

## **Basic Information**

**Regional Economic Development Council (REDC) Region:** New York City

**Municipality Name:** New York City

**Downtown Name:** Jamaica

**County:** Queens

**Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):**

Downtown Jamaica is on the cusp of a renaissance. It is a vibrant mixed-use community with a central core along three Business Improvement Districts. In reviewing the criteria in the Downtown Revitalization Initiative (DRI) Guidelines, we were delighted to observe that Downtown Jamaica satisfies each of the required elements. As the specifics in the application indicate, Downtown Jamaica is experiencing rapid middle-class population growth and is in the midst of a wave of private and public investments in infrastructure, affordable housing, hospitality, retail and industrial jobs.

As one of Queens' four commercial hubs, there are a number of attractive sites with significant development potential in the Downtown. All of the anchor institutions are aligned with an investment commitment to the Downtown, as are the area BID's and non-profit institutions. Major job-creating projects and initiatives are underway for a wide range of opportunities, all of which are either in the Downtown core or are easily accessible to it. The Downtown is a multi-modal regional transit hub complemented with public parks and gathering spaces, which are centrally located. In addition, investments in the area's arts and cultural institutions are increasing and the retail mix now includes several healthy and affordable food alternatives.

Finally, policies and initiatives are in place to improve quality of life and livability throughout the downtown. Downtown Jamaica is the current focus of the 26-

action Jamaica Now Initiative of the Queens Borough President and New York City Mayor's Office.

In spite of these vast revitalization efforts, these investments have not fully benefitted every aspect of the community and significant needs do exist. Several of these essentials include **1)** the need for a comprehensive strategy to create a more inclusive economically, socially, educationally and cultural community; **2)** better programmatic and physical connections to public amenities, employment/entrepreneurial opportunities, and social services for populations who have historically been underserved; **3)** the need to maximize community assets to become an affordable, livable and sustainable mixed-use community for residents, workers and visitors; **4)** and programmatic support to assist local MWBE/DBE enterprises in obtaining both public and private sector contracts in Downtown Jamaica which in turn would create employment opportunities for local residents.

Therefore the rationale for nominating and selecting Downtown Jamaica is evident. At this unique moment in time, the DRI \$10 million investment can unite the ongoing development efforts and existing infrastructure with the critical need for a strategic investment plan in addition to expanding and implementing the community's findings/suggestions of the ongoing planning processes of the Jamaica NOW Action Plan, DRI Planning Committee and the RPA 4<sup>th</sup> Regional Plan. The DRI \$10 million can be leveraged to facilitate/catalyze over \$1 billion in private investment which will include new hotels, mixed-income affordable housing for the middle class, new retail and the creation of "tens of thousands" of jobs in Downtown Jamaica.

- 1. Boundaries of the Downtown Neighborhood. Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central**

**business district are eligible, if they can meet other criteria making them ripe for investment.**

The Downtown Jamaica neighborhood as identified for the purpose of this DRI application, and as identified on the attached map, encompass the neighborhood in and around the heart of the downtown including, Jamaica Estates, Hollis, St. Albans, Addisleigh Park and South Jamaica. Corresponding zip codes include 11432, 11433, 11435 and portions of 11412, 11423, 11366 and 11367. The Downtown Jamaica neighborhood is characterized by a vibrant mixture of residential, commercial, retail, and light industrial uses and is bounded by Union Turnpike on the north, Linden Boulevard on the south, Van Wyck Expressway on the west and 188<sup>th</sup> Street on the east.

The positive impact of the DRI will not only support economic activity within the geographically designated Downtown Jamaica neighborhood, but will spur activity throughout the neighborhoods surrounding the downtown that are predominantly residential in nature, comprised of 1 and 2 family homes primarily with some lower-density multifamily buildings containing ground floor retail establishments found along prime commercial corridors.

**2. Size, Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown.**

By population, Downtown Jamaica is well suited to be the nominated downtown area for the New York City Regional Economic Development Council's DRI. According to the most recent population figures from American Community Survey, the Downtown population in 2014 was 154,845. This marks a continuation of the pattern of steadily increasing inhabitants from 127,323 in 1990 (US Census). Available development sites in Downtown Jamaica with high-density zoning already in-place will be able to accommodate thousands of "middle-class" families. Downtown Jamaica is one of the few affordable

neighborhoods left in New York City where there is available land and rezoning has already taken place (368-blocks were rezoned in 2007). In addition, the Downtown is within easy access for the 776,172 residents of Southeast Queens which is home to more than 500 businesses and provides employment for more than 60,000 people. This ethnically diverse population (52% African American) contains over 19,000 households with incomes between \$50,000 and \$75,000.

As a regional transit hub, Downtown Jamaica is easily accessible from Southeast Queens via bus, train or car. In fact, approximately 434,625 commuters pass through Downtown Jamaica on a daily basis. The average weekday subway ridership at Jamaica Parsons/Archer station is 70,803 and the average weekday ridership on Jamaica bus lines is 254,525. On a daily basis, an additional 98,297 individuals pass through Jamaica Station via the Long Island Rail Road and approximately 14,000 people connect to AirTrain at the Jamaica Terminal. There are over 10,000 individuals working within a half mile of the intersection of Jamaica Avenue and Parsons Boulevard. In addition, the core of the Downtown on Sutphin Boulevard and Jamaica Avenue is easily walkable. REDC resources would be used to create a comprehensive plan that would turn Downtown Jamaica into a destination for residents, commuters, workers and visitors rather than the pass through point that it is largely today.

**3. Past Investments & Future Investment Potential. Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas.**

As a result of significant past investment from the public sector, Jamaica is poised to undertake substantial job growth and significant community revitalization. The public sector investment that began in the late 1970's until approximately 2003, includes the 8,000 student CUNY, York College (a partner in this application), the Federal Social Security Building on Jamaica Avenue, Queens Civil Court on Sutphin Boulevard and AirTrain Terminal just south of the Jamaica/LIRR Station. Since

then, public investments in downtown Jamaica that supports this DRI designation include:

- The \$1.9 Billion AirTrain, which links all JFK terminals directly to a \$350 million Jamaica terminal.
- \$153 million in investments by the City of New York to create the Jamaica NOW Neighborhood Action Plan.
- The \$50 million publicly-funded Station Plaza project to improve safety and traffic circulation on Archer Ave and Sutphin Blvd.
- The \$20 million publicly-funded Atlantic Ave Extension and Gateway project that will create three new parks and two- one way pair street conversions to increase vehicular circulation in and out of the Downtown.
- York College being selected as the institution partner for the Start-Up New York program.
- \$250,000 to complete a study to design streetscape improvements for key commercial corridors in Downtown Jamaica.
- Over \$1 million in capital improvements to activate the south lawn of King Park in front of King Manor Museum to accommodate improved programming and usage by the public.
- Approximately \$1 million in funding for the strengthening of the Career and Technical Education (CTE) programming at Thomas Edison High School by increasing access to work-based learning for students.
- Over \$200,000 in investment for the creation of a suite of marketing programs to increase Jamaica's capacity to become tourism ready including a new neighborhood logo, capacity building workshops, webpage, ad placements and marketing plan.
- \$2.2 million to make travel more efficient and attractive to develop advanced traffic management solutions. This 2013 REDC funded project was leveraged to launch the Jamaica-Flushing-Bronx Select Bus Service that is currently in the implementation phase.

In addition to public investments made by the Federal, State and City government, there has been significant interest from the private sector and this will increase significantly in the next 3 years, (reversing a long period of disinvestment). This is largely due to the 2007 re-zoning of the Downtown that increased density adjacent to the transit hubs as well as concerted efforts by public-private partnerships to change the perception of Jamaica. These committed projects total over \$1 billion in private sector funding and reflect the confidence and significant market research conducted by a variety of banks and developers.

Projects **currently underway/completed** include:

- The Crossing, a \$400 million mixed use project bringing 580 mixed-income affordable units, community facility, retail and parking just north of the Jamaica/LIRR Station.
- The \$54 million Hilton Garden Inn project located across the street from AirTrain will house a full service restaurant.
- The \$68 million Marriott Courtyard & Fairfield Inn project on Archer Ave.
- The 25-story, 380 mixed-income affordable housing project located a half a block east of the AirTrain station, total project cost over \$140 million.
- Norman Towers; consisting of two nine-story towers with a total of 101 units of mixed-income housing and commercial space, total project cost \$35 million.
- MODA; consisting of 346 units of mixed-income housing with both community and commercial space in the renovated former Queens Family Court building on Parsons Boulevard, total project cost \$194 million.
- Four story 150,000 square foot retail complex on Jamaica Ave with tenants including Burlington Coat Factory, TJ Maxx and H&M.
- A residential complex of up to 1,000 units on the site of the former Mary Immaculate Hospital.

- \$50,000 towards the unification of the three downtown Jamaica Business Improvement Districts creating one entity which will be able to provide additional services to the Downtown.
- Gotham Greens, which is the largest hydroponic rooftop farm in NYC at 60,000 square feet and employing approximately 20 individuals from the local community. This project received REDC funding.

Accordingly, all the pieces are in place to leverage the confluence of private and public investment.

This special “point in time” is recognized by a variety of players. For example, the revitalization of Jamaica is the focus of a joint effort by the New York City Mayor’s Office and the Queens Borough President in an action plan entitled “Jamaica NOW.” This plan, consisting of 26 specific action steps, seeks to capitalize on existing community assets to enhance Jamaica as a 365/24/7 destination. These include projects to promote commercial growth and economic development; to increase quality jobs and small business support; and enhance and elevate cultural activity and improve livability.

In addition, the Regional Plan Association is in the process of studying transportation, industrial development and airport-related services with the potential of connecting these sectors to downtown Jamaica as apart of their 4<sup>th</sup> Regional Plan. This analysis will examine existing projects and make recommendations for the growth based on the area’s close proximity to JFK Airport. The assessment will explore all potential synergies between JFK Airport and development and programming opportunities in the downtown Jamaica core.

While the Jamaica community is benefiting from these much needed investment efforts, it lacks the large scale coordinated planning effort supported by actual funding that is provided by DRI designation. The policies and goals of both Jamaica NOW Action Plan and the Regional Plan Association align perfectly with a prime goal outlined in REDC’s 2011 strategic plan, “to reinforce New York City’s

historic strengths, generate improvements in the quality of life for residents through the creation of good jobs and to leverage corporate and academic assets in technology-driven sectors of the 21<sup>st</sup> Century economy.” Accordingly, REDC investment in downtown Jamaica would not just be the start of a process, rather it will provide focus and leverage to the already existing strategies transforming the area. The DRI designation would allow downtown Jamaica to incorporate economic development, transportation, housing, and community projects all into one strategic plan that would align with the community’s plan and can leverage and expand upon the State’s \$10 million investment.

**4. Job Growth. Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.**

The population in Jamaica is slightly younger than that of Queens, with 35% of the population under the age of 24 compared to 29% in Queens. Unemployment is relatively high in Jamaica at 14% compared to 9% in Queens. Since 2010, unemployment has increased by 2.5 basis points in Jamaica compared to 1 basis point in the borough of Queens. Three percent of Jamaica’s employed residents work in Jamaica and an additional 1 percent work at JFK.

Job growth in downtown Jamaica is currently centered on five distinct areas; industrial related uses, construction, hospitality, retail and aviation related. A strategic REDC plan however, will enable downtown Jamaica to markedly expand the range of jobs to a variety of industries. As these jobs arrive, there will be a need for a targeted effort to connect local residents with these opportunities. This will be especially important as plans to modernize and grow JFK Airport become more focused and the pace of local construction quickens.

The construction boom, as detailed above, will bring good paying jobs to local residents. Organizations such as Greater Jamaica Development Corporation, NYC

Small Business Services and the NYC Economic Development Corporation are spearheading efforts to ensure that local MWBE/DBE contractors and subcontractors share in the awarding of these contracts.

In addition, national hotel chains recently concluded that Downtown Jamaica is a prime location for new hotel rooms due to its proximity to JFK and regional transportation access. This access allows visitors to walk less than a block to their hotel from the Jamaica AirTrain Station with many local amenities within a 7-minute walk from the new hotels. Accordingly, there are over 2000 rooms either under construction or planned for the Downtown. Job growth in the Downtown will include positions in hotels, restaurants and entertainment related sectors.

With respect to retail, both Jamaica Avenue and Sutphin Boulevard present classic attributes of retail friendly thoroughfares. From the 1940's-1970's, Jamaica was the shopping center for both Queens and Long Island with three major department stores located in the Downtown. Located in high-density areas of heavy pedestrian foot traffic, retail rents have been rising to reflect the ongoing revitalization of the Downtown. Well-known and nationally recognized retailers such as Burlington Coat Factory, TJ Maxx, H&M and Old Navy have either recently entered the Downtown or committed to its future. The Downtown is receiving interest from national/regional retail chains and the Greater Jamaica Development Corporation is working with the three BIDS to diversify the retail corridor.

Finally, York College located in the heart of the Downtown, just south of Jamaica Avenue, was designated by Governor Cuomo as a Start-Up NY recipient. It is the only such location in Queens and the program is designed to attract businesses--especially those in high tech, pharmaceuticals, aviation or logistics to sites on or adjacent to the college. Downtown Jamaica is also one of two NYC Start up NY designees with available land close to the designated college. Currently, York is working with several technology startups, some of which are involved in light manufacturing. Once they are formally approved by Empire State Development,

these entities can provide York students with internships/experiential learning opportunities, scholarships and upon graduation, full-time employment.

While these distinct job growth areas present opportunities for full-time, well-paid employment, it is vital that downtown Jamaica has a strategic plan that can leverage the vibrancy of the area while creating living wage jobs in industries that support stable middle class employment for local residents. The mix of growing job opportunities in construction, retail, hospitality, aviation-related industries and high tech present a diverse range of salary scales and job mobility.

Populations who have historically been unemployed and under-employed will require educational and training to prepare them for these opportunities. Thus, the time to capitalize on the significant private investment in downtown Jamaica is now; facilitating the REDC vision for smart growth by creating infrastructure conducive to sustainable and attractive development.

**5. Attractiveness of the Downtown. Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces.**

Jamaica has many assets and attractions that can be leveraged through the designation of this DRI. Downtown Jamaica is poised to realize its potential as the next great downtown, by its extraordinary access to transportation options; current and future mixed-use development sites that fuse mixed-income affordable housing, commercial space, open space and public plazas; and a vibrant arts and culture center once home to many legendary musicians and now growing in reputation as a venue for theater, musical and dance performances and production, and fashion designers.

- Transportation- As any observer will note, its chief characteristic is being an unsurpassed regional transportation hub, with four different subway lines, 49 bus routes, the Long Island Rail Road, AirTrain as well as highway access.
- Development Sites- In recent years; Downtown Jamaica has seen the development of hundreds of affordable housing units and over 500,000 square feet of commercial space and the creation or renovation of public spaces.
- Arts and Culture- Jamaica is home to a 99 seat theater at Jamaica Center for Arts and Learning (JCAL); 400 seat performance space at the Jamaica Performing Arts Center, a 1,372 and smaller 152 seat theaters at the Milton G. Bassin Performing Arts Center at York College, the African Poetry Theatre, Black Spectrum Theatre, King Manor Museum and many more.

All of these factors have created the environment where Jamaica is now poised to become a major tourism/hospitality hub. However, the challenge has been the enhancement of the Downtown as a destination so that visitors will leave their hotel rooms or walk down the steps at AirTrain and explore the Downtown. These visitors need to encounter a welcoming experience to ensure repeat visitation. Downtown Jamaica has the elements in place for that welcoming experience; a growing number of affordable housing units, healthy and affordable food markets (2 recently constructed or renovated supermarkets), walkability, bikeability, public parks (Rufus King Park), cultural gathering places like the 400 seat performance complex at Jamaica Performing Arts Center described above) diverse retail, vibrant academic institutions such as 21,000 student St. John's University on Union Turnpike and 8,000 student York College just south of Jamaica Avenue, recently announced plans to dramatically increase Wi-Fi access along Jamaica Avenue and proximity to Jamaica Hospital (a 650 bed facility). In addition, three courthouses are located in Downtown Jamaica as well as two federal offices, the Northeast Regional FDA laboratory and the US Social Security Administration serve as anchoring institutions. These very factors which

contribute to the livability of this area need to be strengthened and fortified in order to not let this “moment in time” slip away.

One major aspect of the Downtown is the presence of cultural and entertainment amenities. With facilities at York College, Jamaica Performing Arts Center, Jamaica Center for Arts and Learning, First Presbyterian Church, Jamaica YMCA, Queens Library/Central Branch and other smaller venues, there is over 120,000 square feet of programming space. In 2015, approximately 300,000 people attended cultural events in Jamaica. The enhancement of cultural capacity and strengthening of cultural infrastructure is the subject of a recently awarded six figure grant from the New York City Department of Cultural Affairs to the local arts community. This grant was awarded to just four New York City neighborhoods and Jamaica’s selection reflects the significant confidence in the varied and diverse Downtown artistic community to become a creative hub. The ability to strengthen cultural institutions and coordinating efforts between multiple institutions is integral to catalyzing economic growth and improving the overall quality of life in the Downtown.

The Downtown is also one of the few remaining affordable neighborhoods for middle-class families in the borough of Queens. Residential “market” rents are between 115-130% of the area median income (AMI).

**6) Policies to Enhance Quality of Life. 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, complete streets plans, or transit-oriented development. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such polices.**

As previously noted, Jamaica is currently the subject of two separate programs and initiatives (Jamaica NOW Acton Plan and Regional Plan Association’s 4<sup>th</sup>

Regional Plan) designed to increase livability and quality of life. Improving livability for residents and visitors alike through investing in transportation, health and safety, parks and open space, and mixed-income housing have been the focus of recent legislative and public policies as well as private philanthropic efforts.

In addition, quality of life concerns are a central focus of various stakeholders in the community. For example, Greater Jamaica Development Corporation and stakeholders work closely with the New York City Department of Sanitation with respect to cleanliness issues and with the 103<sup>rd</sup> Precinct of the New York City Police Department to monitor quality of life issues such as illegal parking, unlicensed vehicle placement and illegal vending. Being a step ahead of the curve on these livability issues is unanimously supported by the Community Board, local elected officials, and the community at large.

“Placemaking”, improving the management of public spaces in Downtown Jamaica, are also well under way. In 2015, the Queens Night Market, an open-air family-friendly event, operated in Downtown Jamaica over a two month period for the very first time and was a resounding success. Other examples of positive placemaking in Downtown Jamaica include the Jamaica Farmers Market (attended by thousands of residents from June through November) and *No Longer Empty* has repurposed a vacant storefront to present an exhibition by local artists on the 165<sup>th</sup> Street mall. Exploring the Metropolis (A NYC arts organization that helps performing artists/companies and cultural facilities) is partnering with the Jamaica Center for Arts and Learning on a residency which provides four choreographer/composer teams (8 artists total) with the use of consistent, suitable rehearsal space over a three-month period, October 2016 to January 2017 to develop and create new work. The construction boom which is bringing affordable housing and hotel rooms to the Downtown will impact these public spaces and trigger a strong need for a resilient strategic plan to ensure the continued accessibility of quality public spaces.

**7) Local Support. Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with the outside experts to convene a local DRI Planning Committee to oversee the plan.**

The recent resurgence of downtown Jamaica, along with the investments made by stakeholders in the community, has assembled a broad spectrum of community support. As the local lead for this application, Greater Jamaica Development Corporation has partnered with York College City University of New York, and three downtown Jamaica BIDs (Jamaica Center, Sutphin Boulevard and the 165<sup>th</sup> Street Improvement Association) to convene a local DRI Planning Committee. To support this committee, there is a long list of elected officials and stakeholders that have pledged their support to the revitalization of downtown Jamaica and include:

- Congressman Gregory Meeks
- Queens Borough President Melinda Katz
- State Senator Leroy Comrie
- New York City Council Member I. Daneek Miller
- New York City Council Member Barry Grodenchick
- A Better Jamaica
- African Poetry Theatre
- Black Spectrum Theatre
- BRP Companies
- Chhaya Community Development Corporation
- Cultural Collaborative Jamaica
- Edge School of the Arts
- Exploring the Metropolis
- Farmers Boulevard Community Development Corporation
- First Presbyterian Church of Jamaica

- Indo Caribbean Alliance
- Jamaica Center for Arts and Learning
- Jamaica Muslim Center
- Jamaica YMCA
- King Manor Museum
- Neighborhood Housing Services Jamaica
- Queens College
- Queens Community Board 8
- Queens Community Board 12
- Queens Council on the Arts
- Queens Economic Development Corporation
- Queens Legal Services
- Queens Library
- Queens Workforce 1 Center
- Regional Plan Association
- Sikh Cultural Society
- The Bluestone Organization
- The Jamaica Young Professionals
- The Jamaica Youth Leaders
- The Tate Group
- York College

The local lead for this project is Hope Knight, President /CEO of Greater Jamaica Development Corporation and this application is jointly submitted with York College.

**8) Other. Provide any other information that informed the nomination of this downtown for a DRI award.**

For too long Downtown Jamaica has been seen as a place that visitors and commuters pass through in order to get to their destination, habitually

Manhattan or Nassau/Suffolk counties. Now, for the first time since the Jamaica heyday more than 50 years ago, the Downtown is primed for real growth and revitalization. The pieces are in place and the players set: an underserved area with a vibrant population living in a community with access to multi modal transit options and significant private development is in process.

In just the last year, Jamaica has been named #1 of New York City's "hottest neighborhoods for renters" according to *StreetEasy*, this newfound popularity results from population growth since 2011, relatively low prices and accessible and expedient proximity to the City via highways, subway, bus and Long Island Rail Road systems.

Now that private disinvestment has been transformed into a significant infusion of capital, it is clearly the right time and place in Downtown Jamaica for the very type of strategic planning and vision embodied by the REDC. Opportunities to leverage and catalyze this type of budding revitalization do not arise often. While there has been a major investment of private capital, there remains a significant need for New York State investment to create a smart sustainable growth plan.

The DRI funding, if awarded, will be used to build upon existing community assets to enhance Jamaica as a diverse and vibrant destination that includes:

- Housing options for residents of various income levels.
- Improved transportation connections and infrastructure.
- Improved public space and streetscape beautification.
- Vibrant commercial districts that showcase Jamaica's identity as a fashion, arts and cultural hub.
- Strong educational and community resources for youth and young professionals.
- A robust economy providing quality jobs for both residents and entrepreneurs.

Specifically, among other things **1)** there are major needs to build upon the Start Up NY program at York College and bring high tech companies with good paying jobs to Downtown Jamaica **2)** a coordinated effort is required to invigorate the workforce development programs in the Downtown in preparation for the new jobs created by the Downtown revitalization and **3)** a strategic and holistic plan is required to enhance and fortify commercial development to ensure diverse retail which serves and complements middle-class residents and the hospitality hub now emerging in the Downtown.

Potential projects to be implemented may include:

- Development of site 9 on the campus of York College to attract an anchor tech business and create a supportive infrastructure for smaller incubator businesses;
- Implement a workforce development comprehensive plan for the new jobs coming to downtown Jamaica which includes the hospitality, retail, construction, industrial and related uses and tourism sectors;
- Implement a local training program specifically for local residents for employment opportunities in growing employment sectors;
- Create co-working space for local entrepreneurs in Downtown;
- Expand the current boundaries of the three downtown Jamaica BIDs post unification to offer services and amenities to areas currently not served;
- Work with local not-for-profit institutions, businesses, stakeholders and cultural institutions to create better programmatic and physical connections through technology and infrastructure enhancements that will help tourists and visitors navigate the downtown more efficiently.

We cannot afford to let this unparalleled opportunity pass. While many pieces are in place, the creation of a full renaissance in downtown Jamaica is not guaranteed. Downtown Jamaica should be selected as the nominated Downtown

for New York City's DRI because it is best positioned to take advantage of the \$10 million dollar investment. This DRI designation has the unique opportunity to leverage and capitalize on strategic investment and produce a dynamic downtown, access to living wage jobs, vibrant culture and an enviable quality of life.



**I. Boundary Area**

- a. Union Turnpike (north)
- b. 188th Street (east)
- c. Farmers Boulevard (east)
- d. Linden Boulevard (south)
- e. Van Wyck Expressway (west)

**II. Interior major arteries**

**a. North-south**

- i. Sutphin Boulevard
- ii. 164th Street
- iii. Merrick Boulevard
- iv. Homelawn Street, Utopia Parkway

**b. West-East**

- i. Grand Central Parkway
- ii. Hillside Avenue
- iii. Jamaica Avenue
- iv. Liberty Avenue

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