

DRI Round 7 Application (2023)

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):
 - **Laura Rothrock, President – lrothrock@licpartnership.org | 718-705-9935**
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GEOGRAPHIC AREA AND JUSTIFICATION

Boundaries of the Proposed DRI 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.

Justification:

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 leaves 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 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. Last year, the **Making New York Work for Everyone** action plan jointly released by NYS and NYC named LIC as one of the five Core Employment Hubs with the most concentrated economic activity and outlined key areas of investment the neighborhood needs. 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 Innovation, 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 completed, with more 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 affordable space for businesses 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 Innovation, Tech, and Life Sciences Industries

Second, the State could target LIC for much of its incentives for **growing the innovation, tech, and life sciences 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 innovation, tech, and life sciences 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 the 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 located in LIC and a number of industry leaders, developers and businesses 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.

Although the Strategic Plan focused on Life Sciences, our experience shows other users in the innovation and tech industries look for similar neighborhood amenities when making relocation decisions. For example, 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 incentivize 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 innovation, tech, and life sciences clusters. 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.

As the Making New York Work for Everyone action plan highlighted, we need to strengthen employment hubs and workspaces such as LIC so people can work closer to their homes. 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.

One of the initiatives in the Making New York Work for Everyone action plan includes making public realm improvements in key pedestrian-focused locations, such as LIC. To achieve that, the neighborhood 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.

VISION FOR DOWNTOWN

Long Island City, with its unique mixed-use characteristics and strategically central location within New York City, will emerge as a vibrant, equitable, sustainable and highly livable community and a vital regional center of economic activities. Its dynamic blend of residential, industrial, commercial, retail, science and technology, cultural, and tourism offerings ensures that it will remain a dynamic downtown of growth, innovation, and opportunity for all.

Our vision for Long Island City (LIC) stems from extensive work, analysis and public participation, all conducted as part of multiple recent planning initiatives spearheaded and generously funded in part by NYS:

- NYS and NYC's *Making New York Work for Everyone Action Plan* (2022)
- Queens Borough President's *Western Queens Tech Plan: Live, Work, Create: A Roadmap for Equitable Growth of the Western Queens Tech Ecosystem* (2018)
- LICP's *Strategic Plan for Life Sciences* (2018)
- LICP's *Comprehensive Plan: Phase I* (2016)

The complementary and consistent recommendations and findings from the above 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 and employment hub. LIC's home-grown businesses across a multiverse of industries such as JetBlue Airways and Boyce Technologies would continue to generate well-paying jobs 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 crossings 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.

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.

Our vision includes eliminating the current barriers and void carved through LIC's landscape by some of the public infrastructure, such as Queens Plaza and Sunnyside Railyard. While they make sense when they were constructed or last improved in the past, the recent growth in LIC meant they no longer adequately serve the current traffic and pedestrian patterns today. These physical barriers are increasingly becoming obstacles to economic development because they are limiting access and preventing circulation within LIC.

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.

PAST INVESTMENT AND FUTURE POTENTIAL

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. However, unfortunately this investment strategy was never funded despite an announcement from the City in 2018.

Notwithstanding these sizable investments or investments that have been announced but not funded, 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

The DRI 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.

RECENT AND IMPENDING JOB GROWTH

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 tremendous population growth in the past decade. Data from the Census shows LIC population grew 40% between 2010 and 2020; the number of jobs grew 48% in the same period. Putting this into perspective, **LIC's population grew 5x faster than the rate of growth for NYC while jobs grew twice as fast** during the time between the two most recent Census. These figures do not yet account for the additional influx of residents who will occupy buildings that have yet to be occupied.

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.

QUALITY OF LIFE

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. New connectors and crossings need to be created to link the sub neighborhoods in LIC and bring residents and pedestrians to local businesses. 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.

SUPPORTIVE LOCAL POLICIES

LIC stands as a thriving neighborhood with a remarkable decade of growth. This has continued during and after the pandemic, which is unlike most other downtown areas in NYC. To fully realize our neighborhood's potential, we require support from the public sector through opportunities such as the DRI to complement the existing private investment.

Although more is needed to ensure LIC will remain a vibrant mixed-use downtown area, a few local policies are in place that help increase quality of life and advance the State's decarbonization goals. These include but are not limited to the following:

- **City of Yes for Carbon Neutrality:** NYC's City of Yes for Carbon Neutrality rezoning seeks to modernize NYC's zoning regulations to align with climate goals. It supports the transition to cleaner energy, retrofitting buildings, and sustainable transportation. This collaborative effort streamlines green investments in buildings, enabling a carbon-neutral city by reducing reliance on carbon-based fuels and promoting cleaner technology.
- **Local Law 97 Compliance:** NYC's Local Law 97 (LL97) is driving energy-efficient building improvements and reducing carbon emissions in larger buildings. This policy enhances residents' living conditions while advancing sustainability goals. LICP has been supporting the City's effort in LL97 compliance, especially through our business assistance work. We have been hosting events on this issue and providing technical assistance to individual businesses that own their buildings while they are navigating the compliance process.
- **LIC Business Improvement District (BID):** LICP manages the LIC BID, which the primary goal is to serve as a catalyst for positive change in the local community. The BID is committed to promoting and supporting local businesses, improving overall cleanliness and safety of the district. Through this work, we provide street cleaning and maintenance, public safety, beautification, marketing and promotion, and community engagement.
- **Vision Zero Implementation:** Vision Zero is NYC's initiative that emphasizes on pedestrian safety, encouraging cycling and enhancing public transportation options. These measures not only improve local quality of life but also promote modes of travel with lower carbon-emission.
- **Hunters Point Waterfront Parks:** The Gantry Plaza State Park and Hunter's Point South Park provide an expansive green open space for LIC residents and visitors to enjoy the Manhattan skyline view and relax. In addition to the many recreational facilities, the parks incorporated resilient design features that promote the ecological well-being of the LIC waterfront, including tidal marshes, native vegetation, bioswales and rip-rap.

PUBLIC SUPPORT

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 250 paying members and 180 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.

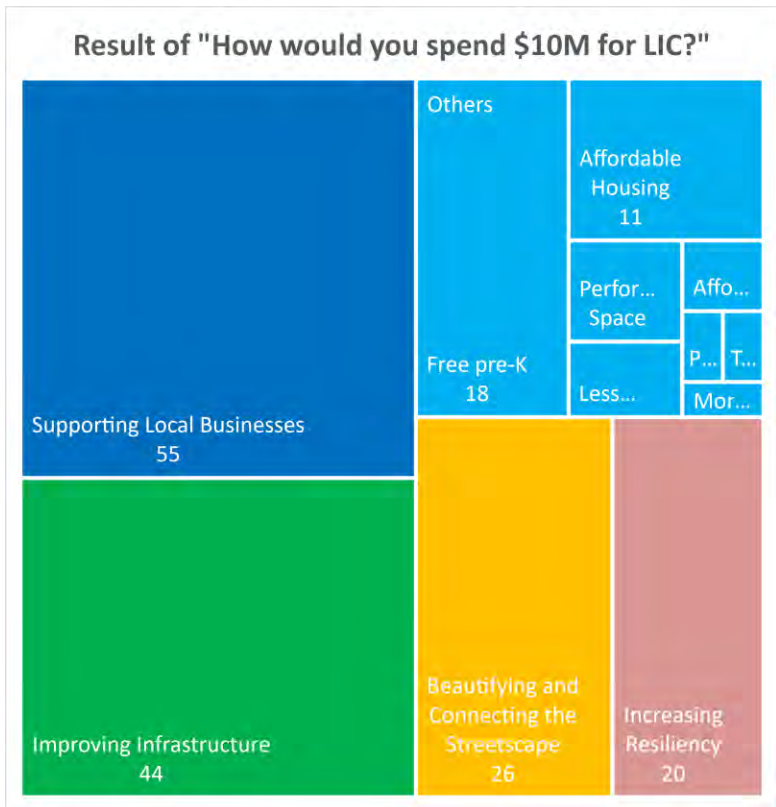
Below is a sampling of some of the many organizations, businesses, and institutions we have strong relationships with.

ACE Programs for the Homeless	Mount Sinai Queens
Atlas Capital Group, LLC	Neuman's Kitchen
Bank of America	People's Bank
Boyce Technologies, Inc.	Plaxall, Inc.
Brause Realty, Inc.	Public Service Truck Renting
CBRE	Queens Borough President's Office
Citi Commercial Bank	Queens Community Board 1
Community Capacity Development	Queens Community Board 2
Consolidated Edison Co. of N.Y., Inc.	RCN
Cornell Tech	Related Companies, L.P.
Criterion Group, LLC	Rise Light and Power
Digital Natives Group	Robert S. Altman, Esq., PLLC
Energy Tech High School	Rockrose Development Corporation
Farrell Fritz, P.C.	Rosenwach Tank Company, Inc.
Fisher Brothers	RXR Realty
Flushing Bank	Savanna
Food Cellar & Co. Market	SHI Restaurant
Fortune Society	Shine Electronics Incorporated
Goodwill Industries of Greater NY, Inc.	Sholom & Zuckerbrot Realty LLC
Gotham Realty	Signature Bank
Innovo Property Group	Silvercup Studios
Hour Children	Socrates Sculpture Park
Jacob A. Riis Neighborhood Settlement	Sterling National Bank
JetBlue Airways Corporation	Tenant Association, NYCHA Queensbridge
JP Morgan Chase	TD Bank
JRT Realty Group	TF Cornerstone
Kaplon-Belo Affiliates LLC	Tishman Speyer
Kaufman Astoria Studios	Urban Upbound
Lady M Confections Co., Ltd.	VaynerMedia
LaGuardia Community College	Wells Fargo
Lee & Associates	Werwaiss Realty Company
Modern Spaces	White Coffee Corporation
MoMA PS1	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 proven 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.

As a crucial component of our DRI application process, we recently hosted an engaging community charrette on Friday, September 1, 2023. This charrette took place during one of the CultureLab evening concerts, providing a unique platform for community involvement. To facilitate participation and gather



valuable insights, we displayed foam core boards prominently, each posing the question, "How would you spend \$10M for LIC?" Community members were encouraged to actively contribute by placing stickers next to areas of improvement they deemed a priority or by sharing their own innovative ideas. A digital version of the question is also available as an online survey. The response was remarkable, with 186 enthusiastic participants sharing their perspectives on the future of LIC. According to the respondents, the top priorities were Supporting Small Businesses, Improving Infrastructure, Beautifying and Connecting the Streetscape and Increasing Resiliency. This collaborative event was widely publicized through our social media channels, newsletters, and website, ensuring that the voices and aspirations of our diverse community were heard and considered in shaping the vision for our downtown revitalization efforts.

TRANSFORMATIVE PROJECT OPPORTUNITIES

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 and investing in modern and resilient infrastructure so that LIC can achieve its greatest potential as a thriving and authentically mixed-use downtown that is able to withstand the impacts of climate change.

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:

- **Reimagining and redesigning 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 the neighborhood has seen so much population growth. The LIC Partnership has submitted a CFA application for funds to conduct an engineering study in July 2023. The DRI could provide capital funding in the future during the implementation phase.
- **Modernizing the aging sewer system in LIC.** Much of LIC's water and sewer infrastructure was built many decades ago for different land uses and density. With the population boom in the last decade, LIC desperately needs to modernize its aging sewer system to meet current needs and enhance resiliency infrastructure. The City of New York made this one of their goals in its LIC Investment Strategy in 2018 and dedicated \$95M to implement Phase I of the amended drainage plan (ADP). However, the project remains unfunded and little real result has been delivered since the announcement and the cost of the implementation has most likely gone up due to inflation. The DRI could help spearhead some of the critical work so that the ADP could finally be implemented in full.
- **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.
- **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.

- **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.

ADMINISTRATIVE CAPACITY

LICP has a robust administrative capacity well-suited for the successful execution of the DRI. Under the capable leadership of LICP President Laura Rothrock, a dedicated full-time staff will be assigned to drive this effort. LICP has a proven track record in handling substantial consultant contracts, a testament to our administrative and organizational competence.

LICP has undertaken numerous studies and reports, including the first-ever LIC Comprehensive Plan of 2016, funded by REDC, and supported by both public and private entities. This project involved data collection, extensive surveys, focus groups, interviews, and close collaboration with local government agencies. It engaged a diverse array of stakeholders, representing LIC's multifaceted mixed-use community.

LICP has been a leader in the neighborhood for over 40 years. We are dedicated to advocating for economic development that benefits LIC's industrial, commercial, cultural, and residential sectors. Our goal is to attract new businesses to LIC, retain those already here, welcome new residents and visitors, and promote a vibrant, diverse, authentic, mixed-use community. We operate the LIC BID, manage the LIC IBZ, and host a multitude of events in and for the community (e.g., summits, seminars, community festivals).

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THE COUNCIL OF
THE CITY OF NEW YORK
JULIE WON

COUNCIL MEMBER, 26TH DISTRICT, QUEENS

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September 8th, 2023

Members of the NYC Regional Economic Development Council
633 Third Avenue, 31st Floor
New York, NY 10017

Dear Regional Council Members:

I write to express my support for the Queens Borough President and Long Island City Partnership's joint Downtown Revitalization Initiative application. The \$10 million in funding represents an opportunity to address Long Island City's (LIC) long-standing public investment needs and to help the neighborhood remain a regional hub of economic activity.

LIC has undergone a transformation in recent years, emerging as an economic and cultural center with a burgeoning residential population and thriving business community. However, this growth has brought unique challenges and opportunities, which the DRI seeks to address comprehensively. The proposed initiatives will further enhance LIC's appeal as a destination for residents and businesses, while also ensuring that all members of our very diverse community benefit.

The DRI represents a significant opportunity to bolster the economic, social, and cultural fabric of LIC and Queens as a whole. I firmly believe that this application aligns perfectly with the goals of the DRI. This application will undoubtedly yield transformative results.

I urge you to give serious consideration to this application and offer your full support to the DRI application from LIC. Thank you for your time. Please feel free to reach out to my Legislative Director Isaac Blasenstein at iblasenstein@council.nyc.gov if you require any further information or have any questions.

Sincerely,

A handwritten signature in black ink, appearing to be 'Julie Won', written in a cursive style.

Council Member Julie Won
26th District
New York City Council

jw:ib



27-01 Queens Plaza North
Long Island City, NY 11101
T: 1-800-JETBLUE
jetblue.com

September 5, 2023

Members of the NYC Regional Economic Development Council
633 Third Avenue, 31st Floor
New York, NY 10017

Dear Regional Council Members:

It is with great enthusiasm that I write on behalf of JetBlue to express our support for the Queens Borough President and Long Island City Partnership's joint Downtown Revitalization Initiative application. As one of the largest employers in Long Island for the past 12 years, JetBlue knows firsthand how important a vibrant neighborhood is to attracting talent and creating economic opportunity. The \$10 million funding represents economic development support that Long Island City (LIC) needs to retain its authentic mixed-use characteristics and remain a regional hub for economic activities.

LIC has undergone a remarkable transformation in recent years, emerging as a vibrant economic center with a burgeoning population and thriving business community. However, with this growth come unique challenges and opportunities, which the DRI seeks to address comprehensively. The proposed initiatives encompass a strategic blend of public and private sector investments that will not only further enhance LIC's appeal as a destination for residents and businesses but also ensure that these benefits are inclusive, benefiting all members of our very diverse community.

The DRI represents a significant opportunity to bolster the economic, social, and cultural fabric of LIC and Queens as a whole. We firmly believe that this application aligns perfectly with the goals of the DRI. Its commitment to community-driven revitalization will undoubtedly yield transformative results.

we urge you to give serious consideration to this application and offer your full support to the DRI application from LIC. Thank you for your time and consideration. Please feel free to reach out to me if you require any further information or have any questions.

Sincerely,

A handwritten signature in black ink that reads "Justin Ginsburgh". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Justin Ginsburgh

Managing Director, Infrastructure, Properties & Development

JetBlue Airways Corp.