LONG ISLAND CITY LIC.NYC

AN INVESTMENT STRATEGY
ACKNOWLEDGEMENTS

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Queens Library
Long Island City (LIC) is a diverse, creative, and inventive neighborhood where people live and work; however, it has undergone rapid residential development which has strained neighborhood resources and the quality of life for the New Yorkers that call it home. To address the needs of the neighborhood today while guiding its future, the City has created the LIC Investment Strategy, the culmination of extensive interagency coordination and community outreach that began in 2015. Based on extensive coordination with City agencies and engagement with community stakeholders and residents over the past several years, the City has identified seven key areas to achieve strategic and sustainable growth in LIC.

01
JOBS

Strengthen the area as a Central Business District by increasing space and support for current and future business; expanding access and worker training for good jobs in diverse fields; and increasing opportunities for small businesses.

02
HOUSING

Preserve and build a diverse range of housing options to ensure a vibrant, mixed-income neighborhood with live/work opportunities and access to jobs throughout the city and region.

03
TRANSPORTATION

Catalyze transit improvements to expand capacity, improve reliability and enhance connectivity; invest in roadway infrastructure; and support streets improvements to provide safer connections for pedestrians and bicyclists, increase local connectivity, and reduce vehicular congestion.
04
INFRASTRUCTURE & RESILIENCY

Make water and sewer infrastructure improvements to strengthen current service and enhance resiliency infrastructure.

05
PARKS & OPEN SPACE

Improve and expand parks and open spaces both inland and on the waterfront to build a connected network; promote equitable access to parks in easy walking distance for all residents, and encourage a diverse range of park programming for all generations.

06
SCHOOLS

Expeditiously bring online pipeline projects to meet the current needs for additional school seats while also planning for additional population growth and future needs.

07
NEIGHBORHOOD SERVICES & ARTS AND CULTURE

Expand and strengthen neighborhood and civic amenities to support a complete neighborhood and strengthen LIC’s unique identity.
The LIC Investment Strategy outlines over $2.2B in recent and current investment by the City and local elected officials, and $180M in new City funding in the seven key areas that the City is focusing on to ensure that LIC’s growth is sustainable and inclusive.

**JOBS**

- Create good jobs that support the LIC Central Business District in growing sectors as outlined in the New York Works plan, such as life sciences, manufacturing, and tech
- Support industrial business growth through IDA funding, and encourage new job-intensive commercial and industrial space including studying new zoning tools to stimulate commercial growth
- Better connect LIC residents to job opportunities through workforce programs and partnerships with local groups and institutions
- Explore relocation of City uses to create opportunities for new commercial and industrial space
- Work with Amtrak and MTA to create new space for good jobs over and around rail yard facilities

**HOUSING**

- Conduct targeted outreach to improve access to HPD preservation and tenant protection programs
- Make capital repairs to critical infrastructure at Queensbridge Houses and Ravenswood Houses
- Encourage developers to incorporate deeply affordable housing in private developments
- Include significant affordable housing on public sites and identify pipeline sites
- Completion of Hunters Point South, 60% of which will be affordable apartments for low/moderate income families
- Support low- and moderate-income homeowners to fund home repairs through HomeFix

**TRANSPORTATION**

- $10M to fund an additional portion of DOT’s LIC/Hunters Point Area-wide Street Infrastructure Project
- Continue to work with the MTA to seek improvements to the local transportation network
- Upgrade signal systems on E, F, and 7 lines, pilot B32 electric bus, and upgrade Queensboro Plaza station
- Support MTA in redesigning the bus network and advocate for additional station improvements
- Pedestrian safety improvement at LaGuardia Community College and Dutch Kills
- Study feasibility of new rail station in Sunnyside Yard
- Study the impact of for-hire-vehicles on neighborhood circulation
INFRASTRUCTURE & RESILIENCY

- Complete LIC amended drainage plan (ADP) and implement a first phase of sewer upgrades for $95M
- Implement ongoing water main replacement and reconstruction of clay pipe sewers
- Develop green infrastructure to protect Newtown Creek; reconstruct bulkheads and 44th Drive pier
- Resiliency improvements for FDNY Engine Company 260
- Updated building codes, working towards new flood resilient zoning rules
- Increase outreach for BusinessPREP emergency preparedness grants for small businesses

PARKS & OPEN SPACE

- $15M to improve Baby Queensbridge Park, Old Hickory Playground, Bridge & Tunnel Park, and Court Square Park
- Improvements to Queensbridge Houses play areas and basketball court at Ravenswood Houses
- Create new public open space under the ramps at Dutch Kills Street
- Encourage private investment in the creation of new public open space and explore additional opportunities to expand and improve open space across the neighborhood

SCHOOLS

- $60M for the construction of a school in the Court Square neighborhood within School District 30
- Continue to work with local stakeholders, including parent associations and CEC 30 on SCA and DOE’s progress on addressing school utilization and need
- Continue to work with private partners to identify additional school site opportunities, including new schools as part of the proposed LIC Innovation Center and Anable Basin projects

NEIGHBORHOOD SERVICES & ARTS AND CULTURE

- Bring at least 35 new Affordable Real Estate for Artists (AREA) workspace units to LIC
- Strengthen awareness of youth and community development programs through referral system and enhanced branding and marketing
- Explore opportunities to increase public art and programming, including an arts corridor connecting critical institutions and increasing accessibility between disparate assets
WHAT'S INSIDE

01
HISTORY & CURRENT CONTEXT

09
JOBS

15
HOUSING

21
TRANSPORTATION
27
INFRASTRUCTURE & RESILIENCY

31
PARKS & OPEN SPACE

37
SCHOOLS

41
NEIGHBORHOOD SERVICES & ARTS AND CULTURE

45
IMPLEMENTATION
Long Island City has always been a neighborhood known for inventing and reinventing itself—from rail yards and factories to global corporate headquarters, advanced manufacturing facilities, tech, design, arts and beyond. Given its unique location and history, LIC’s evolution reflects—and often forecasts—the evolution of the City overall. Today LIC remains diverse, creative, and inventive—and these assets have attracted rapid residential development. As new housing has gone up, more people call LIC home, increasing pressure on neighborhood resources.

How can LIC’s evolution model sustainable, inclusive growth for all? How can LIC build from its past as it continues to grow? How can we address the critical infrastructure needs of today, while also looking to the future?
The story of Long Island City is one of industry, creativity and growth.

The vibrant character of Long Island City today reflects its unique history, diverse population and growing economy. Through the mid-20th century, Long Island City was an important part of New York City’s working waterfront, as a hub for goods production and movement and a source of good-paying jobs for New Yorkers, some of whom lived in the neighborhood. The area also served as a critical gateway, connecting Manhattan to Long Island. With the decline of manufacturing throughout the city, some of these uses moved inland, across the harbor, or overseas. Despite this decline, LIC is one of the few areas in the city where manufacturing jobs are growing. It is still known as a place that makes things—and makes things happen.

For years dating back at least to the 1980s, there have been efforts, with mixed success, to bring new commercial office space to Long Island City based upon its very convenient, one-subway-stop proximity to Midtown. One Court Square, a 650’ tall office building and the home of Citigroup, opened in 1990, and the tower stood alone for many years. The City, working with community stakeholders, rezoned the neighborhood in 2001, aiming to jumpstart a central business district in LIC by focusing on increasing the allowable density for mixed-use development, including office, retail, and residential use. The timing of the rezoning coincided with the tragic events of 9/11 that caused a lag in new development and reshaped the city’s commercial office market.

Meanwhile, the housing market in LIC has boomed. With a regional housing shortage and Long Island City’s incredible transit access, it’s not surprising that many families were attracted to the area. Beginning with Queens West in the early 90s and accelerating thereafter, LIC is by some reports the fastest growing neighborhood in the entire country. The neighborhood has been leading the city in apartment production since 2010, with 41 new apartment buildings and 12,533 new units built since 2010. LIC had the most apartments built in 2017 among all NYC neighborhoods, and many more are in various stages of permitting and development.
Long Island City today is one of the most interesting mixed-use neighborhoods in the world. It is a place where a growing number of people live and work: Both new and long-time residents share sidewalk space with machinists and corporate office workers. Historic row houses are a few steps away from modern towers. The neighborhood is home to Queensbridge Houses, the largest public housing development in North America, as well as Ravenswood Houses. Old railroad rights-of-ways and rail yards are now public parks and new housing. Traditional manufacturers, light industry, and other longstanding businesses coexist with new companies in the creative economy in film/media, tech, design, arts and advanced manufacturing. Loft buildings that once housed factories are being repurposed for these new, job-intensive companies. The neighborhood is a destination for cultural and art institutions and a home to many working artists. With all of this activity concentrated in just over 2,000 acres, LIC is truly a place where New Yorkers live and work, and where proximity creates an environment ripe for collaboration and innovation.

HOWEVER, GROWTH IN LIC HAS PRESENTED CHALLENGES

Rapid housing growth, without the investments to support it, has resulted in strains on infrastructure and concerns within the community. Growth has impacted LIC’s streets and transit, led to crowding in its parks and open spaces, and tested the capacity of its sewer infrastructure. As a result, many residents and business owners have voiced their concerns about impacts to quality of life.
The City, across administrations, has been working with the community since the 2001 rezoning on a variety of initiatives, including improvements along Queens Plaza and Jackson Avenue, and the construction of major new open space, affordable housing, and community facility space on the Hunter’s Point South waterfront. From 2015 to 2017, with the dramatic changes taking place in the neighborhood and in response to community feedback, the City engaged stakeholders under the auspices of the LIC Core Neighborhood Study and other individual agency efforts.

Earlier this year, the Office of the Deputy Mayor for Housing and Economic Development, working closely with Councilmember Jimmy Van Bramer, hosted listening sessions with civic leaders in LIC. The goal was to hear directly about concerns and hopes for the future. Throughout these engagements, stakeholders have voiced concerns about infrastructure keeping pace with development. Others have highlighted that much of the new development is unaffordable to many and doesn’t include the space for jobs or affordable housing that are desired by the neighborhood and have been prioritized by the City. These concerns have been expressed in the Long Island City Partnership’s Comprehensive Plan, the Western Queens Tech Zone Strategic Plan, and in presentations from civic groups.

Through one-on-one meetings and workshops, the City has sought input on how best to move Long Island City forward. This document is informed by these conversations.
Positioned at the geographic center of New York City, Long Island City is an ever-more critical hub for the region, and it is well-positioned to provide employment opportunities for neighborhood residents. It is home to eight subways lines, including connections to Grand Central station, Hudson Yards, and Cornell Tech; two LIRR stops; three NYC Ferry routes; 45 CitiBike stations; and 15 bus lines. LIC provides easy access to multiple major expressways, four bridges, the Midtown tunnel, and is in close proximity to both JFK and LaGuardia airports. A significant potential workforce resides within a 45-minute commute of Long Island City, while a local walk-to-work population is quickly growing in the neighborhood. LIC has already attracted a growing number of companies in the creative and tech sectors and is home to the only Fortune 500 company headquarters in NYC outside of Manhattan. LIC is a place where a growing city can accommodate the jobs of the future, while leveraging world-class educational institutions to connect local residents to these jobs.

LIC is also a neighborhood of people, businesses, institutions, and community groups who have been engaged in past planning efforts and need to be a part of planning for its future. Moreover, to maintain quality of life and advance economic opportunity for existing businesses and residents requires real attention to the infrastructure of the neighborhood. The City has made significant progress—building mixed-income housing and a signature waterfront park at Hunter’s Point South, launching two ferry landings in the neighborhood, advancing new office and community development space in projects like The Jacx, and creating hubs for art galleries. This progress has generated new retail and restaurants that have also helped to enliven the area and deliver needed services. Now is a pivotal moment for Long Island City and a unique opportunity to invest to meet the needs of the neighborhood today while guiding future growth.
$10M to fund an additional portion of DOT's LIC/Hunters Point Area-wide Street Infrastructure Project

Complete LIC amended drainage plan (ADP) and implement a first phase of sewer upgrades for $95M
$15M to improve Baby Queensbridge Park, Old Hickory Playground, Bridge & Tunnel Park, and Court Square Park

$60M for the construction of a school in the Court Square neighborhood within School District 30
LIC currently hosts over 6.6 million square feet of commercial space, with almost 5 million square feet poised for conversion to commercial, and 1.6 million square feet of new development in the pipeline. LIC is growing industrial jobs and developing its small businesses while also fostering jobs in new economies and making sure LIC residents are equipped to work in those new sectors.
Partnering with nonprofits and the private sector, the City seeks to expand LIC’s commercial capacity and provide opportunities for industrial and small business growth. Current key projects include:

- The Gotham Center project will create a total of 3.5M square feet of commercial space and 4,000 permanent jobs, and the next phase—an office building known as The Jacx—will open as soon as 2020. This new development will also include a food hall providing local entrepreneurs an opportunity to showcase LIC’s food culture.

- The proposed LIC Innovation Center (LICIC) would redevelop a parking lot and dilapidated pier into commercial office space accommodating 2,500 permanent jobs. Workforce space operated by Pursuit (formerly Coalition for Queens) would be housed within the building, along with 100,000 square feet of affordable light manufacturing space, half of which would be managed by Greenpoint Manufacturing and Design Center. It is proposed to include 1,146 residential units, 287 (25%) of which would be affordable. The remaining market-rate units would help to subsidize the commercial and industrial space, as well as artist workspace, neighborhood retail, community facility space, a new school and one acre of open space along the East River waterfront.

- Several planned private developments in LIC focus on growing commercial or industrial space. For example, Anable Basin is projected to include 495,000 square feet of commercial and 245,000 square feet of industrial space. The Anable Basin project would create a new, dynamic waterfront esplanade and space for commercial office and light industrial manufacturers. Elsewhere in LIC, existing companies are looking to expand their space and develop new office and industrial space.

- Finally, the Sunnyside Yard master planning process offers the opportunity to unlock this large site, which could host significant new commercial and industrial space.
JOB CREATION

• Growing good jobs in LIC is part of New York Works, the City’s plan to create 100,000 good-paying jobs in 10 years to ensure the city’s economic resiliency. The plan focuses on investing in industries that provide good wages and middle-class jobs, are accessible to New Yorkers with a variety of educational backgrounds, and are poised to grow in the coming decades. It identified four target sectors that meet these criteria: tech, life sciences and healthcare, industrial and manufacturing, and creative and cultural sectors. It also focuses on supporting growth in office districts in Manhattan and in regional centers closer to where people live, like LIC.

• The Cyber NYC initiative aims to transform the City into a global leader of cybersecurity innovation and talent to combat one of the world’s greatest threats. As part of this initiative, NYCEDC has selected industry-leading software development school Fullstack Academy and CUNY’s LaGuardia
Community College (LAGCC) to prepare New Yorkers for good-paying job opportunities in cybersecurity through Cyber Boot Camp. The boot camp will place over 1,000 students in jobs that have an average starting salary of $65,000 over the first three years of the program.

- The City’s Futureworks Shops initiative is a network of production spaces across the five boroughs that provide entrepreneurs with increased access to prototyping and production resources. From 2017-2018, Futureworks partnered with Pursuit (formerly Coalition for Queens), located in LIC, to hold a series of events dedicated to fostering the hardware entrepreneur community. This included hosting factory tours and hardware meetups and leading a series of workshops focused on developing product design and prototyping skills.

- LifeSci NYC is the City’s $500M investment to establish NYC as the leader in life sciences innovation and R&D, expected to create nearly 16,000 new jobs—many accessible to New Yorkers without an advanced degree. As part of this initiative, the City is exploring opportunities for life sciences in LIC, leveraging the neighborhood’s proximity to the First Avenue hospital district, which has seen growth in the sector in recent years. This concept is supported by a recently released feasibility study from the Long Island City Partnership, which found that LIC is well positioned for growth in space for life sciences.

- The New York City Industrial Development Agency (NYCIDA) has closed six projects in Long Island City since 2014 to support and grow commercial and industrial businesses development. With a combined project cost of almost $792M, the over $39M in NYCIDA tax incentives for Skyline Restoration, Faviana International, Gallant & Wein Corporation, Boyce Technologies, Gotham Center, and Barone Management will help create over 3,800 jobs.

SMALL BUSINESS SUPPORT

- LIC entrepreneurs and business owners can access free services at the Queens NYC Business Solutions Center in Jamaica (90-27 Sutphin Boulevard, 4th Floor). The Business Solutions Center helps entrepreneurs and businesses owners to help start, operate and grow their business, including business courses, legal assistance, financing assistance, incentives, help navigating government, recruitment & workforce training services, information on selling to government, and support with Minority and Women-owned Business Enterprise (M/WBE) certification.

- To further support local small businesses and commercial corridors, SBS offers a variety of
competitive grants to BIDs, merchants associations, and other community development organizations citywide to fund commercial revitalization and local economic development projects. In 2017, Long Island City Partnership was awarded a Neighborhood Challenge grant to develop a comprehensive signage and wayfinding system to orient and inform visitors and residents of local businesses and opportunities for engagement in the neighborhood.

**NEW ACTIONS**

**AS PART OF THE LIC INVESTMENT STRATEGY, THE CITY WILL:**

- Increase Workforce1 and SBS outreach and awareness to LIC residents and businesses, and better connect LIC residents to SBS workforce development resources.

- Encourage private developers and new businesses in LIC to work with local community nonprofits and institutions like LaGuardia Community College, Aviation High School and local DOE schools, Fortune Society, Workforce1, and Jacob Riis Neighborhood Settlement to connect LIC residents to jobs and offer job training opportunities.

- Explore relocation of City uses currently within LIC to create opportunities to house new commercial and industrial spaces.

- Study creating new zoning tools to stimulate new commercial development rather than residential construction, particularly on key sites with good transportation access.

- Engage in planning studies with Amtrak and MTA for opportunities to facilitate new development over and around existing railyard facilities that prioritize space for good jobs, as well as other uses.

**WORKFORCE DEVELOPMENT**

- SBS operates five Workforce1 Career Centers in Queens. In LIC, the Long Island City Industrial & Transportation Career Center connects jobseekers to employment and training opportunities and offers businesses cost-saving recruitment services. Between July 2017 and June 2018 alone, the Workforce1 system served 674 individual residents in zip codes 11101 and 11106, and directly connected people with 113 jobs. Of those jobs, 88 percent were full-time positions.

- The Queens Workforce1 teams collaborate to regularly engage with LIC residents and partners to raise awareness about services and to connect people to career, training, and development opportunities. In LIC, partners include the New York City Housing Authority (NYCHA) Office of Resident Economic Empowerment and Sustainability, the New York City Human Resources Administration (HRA), Adult Career and Continuing Education Services-Vocational Rehabilitation (ACCES-VR), Apex Technical School, Sunnyside Community Services, Fortune Society, LaGuardia Community College, and the Queens Library.

- Through SBS’s Industry Partnerships Initiative, the City works with public and private partners to define employer needs, develop training and education models to meet these needs, and scale solutions. The Industry Partnerships Initiative works with Long Island City-based partners, including LaGuardia Community College, which offers bilingual medical assistant training and preparation for internationally trained nurses, and Boyce Technologies, a supplier of life safety systems for the transportation industry which has employed apprentices through the Apprentice NYC program.
LONG ISLAND CITY HAS A DIVERSE MIX OF RESIDENTS INCLUDING BOTH NEWCOMERS AND THOSE WHO HAVE LIVED IN LIC FOR DECADES OR EVEN GENERATIONS

Approximately one-third of housing in Queens Community Districts 1 and 2, which include LIC, is rent stabilized. LIC is home to two public housing developments: Queensbridge Houses, the largest public housing development in North America, and Ravenswood Houses. Together there are more than 5,000 publicly-managed, affordable apartments in these two developments.
LIC is currently experiencing a large amount of high-density, market rate residential development. While the increase in housing in Long Island City is instrumental to its future as a live/work neighborhood, new housing in LIC should also meet the needs of low- and moderate-income households.

CURRENT STRATEGIES

In 2014, the de Blasio Administration released Housing New York, a groundbreaking effort to build and preserve 200,000 units of housing citywide over 10 years. In 2017, the Administration established even more aggressive goals under Housing New York 2.0, adding another 100,000 units and accelerating completion. Under Housing New York, the City has also worked to protect tenants from deregulation and harassment, expanded and refined its preservation tools to reach a wider range of properties, and created new incentives to preserve long-term affordability in changing neighborhoods. Under Housing New York, HPD has financed the preservation of 1,923 affordable homes and the construction of 2,634 affordable homes in Queens Community Districts 1 and 2 since 2014.

AFFORDABLE HOUSING PRESERVATION

• Throughout the City and in LIC, HPD offers loans and tax incentives to help building owners improve the quality, physical condition, and efficiency of their properties. In exchange for financial assistance, property owners are required to maintain rents at levels that are affordable to existing tenants, and to limit rent increases.

• For homes in HPD’s portfolio, HPD is proactively reaching out to owners to inform them about the financial incentives the City can provide to help them keep the apartments affordable. For buildings that are not currently assisted or monitored by a government agency, HPD is taking a more
proactive and strategic approach to engaging building owners who could benefit from financing and tax incentives in exchange for maintaining affordable rents.

NEW AFFORDABLE HOUSING ON PUBLIC LAND

HPD has a robust affordable housing pipeline on public sites in Long Island City.

- Hunter’s Point South includes 5,000 units, 3,000 of which will be permanently affordable.

This multi-phase project consists of seven development parcels, two of which have been constructed. Of the five remaining parcels, three are in predvelopment and two will be the subject of a future Request for Proposals (RFP) to the development community, expected to be issued by HPD in 2019. The two completed parcels include mixed-use developments with a total of 924 units, 619 of which are affordable. The remaining parcels have the potential to create another 2,400 affordable homes over the next five years.

- The Sunnyside Yard master planning process offers the opportunity to unlock this large site with a
variety of uses to serve the community, including the potential for new affordable housing.

**AFFORDABLE HOUSING ON PRIVATE LAND**

- New citywide goals for affordable housing production and preservation as part of *Housing New York 2.0* are setting the stage for greater affordability in private residential development. Meanwhile, tools like Mandatory Inclusionary Housing (MIH) for sites seeking rezoning and the new 421a program now known as Affordable New York are key to achieving increased affordability in LIC. These policies will ensure affordable housing in new private developments like Anable Basin.

- Private development at Anable Basin could create an estimated 5,000 housing units, of which 1,000 units would be affordable through the MIH program.

- The 26-32 and 27-01 Jackson Avenue projects (also known as “LIC Ramps”) would create approximately 480 units on private land with public air rights, of which 150 apartments (30%) would be affordable.

- HPD has new tools for financing more homes for extremely low- and very low-income families. In 2017, the Mayor dedicated an additional $1.9 billion in capital funds over the remainder of the *Housing New York* plan to ensure that 25% of funding is for extremely low- and very low-income New Yorkers. To date, the City has exceeded and revised the commitment: About one-third of the housing created or preserved is now dedicated for extremely low- and very low-income New Yorkers.

**TENANT PROTECTION**

HPD actively employs the following tools to protect tenants facing eviction or harassment and to ensure all New Yorkers live in safe and healthy housing.

- Enforcement of Housing Maintenance Code: HPD responds to 311 calls, Housing Court requests, and building referrals by community groups and elected
officials by sending inspectors to see if building conditions violate the City’s Housing Maintenance Code. Just in Fiscal Year 2017 in Queens Community Districts 1 and 2, HPD completed 7,119 inspections in response to these requests and issued 7,303 violations to property owners.

- Tenant Support Unit: To support tenants, the City’s Tenant Support Unit is going door-to-door in LIC to inform tenants of their rights, document poor housing conditions, solicit complaints related to harassment and eviction, and make referrals to free legal support whenever necessary. In LIC, they have knocked on nearly 12,000 doors, made over 1,100 calls, and provided direct assistance to over 300 tenants.

- Tenant Harassment Prevention Task Force: The City created a multi-jurisdiction Tenant Harassment Prevention Task Force to investigate and bring enforcement actions—including criminal charges—against landlords who are found to be harassing tenants through illegal construction.

- Tenant Anti-Harassment Unit: HPD’s new Tenant Anti-Harassment Unit will use data analysis to identify potential buildings and portfolios where harassment is occurring; respond to emergency complaints; partner closely with the Department of Buildings and other agencies to address issues in buildings where maintenance as harassment has been identified; and connect tenants with legal service resources.

- Predatory Equity Bill: The Predatory Equity Bill calls for HPD to publish a “Speculation Watch List,” identifying recently sold rent-regulated buildings where tenants are at risk of displacement due to potentially predatory investors. This will allow HPD to work with its partners to preemptively combat predatory lending practices.

**PUBLIC HOUSING**

- In May 2015, the New York City Housing Authority (NYCHA) launched NextGeneration NYCHA, a 10-year strategic plan to preserve and protect public housing. As part of that effort, the City has invested in significant upgrades across NYCHA’s 300+ developments in order to address a growing backlog of unmet capital needs caused by years of federal disinvestment.

- At Queensbridge Houses, the City has dedicated nearly $85M in the past several years for critical upgrades to facades and roofs, lighting and security, apartment interiors, and the community center.

- At Ravenswood Houses, the City spent $1M on exterior lighting upgrades.
NEW ACTIONS

AS PART OF THE LIC INVESTMENT STRATEGY, THE CITY WILL:

- Conduct targeted outreach to LIC property owners and residents to improve access to HPD preservation and tenant protection programs.

- Encourage developers to incorporate affordable housing including deep affordability levels in private developments.

- Include significant affordable housing when advancing projects on public sites, and identify pipeline sites for new affordable housing in partnership with faith-based and mission-driven organizations.

- Support low- and moderate-income homeowners, including through the launch of HomeFix in late 2018. HomeFix is a program to help low- and moderate-income homeowners in small, one- to four-family properties fund home repairs. Leveraging the services of multiple community and nonprofit partners, the new program will pair financial counseling with financial assistance.

- Engage with NYCHA residents and the Tenants Associations around capital projects at Queensbridge and Ravenswood houses.
LONG ISLAND CITY HAS A WEALTH OF TRANSPORTATION ASSETS MAKING THE NEIGHBORHOOD IDEAL FOR BOTH RESIDENTS AND BUSINESSES

While LIC is well-served by public transit, the system is strained during rush hour. The area's streets are also not currently built to handle the increased pedestrian, bicycle and vehicular demand, and experience congestion during rush hours. In addition, because of LIC’s mix of uses and its evolution over time, as well as the presence of various kinds of transportation infrastructure, portions of the neighborhood feel disconnected.
Since 2014, the City and MTA have dedicated over $1.4B to address improvements to LIC’s transit and streets.

**TRANSIT**

- MTA and the City have dedicated nearly $1.2B for public transportation improvements, including a new, modern signal system on the E, F and 7 lines to dramatically improve service frequency and reliability, an electric bus pilot for the B32 line, and station upgrades to Queensboro Plaza. Additionally, the MTA has reached agreements with local developers to facilitate station improvements at Court Square, including a new elevator and new stairwells.

- NYC Ferry service has given LIC residents an additional public transportation option, with two landings on the LIC waterfront for three routes that serve as many as 14 boats per hour in the peak time and over 1,200 people per
weekday. The East River, Astoria, and Lower East Side routes brings passengers to points in Brooklyn and Manhattan along the East River, from East 34th Street to Wall Street/Pier 11. The Astoria route provides a connection to Roosevelt Island, connecting LIC to Cornell Tech.

- The City plans to increase NYC Ferry boat size on LIC routes to provide additional capacity as needed.

- In August of 2018, the City completed a conceptual design report for the BQX, a proposed state-of-the-art streetcar that would connect LIC residents to emerging employment hubs along the waterfront between Brooklyn and Queens, as well as providing much-needed connections to the city’s existing public transit system. The City will advance environmental review and design work for the BQX and will continue to study operations planning and a cost-effective funding strategy.
STREETS, BICYCLE, AND PEDESTRIAN CONNECTIONS

The City has dedicated over $240M toward supporting street improvements for pedestrians, cyclists and motorists and improving LIC’s street infrastructure.

- The Jackson Avenue Streetscape Project, completed in 2010, improved streetscape amenities and roadway design, as well as redesign and expansion of triangular parks surrounding Court Square.

- Completed in 2012, bicycle and pedestrian improvements to Queens Plaza improved traffic flow, enhanced the pedestrian environments, and created Dutch Kills Green, and new 1.5-acre open space, from a former commuter parking lot.

- DOT’s LIC/Hunter’s Point Area-wide Street Infrastructure Project will fully reconstruct streets in Long Island City, including all streets south of and including 44th Drive and west of Sunnyside Yard to 5th Street. Phase A (nearly $47M) covers the Vernon/Jackson Hub, the Pulaski Bridge Approach, and 48th, 49th, and Borden Avenues. In addition to infrastructure improvements, the project will include safety and streetscape improvements, including pedestrian and bike connections, wayfinding, medians and street trees.

- Other DOT capital projects include pedestrian safety improvements to Thomson Avenue and Queens Blvd near LaGuardia Community College; pedestrian safety improvements in Dutch Kills on 38th Avenue and 39th Avenue; increased accessible pedestrian connections between Borden and 51st Avenue; bus boarding curb extensions on 31st Street; three Safe Routes to Schools projects near PS 199, PS 17 and IS 125; the rehabilitation of the 49th Avenue bridge over LIRR and Amtrak; and street resurfacing on 21st Street.

DOT’s work in the neighborhood includes improvements to expand pedestrian and bike access, to provide safer routes and enhance circulation within LIC and connections to adjacent neighborhoods.

DOT also routinely works on street milling and paving, rehabilitation of pedestrian ramps, and new bus pads in LIC and elsewhere in the city.

Long Island City was the first Queens neighborhood to get Citi Bike stations, which launched in the neighborhood in spring 2015. The neighborhood currently has over 40 Citi Bike Stations.

DOT has also been participating in a City Hall-led interagency task force as part of the City’s Neighborhood Support Team initiative. DOT has been working with stakeholders including Long Island City Partnership and Community Board 2, and focusing on how to improve parking and streetscape conditions in industrial areas in and around LIC.
NEW ACTIONS
AS PART OF THE LIC INVESTMENT STRATEGY, THE CITY WILL:

- Allocate **$10M** to fund an additional portion of DOT’s LIC/Hunters Point Area-wide Street Infrastructure Project, bringing total funding for pedestrian and safety improvements to **$57M** and permitting work to be synchronized with DEP sewer infrastructure upgrades.

- Conduct a bus network redesign in Queens, led by MTA and DOT, to take a holistic approach to bus route modifications in Long Island City and beyond and to respond to current and future development.

- Explore the impacts of for-hire vehicles (FHV), on neighborhood circulation and access. In August 2018, Mayor de Blasio signed legislation placing a one-year freeze on the issuance of new FHV licenses. The law requires TLC and DOT to complete a study evaluating the impact of FHVs on congestion, air quality, and other factors across the five boroughs. The study is underway, with recommendations due by August 2019.

- As part of Fast Forward, NYCT would like to see a dramatic increase in the number of station accessibility projects. The agency is currently conducting a feasibility analysis of all of its stations. The City will advocate for the prioritization of the Vernon/Jackson, Court Square, Hunter’s Point Avenue, and 21st St – Van Alst stations, as feasible.

- Work with MTA/LIRR and Amtrak to study the feasibility of creating a new rail station in Sunnyside Yard at Queens Boulevard.

Given past and projected growth in Long Island City, the Administration acknowledges that transportation is an ongoing concern. The City will continue to work with our partners at the MTA to seek additional improvements to the local transportation network as appropriate.
The neighborhood faces substantial challenges with its storm water and sewer system, which predates recent residential growth and climate change risks. In addition, much of the area’s street network and infrastructure was built many decades ago for different land uses and density.
CURRENT STRATEGIES

The City has dedicated nearly $70M to improving water, sewer, and resiliency infrastructure in Long Island City in recent years.

WATER & SEWER

In New York City, the Department of Environmental Protection (DEP) manages a water supply system that provides approximately one billion gallons of water each day and maintains over 7,500 miles of sewer lines that take wastewater to 14 in-city treatment plants. Long Island City’s sewer system—like much of the City’s—was largely built out over a century ago. The area is served by the Newtown Creek Waste Water Treatment Plant as well as the Bowery Bay Waste Water Treatment Plant, facilities that have been upgraded regularly over the past decades. Just in the past several years, the City has dedicated over $46M to improving LIC’s infrastructure, including water main replacement and reconstruction of deteriorated clay pipe sewers.

RESILIENCY

The City is working to ensure that communities like LIC are prepared for extreme weather events and climate change, through investments in infrastructure, changes to building code and zoning, and targeted programs to prepare communities.

INFRASTRUCTURE

• The City has committed over $23M to enhancing resiliency infrastructure in Long Island City, including green infrastructure development to protect Newtown Creek, reconstruction of the bulkhead at the end of Vernon Boulevard near Newtown Creek, and reconstruction of the 44th Drive pier and DEP sewer outfall.

• DEP undertook a comprehensive climate risk study of its 96 pumping stations and 14 wastewater treatment plans
and has begun implementing cost-effective protective measures tailored to each facility to improve resiliency.

- Since Hurricane Sandy, Con Edison has agreed to use New York City Panel on Climate Change (NPCC) sea level rise projections to inform over $1 billion in storm hardening efforts. Con Edison hardened the Vernon Transmission substation with a perimeter flood wall, gates and doors, mobile pumps and back-up generators. The City is working with National Grid on a similar effort to protect customers and key assets from flooding impacts.

- FDNY Engine Company 260, which services LIC, is receiving a solar and storage system to power their critical loads, increasing resiliency.

BUILDING CODE AND ZONING

- In April 2017, the City released version 2.0 of the Climate Resiliency Design Guidelines to ensure that future capital investments are designed to withstand the impacts of a changing climate.

- After Hurricane Sandy, the City upgraded building codes, including 16 new local laws to account for
vulnerabilities related to extreme weather and climate change.

- DCP is currently working with community members and property owners across the city’s floodplain to update the flood resilience zoning rules through a future Citywide Zoning Text Amendment.

- FEMA, in partnership with the City, is drafting new, more precise flood insurance rate maps that will more accurately communicate risk and keep premiums affordable, and the City is working with FEMA to create another map reflecting future conditions that account for sea level rise.

COMMUNITY PREPAREDNESS

- Through the BusinessPrep program, small businesses in flood-prone areas receive assessments of their emergency preparedness, and can apply to SBS for grants to implement measures like flood pumps and portable generators that can reduce their risk in the event of a disaster or disruption.

NEW ACTIONS

AS PART OF THE LIC INVESTMENT STRATEGY, THE CITY WILL:

- Complete an amended drainage plan (ADP) for LIC to handle current and projected residential and business populations, and invest in area-wide sewer improvements, including interceptor and regulator replacements.

- Invest $95M to implement Phase I of the completed ADP, delivering critical new combined sewers in LIC.

- Increase outreach to businesses in LIC for BusinessPREP grants for emergency preparedness.
However, new parks and open spaces in the neighborhood are concentrated on the waterfront, with limited passive and active open spaces inland. As Long Island City’s population grows, existing parks have become more intensively used, and the need for more and different types of parks will continue with future development.
As LIC’s steady transformation from an industrial area to a more mixed-use community continues, the need for new open space has grown. In the years following the 2001 rezoning, the City embarked on a number of projects to address this issue, including the creation of Dutch Kills Green at Queens Plaza, plaza space at Court Square and—most significantly—the development a new signature park at Hunter’s Point South. Overall, the City has created 13.1 acres of park space since 2001. Since 2014, the City has dedicated nearly $187M in capital improvements to new and existing parks in LIC as well as infrastructure and roadways for Hunter’s Point South.

NEW CITY PARKS

- The City invested over $160M into creating Hunter’s Point South’s 11-acre waterfront park, as well as infrastructure and roadways to support the development’s seven new housing parcels. The final phase of the park opened in the summer of 2018. This expansion includes new pedestrian and bike paths, a playground, picnic terraces, wooden seating areas, wetlands construction, and a 30-foot-high cantilevered platform offering beautiful views of Manhattan’s skyline and the East River.

- The Sunnyside Yard master planning process has the potential to accommodate significant open space.

EXISTING PARKS IMPROVEMENTS

The City and local elected officials have dedicated nearly $27M for improvements to existing parks since 2014.

- Over $2M from Council Member Jimmy Van Bramer and Borough President Melinda Katz for renovations and updates to playgrounds and play areas at Queensbridge Houses, which includes upgrades to the play area, spray shower area, and basketball court, and upgrades to the basketball court at Ravenswood Houses.
• Over $2M from Council Member Jimmy Van Bramer and Borough President Melinda Katz for improvements to John F Murray Playground and Noonan Playground, both of which were completed in 2014-15.

• Over $16M, including over $8.3M from Council Member Van Bramer and the New York City Council and nearly $5M from Queens Borough President Katz, for current reconstruction and renovations to Dutch Kills playground, Playground Thirty Five, Ravenswood Playground and Rainey Park.

• Over $6M, including $2.5M from Council Member Van Bramer, for a new fieldhouse at Queensbridge Park, which will include community space, public restrooms, and a new outdoor plaza.

PRIVATE INVESTMENTS IN OPEN SPACE

• The City is working with private developers to increase publicly accessible open space in their developments through zoning. For example, the proposed LICIC and Anable Basin projects would develop over four acres of publicly accessible waterfront open space to extend the network of parks along the LIC Waterfront.
WORK WITH COMMUNITY PARTNERS TO CREATE A NEW UNDER-THE-RAMPS PUBLIC SPACE AT DUTCH KILLS STREET
NEW ACTIONS

AS PART OF THE LIC INVESTMENT STRATEGY, THE CITY WILL:

• Invest $11M in Queensbridge Baby Park, a linear park that would create an important link between the upland and the waterfront.

• DPR and NYCHA will examine site boundaries near Queensbridge Baby Park to explore opportunities for enhanced public use.

• Invest $4M for targeted improvements to Old Hickory Playground, Bridge & Tunnel Park, and Court Square Park.

• Commence a process to determine the future name for Bridge & Tunnel Park.

• Work with community partners to create a new under-the-ramps public space at Dutch Kills Street.

• Plant new street trees throughout the neighborhood, prioritizing areas with a high heat vulnerability index.

• Create new parks in the inland portions of LIC, through such strategies as encouraging private investment in the creation of new, publicly accessible open space and exploring the creation of new open space on existing public land. 

ILLUSTRATION IS A CONCEPTUAL DESIGN
FULL DESIGN PLANS TO BE DEVELOPED IN PARTNERSHIP WITH LIC COMMUNITY AND APPROVED BY NEW YORK CITY DEPARTMENT OF TRANSPORTATION
As Long Island City’s residential population has grown dramatically in certain areas of LIC, there has been a strain on local City services. Schools in particular are at capacity, and there is a need for new schools.
The City has committed nearly $355M for improving schools since 2014.

NEW SCHOOLS

Over the past 15 years, the City has endeavored to create additional schools to serve the growing population of Long Island City. In September 2013, the City opened a new, state-of-the-art school at 46-08 5th Street that houses P.S./I.S. 78, an investment of over $1M. In 2016, Mayor de Blasio set aside additional substantial capital funds for school construction in LIC. The City has dedicated nearly $194M to fund the construction of two new public schools that will add 1,184 seats to the neighborhood.

- A new pre-kindergarten through 5th grade school at Hunter’s Point South Parcel F, which will include 612 seats.
- A new pre-kindergarten through 5th grade school at Hunter’s Point South Parcel C, which will include 572 seats.

The School Construction Authority (SCA) is also working with developers to site schools as part of proposed private developments. This includes a new intermediate school to be located at 44-59 45th Avenue as part of the proposed LICIC development that would have 536 seats. In addition, as part of the proposed Anable Basin rezoning, the local developer has set aside a site on 11th Street and 47th Avenue for the construction of another school, to be constructed by SCA as residential development progresses.

SCA is investing over $117M to construct an expansion for the Academy of American Studies High School. It will have 969 seats and is expected to open in September 2021.

SCA has also recently opened two new District 30 Pre-K Centers, an investment of over $14M. The Center at 27-35 Jackson Avenue opened in 2017 and has 180 seats, and the Center on 5-14 49th Avenue, which has 36 seats, opened in 2016.
IMPROVEMENTS TO EXISTING SCHOOLS

In addition to these new schools, the City has invested nearly $29M in capital improvements for 8 existing schools in LIC in recent years.
NEW ACTIONS

AS PART OF THE LIC INVESTMENT STRATEGY, THE CITY WILL:

• Consistent with its capital planning process, the SCA will budget $60M for the construction of a school in the Court Square neighborhood within School District 30 to meet the current and projected school seat need.

• Continue to work with local stakeholders, including local parent associations and CEC 30 on SCA and DOE’s progress on addressing school utilization and need.

• Continue to work with private partners to identify additional school site opportunities.
NEIGHBORHOOD SERVICES & ARTS AND CULTURE

LIC serves, inspires and supports

It is important to continue to invest in LIC’s arts and cultural ecosystem, which is strongly tied to LIC’s identity.

LIC has a strong base of important institutions. It is crucial that neighborhood’s civic services, including libraries, police, fire, and youth services, expand to accommodate the growing number of residents and businesses.
CURRENT STRATEGIES

The City has dedicated over $82M toward strengthening neighborhood institutions and services and arts and culture since 2014.

NEIGHBORHOOD INSTITUTIONS & SERVICES

The City has invested over $51M in neighborhood institutions and services since 2014.

• Thanks to advocacy from Council Member Jimmy Van Bramer, Chair of the Committee on Culture and Libraries, a $43M investment for the new 21,800-square-foot Steven-Holl-designed Hunter’s Point South Branch Library that will open in Summer 2019.

• Over $8M for renovations to the Long Island City Court House.

The City has also invested in a new van to transport seniors from the Jacob Riis Settlement House to and from senior programs, and improvements to Materials for the Arts and the Diane L. Max Health Center Planned Parenthood.

The Department of Youth and Community Development funds 41 programs across LIC in partnership with 16 community-based organizations or other partners, including the Association of Community Employment Programs for the Homeless, Coalition for Hispanic Family Services, Jacob A. Riis Neighborhood Settlement, the Queens Public Library, LaGuardia Community College, and the YMCA. These programs include COMPASS after-school programs, immigration and refugee assistance, youth and adult literacy programs, summer youth employment and youth workforce development.

ARTS & CULTURAL INSTITUTIONS

The City and local elected officials have dedicated over $31M for capital projects completed at LIC cultural institutions since 2014.
NEIGHBORHOOD SERVICES & ARTS AND CULTURE

- Nearly $16M, including over $6.2M from Council Member Jimmy Van Bramer, Chair of the NYC Council Committee on Cultural Affairs and Libraries, and over $3.3M from Borough President Melinda Katz, for MOMA PS1, including the renovation of the attic to create a dedicated education space and more artist studios.

- Nearly $7M, including $2M from Council Member Jimmy Van Bramer, Chair of the NYC Council Committee on Cultural Affairs and Libraries, and $500,000 from Queens Borough President Katz, for the Museum of the Moving Image, including a new gallery dedicated to the work of Jim Henson, which opened in 2017, and construction and improvements to its courtyard.

- Over $4M, including $1M from Council Member Jimmy Van Bramer, Chair of the NYC Council Committee on Cultural Affairs and Libraries, and over $2.4M from Borough President Melinda Katz, for the Noguchi Museum, including a new Art and Archive storage facility that incorporates the concept of open storage to expand the visitor program for the Museum.

CURRENT STRATEGIES

NEW ACTIONS
NEW ACTIONS
AS PART OF THE LIC INVESTMENT STRATEGY, THE CITY WILL:

• Strengthen connections to and awareness of youth and community development programs by implementing a service referral system and enhanced branding and marketing.

• Strategically use existing DOT, DPR and DCLA initiatives to address community needs for public art programming.

• Explore opportunities to increase public art and programming, including an arts corridor connecting critical institutions and increasing accessibility between disparate assets.

• Through the Affordable Real Estate for Artists (AREA) program, bring at least 35 new affordable workspaces to Long Island City.

• Over $4M, including $285,000 from Council Member Jimmy Van Bramer, Chair of the NYC Council Committee on Cultural Affairs and Libraries, and $2.3M from Borough President Melinda Katz, for a new expansion to SculptureCenter, which opened in 2014.

The proposed LICIC would include 24,000 square feet nonprofit arts uses, including studios for local dance companies and public performance space. Local dance and cultural groups would have access to new affordable rehearsal space and administrative space in to help organize their companies, schedule rehearsals and plan events.

The City and local elected officials have also dedicated funding in ongoing capital funding for three LIC arts and education nonprofits.

• The Chocolate Factory, a nonprofit theater that supports NYC artists in the development and publicly-accessible presentation of experimental performance.

• Flux Factory, which supports and promotes emerging artists through residencies, exhibitions, and collaborative opportunities, including an artist in residence program that brings over 40 local artists to LIC to allow them to grow within an affordable space.

• Hour Children, which works with incarcerated and formerly incarcerated women and their children, for a building for an educational facility providing daycare, after-school and teen programs, and HRA-approved job training programs.

The Affordable Real Estate for Artists (AREA) initiative aims to help low-income artists thrive in New York City. In order to achieve this goal, the City is working with developers, cultural partners, housing agencies, and the philanthropic community to create 1,500 affordable live/work housing units for artists and 500 below-market workspaces for the cultural community. City support for this mandate will include $30M from the Department of Cultural Affairs (DCLA) over the next decade and the conversion of City-owned assets for select projects. In addition, respondents are permitted to request City Capital funding to support cultural space within the Project.
IMPLEMENTATION

TO LEARN MORE AND TO PROVIDE YOUR FEEDBACK ON THIS INVESTMENT STRATEGY, VISIT LIC.NYC

This LIC Investment Strategy sets forth a bold path for building on LIC’s past to imagine a sustainable, inclusive future, with over $2.2B in recent and current investment by the City and local elected officials and $180M in new City funding. Many of the strategies outlined here are now underway or positioned to be executed in the future. Others will require more work, including funding resources, and in some cases, land use or City Council approvals. The development of the LIC Investment Strategy began with outreach to community stakeholders and that sustained engagement with the community will continue as we work collectively to chart a clear path forward for Long Island City. Updates on the implementation process can also be found at lic.nyc.
LIC

IS

NEW YORK CITY’S FUTURE

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