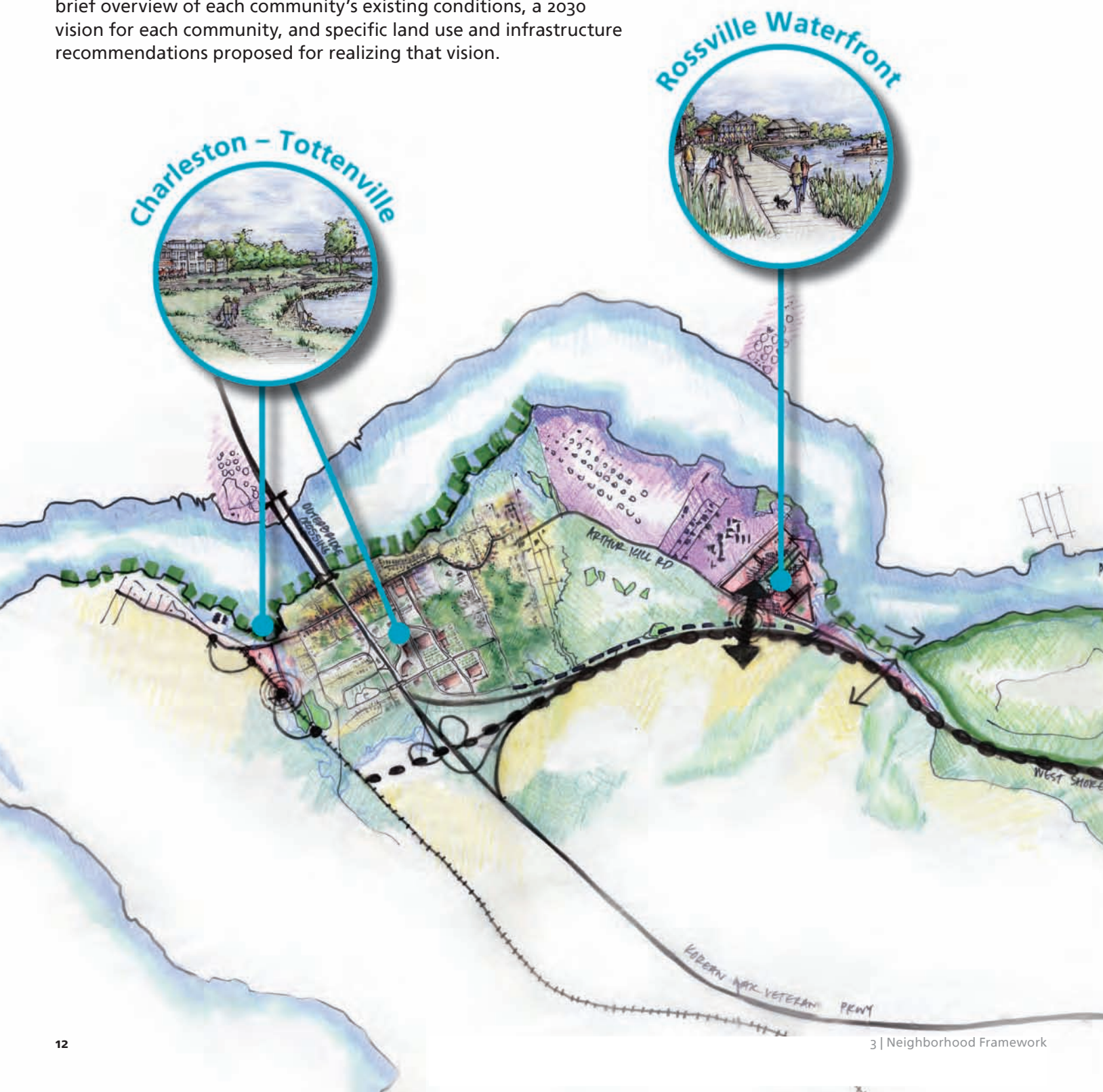
2030 Neighborhood Centers

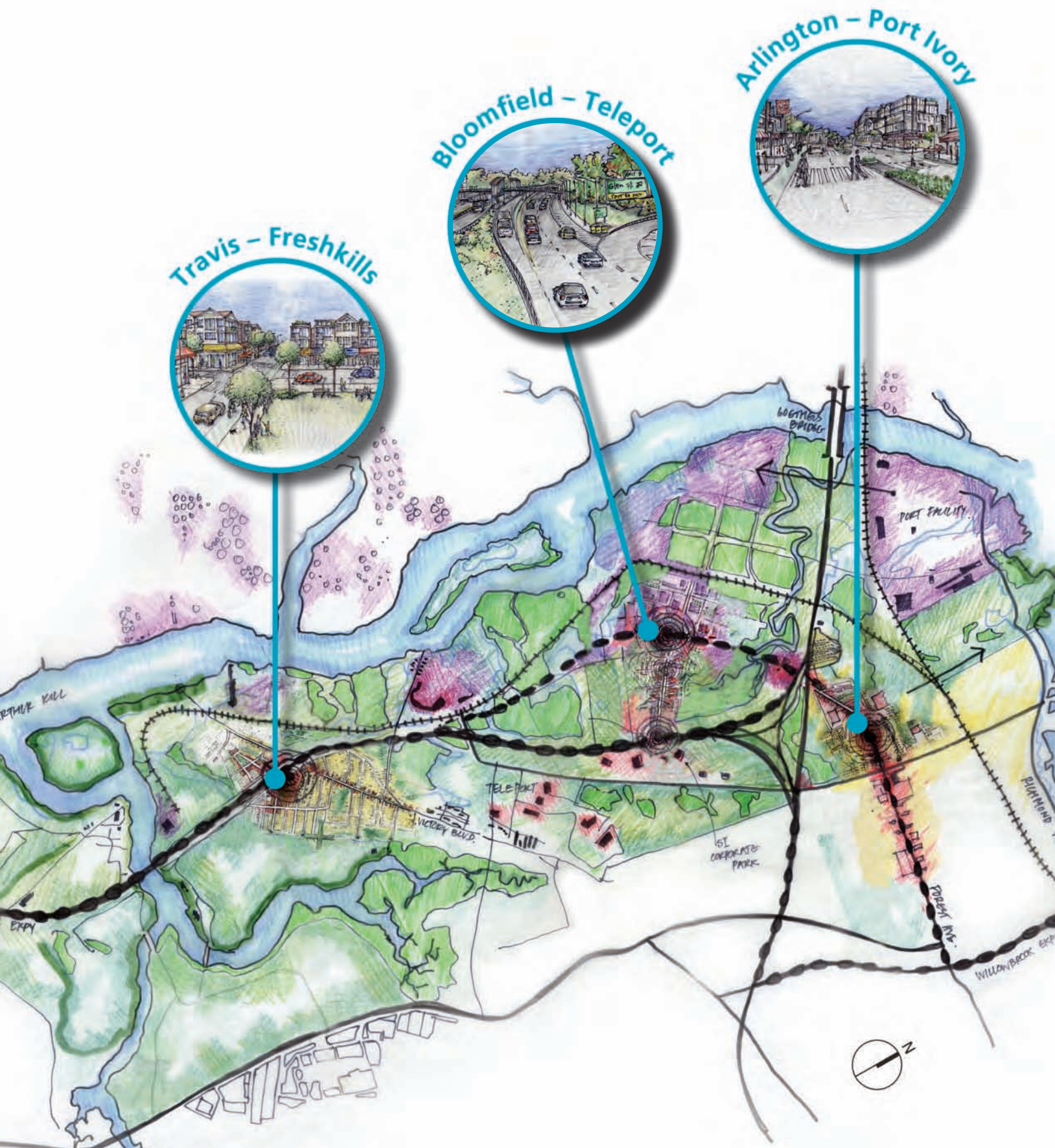
- Existing Communities
- New Mixed Residential/Commercial Areas
- Staten Island Railway
- WSE Transit Corridor
- Bus Transit Hub



3 | Neighborhood Framework

This section demonstrates how the balanced and focused application of the four *Working West Shore 2030* strategies over the next two decades can benefit the communities of Arlington-Port Ivory, Bloomfield-Teleport, Travis-Freshkills, the Rossville Waterfront and Charleston-Tottenville. The section includes a brief overview of each community's existing conditions, a 2030 vision for each community, and specific land use and infrastructure recommendations proposed for realizing that vision.



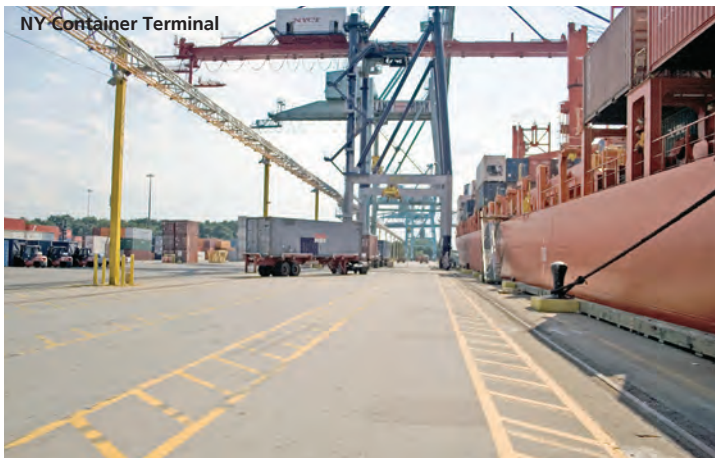


Arlington–Port Ivory

Existing Conditions

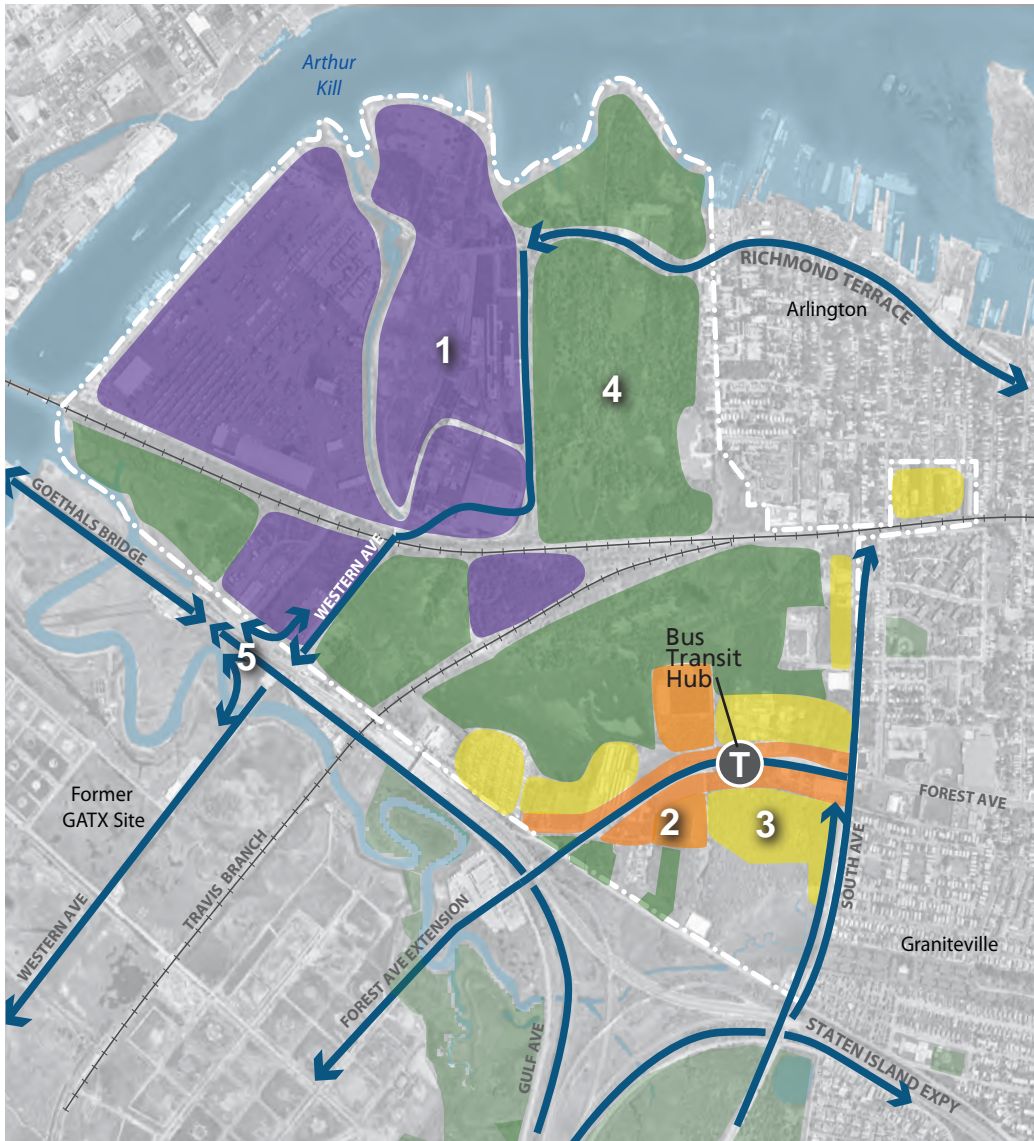


- **New York Container Terminal is Seeking to Expand.** The major deep-water container port is the largest in the City and essential to port commerce in the region and employs hundreds of Staten Island residents. The existing limited road network creates conflicts between port-related truck traffic and nearby residential communities.
- **Potential Open Space is in Need of Remediation.** The Mariners and Arlington Marshes provide opportunities for future public waterfront access and parks, however they require costly remediation.
- **Freight Rail is Reconnected to New Jersey.** The city completed a major renovation of the Arlington Yards, re-opened the Arthur Kill Lift Bridge and upgraded the freight rail line known as the Travis Branch, providing connections between West Shore industrial properties and freight destinations throughout the country.
- **The Goethals Bridge is To Be Replaced.** The borough's main traffic connection to New Jersey and the nation is scheduled for replacement to meet modern standards, address the traffic operations and safety deficiencies of the existing bridge, and accommodate future transit and bicycle links to New Jersey.





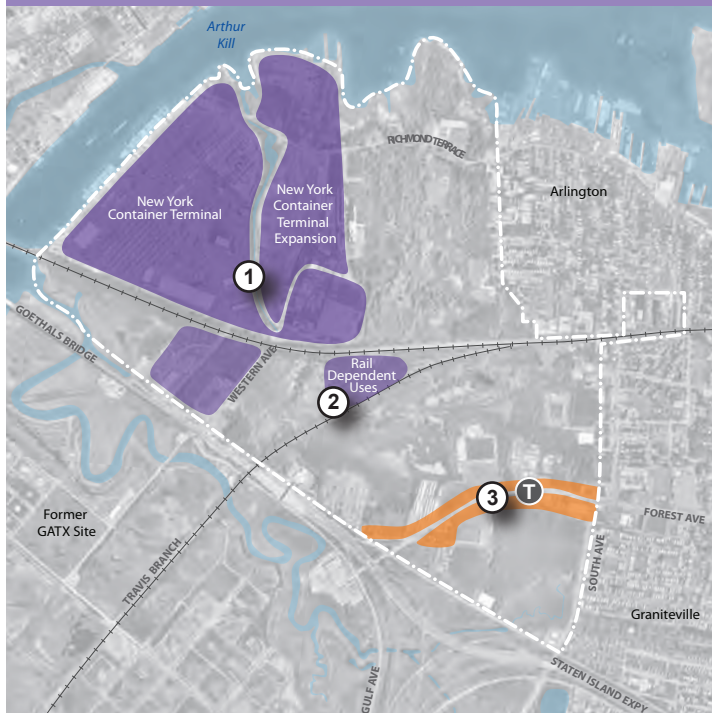
2030 Vision: An Economic Hub for Staten Island and the Region



- 1 Major maritime center** with an expanded port and spin-off businesses providing quality jobs
- 2 Mixed commercial center** on an improved Forest Avenue with retail and entertainment for surrounding neighborhoods
- 3 Diverse housing options for young adults and seniors**, and an enhanced streetscape and upgraded transit access to foster a walkable, sustainable destination
- 4 Remediated Arlington and Mariners Marshes and preserved wetland areas**, with active and passive uses, waterfront access, and connections to surrounding neighborhoods
- 5 Comprehensive transportation network**, with new traffic connections to remove conflicts between local and port-related traffic and to provide new road and transit connections between North Shore neighborhoods and West Shore jobs, including a park and ride facility to serve a new hub for buses

Arlington–Port Ivory

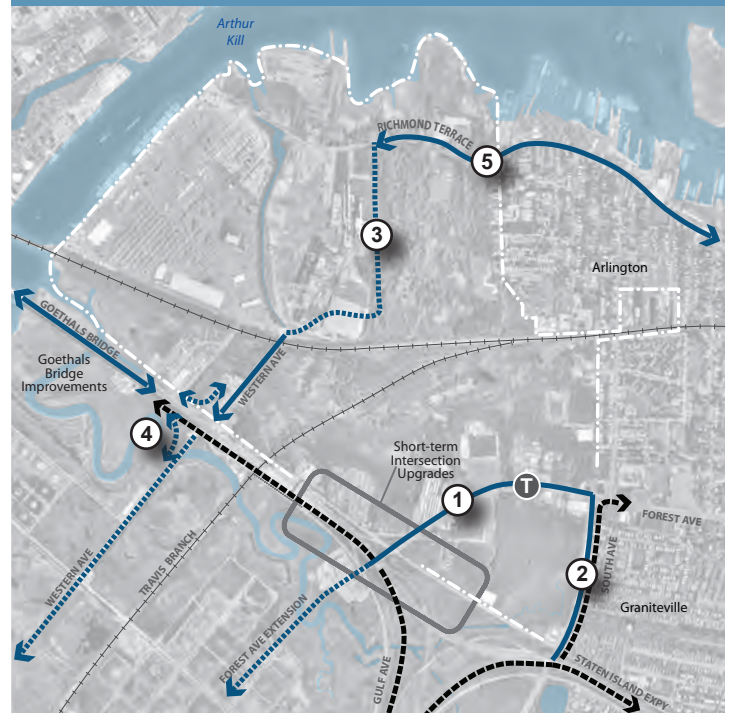
Create Quality Jobs



- Industrial Uses
- Commercial/Residential Uses
- T Bus Transit Hub

- ① **Support the expansion of the New York Container Terminal** to create hundreds of new jobs and support the Port of New York and New Jersey.
- ② **Recruit rail-dependent businesses in Arlington Yards** to capitalize on the site's exceptional access to multimodal transport opportunities and to maximize employment growth.
- ③ **Expand commercial uses along Forest Avenue** to provide jobs and needed services to surrounding neighborhoods.

Connect the West Shore



- Regional Transit Connection
- New Road
- Improved Road
- T Bus Transit Hub

- ① **Extend and upgrade Forest Avenue** to create an attractive boulevard setting with bike/pedestrian and bus improvements providing new connections between North Shore neighborhoods and West Shore jobs.
- ② **Upgrade South Avenue** from Forest Avenue to the Staten Island Expressway, with increased bus access and bike/pedestrian improvements to support redevelopment opportunities and surrounding neighborhoods.
- ③ **Relocate Western Avenue** to support expansion of maritime jobs and to provide better connections between Richmond Terrace and West Shore jobs.
- ④ **Make short-term intersection improvements and develop port-related bridge and highway ramp connections** to facilitate the expansion of maritime jobs and separate truck traffic from nearby residential areas.
- ⑤ **Upgrade Richmond Terrace** to provide improved access to Arlington and Mariners Marsh and West Shore destinations.



Preserve and Link Open Space



- Existing NYC Parkland
- Proposed NYC Parkland
- Existing Other Open Space & Recreation
- Preserved Wetlands & Water Features
- Storm Water Mgmt. Guidelines for Development Areas
- Open Space Connection
- Active Recreation
- Waterfront Access Point

- ① **Remediate and develop Arlington and Mariners Marsh** to create a mix of natural and active recreation parkland with access to the waterfront.
- ② **Develop and implement storm water management guidelines** to facilitate future development while preserving and improving natural areas.
- ③ **Utilize Staten Island Bluebelt concepts** to design future storm water drainage and protect streams and wetlands.
- ④ **Connect West Shore parks and natural areas** to surrounding neighborhoods with a network of potential bike and pedestrian links.

Improve Community Services and Choices



- Commercial/Residential Uses
- Residential Uses
- Bus Transit Hub

- ① **Create a more diverse mix of housing types** with 3-4 story mixed commercial and residential buildings on a transit- and pedestrian-friendly corridor, as well as appropriate infill housing surrounding open spaces and natural areas.
- ② **Preserve the Goethals Mobile Home Park** and support residents with more retail and services on Forest Avenue.
- ③ **Provide road, storm water and sewage infrastructure improvements** to support new and existing residents.

Arlington–Port Ivory

2030 Vision: An activated Forest Avenue with retail, entertainment and housing



This view of Forest Avenue depicts a widened street with transit, pedestrian and bicycle improvements that would connect North Shore neighborhoods to the West Shore. The boulevard-type corridor would provide additional retail, services and entertainment uses on the ground floor of buildings with residential above. Parking for the new uses and transit users would be accommodated behind the buildings in surface lots and garages.





2030 Vision: Expanded housing options which respect and celebrate natural resources



This view depicts side streets off of Forest Avenue developed with village-style apartments and attached homes which could meet the diverse housing needs of seniors and young adults. The adjacent wetlands would be preserved and serve as centerpieces for a green, sustainable community.



Bloomfield–Teleport

Existing Conditions



- **Significant Vacant and Underutilized Industrial Areas**, dominated by the 440-acre former GATX petroleum storage facility, which is the largest private and vacant industrial parcel in New York City. Re-use proposals for this and other industrial properties face extensive remediation, wetland and infrastructure constraints.
- **Extensive Highway, Bridge and Rail Freight Infrastructure** provide major job-creation opportunities.
- **Underutilized Office Facilities**, including the Staten Island Corporate Park and Teleport Campus which together represent the borough's largest concentration of commercial office space. These attractive facilities have not reached their potential due to limited transit access and market challenges that have put them at a competitive disadvantage.
- **Large but Secluded Natural Areas** that require mitigation and protection. Existing protected natural areas lack easy access or public viewing areas (e.g., Prall's Island Harbor Herons Preserve).



SI Corporate Park and Teleport Campus

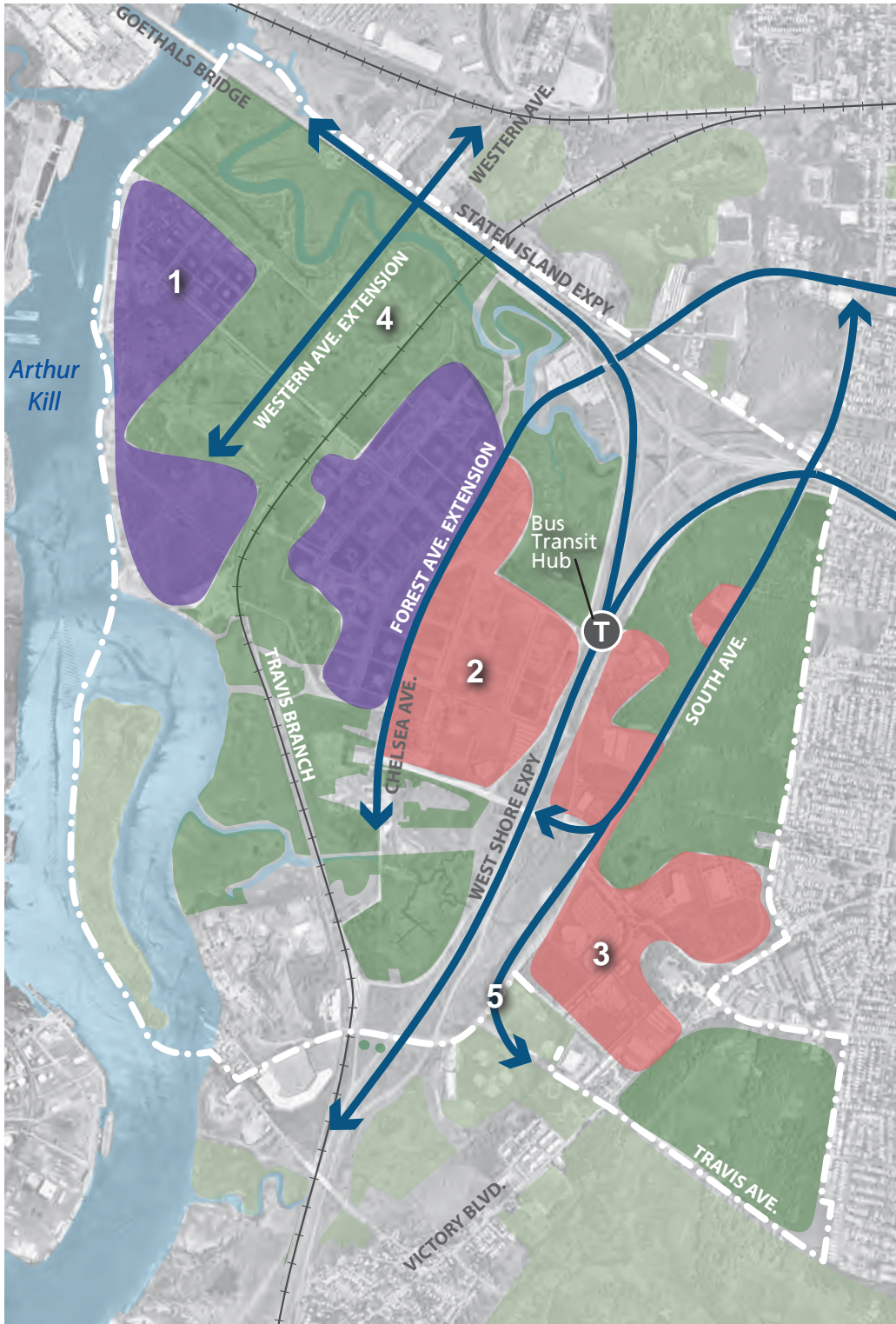


Former GATX Site





2030 Vision: A Model, Regional Employment Center



1 Major maritime and industrial uses, building upon the success of the NY Container Terminal, the city's investment in freight rail infrastructure and available waterfront properties.

2 Mixed industrial and commercial center, providing quality jobs along with new roads/transit access and a more intensive commercial center adjacent to the West Shore Expressway.

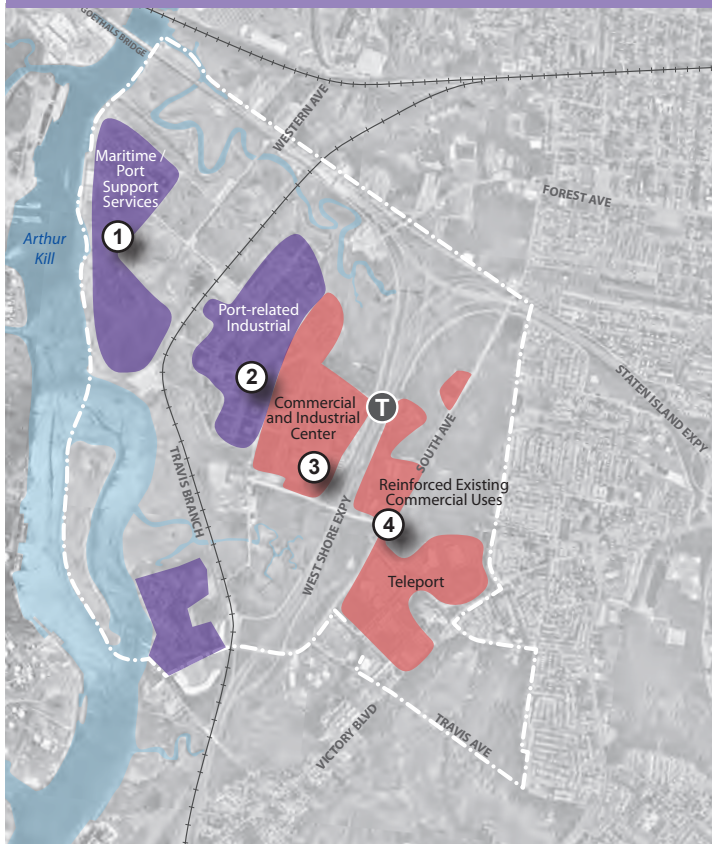
3 A more vibrant and diverse Corporate Park and Teleport campus, with expanded commercial users, improved transit access and quality jobs.

4 Expanded and improved natural areas with public open space connections.

5 Comprehensive transportation network with a mix of highway, bus transit, rail and waterborne freight connecting local and regional riders to quality jobs and goods to the rest of the nation; new road connections will link West Shore jobs to surrounding neighborhoods.

Bloomfield–Teleport

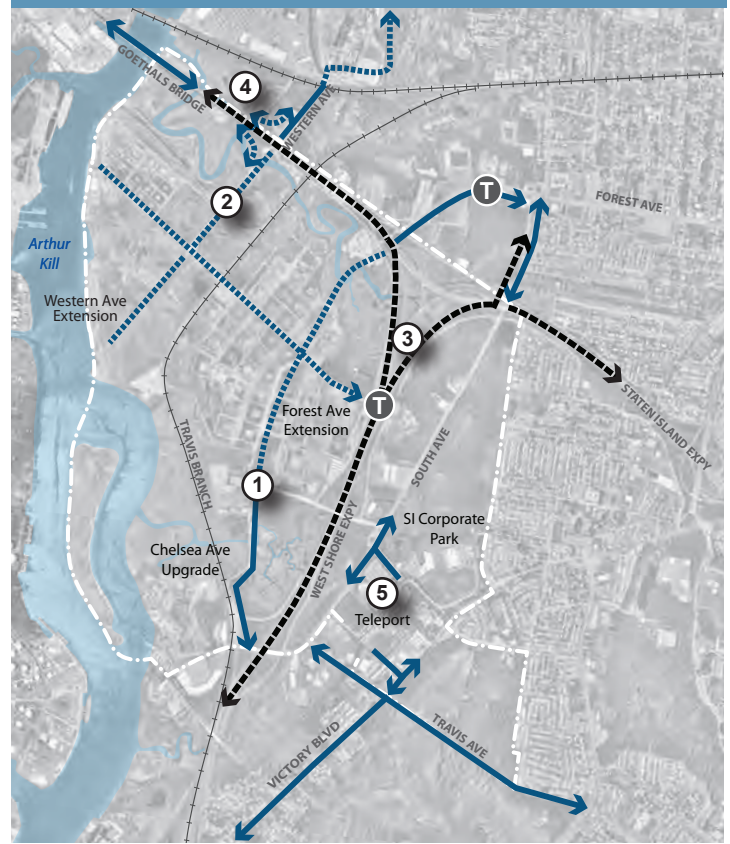
Create Quality Jobs



- Commercial/Industrial Uses
- Industrial Uses
- T Bus Transit Hub

- ① Support maritime and port-related uses along the waterfront.
- ② Attract modern industrial and distribution operations along the rail line to capitalize on the City's investment in freight rail infrastructure, utilizing port, highway and bridge connections.
- ③ Support the development of diverse office and commercial uses adjacent to the West Shore Expressway and proposed Bus Transit Hub.
- ④ Diversify and increase jobs at the Staten Island Corporate Park and Teleport by expanding allowable uses, providing direct transit access and improving mobility.

Connect the West Shore

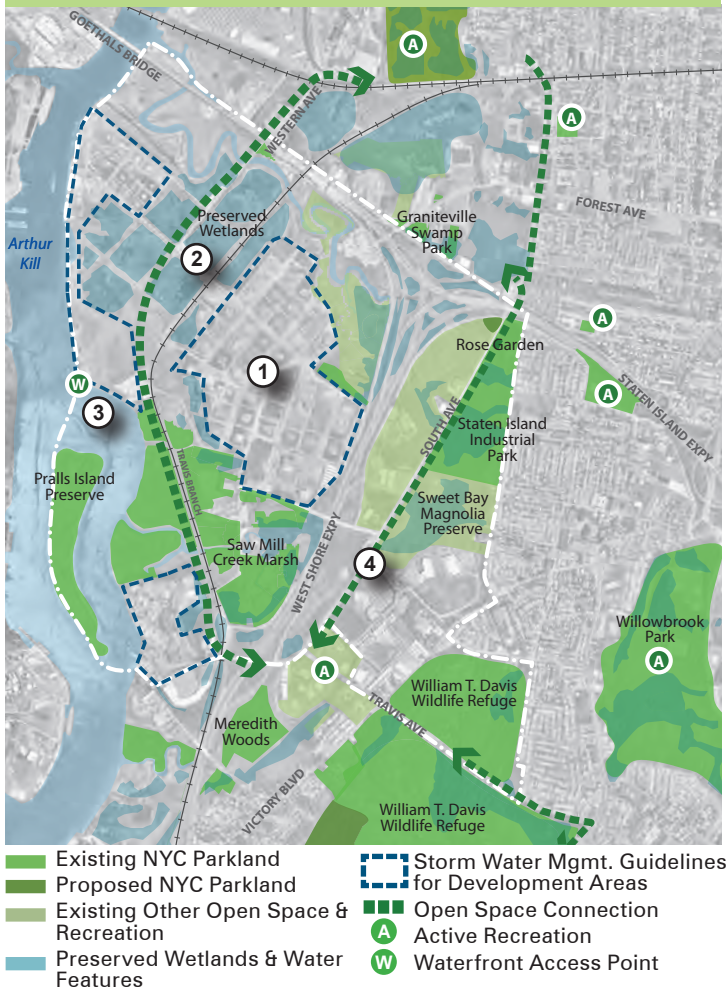


- Regional Transit Connection
- New Road
- Improved Road
- T Bus Transit Hub

- ① Extend Forest Avenue and improve Chelsea Avenue to foster a better connection to future, quality jobs and surrounding neighborhoods.
- ② Extend Western Avenue to improve access to future port activities and the new Goethals Bridge.
- ③ Create an enhanced bus transit hub with park and ride facilities to improve access to an expanding employment center.
- ④ Develop direct truck ramps connecting the Goethals Bridge to the New York Container Terminal and future port activities, increasing access to industrial properties while reducing conflicts between marine/industrial truck activity and local roads.
- ⑤ Improve access to Teleport and the Staten Island Corporate Park with extended and improved bus service and a widened Travis Avenue.



Preserve and Link Open Space



- Develop and implement storm water management guidelines** to facilitate future industrial and commercial development while preserving and improving extensive natural areas.
- Utilize Staten Island Bluebelt concepts** to design future storm water drainage and protect streams and wetlands.
- Provide waterfront access and shoreline amenities** with views of Prall's Island and Saw Mill Creek Marsh.
- Connect West Shore parks and natural areas** to surrounding neighborhoods with a network of potential bicycle and pedestrian links.

An express bus transit system will improve access to Teleport and the SI Corporate Park



A bluebelt program will preserve natural drainage corridors, including streams, ponds, and other wetland areas

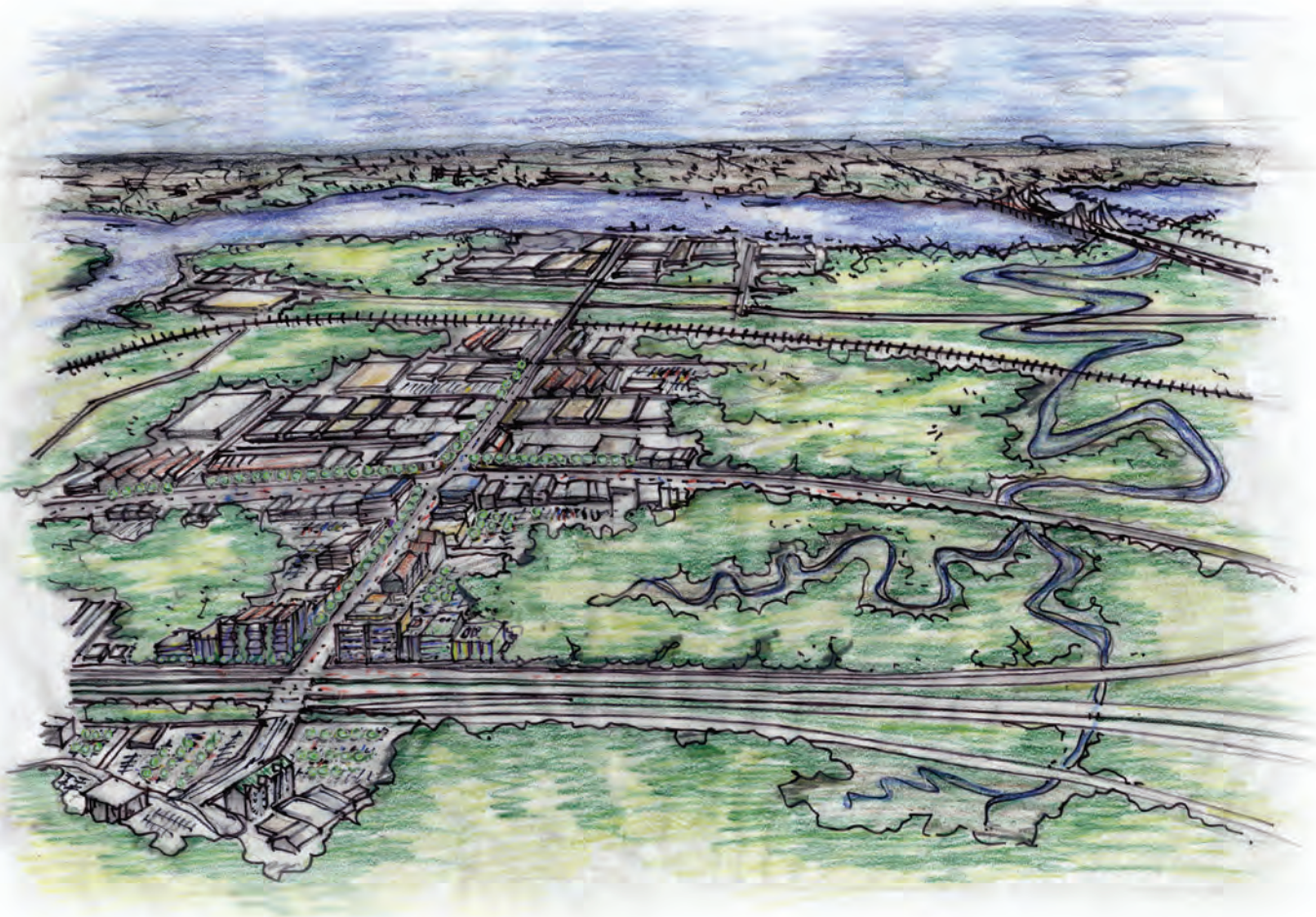


Improve access to Teleport and other office centers to strengthen their competitive position in the region



Bloomfield–Teleport

2030 Vision: Reutilized industrial sites with modern distribution, maritime and commercial facilities



Looking West, with the West Shore Expressway (WSE) in the foreground and the Travis Branch, Arthur Kill and New Jersey in the distance, this image shows a vision of public/private coordination for potential development of the largest vacant private parcel in the City. This vision includes port-related and industrial uses closer to the Arthur Kill and expanded light industrial, commercial and office uses closer to the West Shore Expressway. The Forest Avenue Extension and WSE Bus Transit station would connect this new job center to existing Staten Island neighborhoods as well as support the existing Staten Island Corporate Park and Teleport.





2030 Vision: West Shore Expressway Bus Transit Station at Bloomfield - Teleport



Looking North on the WSE, this image depicts a proposed WSE Bus Transit station in the highway median, connected by a vehicular and/or pedestrian bridge to local bus and park and ride facilities and office and commercial uses east and west of the highway.



Travis–Freshkills

Existing Conditions



- **The Historic Travis Neighborhood** extends back to the 1600s and was long known as Linoleumville after the area's former major employer. The community has a celebrated, small-town feel but has limited local shopping, transit options, sidewalks and biking areas and is in need of infrastructure improvements.
- **Freshkills Park Master Plan** provides a 30-year framework to create the borough's largest park (almost three times the size of Central Park) on the former landfill site that will become a regional destination. Additional park planning efforts include improvements to Schmul Park, new soccer fields at Owl Hollow, the new Independence Park in Travis and early public access areas and a greenway at Freshkills Park.
- **Important Industrial Areas and the Travis Branch** serving the City's truck-to-rail waste plant, Visy Paper (the study area's current largest employer), and the Arthur Kill Generating Plant, a major utility site. Additional freight rail access would support industrial expansion.



Travis 4th of July parade

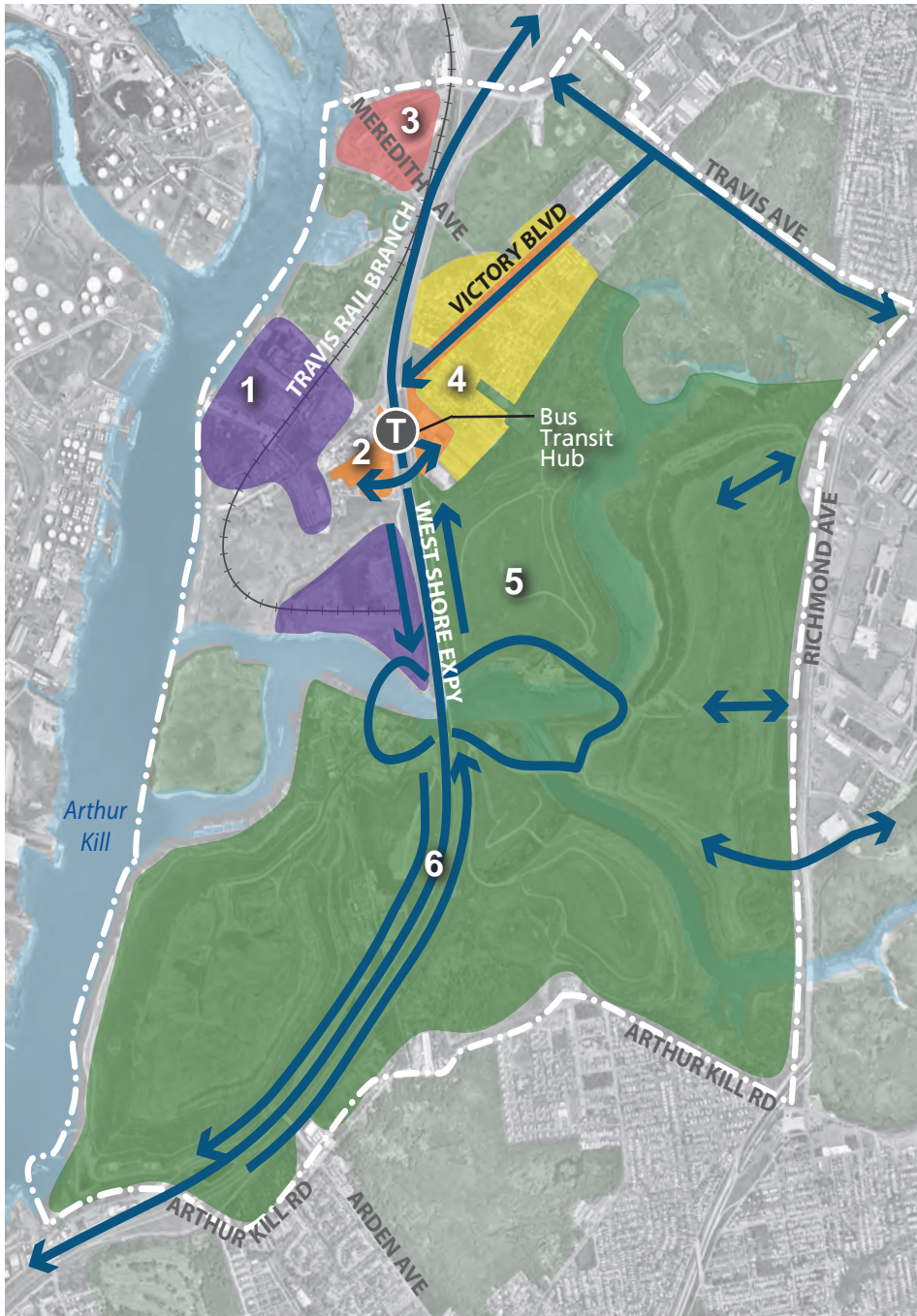


Arthur Kill Generating Plant





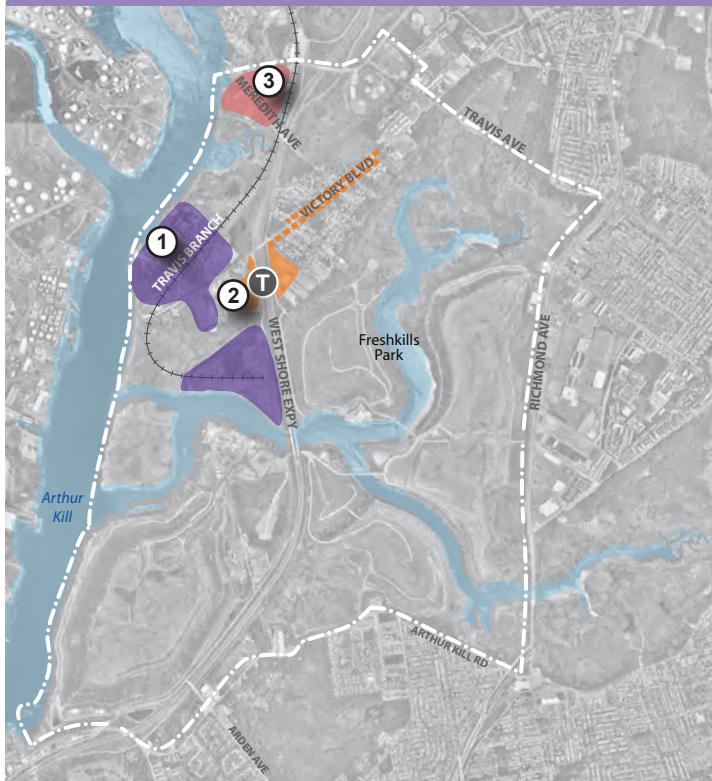
2030 Vision: A Healthy, Historic Community with Main Street Appeal



- 1 Major industrial areas** at the western end of Victory Boulevard providing quality jobs and utilizing available freight and maritime infrastructure.
- 2 A bus transit hub and park and ride** surrounded by mixed commercial and residential uses serving as an anchor for the community.
- 3 Improved retail and community services** for the Travis Community.
- 4 Preserved neighborhood character** with an additional mix of detached homes and village-style apartments near the WSE providing options for young adults and seniors.
- 5 Expansive open space opportunities** with active recreation within Travis and links to the regional 2,200-acre Freshkills Park and waterfront access opportunities.
- 6 Extensive transportation network**, with regional and local bus transit access, improved east-west road connections, and an improved Arthur Kill Road.

Travis–Freshkills

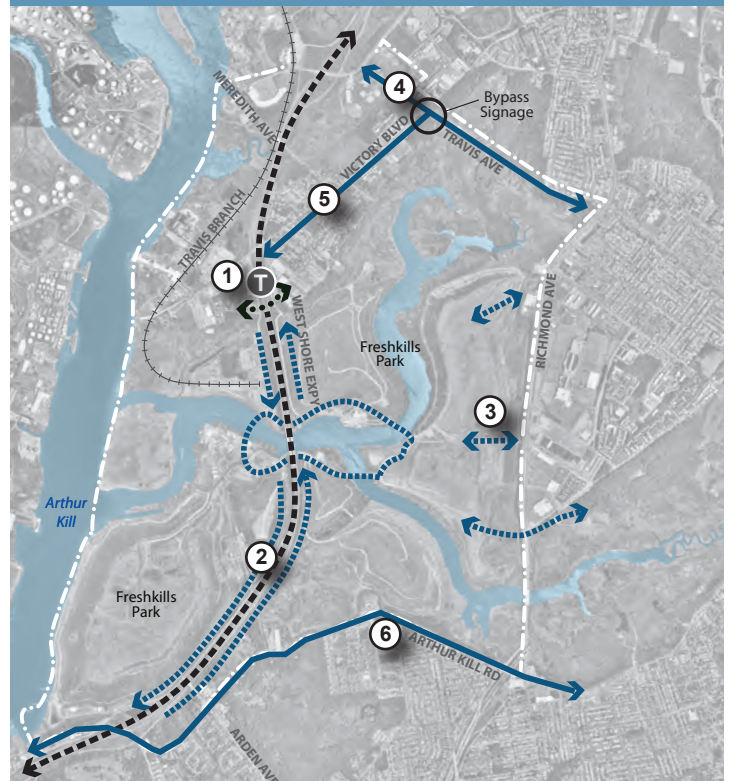
Create Quality Jobs



- Commercial/Industrial Uses
- Industrial Uses
- Commercial/Residential Uses
- T Bus Transit Hub

- ① Preserve waterfront industrial uses at western end of Victory Boulevard.
- ② Develop local office, retail, service mix in mixed-use commercial/residential areas near the West Shore Expressway and proposed bus transit hub.
- ③ Expand existing commercial uses on South Avenue and adjacent industrial areas.

Connect the West Shore



- Regional Transit Connection
- New Road
- Improved Road
- T Bus Transit Hub

- ① Create an enhanced bus transit hub with park and ride to provide improved access to and from the area.
- ② Expand West Shore Expressway service roads to provide better connections to neighborhoods, employment centers and recreation areas.
- ③ Create east-west connector roads across Freshkills Park to the West Shore Expressway.
- ④ Widen Travis Avenue to support Teleport and to reduce traffic on Victory Boulevard by providing easier access to the highway.
- ⑤ Institute traffic calming and bike/pedestrian network on Victory Boulevard to enhance main street atmosphere, redirect thru-traffic to highway and expand travel options.
- ⑥ Improve Arthur Kill Road to provide better connections between mid-Island neighborhoods and West Shore destinations.



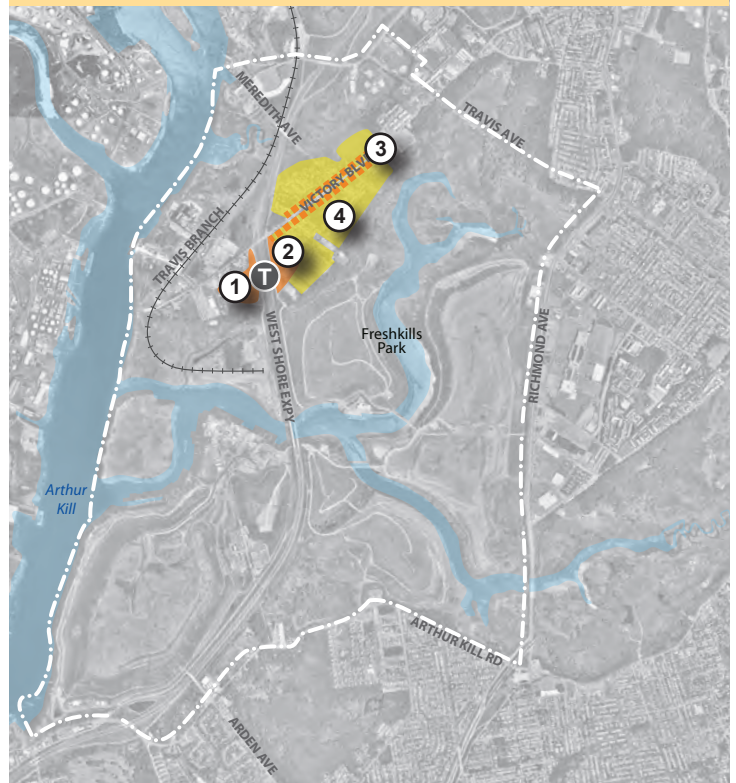
Preserve and Link Open Space



- Existing NYC Parkland
- Proposed NYC Parkland
- Existing Other Open Space & Recreation
- Preserved Wetlands & Water Features
- Storm Water Mgmt. Guidelines for Development Areas
- Open Space Connection
- Active Recreation
- Waterfront Access Point

- ① **Map and continue to develop Freshkills Park** to provide a mix of active and passive recreational opportunities and waterfront access points.
- ② **Improve amenities at Schmul Park and Independence Park.**
- ③ **Develop waterfront access points near Travis** utilizing available and upgraded access roads (e.g., Meredith Ave., South Ave., Victory Blvd.).
- ④ **Develop and implement storm water management guidelines** to facilitate mixed-use development while preserving and improving natural areas; utilize Staten Island Bluebelt concepts to meet drainage needs and protect streams and wetlands.
- ⑤ **Connect West Shore parks and natural areas** by linking Freshkills Park bicycle and pedestrian network to surrounding neighborhoods.

Improve Community Services and Choices



- Commercial/Residential Uses
- Residential Uses
- Local Retail Uses
- Bus Transit Hub

- ① **Provide more retail, entertainment, and community facilities** within walking/parking distance of a future bus transit hub.
- ② **Create a more diverse mix of housing types** with 3- to 4-story mixed commercial and residential buildings and appropriate infill housing near transit.
- ③ **Support “Main Street” atmosphere along Victory Boulevard** with low-density residential and retail infill and a pedestrian-friendly streetscape.
- ④ **Provide road, storm water and sewage infrastructure improvements** to support new and existing residents.

2030 Vision: Preserving and anchoring the Victory Boulevard Corridor



Looking north along Victory Boulevard from the bridge over the West Shore Expressway (WSE), this image depicts mixed-use residential redevelopment near the WSE with ground-floor retail, restaurant and services creating walkable shopping options and an active street life. Parking for the new uses and transit users would be accommodated behind the buildings in surface lots and garages. This new anchor would provide connections to transit, the regional destination of Freshkills Park and to the existing Travis community.





2030 Vision: New housing options and commercial opportunities at the WSE transit hub



This image depicts a vision for a new mixed-use area on the west side of the West Shore Expressway, with an improved local road network, central public open spaces and easy access to the new bus transit hub. The area would incorporate additional commercial and community uses with residential above. Together with the redevelopment on the east side of the WSE, this would create housing options for seniors and young adults, job growth potential and local shopping and service options.



Rossville Waterfront

Existing Conditions



- **Industrial Land with a mix of institutional uses, construction services, maritime uses and recent retail development**, has a potential for both additional waterfront and highway access. Abandoned liquid natural gas (LNG) tanks are a dominant visual presence and pose a challenge to the redevelopment of vacant land. Proposed maritime expansion faces regulatory challenges, while the proximity of the Arthur Kill State Correctional facility limits uses on adjacent parcels.
- **Publicly Owned Waterfront Property** with existing bulkhead and maritime pier is in a state of disrepair. The extensive ship “graveyards” and historic cemeteries along the shoreline provide an interesting historic and visual presence and potential connections to the future Freshkills Park to the north.
- **Lack of Road Connections** limits potential development and increases congestion. Developable sites are close to the West Shore Expressway and existing neighborhoods, but the lack of service roads and freeway ramps limit access and opportunities for jobs and transit.

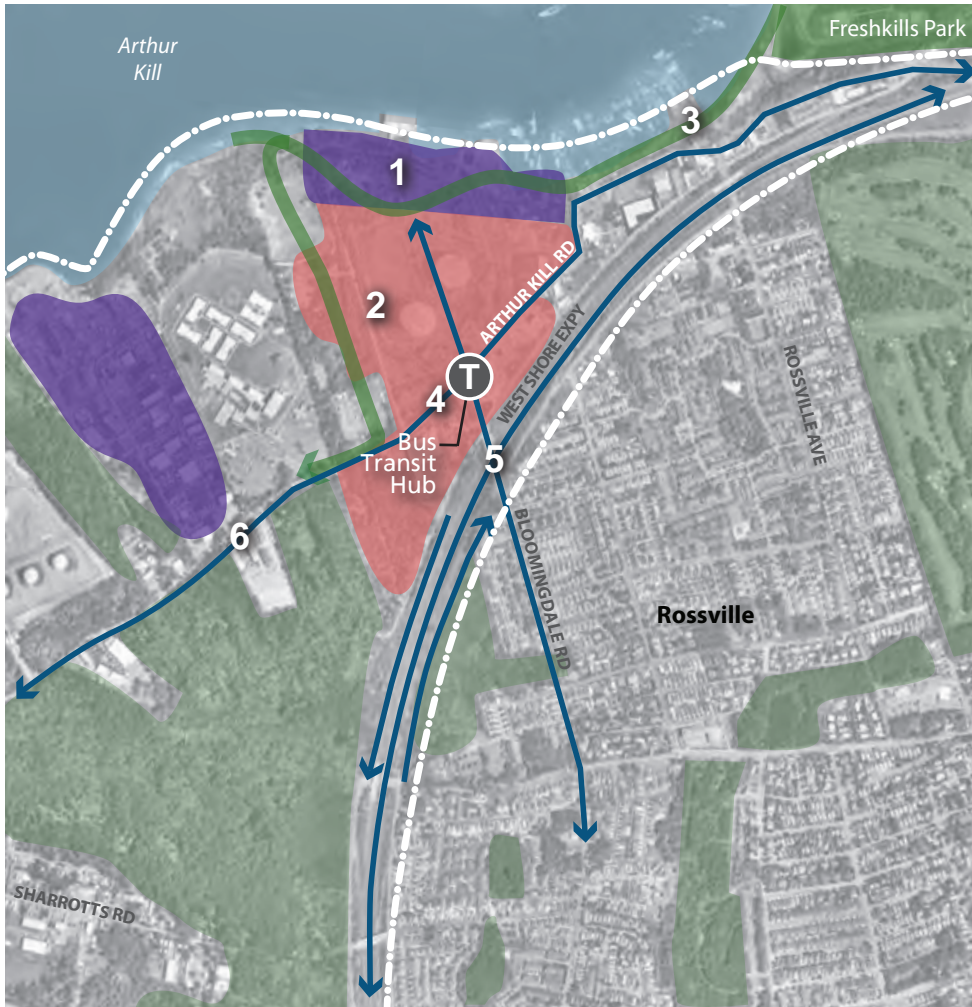


Liquid Natural Gas tanks, which were never utilized, remain on the waterfront.





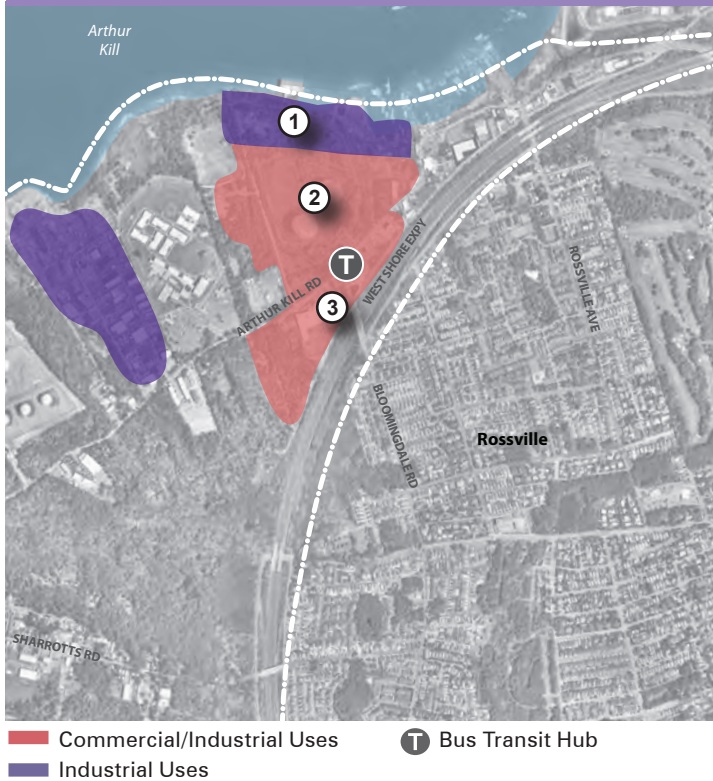
2030 Vision: An Innovative, Productive and Accessible Waterfront



- 1 Innovative maritime and light industrial mix**, creating a job center based upon existing maritime infrastructure and access to the Arthur Kill.
- 2 Destination commercial and retail uses** drawing shoppers and visitors into a pedestrian-friendly area with connections to waterfront areas.
- 3 Public spaces and historic outlooks**, with inviting waterfront promenades accessed from nearby communities, linking Freshkills Park with adjacent historic, commercial and open space areas.
- 4 Enhanced bus transit access**, connecting to expanded local service with regional bus access via WSE bus network.
- 5 Easy access to South Shore and West Shore Expressway** with new WSE service roads and ramps.
- 6 Enhanced Arthur Kill Road**, widened where possible, providing upgraded roadway with off-street bike/pedestrian connections.

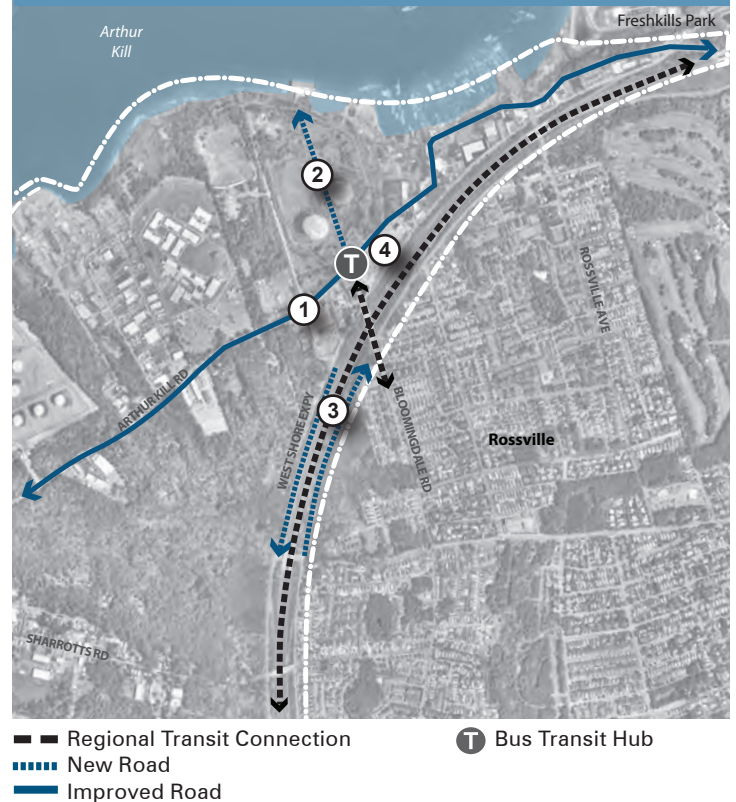
Rossville Waterfront

Create Quality Jobs



- ① **Support maritime and light industrial development**, with potential mix of maritime support functions along with commercial/light-industrial uses tied to waterfront location and maritime infrastructure. Other light industrial areas to the south, such as Industrial Loop, should be protected and supported.
- ② **Create a destination retail center** supported by improved highway, transit and pedestrian/bicycle links with convenient access to nearby residential areas and connections to adjacent waterfront areas for recreation and other activities.
- ③ **Support commercial development along Arthur Kill Road**, interacting with destination center and nearby waterfront access amenities with access to improved transit connections.

Connect the West Shore



- ① **Widen Arthur Kill Road**, complete NYC DOT improvements including off-street bike/pedestrian connections and incorporate storm water and sanitary infrastructure improvements to support future development.
- ② **Extend Bloomingdale Road to the waterfront**, providing connections between new jobs and existing neighborhoods.
- ③ **Complete WSE service roads and interchange**, extend/upgrade northbound and southbound service roads and on- and off-ramps to minimize impacts on local roadways.
- ④ **Develop local and express bus hub** with connections to proposed WSE transit corridor.



Preserve and Link Open Space



- ① **Create continuous waterfront pathways** including public seating and meeting areas, connections with Freshkills Park, access to historic cemeteries, and overlooks to adjacent maritime uses.
- ② **Develop and implement storm water management guidelines** to facilitate industrial and commercial development while preserving and improving extensive natural areas.
- ③ **Connect West Shore parks and natural areas** to surrounding neighborhoods with a network of potential bike and pedestrian links.

A circulation system of pedestrian paths will provide links to waterfront and open space areas



A network of recreational paths to and from the WSE will help to create an animated, inter-connected park (shown: Riverside Park)



Rossville Waterfront

2030 Vision: Public access on the working waterfront



Looking along the Arthur Kill in Rossville, this image depicts a waterfront opportunity to bring people to the shoreline, allowing views of maritime activity, evoking reminders of past activities, improving access at historic cemeteries, and taking advantage of retail and other uses.





2030 Vision: A waterfront destination with maritime, light industrial and destination retail activity



Looking toward the waterfront along a Bloomingdale Road extension, this image depicts a mix of one- to three-story retail, commercial and industrial buildings with pedestrian-friendly streets and easy parking behind buildings. This area would serve as a neighborhood connection to the waterfront as well as a maritime job center and retail destination.



Charleston–Tottenville

Existing Conditions



- **Historic Community of Charleston/ Kreischerville**, with an often conflicting mix of historic residential areas adjacent to industrial uses, major parks and open space areas, and limited roadways, transit access, and infrastructure.
- **Regional Retail Centers with Access to Highway and Bridges**; in addition, the Staten Island Railway (SIR) has multiple stations within the area, but poor pedestrian connections and limited parking hamper transit use.
- **Available Vacant Land for Re-Use and Community Amenities**, the city has proposed to use the 60 acres of city-owned land in Charleston to provide a mix of retail, community facilities, diverse housing options and significant open space. Vacant sites within ¼-mile walking distance of the SIR hold potential for transit-supportive development.





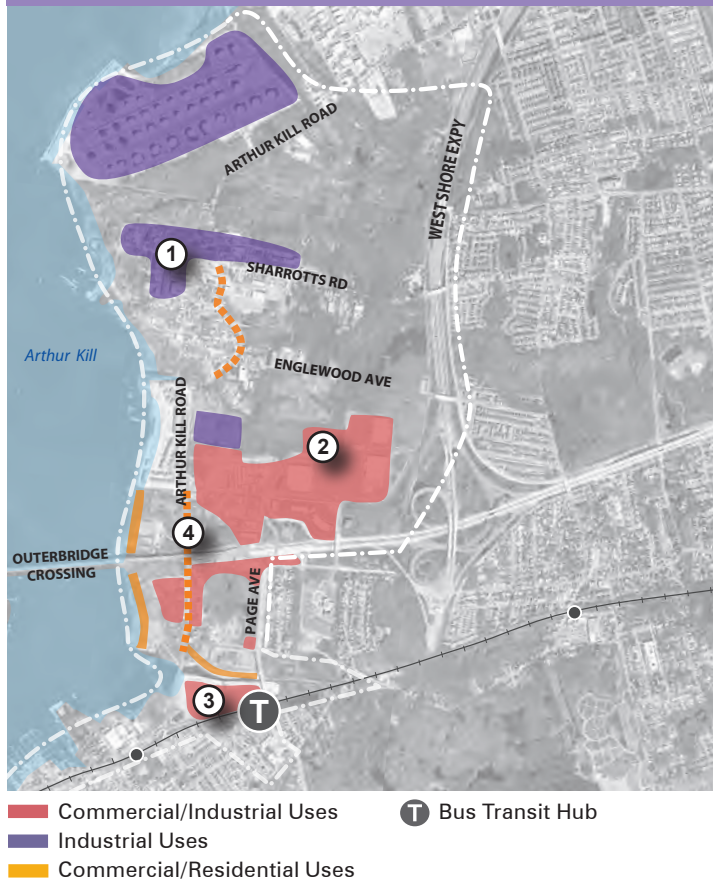
2030 Vision: The South Shore's Regional Destination



- 1 New educational and community institutions at the municipal site** with an economically viable mix of open space, senior housing, school facilities and expanded retail opportunities.
- 2 Transit-supported commercial office and retail** at proposed new transit hub with pedestrian connections to the waterfront.
- 3 Expanded mix of local retail, restaurants and housing** on pedestrian- and transit-friendly corridors.
- 4 A diversity of housing options** to bring people and activity to the waterfront while preserving the character of existing neighborhoods.
- 5 New parks and continuous waterfront access** with active recreation and connections to adjacent neighborhoods.
- 6 Better connected neighborhoods** with upgraded roadways, expanded access to the West Shore Expressway, new SIR stations, and a regional bus transit network supporting sustainable new job centers and residential communities.

Charleston–Tottenville

Create Quality Jobs



- 1 **Preserve and expand light industrial uses** near Sharrotts Road in Charleston, allowing these important sources of local employment to continue while protecting nearby residential areas.
- 2 **Expedite mixed-use development at city-owned sites**, including expanded retail and educational/community facilities, strengthening the Charleston community and providing employment.
- 3 **Create Transit-Supported Commercial Center** with retail and office uses at proposed Page Avenue SIR station and park and ride.
- 4 **Develop local retail and neighborhood services** along Arthur Kill Road.

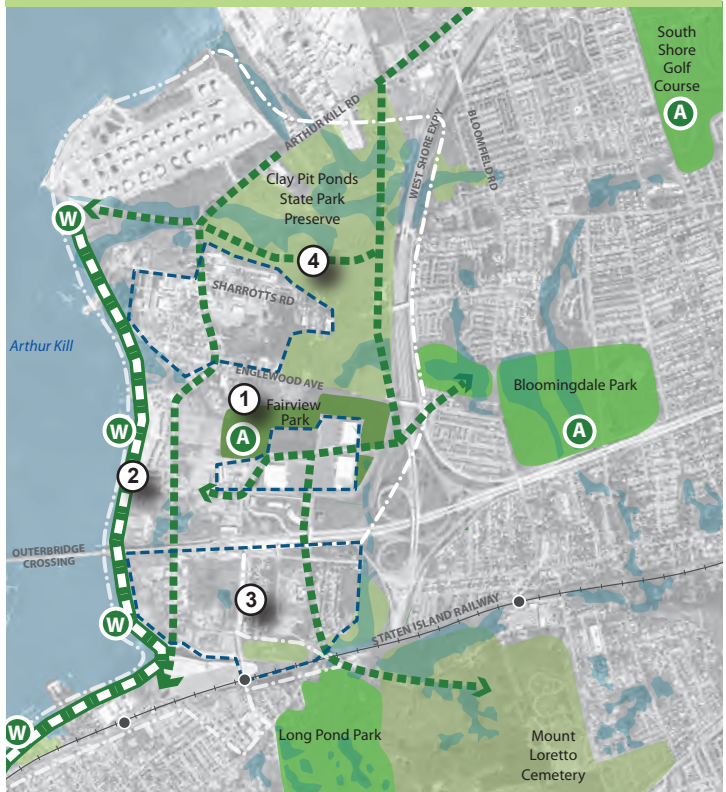
Connect the West Shore



- 1 **Widen Arthur Kill Road** in Charleston, where possible, and south to SIR, with improved roadway, sidewalks and storm water/sanitary infrastructure to support existing and future development.
- 2 **Extend Englewood Avenue** to provide needed east-west roadway to serve future educational/community facilities and mixed-use development. Improve WSE access and service roads to reduce impacts on the local roadway network.
- 3 **Expedite new Arthur Kill SIR station** with needed park and ride.
- 4 **Relocate Richmond Valley SIR station to Page Avenue** with a park and ride and connection to WSE bus transit network to support transit-oriented commercial development.



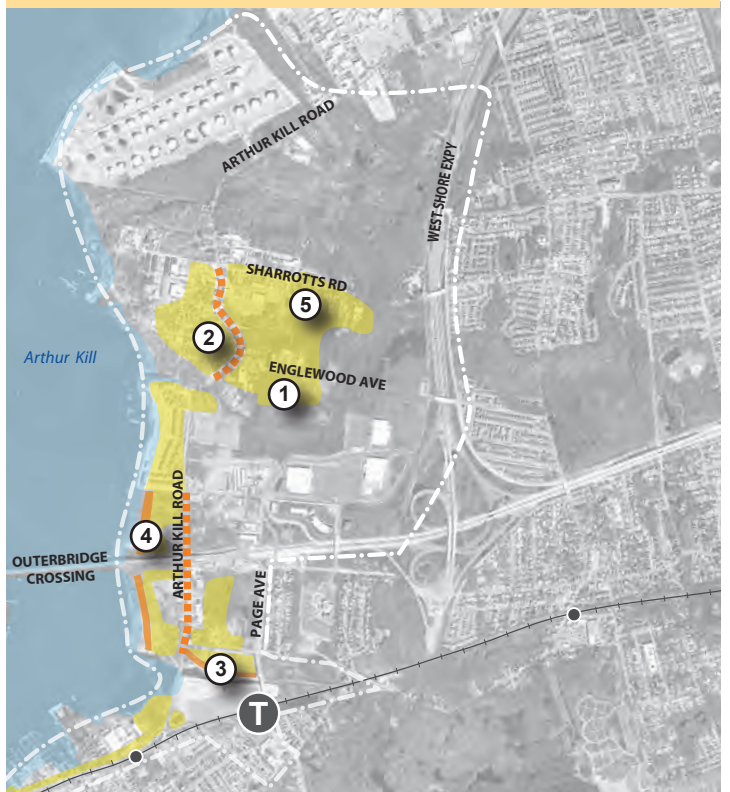
Preserve and Link Open Space



- Existing NYC Parkland
- Proposed NYC Parkland
- Existing Other Open Space & Recreation
- Preserved Wetlands & Water Features
- Storm Water Mgmt. Guidelines for Development Areas
- Open Space Connection
- Active Recreation
- Waterfront Access Point

- ① **Develop Fairview Park** with active and passive recreational uses to support existing communities and educational/community facility developments.
- ② **Create continuous waterfront pathways** including public seating and meeting areas and connections to adjacent communities.
- ③ **Develop and implement storm water management guidelines** to facilitate future industrial and mixed-use development while preserving and improving natural areas; use Staten Island Bluebelt concepts to design future storm water drainage and to protect streams and wetlands.
- ④ **Connect West Shore parks and natural areas** to surrounding neighborhoods with a network of potential bike and pedestrian links.

Improve Community Services and Choices

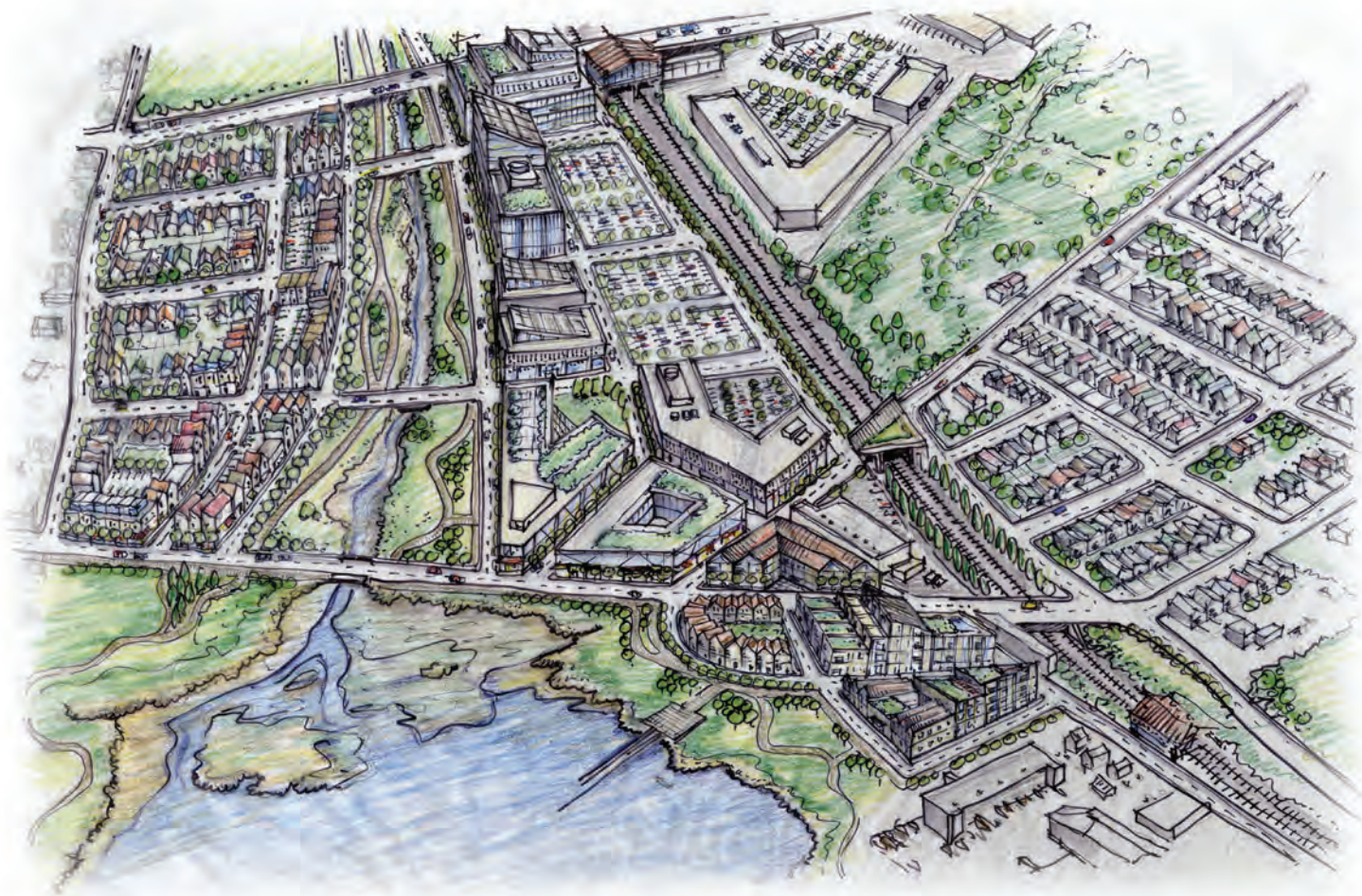


- Commercial/Residential Uses
- Residential Uses
- Bus Transit Hub

- ① **Provide recreation, education, community facilities, and senior housing** along Englewood Avenue, supporting both new and existing community needs.
- ② **Preserve the neighborhood character of Kreischerville** by rezoning to distinguish between industrial and residential areas.
- ③ **Create a more diverse mix of housing types** with 2-3 story commercial and residential buildings near transit and appropriate infill housing surrounding open spaces and natural areas.
- ④ **Encourage village-style waterfront apartments** with limited ancillary retail and public waterfront access.
- ⑤ **Provide road, storm water and sewage infrastructure improvements** to support new and existing residents.

Charleston–Tottenville

2030 Vision: Transit-supported job center and housing options



Looking east from the Arthur Kill just south of Richmond Valley Road, this image depicts a relocated SIR station at Page Avenue with a park and ride and adjacent office and retail opportunities. Village-style apartments along the waterfront and within walking distance of the new station would also provide new housing opportunities for seniors and young adults. The image depicts expanded public access along the waterfront and Mill Creek Bluebelt, an improved Arthur Kill Road, and parking opportunities within new developments.





2030 Vision: Waterfront esplanade with village-style apartments and small-scale retail



Looking south along the Arthur Kill toward Outerbridge Crossing, this image depicts village-style residential apartments, local retail and restaurants on an attractive public esplanade that connects South Shore communities to the water.



4 | Implementation and Coordination

Working West Shore 2030 is a guiding document – a framework for decisions that could lay the foundation to accommodate 20,000 new jobs in the West Shore over the next 20 years. This goal can be accomplished while preserving over half of the West Shore as parks and open space, and providing new, diverse residential opportunities in only seven percent of the entire study area.

Residents, elected officials, civic stakeholders and business owners who helped to shape this vision have asked a number of questions regarding how the *Working West Shore 2030* recommendations will be implemented, including: How, when and where should the private sector invest in the West Shore? What City agencies will be involved in assisting the private sector? How will the City’s overall efforts be coordinated? For a borough that has experienced its share of ad hoc and piecemeal development in recent decades, these are serious questions.

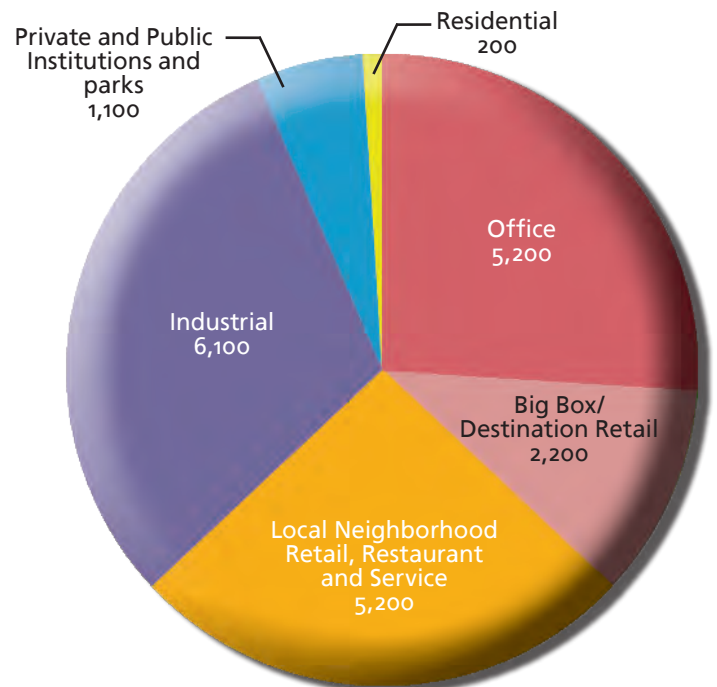
A significant amount of infrastructure investment will likely be made by the private sector as strategic sites are developed. This document is intended to provide clarity and guidance to developers, property owners and public agencies to ensure a coordinated network of improvements. Public projects will require multi-agency commitments and coordination. This report emphasizes those improvements that will promote job growth and private investment on the West Shore, including: infrastructure improvements, transportation and mobility planning, special economic development projects, managing and overseeing industrial/commercial development, new mixed-use communities at transportation hubs, and more.

At the end of this chapter is a full list of recommendations noting specific government agencies responsible and proposed timelines for each major recommendation.

A separate document, a “West Shore 2030 Work Plan,” establishes short-term commitments that clarify city agency responsibilities, support job growth and infrastructure improvements and, along with private investment, move the 2030 vision forward. Several new commitments are proposed, including:

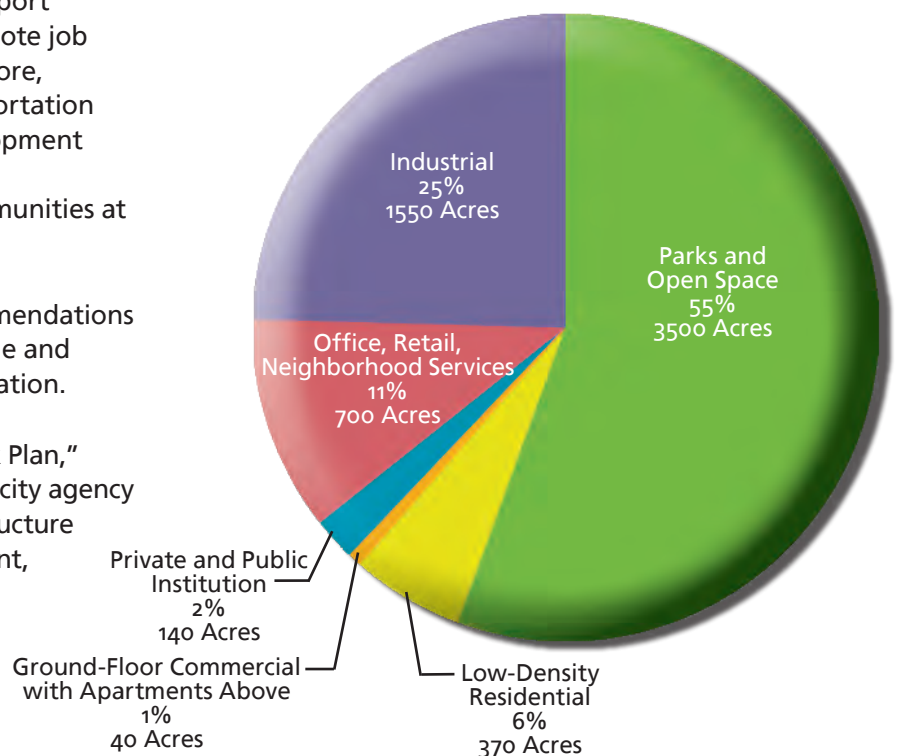
1. The establishment of a West Shore 2030 Working Group, led by City Hall and consisting of city agency

Potential Jobs Enabled by Working West Shore Recommendations*



*Based on estimated square feet of potential development areas and worker-per-square-foot industry standards

Potential Land Use Distribution by 2030





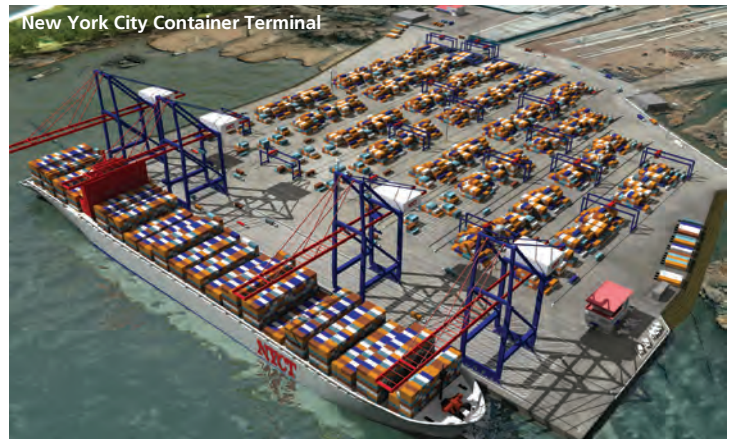
representatives, that will help to coordinate City actions, to ensure those actions are consistent with other citywide and regional planning efforts, and to report on the progress of the West Shore 2030 Work Plan.

To execute these initiatives, the Working Group should:

- have direct City Hall leadership and accountability;
- coordinate critical development and regulatory agencies (including but not limited to DOT, DPR, DEP, EDC, DDC, SCA, and DCP);
- ensure that citywide planning efforts are strategically and successfully applied on the West Shore, including PlaNYC 2.0, Vision 2020 Plan, industrial policy initiatives, and the New York City Green Infrastructure Plan;
- coordinate with regional and state agencies that have served as partners on this project – the Port Authority of New York and New Jersey (PANYNJ), the Metropolitan Transportation Authority (MTA), the New York State Department of Environmental Conservation and the New York State Department of Transportation (NYSDOT);
- work in conjunction with the West Shore Advisory Committee to ensure awareness of the West Shore 2030 plan/recommendations (see inside front cover of this report for current membership); and
- regularly report on progress to the Staten Island Growth Management Task Force.

2. The establishment, improvement and expansion of economic development programs intended to help retain and to recruit industrial users and to support the redevelopment of maritime infrastructure and sites, including:

- establishing a Staten Island Industrial Business Zone (IBZ) to help retain and recruit industrial users;
- extending Staten Island's Significant Maritime and Industrial Areas (SMIA) to support the redevelopment of maritime infrastructure; and
- working with the Maritime Infrastructure and Permitting (MIP) committee of the



Mayor's Waterfront Management Advisory Board to improve governmental regulation of the West Shore waterfront and waterways, including the development of a wetlands mitigation bank and other pilot programs that promote more effective mitigation projects.

3. The commitment to work with government partners and stakeholders to identify alternative mechanisms for financing critical supportive infrastructure on the West Shore, such as the creation and improvement of connections to a new Goethals Bridge and the New York Container Terminal, freight mobility, bus hubs, park and rides, and roadways.

4. Making significant progress on developing city-owned properties, including the Charleston Municipal Site, the Rossville Municipal Site, Arlington Yards, and the Teleport Campus, to create quality job opportunities.

Working West Shore 2030 Implementation

The framework outlined in this report lays the foundation for a 20-year Working West Shore vision. To achieve this vision, multi-year and multi-agency efforts are required. The following pages include a full list of recommendations, critical first steps, agencies involved, and a potential timeline. This list will serve as a scope of work for the West Shore 2030 Working Group.

DCA	Department of Consumer Affairs
DCAS	NYC Department of Citywide Administrative Services
DCP	NYC Department of City Planning
DDC	NYC Department of Design and Construction
DEC	New York State Department of Environmental Conservation
DEP	NYC Department of Environmental Protection
DOT	NYC Department of Transportation
DPR	NYC Department of Parks and Recreation
DSNY	NYC Department of Sanitation
EDC	NYC Economic Development Corporation
HPD	NYC Department of Housing Preservation and Development
MTA	Metropolitan Transportation Authority
NYS Parks	New York State Office of Parks, Recreation and Historic Preservation
PANYNJ	Port Authority of NY and NJ
SBS	NYC Small Business Services
SCA	NYC School Construction Authority
SDOT	New York State Department of Transportation

Create Quality Local Jobs	Initiatives	Description	Potential Next Steps	Implementation Lead Agency	Supporting Agencies	Timeline	West Shore Zone
	1. Protect and preserve existing manufacturing zoning for diverse industrial uses						
	Preserve waterfront industrial uses at the western end of Victory Blvd.	Maintain existing zoning to protect current uses and allow for expansion		DCP		Ongoing	Travis-Freshkills
	Preserve industrial uses at Industrial Loop and along Rossville Waterfront	Maintain existing zoning to protect current uses and allow for expansion		DCP		Ongoing	Rossville Waterfront
	Preserve and expand light industrial uses near Sharrots Road in Charleston	Revise Special South Richmond Development District text and craft zoning which distinguishes areas for existing and future industrial and residential development	Initiate contextual rezoning, text amendment, and environmental review	DCP	DEP	Mid-term	Charleston-Tottenville
	2. Build on existing employment centers						
	Support the expansion of the New York Container Terminal	Facilitate approvals for Berth 4 expansion on publicly owned site	Pursue and obtain public approvals	PANYNJ	EDC, DOT, DCP, DEP	Long-term	Arlington-Port Ivory
	Recruit rail-dependent uses in Arlington Yards	Recruit rail-dependent businesses to city-owned site to capitalize on access to multimodal transport	Release Request for Expression of Interest and recruit rail-dependent business	EDC	Mid-term	Mid-term	Arlington-Port Ivory
	Diversify and increase jobs at the Staten Island Corporate Park and Teleport Campus	Expand allowable uses, provide increased access, and recruit new businesses	Recruit tenants and encourage future development with PANYNJ at Teleport	EDC, PANYNJ	MTA, DEC, DEP	Mid-term	Bloomfield-Teleport
	3. Connect industrial properties to infrastructure						
	Build direct truck connections from Goethals Bridge to industrial sites	Provide direct eastbound and westbound access from the Goethals Bridge and Staten Island Expressway to reduce conflict between marine/ industrial truck activity and local traffic	Complete preliminary planning and design	PANYNJ, SDOT	DOT, EDC, SDOT	Mid-term	Arlington-Port Ivory and Bloomfield-Teleport
	Expand use of Travis Branch	Attract modern industrial and distribution operations along the rail line	Conduct marketing to support development; investigate financing mechanisms	EDC	DEC, DEP, DCP	Long-term	Arlington-Port Ivory and Bloomfield-Teleport
	Improve maritime infrastructure	Facilitate maritime expansion by improving shoreline and Arthur Kill conditions	Coordinate with developers; determine necessary improvements; investigate financing mechanisms	EDC	Mayor's Office, DEC	Long-term	Bloomfield-Teleport and Rossville Waterfront
	4. Explore new development						
	Support maritime and port-related uses along the Bloomfield waterfront	Attract and facilitate private development of maritime and industrial uses	Coordinate with developers, site due diligence, investigate financing mechanisms	EDC		Long-term	Bloomfield-Teleport
	Attract modern industrial and distribution operations on vacant Bloomfield sites	Attract and facilitate private development of industrial uses	Coordinate with developers, site due diligence, investigate financing mechanisms	EDC		Long-term	Bloomfield-Teleport
	Support development of diverse office and commercial uses adjacent to West Shore Expressway	Expand allowable uses, provide increased road and transit access, attract and facilitate private development	Conduct site due diligence, obtain all necessary planning and environmental approvals	EDC, DCP	DOT, MTA, DEP	Mid-term	Bloomfield-Teleport
	Support innovative mix of maritime and commercial development on the Rossville waterfront	Determine feasibility for maritime and industrial uses on city-owned waterfront in coordination with development of adjacent private sites	Conduct site due diligence, create development plan	EDC	DCP, SDOT, MTA, DEP	Mid-term	Rossville Waterfront
	Create transit-supported office and commercial center at the Page Avenue transit hub	Craft zoning to allow and encourage transit-supported commercial center with office, retail, and park and ride	Conduct site due diligence, obtain all necessary planning and environmental approvals	DCP	MTA, EDC, SDOT, DEP	Mid-term	Charleston-Tottenville

Connect the West Shore	Initiatives	Description	Potential Next Steps	Implementa- tion Lead Agency	Supporting Agencies	Timeline	West Shore Zone
	1. Upgrade the local road network						
	Upgrade Forest Avenue	Create a boulevard-type setting with pedestrian, bike and bus improvements from South Avenue to the Staten Island Expressway	Complete all necessary planning and environmental reviews	DOT	DEP, DDC	Long-term	Arlington-Port Ivory
	Upgrade South Avenue	Upgrade South Ave with pedestrian, bike and bus improvements from Forest Avenue to the Staten Island Expressway	Obtain all necessary planning and environmental approvals	DOT	DEP, DDC	Mid-term	Arlington-Port Ivory
	Relocate Western Avenue	Relocate Western Avenue to the east of the proposed NY Container Terminal expansion	Complete all necessary planning and environmental reviews	PANYNJ, EDC	DOT	Mid-term	Arlington-Port Ivory
	Upgrade Richmond Terrace	Upgrade Richmond Terrace with safer pedestrian and bike conditions	Complete all necessary planning and environmental reviews	DOT	DEP, DPR, DEC, DDC	Mid-term	Arlington-Port Ivory
	Upgrade Chelsea Avenue	In conjunction with the Forest Avenue extension, widen Chelsea Avenue to increase capacity and upgrade turn lanes and sidewalks	Complete all necessary planning and environmental reviews	DOT	DEP, DEC, DDC	Mid-term	Bloomfield-Teleport
	Upgrade Travis Avenue	Widen Travis Avenue from Richmond Avenue to South Avenue to increase capacity and provide pedestrian, bike and bus improvements	Complete all necessary planning and environmental reviews	DOT	DEP, DEC, DDC, DPR	Mid-term	Bloomfield-Teleport and Travis-Freshkills
	Upgrade Victory Boulevard	Implement traffic calming measures and improve pedestrian, bike, and parking access on Victory Boulevard from South Avenue to the West Shore Expressway	Complete all necessary planning and environmental reviews	DOT	DDC	Mid-term	Travis- Freshkills
	Upgrade Arthur Kill Road	Widen Arthur Kill Road from Richmond Avenue to the Staten Island Railway to increase capacity and provide pedestrian, bike and bus improvements	Complete Environmental Impact Statement, planning and design	DOT	DEP, DDC	Mid-term	Travis-Freshkills, Rossville and Charleston
	2. Complete the local road network with new roads						
	Extend Forest Avenue	Extend Forest Avenue to Chelsea Avenue with capacity for industrial and commercial traffic, sidewalks, and bus amenities	Coordinate with developer and complete all necessary planning and environmental reviews	DOT	DEP, DEC, DCP, DDC	Long-term	Arlington-Port Ivory
	Extend Western Avenue	Extend Western Avenue into sites south of Goethals Bridge to improve access to future port activities	Plan and coordinate with PANYNJ, DOT, and developer	DOT	PANYNJ, DCP, DEP	Long-term	Arlington-Port Ivory
	Build direct truck connections from Goethals Bridge to industrial sites	Provide direct eastbound and westbound access from the Goethals Bridge and Staten Island Expressway to reduce conflict between marine/industrial truck activity and local traffic	Complete preliminary planning and design	PANYNJ, SDOT	DOT, EDC, SDOT	Mid-term	Arlington-Port Ivory
	Complete West Shore Expressway service roads and ramp improvements	Complete service roads to provide better connections to neighborhoods, employment centers and recreation areas	Obtain DEC approvals for West Shore Expressway Service Roads	SDOT	DOT, DEC	Long-term	Rossville and Charleston-Tottenville
	Complete West Shore Expressway service roads through Freshkills Park	Complete service roads through Freshkills Park on both sides of the West Shore Expressway	Complete planing, design and construction	DPR	DOT, SDOT, DEC, DDC, DSNY	Mid-term	Travis-Freshkills
	Build Freshkills Park East-West Connector Roads	Build roads across Freshkills Park from Richmond Avenue to the West Shore Expressway	Complete planning and design	DPR	DOT, DDC	Long-term	Travis-Freshkills
	Extend Bloomingdale Road	Extend Bloomingdale Road west of Arthur Kill Road, providing connections between new jobs and existing neighborhoods	Coordinate with site development plan; obtain all necessary planning and environmental approvals	DOT	DEP, EDC	Long-term	Rossville Waterfront
	Extend Englewood Avenue	Extend Englewood Avenue from Veterans Boulevard to Arthur Kill Road to provide needed east-west roadway to serve municipal, mixed-use development.	Obtain all necessary planning and environmental approvals; map road extension	EDC	DOT, DDC, DCP	Long-term	Charleston-Tottenville
	3. Create a Sustainable Transit Network						
	Develop Forest Avenue local bus transit hub	Create a local bus transit hub with park and ride facilities and connections to North and West Shore bus lines	Conduct site due diligence, obtain all necessary planning and environmental approvals	MTA	DOT	Mid-term	Arlington-Port Ivory
	Develop Bloomfield/Teleport express bus transit hub	Create an express bus stop in the median of the West Shore Expressway with park and ride facilities and connections to local bus lines	Conduct site due diligence, obtain all necessary planning and environmental approvals	MTA	DCP, EDC, SDOT, DOT	Mid-term	Bloomfield-Teleport
	Improve Bus Service to West Shore jobs and destinations	Increase and reroute bus service from existing Staten Island neighborhoods to West Shore jobs and destinations	Evaluate connections to Bloomfield-Teleport job center as part of North Shore Alternatives Analysis	MTA	EDC, PANYNJ	Mid-term	All
	Develop Travis express bus transit hub	Create an express bus stop in the median of the West Shore Expressway with park and ride facilities and connections to local bus lines	Conduct site due diligence, obtain all necessary planning and environmental approvals	MTA	DCP, EDC, SDOT, DOT	Mid-term	Travis-Freshkills
	Develop Rossville express bus transit hub	Create an express bus stop in the median of the West Shore Expressway with park and ride facilities and connections to local bus lines	Conduct site due diligence, obtain all necessary planning and environmental approvals	MTA	DCP, EDC, SDOT, DOT	Mid-term	Rossville Waterfront
	Develop Page Avenue express bus and rail transit hub	Create a bus and rail transit hub at Page Avenue with a relocated Staten Island Railway station, park and ride and connections to the West Shore Expressway bus transit corridor	Conduct site due diligence, obtain all necessary planning and environmental approvals	MTA	DCP, EDC, SDOT, DOT	Mid-term	Charleston-Tottenville
	Construct new Arthur Kill Staten Island Railway Station	Expedite new station with needed park and ride	Conduct site due diligence, obtain all necessary planning and environmental approvals	MTA	DCP, DOT	Mid-term	Charleston-Tottenville

Preserve and Link Open Space	Initiatives	Description	Potential Next Steps	Implementation Lead Agency	Supporting Agencies	Timeline	West Shore Zone
	1. Create open space and new connections						
	Remediate and develop Arlington and Mariners Marsh Parks	Remediate and develop Arlington and Mariners Marsh to create a mix of natural areas, active recreation and waterfront access	Complete remediation and phased development of public access at Mariners Marsh Park; complete transfer of Arlington Marsh to DPR	DPR	PANYNJ, DCAS, SBS, EDC, DEC	Short- to Long-term	Arlington-Port Ivory
	Map and continue to develop Freshkills Park	Map and continue to develop Freshkills Park to provide a mix of active and passive recreational opportunities and waterfront access points	Complete the ULURP process to map park boundaries; open early access areas	DPR	DCP, DEC, DSNY	Short- to Long-term	Travis-Freshkills
	Improve amenities at Schmul Park and Independence Park	Improve park amenities and access	Complete upgrades to the parks	DPR		Short-term	Travis-Freshkills
	Remediate and develop new parkland at former Brookfield landfill	Remediate and develop the former Brookfield landfill as parkland	Complete remediation	DPR, DEP	DSNY	Mid-term	Travis-Freshkills
	Develop Fairview Park	Develop park with active and passive recreation to support existing communities and educational/ community facility developments	Complete Environmental Impact Statement, planning and design	DPR	EDC, DCP, DEC	Mid-term	Charleston-Tottenville
	Connect parks and natural areas through an open space network	Develop connections between existing and new parks and natural areas with potential pedestrian and bike paths	Initiate greenway planning; incorporate into road upgrades	DOT, DCP, DPR	DEC, NYS Parks	Long-term	All
	2. Preserve and utilize streams and wetlands for storm water management						
	Develop storm water management guidelines	Implement new guidelines to facilitate future development while preserving and improving natural areas	Develop guidelines for proposed development areas	DEP	DCP, DEC	Mid-term	All
	Expand the Bluebelt system	Utilize Bluebelt concepts to address storm water drainage needs and protect streams and wetlands	Complete drainage plan for northern portion of the West Shore; identify which sites could be acquired by or transferred to the Bluebelt system	DEP	DEC	Long-term	All
	3. Bring the West Shore to its Shoreline and Celebrate its History						
	Provide public waterfront access	Provide public waterfront access points, including seating, meeting places, and overlooks of Prall's Island, ship graveyards and maritime uses	Incorporate waterfront access planning in conjunction with rezonings and other private development	DCP	EDC, DCP, DEC	Long-term	All
	Improve waterfront access at Blazing Star Cemetery	Prune vegetation to open up water views, improve signage and access from Arthur Kill Road, and connect to future waterfront access points on adjacent sites	Explore opportunities for waterfront connections from Freshkills Park to Blazing Star Cemetery	DPR	DSNY, DOT	Mid-term	Rossville Waterfront

Improve Community Services and Choices	Initiatives	Description	Potential Next Steps	Implementa- tion Lead Agency	Supporting Agencies	Timeline	West Shore Zone
	1. Create and expand local retail and services						
	Extend commercial uses along Forest Avenue to the Staten Island Expressway	Craft zoning to allow and encourage a mixed-use destination with diverse entertainment, retail and services	Initiate rezoning and environmental review	DCP	DEP	Mid-term	Arlington-Port Ivory
	Expand commercial uses at western end of South Avenue	Expand existing commercial uses on South Avenue and adjacent industrial areas	Marketing to support commercial development	EDC	DEP	Mid-term	Travis-Freshkills
	Provide more retail, entertainment and community facilities near the Travis transit hub	Craft zoning to allow and encourage a mixed-use destination with diverse entertainment, retail and services	Initiate rezoning and environmental review	DCP	DEP	Mid-term	Travis-Freshkills
	Create a destination retail center at the Rossville waterfront	Expand allowable uses and create a destination retail center in conjunction with development of adjacent city-owned waterfront site	Conduct site due diligence, create development plan	EDC	DCP, DOT, MTA, DEP	Mid-term	Rossville Waterfront
	Expand commercial uses along Arthur Kill Road	Craft zoning to allow and encourage local retail and neighborhood services along Arthur Kill Road	Initiate rezoning and environmental review	DCP	DEP	Mid-term	Charleston-Tottenville
	Provide recreation, education, community facilities and additional retail at the Charleston municipal site	Expedite municipal mixed-use development at city-owned sites, including expanded retail and educational/community facilities	Identify developer for purchase of sites for retail and complimentary uses to advance concept plan; complete environmental review and obtain necessary approvals	EDC	SCA, DOT, DPR, HPD, DCP, DEP	Long-term	Charleston-Tottenville
	2. Protect the character of existing neighborhoods						
	Preserve Goethals Mobile Home Park	Craft zoning to reflect existing character	Initiate contextual rezoning and environmental review	DCP	DEP	Mid-term	Arlington-Port Ivory
	Preserve neighborhood character of Travis	Preserve existing zoning		DCP		Ongoing	Travis-Freshkills
	Preserve neighborhood character of Kreischerville and reduce industrial conflicts	Revise Special South Richmond Development District zoning text and craft appropriate zoning district which distinguishes areas for existing and future industrial and residential development	Initiate contextual rezoning, text amendment, and environmental review	DCP	DEP	Mid-term	Charleston-Tottenville
	3. Provide more housing options for younger and older Staten Islanders at transit hubs						
	Encourage diverse housing types near Forest Avenue transit hub	Craft zoning to allow and encourage three-to four-story mixed commercial and residential buildings on transit and pedestrian-friendly corridors	Initiate rezoning and environmental review	DCP	DOT, MTA, DEP	Mid-term	Arlington-Port Ivory
	Encourage diverse housing types near Travis transit hub	Craft zoning to allow and encourage three- to four-story mixed commercial and residential buildings and appropriate infill housing	Initiate rezoning and environmental review	DCP	DOT, SDOT MTA, DEP	Mid-term	Travis-Freshkills
	Develop senior housing along Englewood Avenue	Provide recreation, education, community facilities, and senior housing along Englewood Avenue	Obtain all necessary planning and environmental approvals	HPD	EDC, DCP	Long-term	Charleston-Tottenville
	Encourage diverse housing types with mixed-use buildings near Page Avenue transit hub	Craft zoning to allow and encourage a two- to three-story mixed commercial and residential buildings and appropriate infill housing	Initiate rezoning and environmental review	DCP	DOT, MTA, DEP	Mid-term	Charleston-Tottenville
	Encourage village-style waterfront apartments in Charleston-Tottenville	Craft zoning to allow and encourage two- to three-story residential buildings with some small retail along waterfront	Initiate rezoning and environmental review	DCP	DEP	Mid-term	Charleston-Tottenville
	4. Leverage growth to improve infrastructure in existing neighborhoods						
	Update South Richmond Drainage Plan	Update existing drainage plan to reflect proposed uses	Update drainage plan as rezonings are adopted	DEP	DCP	Mid-term	Rossville Waterfront and Charleston-Tottenville
	Create drainage plan for northern portion of West Shore	Create drainage plan, Bluebelt system and sanitary sewer plan for the northern portion of West Shore to reflect proposed uses	Initiate scoping and planning for drainage plan	DEP	DCP	Long-term	Arlington-Port Ivory, Travis-Freshkills and Bloomfield-Teleport
	Review need for additional schools to serve existing and new neighborhoods	Evaluate current capacity and need for new schools based on new development	Evaluate capacity as rezonings are proposed	SCA	DCP	Long-term	Arlington-Port Ivory, Travis-Freshkills and Charleston-Tottenville

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