

# 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.

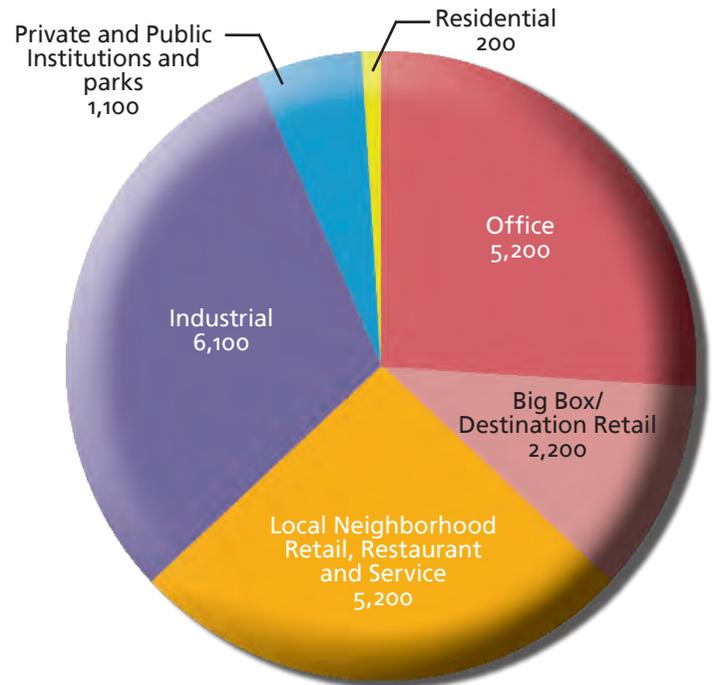
A significant amount of infrastructure investment will likely be made by the private sector as strategic sites are developed. This document is intended to provide clarity and guidance to developers, property owners and public agencies to ensure a coordinated network of improvements. Public projects will 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:

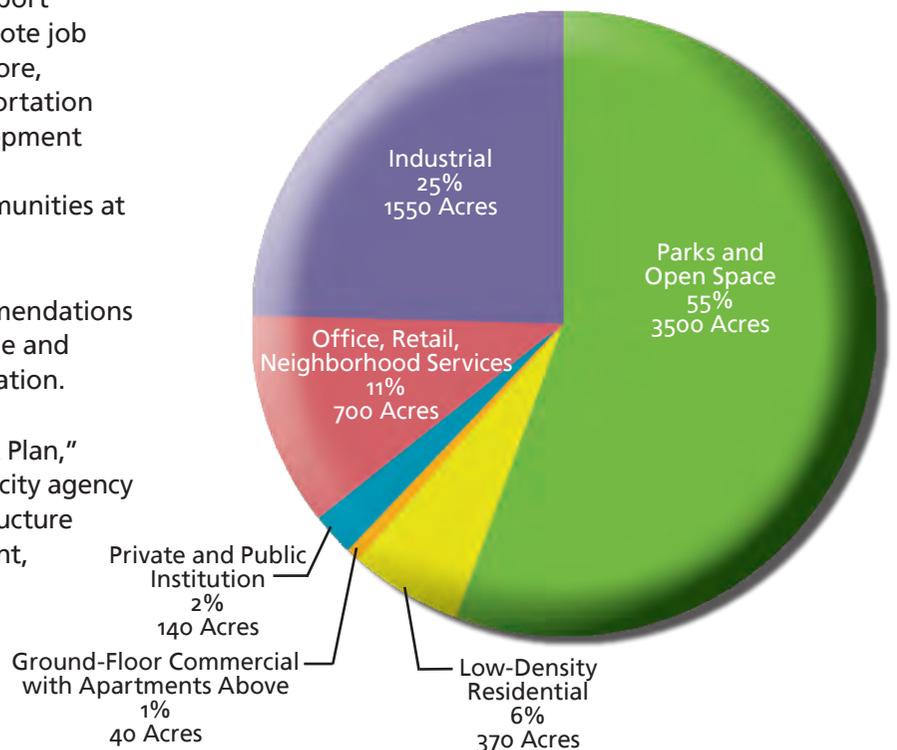
1. The establishment of a West Shore 2030 Working Group, led by City Hall and consisting of city agency

**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**





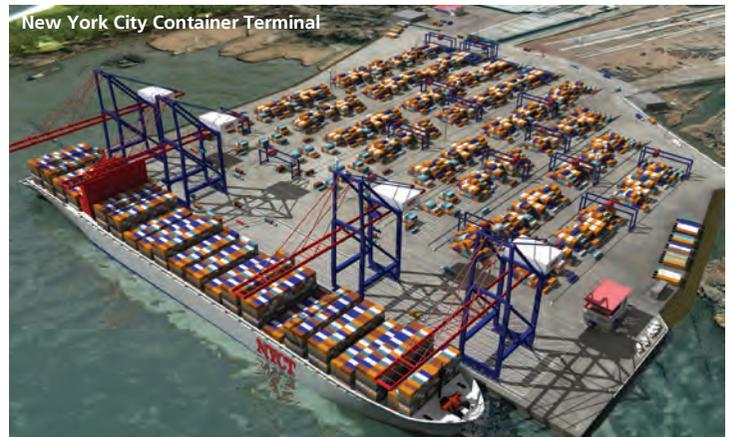
representatives, that will help to coordinate City actions, to ensure those actions are consistent with other citywide and regional planning efforts, and to report on the progress of the West Shore 2030 Work Plan.

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



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

Initiatives	Description	Potential Next Steps	Implementation Lead Agency	Supporting Agencies	Timeline	West Shore Zone
<b>1. Protect and preserve existing manufacturing zoning for diverse industrial uses</b>						
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
<b>2. Build on existing employment centers</b>						
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
<b>3. Connect industrial properties to infrastructure</b>						
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
<b>4. Explore new development</b>						
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

Create Quality Local Jobs

Initiatives	Description	Potential Next Steps	Implementation Lead Agency	Supporting Agencies	Timeline	West Shore Zone
<b>1. Upgrade the local road network</b>						
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
<b>2. Complete the local road network with new roads</b>						
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 planning, 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
<b>3. Create a Sustainable Transit Network</b>						
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

	Initiatives	Description	Potential Next Steps	Implementation Lead Agency	Supporting Agencies	Timeline	West Shore Zone
Preserve and Link Open Space	<b>1. Create open space and new connections</b>						
	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
	<b>2. Preserve and utilize streams and wetlands for storm water management</b>						
	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
	<b>3. Bring the West Shore to its Shoreline and Celebrate its History</b>						
	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	
	<b>1. Create and expand local retail and services</b>							
	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	
	<b>2. Protect the character of existing neighborhoods</b>							
	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		
<b>3. Provide more housing options for younger and older Staten Islanders at transit hubs</b>								
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		
<b>4. Leverage growth to improve infrastructure in existing neighborhoods</b>								
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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