

2021 DRI Application

Long Island City Partnership Submission

Applications for the Downtown Revitalization Initiative (DRI) must be received by the appropriate Regional Economic Development Council (REDC) by **4:00 PM on September 15, 2021** at the email address provided at the end of this application.

In **New York City**, the Borough Presidents' offices will be the official applicants to the REDC and organizations interested in proposing an area for DRI funding should contact the respective Borough President's office as soon as possible. Based on these proposals, each Borough President's office will develop and submit no more than two formal applications for consideration by the New York City REDC. Applications to the offices of the Borough President must be received by email no later than **4:00 PM on September 3, 2021**. The subject heading on the email must be "Downtown Revitalization Round 4."

Applicant responses for each section should be as complete and succinct as possible. Additional information is available in the 2021 DRI Guidebook, available at www.ny.gov/DRI.

Applicants in the **Mid-Hudson region** must limit their application to a total of 15 pages, and no attachments will be accepted. The map of the DRI Area requested in question number 1 must be part of the 15-page limit.

Applicants should make every effort to engage the community in the development of the application. Prior to submission, applicants must have held a minimum of one meeting or event to solicit public input on the community vision and potential projects and should demonstrate that any input received was considered in the final application.

BASIC INFORMATION

- REDC Region: **New York City**
- Municipality Name: **New York City**
- Downtown Name: **Long Island City**
- County Name: **Queens**
- Applicant Contact(s) Name and Title: **Elizabeth Lusskin, President**
- Applicant Contact(s) Email Address and Secondary Email Address: **elusskin@licpartnership.org**

VISION FOR DOWNTOWN

Provide a brief statement of the municipality's vision for downtown revitalization.

Our vision for Long Island City (LIC) stems from extensive work, analysis and public participation, all conducted as part of three recent planning initiatives: LICP's Comprehensive Plan: Phase I (2016); LICP's Strategic Plan for Life Sciences (2018); and the Queens Borough President's Western Queens Tech Plan: Live, Work, Create: A Roadmap for Equitable Growth of the Western Queens Tech Ecosystem (2018), each of which was generously funded in part by NYS. The complementary and consistent recommendations and findings from all three plans lay out the necessary next steps toward achieving a vision for LIC as an active, mixed-use, mixed-income, model community for the 21st Century. With DRI funding, this vision could now be realized. The State's DRI approach is an ideal vehicle to refine these recommendations with additional community input, and provide a critical mass of public amenities and investment for a downtown with tremendous potential. DRI funding is needed to leverage the enormous private capital being invested in only certain pockets of LIC and to ensure certain benefits and opportunities evenly distributed across the entire LIC neighborhood and its diverse community.

With DRI funding, LIC could grow to become a thriving 24-7, Live/Work/Play, mixed-use and mixed-income community. LIC's own home-grown innovation district, with tech and advanced manufacturing companies like Shapeways and Boyce Technologies, would continue to generate well-paying jobs. LIC could also expand upon its success in attracting biotech and life sciences users, thereby providing a diversity of job opportunities for workers at all different skill and education levels. Long-time residents, who previously had difficulty accessing good paying jobs, would particularly benefit from LIC's expanding tech and bioscience clusters as training would be integrated through strong partnerships. More modern and dynamic targeted incentives could stream-line private investment and ensure new jobs were not just displacing existing jobs, but actually expanding and growing LIC's and the region's economy.

New businesses would be attracted to the LIC community because they would be able to recruit employees from LIC's growing and diverse community. LIC's wealth of job training and workforce programs would grow and existing transit gaps that currently make it difficult to get to these programs would be overcome by implementing safe ways to travel through everything from safer pedestrian crossing to using green micro-mobility alternatives. The trend of living and working in LIC would continue to grow and thrive, benefiting not only NYC, but the larger NY Region.

With continuing support from the State, our vision includes linking together the LIC community through investments in its infrastructure, transportation and public realm. Building on previous state funds that leveraged additional public and private investments, LIC would become a well-connected, easy to navigate desirable downtown. Prior CFA grants that helped make possible successful initiatives like LIC Local (previously LIC Compass), our smart signage wayfinding pilot project, and LIC Arts Connection, our multi-site community public arts project, would continue to expand, enhancing the LIC streetscape and supporting local shops, new retail, open space, and placemaking investments. LIC would become a destination community where innovation not only happens in the lab, but also at the local cafe, beer garden, public space and subway station.

Our vision for LIC also includes expanding opportunities and investment within the industrial business district southeast of the Sunnyside Railyard. This district has been one of the State’s longest, continuously active production centers, offering a wealth of job and training opportunities for generations. The district includes historic factory and warehouse buildings that are slowly being remodeled to accommodate dynamic innovation and advanced manufacturing offices, including LIC’s first major life sciences development by Alexandria Real Estate. Behind the brick walls one finds some of the most advanced technology next to machinery that has evolved over decades to fabricate key components related to NY’s robust building, fashion, technology, media and other industries. LaGuardia Community College (LaGCC) is also within the district and our vision includes strengthening the ties between LaGCC and local businesses.

Each morning many of LaGCC’s 45,000+ students arrive at one of LIC’s multiple transit stops, but then must traverse the Sunnyside Railyard to get to class. Our vision for LIC also includes eliminating this current void carved through LIC’s landscape by the 180-acre Railyard by improving the crossings over the yard and realizing the community’s longtime desire of having access to a Sunnyside multi-modal transit station at Sunnyside Yards, a central recommendation of the 2020 Sunnyside Yard Master Plan. Achieving the recommendations of the Sunnyside Yard Master Plan will take significant time to secure approvals and financing, the DRI could jumpstart many of the community’s desired uses and amenities. And with some innovative thinking a portion of these yards could house innovation space for advanced manufacturing and tech, a modern bioscience smart campus, enhanced space for LaGuardia Community College, the much needed open space the growing community craves and requires to ensure LIC grows as a healthy and environmentally just community.

Most importantly, however, our vision is one that transforms LIC into a vibrant, healthy, equitable and livable community where people can raise families, conduct their businesses, create and innovate, explore cultural and recreational amenities, and gain an excellent primary, secondary, and post-secondary education. DRI funding is needed to help strategically direct existing and forthcoming private capital to the most pressing need of our community: creating physical and social connections between the many assets in our downtown.

JUSTIFICATION

Provide an overview of the downtown area nominated for the DRI program, highlighting the area’s defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

Long Island City (LIC), known as the Fourth Central Business District of NYC and located at the geographic and transportation center of NYC, is an important **economic generator for the region** with a diverse set of industries and good paying jobs. It is uniquely defined as a mixed-used district, with its expanded BID, large and highly productive Industrial Business Zones, growing residential populations, and lively cultural institutions and arts community. LIC is witnessing growth and private investment in certain geographic areas and sectors, yet others lay fallow. This uneven growth threatens the very mixed-use character and

economic wellbeing of the entire community and larger region. We seek to maximize our burgeoning community's assets and steer private investment in order to become a livable, mixed-use community with abundant connectivity among our residents and workers, to improve the quality of life for all, and to set up lasting means for community inclusion so that the pace and pressure of development in LIC leave no one behind.

There is no greater acknowledgment to the economic potential that LIC holds than the fact that it was initially chosen as a home for one of Amazon's HQ2 sites. **Amazon recognized not only LIC's existing assets, but also its potential.** Despite Amazon's subsequent withdrawal, the very assets that made LIC an attractive community to begin with remain, as evidenced most recently by JetBlue's decision to recommit to being New York City's only hometown airline at its LIC headquarters. With Amazon presently out of the picture, it is critical that the private sector continue to recognize that **LIC is open for business and a great community to invest in.** Leadership from the State towards shaping LIC's vision is needed now more than ever.

Our proposal for LIC as the focus of a Downtown Revitalization Initiative (DRI) seeks to build on a number of initiatives of which the State's support and previous funding (in part by the Regional Economic Development Council) has been vital: **LIC's Comprehensive Plan Phase I** identified the economic benefits in strengthening LIC's mixed-use character and supporting its home grown innovation district. This Plan laid out the groundwork, identifying nine principal recommendations toward growing LIC. The Queens Borough President's **Western Queens Tech Roadmap**, and both LICP's **Strategic Plan for Life Sciences** and its **Wayfinding and Streetscape Improvement Grant**, further refined a number of the Phase I Plan's recommendations. With this preliminary work in place we are poised to now define the capital projects and community initiatives to implement these goals.

While LIC does not suffer from the traditional sense of blight and abandonment, it lacks investment in **several key areas that have thus far hindered its full potential** and threaten the heart of its distinct character. This application calls for the State's leadership and catalytic investment in four specific areas:

1. Strengthening LIC's Mixed Uses and Retail Environment;
2. Growing the Life Science, Advance Manufacturing and Tech Industries;
3. Improving Surface Transportation and the Pedestrian Landscape; and
4. Enhancing the Public Realm to Build Community and a Sense of Place.

Strengthening LIC's Mixed Uses and Retail Environment

First, the State could assist in **strengthening the mixed-use character** of LIC. Without proper **incentive programs**, most of the private investment in LIC to date has focused on high-end residential and hotel developments. It is only recently that the majority of the affordable residential units along the Hunters Point waterfront are now under construction. It would be a missed opportunity if LIC was to serve solely as a wealthy bedroom neighborhood, five minutes to Midtown Manhattan, with entrenched pockets of poverty. Existing and new residents need to be better integrated into a cohesive community so that the community's growth is an opportunity for all.

New large scale commercial ground up construction has been limited to One Court Square (formerly the Citi Tower), completed in 1991, Gotham Center, and the recently completed JACX building developed by Tishman Speyer. Other private commercial investment has been focused on renovating existing buildings at the loss of important industrial space, and in some cases, existing tenants. LIC needs space for the growing tech, advanced manufacturing, design and media companies which contribute local jobs while delivering regional benefits, but limited zoning and limited, complicated incentives have served to stifle industrial expansion and discourage commercial investment. While we have witnessed some creative deals, existing public incentives such as REAP, ECSP, ICAP, and CEP, while useful, are not sufficient to address current market dynamics that desperately need more affordable space. Thus without reform and innovation, we risk losing the very creative companies and people on whose value modern downtowns are built. As our Phase I Comprehensive Plan identified, LIC needs to look for creative ways to build more space for businesses to serve pent-up demand and simultaneously reduce pressures on viable industrial and cultural spaces. We believe there are an array of opportunities for growing new and expanding existing businesses through guided growth within LIC's industrial zones and through tailored and sufficient tax incentives.

Residents and employees also need a diverse retail environment. Our emerging retail corridors require "Main Street" attractions and assistance to both encourage more retail to locate in LIC, and to generate greater foot traffic locally. LIC's public realm is in dire need of community investment and placemaking to encourage walking and shopping locally. Further, **public investment in critical infrastructure** projects, such as creating centrally located public open space, expanding and improving crossings over the Sunnyside Yard, and modernizing our surface transportation routes and services to include not only traditional buses, but also other smaller mobility solutions, is needed to support LIC's residents and businesses. While some local projects are planned, such as street reconstruction in the Hunters Point sub-neighborhood, this **work needs to be accelerated and expanded**. The DRI is a perfect and timely vehicle for **catalyzing additional public and private sector investment**.

Growing the Life Sciences, Advanced Manufacturing and Tech Industries

Second, the State could target LIC for much of its incentives for **growing the life sciences and tech industries**, especially for creating a self-sustaining cluster. LIC, located directly across from Manhattan's medical/research and innovation institutions, is well connected to most of the City, its airports, and the region. Its land prices are relatively lower than Manhattan and it has significant large industrial buildings that are desirable for accommodating tech and life science uses. Being home to both LaGuardia Community College, with its 45,000+ students, and two large public housing developments (Queensbridge and Ravenswood), provide huge opportunities for ensuring training and job opportunities a life sciences cluster generates.

Recommendations from **LICP's Strategic Plan for Life Sciences** reveal that LIC is a necessary and vital component of any regional plan to foster a Life Sciences Cluster. Three life science projects are already slated to be located in LIC and a number of industry leaders and developers continue to tour the neighborhood. Unfortunately, financing life sciences development in NYC lacks the proven track record of locations such as Boston. There remains a need for public support and a public component to cover the gap in tenant fit-out for wet lab space. Further, perception and poor understanding of LIC's assets still

hinder potential development and its financing. Strong marketing of LIC, building out an interactive web page, establishing an LIC help-desk, implementing placemaking and bringing in more amenities and retail are all achievable tasks LICP's Strategic Plan recommended happen in the near future.

In addition, the Strategic Plan highlighted the importance of both having good neighborhood schools and building-in workforce development from the start. The LIC community needs more K-8 schools to catch-up with its rapid population growth. It also needs strong schools to attract the talent required to lead the spin-off companies from Cornell Tech and the many incubators the city now houses. There is much need for at least one K-14 CTEC school that nurtures interest in these sectors throughout a child's education. DRI funding can provide the resources to either incentivise the addition of a school in a mixed-use private plan or fund a plan for the construction of new schools.

Expanding upon the ferry access between LIC, Roosevelt Island and the Upper East Side institutions would also support growing NYC's life sciences cluster. Thanks to both the 2nd Avenue Subway and the recently launched East River Ferry service, LIC is better connected to key life sciences institutions. Yet accessing the East Side of Manhattan is still a hike, even with subway-bus transfers. Direct ferry access to New York Hospital, Weill Cornell and Rockefeller University as well as additional connections between NYU/Alexandria and Roosevelt Island are all warranted.

Improving Surface Transportation and the Pedestrian Landscape

Third, the State could continue to **improve public transportation options for traveling within LIC**. LIC's superb subway connections are one of its most important assets, yet some key desired travel patterns remain a challenge. Travel patterns within LIC have dramatically shifted since bus routes were originally laid out. There is now greater demand for circulating within LIC and the surrounding area for work and leisure at all hours and all days of the week. This is a radical shift from the past when the focus was exclusively on getting in and out of Manhattan at peak work week times. LIC **needs a comprehensive smart surface transportation plan** that better meets the travel needs of its growing residential, business, student and visitor populations. The resulting transit gaps and poor service has led to a surge in private shuttles, which add to congestion and exclude much of our community's less affluent population from having access to the jobs, training, retail, and cultural destinations, much needed to improve their wellbeing.

With appropriate funding and modern thinking, LIC could be the ideal community for piloting a modern surface transit system using smart technology and environmentally friendly vehicles. With smart technology advancing fast within the transportation industries, a partnership with Cornell Tech would ensure forward thinking. Smart lighting corridors, parking systems, and LICP's own initiatives toward designing LIC Local, a smart wayfinding and signage system for pedestrians.

Enhancing the Public Realm to Build Community and a Sense of Place

Finally, the State could continue its investments in making LIC a well-integrated mixed use, live-work-play neighborhood that today's industries seek and thrive in. LIC needs the public and private spaces where innovation and science discoveries take place outside the office as well as within. We need "**complete**

streets" (for example, along Skillman Avenue), **neighborhood** amenities (including multi-purpose, multi-generation community centers), **open space assets** in the densely populated core and the highly active industrial zones, and **placemaking connections** along our confusing street grid and under as well as over our multiple infrastructure structures. Empirical research and economic analysis have substantiated that **quality of life, public amenities and active design** all build social capital and generate local economic development. These improvements would boost our underutilized cultural attractions, attract new businesses and serve our diverse and growing population. Derelict parks (like Sixteen Oaks Grove on 21st Street) and underutilized spaces (like spaces under highway ramps) could be shared or transformed to create a necklace of engaging public spaces, linking Court Square, Queens Plaza, the Waterfront and Queensbridge communities. Through a range of public-private partnerships we could transform some key parcels of city-owned property into fit zones, play spaces, public open space, and other amenities, ensuring a healthy, livable community.

LIC requires a comprehensive approach addressing its physical, social and economic needs. Now is the window of opportunity to leverage LICP's extensive and robust public and private relationships in order to bring all segments of the community together. Selection as part of the State's DRI would finally steer LIC toward a path of sustained prosperity, transforming it into one of the country's top destination communities for businesses and their employees, as well as benefit those who currently reside and work in LIC.

DOWNTOWN IDENTIFICATION

- 1) Boundaries of the proposed DRI area. Detail the boundaries of the targeted downtown area or neighborhood, keeping in mind that there is no minimum or maximum size, but that the area should be concentrated and well-defined. Neighborhoods beyond traditional central business districts are eligible if they can meet other criteria making them ripe for investment. Include a map that clearly delineates the area to be included in the downtown revitalization area.**

As shown in the attached map, the Long Island City area designated for this DRI encompasses zip codes 11101, 11120, 11109, 11106. The core of the area where there is the greatest density of businesses and jobs is located around the north-south axis of Northern Boulevard and Jackson Avenue, and the east-west axis along Queens Plaza and Queens Boulevard. Many of our proposed interventions are focused in the core, where LIC has experienced the most explosive population increases over the past 10 years. However, it is also necessary to acknowledge the larger LIC area and how vital these improvements are to not only the core, but the entirety of Western Queens.

The area of impact of this core is bounded on the west by the East River; on the south by Newtown Creek running parallel to the Long Island Expressway (Interstate 495) from the Midtown Tunnel; on the north roughly by Astoria Boulevard running parallel to the Grand Central Parkway; and on the east just inside Greenpoint Avenue around Sunnyside and Sunnyside Gardens. While large, this area comprises the focus of LICP and is well-defined, mixed-use, and compact relative to the surrounding area. Forthcoming Census data will reveal a booming population of more than 85,000 residents and more than 92,000 workers.



LIC's core, anchored by the LIC BID (highlighted above in light blue) located along Jackson Avenue, Vernon Boulevard, Queens Plaza, and 44th Drive, is supported by a vibrant Industrial Business Zone (highlighted above in purple). The convergence of 8 Subway lines with service to Queens, Manhattan, and Brooklyn has helped to make LIC a regionally significant economic center.

- 2) Past investment, future investment potential. Describe how this DRI area will be able to capitalize on prior private and public investment and catalyze future investments in the neighborhood and its surrounding areas. Describe recent planning efforts that support public and private investment in the proposed DRI area.**

DRI selection of LIC is a timely next step for building on the significant time and funding thus far invested by the public sector, private sector and by LICP.

Public Sector

The State has made significant investments in the LIC community, including greatly improving its waterfront park, post Sandy resiliency, and supporting several of our key businesses. Perhaps most important recently, has been its tremendous investment in JFK and LaGuardia Airports as so many of our businesses depend on them.

New York City released its Long Island City Investment Strategy in 2018 (see: <https://www.lic.nyc/> for a complete outline of the plan.) This strategy summarized, albeit quite broadly, over \$2 billion in recent and current investment by City and local elected officials targeted in and around LIC. It also outlined \$180 million in city funding towards jobs, housing, transportation, infrastructure and resiliency, parks and open space, schools, neighborhood services and the arts and culture.

Notwithstanding these sizable investments, allocating these much-needed capital dollars mainly addresses needs LIC has long had just to catch up with its past growth. None of them address the specific goals of this DRI: to convene a DRI Planning Committee for LIC to develop a Strategic Plan for the community and to identify key projects with the specific aim of better integrating the community and connecting those who are less advantaged with LIC's growing assets, including employers and job opportunities, public amenities, quality of life measures, transportation, and culture.

Private Sector

It would also leverage the enormous private investment thus far witnessed as well as the even greater potential demonstrated by continued interest and calls for many of the initiatives outlined as part of this application. LIC's dramatically transformed skyline reveals what the private market has invested in residential and hotel development in the past few years. Capturing and redirecting some of that investment into commercial, innovative office, tech, light industrial and advanced manufacturing is all possible with strategic public investment in LIC's infrastructure, public realm and people.

The goals are cohesion, connection, and integration, so that the investments which have been made - both public and private, and both past and future - benefit all of LIC residents and workers, and ensure that the less advantaged pockets of our community are included to the maximum possible extent in the community's burgeoning success. If accomplished, this will be a singular hallmark initiative and will leave a lasting legacy for many generations to come.

LICP

DRI selection of LIC would also continue to leverage LICP's fundraising from foundations and the private sector to pursue the ground up, public outreach and partnership building that has thus far laid the groundwork for this initiative. The community stands ready to meet this challenge. The work done to date on the LIC Comprehensive Plan and the subsequent work on growing life sciences and the tech ecosystem will enable the DRI effort to get substantively underway immediately upon award.

3) Recent or impending job growth. Describe how recent or impending job growth within or near the DRI area will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

Recent job growth in the area points to LIC potentially becoming one of New York's most vibrant, sought-after communities for its residents, employers, and visitors alike. The businesses in the area are a diverse mix of legacy manufacturers, new technology companies, fashion, printing, media, commissaries, as well as start-ups and large anchor tenants such as JetBlue and Bloomingdales. The industry sectors with the

greatest shares of workers are: transportation and warehousing; construction; back office administration and support; waste management and remediation; manufacturing; and finance and insurance. Increasingly, however, tech jobs are now throughout these industries. LIC is also home to a very large and economically significant film and television industry. These developments demonstrate that LIC has great potential for a stable and growing workforce, as well as for a vibrant entrepreneurial sector.

The greater area as a whole experienced population growth of 8% between 2000 and 2017 and a 19.3% increase in the number of jobs between 2000 and 2015. Preliminary data from the 2020 Census similarly shows impressive gains in the number of residents, underscoring the need for funding outstanding capital projects, business assistance initiatives, and workforce and education initiatives. These figures do not yet account for the additional influx of residents who will occupy buildings that have yet to be occupied, like Sven and City Skyline.

With our partner Cornell Tech on neighboring Roosevelt Island, LIC can and should be the beneficiary of new jobs and opportunities in high tech fields. In addition, LIC's promise to become a hub of the City's growing life sciences sector should boost job growth as well. As we remain early in the development stages of these opportunities, it is important the public sector nurture their growth and steer public investments toward their need for public realm improvements, including schools, placemaking, retail, open space and multi-modal transit options. Increasingly, residents desire the ability to walk or bicycle to work and LIC's landscape and mixed uses make it an ideal community for meeting these desires.

However, even in the face of these promising developments, lack of connectivity between people, assets and sub-geographies threatens future growth. We want to be sure that all of LIC's people are included in the opportunities being created. This DRI is proposed so that we can work on creating maximum linkages to connect all of our people – particularly those who are still underserved and undereducated – with the tremendous opportunities now at our door, and better connect all parts of the community to create a true 24/7 modern downtown, while at the same time, ensuring that appropriate space is available for growth.

4) Attractiveness of physical environment. Identify the properties or characteristics that the DRI area possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

Long Island City has many public assets and attractions which, if leveraged through this DRI, will be enhanced and be much more accessible to all of our people. In fact, the DRI's key goals parallel the very strategies and goals LIC seeks. Our work is to create an active, desirable downtown with a strong sense of place. We aim to celebrate and grow our uniquely diverse mixed-uses and populations. We need assistance to help build connections among these assets and our local populations in need, effectively knitting them together for the first time.

These assets include: an award-winning waterfront park; a rich cultural landscape of museums, galleries, studios and theaters; a major hospital (Mount Sinai Queens); two major educational institutions (LaGuardia Community College and CUNY Law School); four branches of the Queens Public Library; and large and small wellness and healthy living facilities (LIC YMCA, two climbing gyms, two major tennis facilities, and numerous gyms and studios). LIC is also expanding its network of bike lanes and now has 74 Citibike shared bicycle stations. Further several electric scooter companies are eyeing LIC for a pilot project on micro-mobility options.

LIC's central district is also home to many "anchor institutions." These are not-for-profit organizations well-established in our community and therefore likely to stay indefinitely, such as: Urban Upbound, Long Island City Cultural Alliance, Hunter's Point Park Conservancy, the Floating Hospital, Hour Children, the Fortune Society, Zone 126, the Irish Center, Sunnyside Community Services, Jacob A. Riis Neighborhood Settlement House, and our very own Long Island City Partnership.

LIC has a varied mix of housing types at different levels of affordability including two large public housing developments, with two others in the area, and new construction of thousands of affordable housing on the waterfront in the Hunter's Point neighborhood, and more throughout the LIC Core. All of these types of affordable housing need to be better connected into and through the core of LIC and to and from the waterfront parks to ensure access of these residents to transportation, jobs, education, healthy living and opportunity.

LIC has the foundation, characteristics and people that comprise a diverse, livable community, yet, in spite of its many attractions, there are also many barriers holding LIC back. The greenery of the waterfront needs to be woven upland into the neighborhood. Our cultural destinations can be hard to locate. Despite the fact that much of LIC is walkable, its industrial fabric can be uninviting. LIC needs to invest in its public realm to knit together all its wonderful assets and grow economic investment that is inclusive of all of the community's people, inhibiting its growth as a modern, full service downtown. This DRI seeks to solve these issues and fill the void.

5) Quality of Life policies. Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, comprehensive plans, complete streets plan, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies that support livability and quality of life in downtown are not currently in place, describe near-term efforts by the municipality to create and implement such policies.

Our streets can more efficiently serve our community by recognizing the vehicular needs of our businesses and the desirability of convenient transit and attractive streetscapes. We need more open spaces, parks, playgrounds, schools and senior centers. Surface transportation needs to be redesigned to accommodate present day travel patterns. LICP offers supplemental sanitation services, marketing and promotion, as well as streetscape improvements throughout our expanded BID, yet properties that fall outside these corridors also desire these services.

The willingness and zeal of LIC's public and private stakeholders to help enhance the community's quality of life are unquestioned. The challenge to be solved by this DRI is to make sure that local developments are inclusive of all members of the community, and that lasting linkages are made so that all of LIC's residents and workers enjoy the benefits and opportunities of what is being developed here, by charting an overall plan and catalyzing key initiatives and investments.

6) Public support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Characterize the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan.

LICP has a demonstrated history of bringing together community stakeholders. Both the LICP Board and the LIC BID Board are comprised of true community leaders, some of which have been involved in LIC for generations. We have worked closely with our local elected officials and built strong relationships with city and state government agencies. Through LICP's work in creating its first-ever Comprehensive Plan for Long Island City, and as a result of recent investments made by stakeholders in the community, LIC has a ready, willing, and able list of supporters who are galvanized to participate in this DRI. This application reflects their support and interest.

In addition to our Boards, LICP and the LIC BID are membership organizations with approximately 270 paying members on the Board and 140 registered members on the BID. Membership is often a way to participate in the LIC community for those whose work, interest and/or businesses are not necessarily centered on LIC, but still want to support the LIC community. In addition, all of the public and foundation funders are equally supporters.

Below is a sampling of some of the many organizations, businesses, and institutions we have strong relationships with.

ACE Programs for the Homeless
 Atlas Capital Group, LLC
 Bank Leumi
 Bank of America
 Bartleby and Sage Event Planning
 Boyce Technologies, Inc.
 Brause Realty, Inc.
 CBRE
 Citi Commercial Bank
 Community Capacity Development
 Consolidated Edison Co. of N.Y., Inc.
 Cornell Tech
 Criterion Group, LLC
 Digital Natives Group
 Energy Tech High School
 Farrell Fritz, P.C.

Fisher Brothers
 Flushing Bank
 Food Cellar & Co. Market
 Fortune Society
 Goodwill Industries of Greater NY, Inc.
 Gotham Realty
 Innovo Property Group
 Hour Children
 Jacob A. Riis Neighborhood Settlement
 JetBlue Airways Corporation
 JP Morgan Chase
 JRT Realty Group
 Kaplon-Belo Affiliates LLC
 Kaufman Astoria Studios
 Lady M Confections Co., Ltd.
 LaGuardia Community College

Lee & Associates	Savanna
Modern Spaces	SHI Restaurant
MoMA PS1	Shine Electronics Incorporated
Mount Sinai Queens	Sholom & Zuckerbrot Realty LLC
Neuman's Kitchen	Signature Bank
People's Bank	Silvercup Studios
Plaxall, Inc.	Socrates Sculpture Park
Public Service Truck Renting	Sterling National Bank
Queens Borough President's Office	Tenant Association, NYCHA Queensbridge
Queens Community Board 1	TD Bank
Queens Community Board 2	TF Cornerstone
RCN	Tishman Speyer
Related Companies, L.P.	Urban Upbound
Rise Light and Power	VaynerMedia
Robert S. Altman, Esq., PLLC	Wells Fargo
Rockrose Development Corporation	Werwaiss Realty Company
Rosenwach Tank Company, Inc.	White Coffee Corporation
RXR Realty	York Scaffold Equipment

Despite this long list of committed and dedicated community supporters, LICP recognizes the community is constantly growing and changing. We also recognize that some voices can be louder than others. To this end, LICP factors in robust local public participation in all its efforts. LICP convened dozens of stakeholders as part of its focus groups in connection with the drafting of Phase I and now implementing Phase II of the LIC Comprehensive Plan. It had both a technical advisory committee and a stakeholder's committee in developing its LIC Local signage project. It runs its LIC Business Open House Events to introduce local underemployed residents to local businesses who need a growing workforce to train.

LIC Arts Connection is another excellent example of how LICP approaches its work. LIC Arts Connection was designed as an innovative, multi-site community arts initiative that **builds non-traditional partnerships between public and private landlords, local businesses, employees, students, residents and artists**. The goal is to connect LIC's community, both physically on foot and socially through access to arts and culture. This initiative demonstrates the core reason why our work to date has proved successful; LICP creates partnerships between local community stakeholders that often operate in separate circles, yet working together can benefit all. Our ever-growing network continues to provide valuable input toward improving the future of LIC for all residents and workers and matched with the DRI selection would **serve as a model of community economic development**.

7) Transformative opportunities. Describe opportunities to build on the strengths described above by providing a list of transformative projects that could be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project). Identify potential development opportunities, such as municipally-owned property that may be appropriate for redevelopment. Projects may be public or private, and could address economic development, transportation, housing, and community development needs. It should be recognized that if a DRI award is made to the downtown, the projects identified here, along with

any others that may arise during the DRI planning process, will ultimately be vetted by the Local Planning Committee and the State to determine which projects receive DRI grants.

LIC is a booming neighborhood where private investment already exists. LIC's growth over the last ten years is remarkable and unlike growth seen in almost any other downtown throughout the state. DRI funding is needed to help leverage private investment toward fulfilling unmet planning needs for our neighborhood. This means building the social and physical connections between our existing assets - our workforce, student, and residential population, the business community, our transit assets and our cultural and recreational amenities - so that LIC can achieve its greatest potential as a thriving and authentically mixed-use downtown.

There are many opportunities to bring greater cohesion to the social and physical fabric of LIC. These include but are not limited to the following:

- Scoping a plan to reimagine the Queens Plaza and Jackson Avenue corridors. The last major transportation and public space capital investments in these critical downtown corridors occurred before LIC's population boom. To reach its greatest potential as a downtown, LIC needs its most vital arterial roads to be high functioning, safe, and multimodal. Improving connectivity means adjusting signal timing and improving the geometry of roadways like Queens Plaza and Jackson Avenue so that they are not seen as intimidating, but rather inviting, and adding or adjusting crosswalks to reflect actual pedestrian patterns now that neighborhood has seen so much population growth.
- The DRI could fund the improvement of the medians and public spaces in the Queens Plaza roadway, including the removal of the Queens Plaza tombstones, which have become eyesores as they collect litter and are too inaccessible to maintain safely. Queens Plaza is the gateway to Queens and the quality of its appearance is the first impression that many visitors have of not only LIC, but the entire borough. The benches, pavements, plantings and geometry of the improvements made over a decade ago need to be updated as well for the same reasons.
- Activating the spaces under the many overpasses in LIC by enhancing lighting and opening space for pedestrians. This unique opportunity can allow us to build a necklace of public spaces that create a link between the downtown's focal points, like Court Square, the waterfront, and Queens Plaza.
- Investing in establishing a Museum of Long Island City to showcase the incredible legacy of innovation and essential activity in LIC and to continue to inspire generations to come.
- Reassessing local transit options in LIC and making necessary adjustments and additions to ensure residents, students, workers, and visitors can circulate the downtown and access assets in a way that is convenient.
- Establishing business grants and incentives for small and medium-sized users to invest in new equipment and required worker training so that they can scale and stay competitive in their respective markets.
- Assisting businesses, especially those with smaller commercial vehicle fleets, in the adoption of commercial electric vehicles. This could include producing electric vehicles and investing in the necessary infrastructure to support their commercial electric vehicle fleets, such as fast-charging

stations.

- Expanding tech and lab training programs that are vital to fostering a life sciences hub in LIC while working with our business and higher education community to build out workforce training programs that can meet the needs of our businesses while shoring up institutions like LaGuardia Community College.
- Identifying opportunities for new community center facilities, like senior centers and libraries, which could promote community health and access to technology, all while serving the needs of a generationally diverse population.
- Building upon our success in creating and displaying public art, showcasing the downtown's vibrant art scene and creating opportunities for visitors and residents to explore the downtown.
- Improving the thoroughfares that traverse Sunnyside Yards. The industrial business area in LIC south of Sunnyside Yards is one of LIC's most important assets. Innovative and rife with employment opportunities, the business community in this area is disconnected from the downtown area and the larger LIC community because of poor automobile, transit, and pedestrian connectivity.
- Implementing biotech, life sciences, and tech related workforce strategy for LIC based on LICP Life Sciences and Queens Borough President Tech report.

8) Administrative Capacity. Describe the existing local administrative capacity to manage this planning and implementation initiative, including the ability to oversee contracts for awarded municipal projects using existing staff and resources.

LICP has a full-time staff dedicated to carrying out this initiative, which would be led by LICP President Elizabeth Lusskin. LICP has managed large consultant contracts as part of their work portfolio. As with all our other LICP work, LICP would work closely with the State and our other partners to ensure the initiative was a success in a timely manner.

9) Other. Provide any other information that informs the nomination of this downtown for a DRI award.

If New York is intent on growing tech, bio-tech and life sciences, and generating the full-range of jobs and opportunities that accompany such, then now is the time for the State to take a leadership role. The next 12 months present a rare window of opportunity to shape the revitalization of Long Island City. Our public and private leaders have a chance to cultivate LIC's unique and truly mixed-use community and steer this home-grown innovation district into New York's first Smart City and live/work/play destination. As noted LIC has many assets, including its ideal location and accessibility to Roosevelt Island, Manhattan, the rest of the region and NYC's two airports. Prominent investors and developers from the real estate and bioscience industries have expressed real interest in the community. But without proper attention, this opportunity could be lost to another state.

SUBMISSION

Applications from interested communities must be submitted electronically to the relevant Regional Economic Development Council at the email address in the table below. Proposals for areas within New York City must be sent to the relevant Office of the Borough President, which will select two applications for submission to the NYC Regional Economic Development Council.

- Capital Region NYS-CapitalDist@esd.ny.gov
- Central New York NYS-CentralNY@esd.ny.gov
- Finger Lakes NYS-FingerLakes@esd.ny.gov
- Long Island LIREDC@esd.ny.gov
- Mid-Hudson NYS-MidHudson@esd.ny.gov
- Mohawk Valley NYS-MohawkVal@esd.ny.gov
- North Country NYS-NorthCountry@esd.ny.gov
- Southern Tier NYS-SouthernTier@esd.ny.gov
- Western New York NYS-WNY-REDC@esd.ny.gov
- New York City - Submit to the appropriate office below.
 - Bronx: James Rausse at JRausse@bronxbp.nyc.gov
 - Brooklyn: Josh Levin at JoshuaLevin@brooklynbp.nyc.gov
 - Manhattan: Elka Morety at EMorety@manhattanbp.nyc.gov
 - **Queens: Shurn Anderson at SAnderson@queensbp.org**
 - Staten Island: Lashay S. Young at LYoung@statenilandusa.com