



Request for Proposals

for

Consultant Services for Locational and Financial Analysis

Of Establishing NYC's Life Sciences and Innovation Industries Cluster

In Long Island City

Long Island City Partnership
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January 25th, 2018
Responses Due:
Wednesday, February 7th, 2018, 2018 - 4pm

1. INTRODUCTION

The Long Island City Partnership (“LICP”) is seeking proposals from consultant(s) to produce a strategic business plan (the “Plan”) for developing a Life Sciences and Innovation Industries Cluster in Long Island City (“LIC”). The Plan shall be based on a thorough feasibility analysis, and present a tactical outline of required steps for catalyzing and fostering a self-sustaining Life Sciences and Innovation Industries Cluster in LIC. The LICP has been awarded a grant through Round VII of the New York City Regional Economic Development Council Awards to fund a portion of this effort (see section 3.5).

After years of lagging behind geographic centers like those in greater Boston, Raleigh-Durham, and San Francisco, the window of opportunity for building New York’s Life Science Cluster appears to have opened. Both New York State (“NYS”) Governor Andrew Cuomo and New York City (“NYC”) Mayor Bill de Blasio recently announced major policy initiatives and financial incentive programs with the aim of growing Life Sciences industries in New York. These initiatives follow the release of a 2016 Partnership Fund for NYC report, which concluded that the Life Sciences were positioned for explosive growth in NYC. The private sector (e.g., the City’s leading research institutions, its growing entrepreneurial sector, and the spinout companies that are created there) also point to NYC’s tremendous potential. In addition, on January 23rd, the NYC Economic Development Corporation (“NYCEDC”) issued a Request for Expressions of Interest (“RFEI”) for an Applied Life Sciences Hub, in which LIC was specifically referenced as a possible location.

With respect to LIC more specifically, LICP has met with and given tours to a number of prominent life sciences developers, who have noted the many assets LIC has to offer, with many such developers having approached private landowners as well. With the recent expansion of both the NYC Ferry service and the opening of the 2nd Avenue subway, LIC offers true accessibility to the majority of the City’s premier academic medical institutions. LIC also has a potential critical mass of appropriately zoned space, which could accommodate labs. LIC also has room to grow, allowing the sector to become self-perpetuating. Offering more than just square feet, LIC could leverage its neighborhood resources to foster a cluster of related businesses and pool everything from talent to high-end equipment. With proper incentives, space could be available at an appropriate cost for bioscience companies and through targeted policy, would not need to compete with high-end residential and office uses. Finally, given the extensive residential development, planned office development, nexus with the home-grown tech industry, and emerging curated retail landscape, LIC is poised to be a modern 24/7, live/work/play community where the staff that this industry attracts will want to be.

LICP recognizes that despite LIC’s many favorable assets, guidance and investment is required to transform its potential into reality. To oversee its work, LICP has created a Life Sciences Committee, comprised chiefly of LICP Board Members, each with relevant experience in this field. The urgency of this effort has been increased by the opportunity offered through the RFEI, and this study should serve both to advance our efforts in general and also to support the selection of LIC as the location for the RFEI based effort.

1.1 Objective

LICP is seeking a consultant team (the “Consultant”) to provide an in-depth analysis that answers the following questions:

1. Why, despite all the apparent advantages and actual interest, has a Life Sciences Cluster not developed organically in LIC to date? What are the key obstacles that we have to overcome?
2. If, through a combination of public and private action, we were to overcome these obstacles, what is the potential magnitude of an LIC Life Science Cluster (e.g., in jobs, investment, research dollars, etc.)?
3. What is needed to catalyze this cluster and what is the critical mass needed to make it self-sustaining?

The Consultant's findings and recommendations shall be summarized in a detailed report and outlined in presentation format, addressing all aspects and criteria necessary to facilitate the successful growth of a Life Science Cluster within LIC.

1.2 Long Island City Partnership

Since 1979, LICP has served as the local development corporation for LIC with a catchment area of over five square miles. LICP's mission is dedicated to advocating for economic development that benefits LIC's industrial, commercial, cultural, tech and residential sectors. Its goals are to attract new businesses to LIC, retain those already in the community, welcome new residents and visitors, and promote a vibrant, diverse, authentic, mixed-use community. LICP also operates the LIC Business Improvement District ("LIC BID") and the LIC Industrial Business Zone ("LIC IBZ"), providing business services and assistance. LIC has a robust set of programs and services for the area and its constituent partners, which can be reviewed at www.licqns.com, and through its Annual Report, also accessible through the website. Through its expansive work, LICP has established partnerships with most of the major businesses, civic and community organizations, social service providers, hospitality operators, cultural institutions, and developers.

2. SCOPE OF SERVICES

As a requirement of this RFP the Consultant shall provide a detailed outline of a proposed scope of services (the "Scope") that the Consultant deems necessary to complete the Project. At a minimum, the Scope shall include the major tasks and milestones noted below. The Consultant is encouraged to provide more detail to each task and elaborate as it deems necessary to ensure the Project is a success.

The goal is to have a draft report by April 13th, 2018 and a final report no later than June 1st, 2018.

2.1 Task One: **Identify the obstacles impeding an LIC Life Sciences Cluster and Determine the Potential of a Specific LIC Life Sciences Cluster:**

- a) Review available relevant reports, studies and data regarding the Life Sciences in NYC and LIC's assets;
- b) Develop a list of key people to interview from Life Sciences businesses, developers and academic institutions including, but not limited to those located in NYC, those who are actively considering locating/investing in LIC, and those who are not considering LIC;
- c) Identify draft interview questions for LICP approval and thereafter (i) schedule and conduct interviews, and (ii) record and synthesize findings;

- d) Validate existing LIC assets and shortfalls (e.g. location, zoning, workforce, type of space available both existing and potential, neighborhood character, costs);
- e) Identify potential anchor tenants and their requirements for locating in LIC;
- f) Identify any particular segments of Life Sciences where LIC might have more of a locational advantage.

2.2 Task Two: Quantify the Potential Impact of a Self-Sustaining Life Sciences Cluster in LIC:

- a) Taking the information from Task 1 (above) and assuming that the identified obstacles could be overcome, present a base case of the impact in the near and longer term of a successful LIC Life Sciences Cluster, and of a highly successful one. The analysis shall include, but not be limited to potential jobs, square footage occupied, investment attraction, and spin off potential in related industries;
- b) Include an identification of any benefits a Life Science Cluster in LIC would uniquely generate; and
- c) Quantify the minimum levels of Life Sciences related square footage, companies, and/or economic activity required to create a self-perpetuating cluster.

2.3 Task Three: Final Report and Presentations

- a) Based on feedback from LICP and its Life Sciences Committee, finalize a compelling, concise presentation of the findings directed at public and private decision makers; and
- b) Provide an accompanying narrative report with all supporting data, facts and findings, as well as an executive summary.

3. CONTEXT

3.1 Long Island City Community

Long Island City covers approximately 5.4 square miles in Western Queens along the East River. The greater LIC area closely matches its historical boundaries: from north of Newtown Creek to Astoria Boulevard, and from the East River to Steinway Street (on the northeast side of Sunnyside Yards) and 43rd Street (on the south side of Sunnyside Yards). It is located across the East River from most of the major academic medical institutions, Cornell Tech and the Alexandria Center, all of which are accessible by our network of ferries, 8 MTA subway lines, 15 bus lines, the Long Island Railroad, 4 bridges, and 1 tunnel to Manhattan. We have easy and quick access to both LaGuardia and Kennedy Airports as well. LIC is perhaps the only truly mixed use neighborhood in NYC – including thriving commercial, tech, industrial, educational, cultural, residential and hospitality sectors – and is both the fastest growing residential neighborhood in the country and the most productive industrial area in NYS.

LIC has long been an essential economic driver for the region. It is a source of good-paying middle class jobs for local workers, of essential goods and services for NYC, and, increasingly, of housing—both affordable and market-rate. LIC’s proximity to Manhattan, its inventory of reasonably priced real estate, and unparalleled access to transportation systems that connect the region has ensured the neighborhood is a central node for production, commerce, and distribution.

The area remains and is becoming ever more attractive for commercial office, retail, residential, light industrial, design, tech, and cultural uses, reinforcing the neighborhood's authentic, mixed-use character. With 33 hotels open and more than 30 in planning, more people than ever are visiting and staying in LIC. New construction and building renovations will add more than 4.5 million square feet of commercial and industrial space to the neighborhood, resulting in thousands of new jobs. LIC is home to more than 6,600 companies with more than 106,000 employees. Since 2006, more than 14,100 residential units have been completed with an additional 19,100 units in various stages of construction or planning.

As noted above, the area also includes the LIC BID and the LIC IBZ, both managed by LICP. Originally created in 2005, the LIC BID expanded to twice its original size in 2017. As the City's Fourth Central Business District, the LIC BID area constitutes a major retail, commercial, manufacturing, cultural, and transportation hub with over 200 retailers and businesses. LICP is working closely with local developers and brokers to ensure there is a diverse mix of retail options to support the growing neighborhood.

The LIC IBZ is wholly zoned as manufacturing, which permits both research and commercial laboratories and non-lab uses. The LIC IBZ is one of the largest in NYC and is home to many businesses providing creative, unique, and essential goods and services to the NYC metropolitan region. Geographically, the LIC IBZ is non-contiguous and comprised of five sub-zones. The largest sub-zone lies southeast of the Sunnyside Rail Yard and contains the highest density of businesses in many of the industrial sectors including manufacturing; transportation; storage and warehousing; and construction. The area is also home to a growing number of businesses in creative arts (film and television production; performance dance) and new advanced technology firms (3D printing, design and prototyping; communications).

3.2 LIC Comprehensive Plan

In 2015, with support from stakeholders, government (including a similar grant from the Regional Economic Development Council), and private foundations, LICP launched the LIC Comprehensive Plan. Phase 1 of the Plan included a survey targeted to the 6,600 businesses and organizations in LIC, focus groups and stakeholder conversations, and an existing conditions report. The Summary Report, released in 2016, presented a list of 11 key findings and 9 recommendations for policy and project investments to help meet the needs of LIC's growing community. The Summary Report and Appendices can be found at licqns.com.

One of the LIC Comprehensive Plan's key findings and subsequent recommendations centered on developing a strategy to attract Biotech, Life Sciences and Tech-related businesses. As noted in the introduction, in light of New York's world-class institutions, the State and City's recent commitments, LIC's favorable assets, and the private sectors' active interest, now is the time for LICP to develop a life sciences cluster.

3.3 Biotech and Life Sciences Policy and Reports in New York City

The sheer number of major academic research institutions, world class hospitals, National Institutes of Health funding grants awarded, and existing pharmaceutical, research, and medical employees, as well

as its educated workforce, makes NYC an obvious destination for growing biotech and life sciences businesses. Various reports and documents have substantiated this and the Consultant shall be fully familiar with the existing research, work, policies and investments within the NYC region to date.

The Consultant shall have some knowledge of the majority of these works when preparing its response to this RFP, so as not to propose duplication of work performed to date.

At a minimum, the Consultant shall consider the following:

- a) Partnership Fund for New York City (2016); *Commercial Life Sciences Can Be New York's Next Big Industry*
<http://pfnyc.org/our-research/commercial-life-sciences/>
- b) New York State Governor Cuomo Press Release (December 12, 2016)
<https://www.governor.ny.gov/news/governor-cuomo-announces-groundbreaking-650-million-initiative-fuel-growth-world-class-life>
- c) New York City, Mayor 's Office Press Release (March 31, 2015)
<https://www.nycedc.com/press-release/de-blasio-administration-launches-major-funding-initiative-create-thousands-jobs-citys>
- d) New York City Economic Development Corporation
<https://www.nycedc.com/industry/life-sciences>
- e) New York City Economic Development Corporation, Applied Life Sciences Hub RFEI (January 23, 2018)
<https://www.nycedc.com/opportunity/applied-life-sciences-hub-rfei>
- f) New York City Zoning Clarification Memorandum re: Life Sciences in Commercial Zoning Districts (December 13, 2016)
https://www.nycedc.com/sites/default/files/filemanager/Programs/LifeSci_NYC/ClarificationMemo-LifeSciences-CommercialZoningDistricts.pdf
- g) Transwestern Consulting Group (Mid-Year 2017) Real Estate Outlook: New York City Life Science Market
https://download.transwestern.com/public/Media/NY-Life-Science-Outlook_2Q2017.pdf
- h) Long Island City Partnership (2016) *Comprehensive Plan, Phase 1: Summary Report*
See description above and visit: <https://longislandcityqueens.com/licplan/>
- i) Long Island City Partnership LIC Quickfacts
<https://licqns.com/economicdevelopment>

3.4 Project Stakeholders

LICP will manage and direct the Consultant, in addition to coordinating input, comments and feedback from LICP's Life Sciences Committee. A primary task of the Project involves interviewing key persons from the public and private sectors in order to fully understand the range of LIC assets (e.g. public sector investment, existing workforce training partners and programs, real estate costs, etc.) as well as prominent industry leaders. The Consultant shall consider hosting focus group(s) and engaging academic leaders as part of its analysis.

3.5 NYS Grant

The Long Island City Partnership has been awarded a grant through Round VII of the New York City Regional Economic Development Council Awards. This award is funded by the Empire State Development Strategic Planning and Feasibility Study Program. The grant is for creating a strategic business plan for Creating a Regional Hub for Life Sciences & Innovation in LIC, and its proceeds are being used to fund part of this effort.

4. SUBMISSION REQUIREMENTS

Responses must be submitted in accordance with the requirements set forth in this Request for Proposals. These requirements were created to standardize the responses and enable a consistent evaluation of the proposals. All submittals must include page numbers and should be double-sided.

All submissions must be received by the LICP prior to **4:00 pm on Wednesday, February 7th, 2018.** In order to be considered LICP must receive **both**:

- **two (2) hard copies** of the entire proposal, addressed to:
The Long Island City Partnership
27-01 Queens Plaza North, 9th floor
Long Island City, New York 11101
Attn: Jeannette Rausch

And

- a complete proposal saved as a single PDF, emailed to:
jrausch@LICPartnership.org
Subject Line: LICP Life Sciences RFP – Submission

Proposals must include the following elements in the order listed below:

4.1 Cover Letter

An introductory letter indicating name of firm and team composition, contact person, address, phone, e-mail, and a short statement summarizing the strengths of the firm/team as it relates to the Project.

4.2 Relevant Experience

A description of the firm/team's relevant experience and capabilities, with description of a minimum of three (3) comparable projects. Relevant examples of past work should demonstrate the firm's ability to execute projects of comparable complexity and scale.

4.3 Approach and Scope

A clear description of how the Consultant will complete the Scope, including Project milestones, meetings and deliverables. Responses must also include a Project schedule corresponding to the Scope.

4.4 Personnel Qualifications

A Project team organization chart with names and resumes of the principals, project managers and professional staff who would work directly with LICP. Responses must also include the amount of time principal(s) and other key staff members will devote to the Project as well as information regarding any other major commitments that may impact the availability of key staff during the course of the Project.

4.5 References

For each firm/team entity provide names and contact information for three (3) individuals who can speak to the firm's past performance on the comparable projects submitted within the proposal.

4.6 Fees

Fee details shall be broken down by major milestones and tasks as outlined in the Consultant's approach to the Scope. In addition, provide hourly rates and estimated hours divided accordingly to the major milestones and tasks for each person on the Project team. Any additional expenses should be noted and defined. Travel expenses, however, will not be covered.

4.7 Inquiries and Important Dates

Consultants interested in submitting a proposal and who have questions about this RFP may contact LICP in writing via email prior to **4pm on Tuesday, January 30th, 2018**. No phone calls will be taken. Questions submitted by email must include the Consultant firm name, a contact person, their title and contact information, and are to be emailed directly to:

Christina Chavez at: cchavez@licpartnership.org

Subject: LICP Life Sciences RFP– Questions

Questions received after **January 30th** will only be answered at LICP's discretion.

LICP will post all questions and its answers to such on the LICP website at www.licqns.com/LICLifeSciencesRFP on or before **5pm on Friday, February 2nd, 2018**.

Below is a schedule of important dates.

RFP Timeline:

<i>RFP Release</i>	<i>Thursday</i>	<i>January 25th, 2018</i>	<i>4pm</i>
<i>Deadline to Submit Questions</i>	<i>Tuesday</i>	<i>January 30th, 2018</i>	<i>4pm</i>
<i>Answers to Questions Posted</i>	<i>Friday</i>	<i>February 2nd, 2018</i>	<i>5pm</i>
<i>RFP Submissions Due</i>	<i>Wednesday</i>	<i>February 7th, 2018</i>	<i>4pm</i>
<i>Interviews</i>	<i>Wed/Thursday</i>	<i>February 14, 15, 2018</i>	<i>AM/PM</i>
<i>Contract Execution and Kick-Off</i>	<i>Wednesday</i>	<i>February 21st, 2018</i>	<i>TBD</i>

5. SELECTION

LICP will be solely responsible for selecting the winning proposal however, at LICP's discretion it may involve other parties in the review process.

5.1 Process

LICP's evaluation of proposals will be based on the following metrics listed in no order of importance:

1. Understanding of the Project objectives, demonstrated qualification, and quality of successful, relevant experience;
2. Proposed project approach;
3. Demonstrated team capacity;
4. Ability to meet specifications, terms, and conditions of this RFP;
5. Familiarity with the Life Sciences and Bio-tech;
6. Cost of Services

Respondents are strongly encouraged to use its best efforts to incorporate meaningful participation by Minority-owned Business Enterprise (MBE) / Women-owned Business Enterprise (WBE), collectively MWBEs, as part of its proposal.

M/WBE organizations are encouraged to respond to this RFP.

5.2 Interviews

LICP anticipates interviewing no more than four responses. LICP anticipates holding interviews with select Consultants on **Wednesday, February 14th** and/or **Thursday, February 15th, 2018**. Please mark your calendars as these dates cannot be changed.

6. MISCELLANEOUS CONDITIONS

6.1 Obligations

The issuance of this RFP and the submission of a response by any Consultant firm(s) or the acceptance of such response by LICP does not obligate LICP in any manner. Legal obligations will only arise on the execution of a formal contract between LICP and the Consultant it selects.

6.2 Modifications

LICP reserves the right (i) to amend, modify, or withdraw this RFP, (ii) to revise any requirements of this RFP, (iii) to require supplemental statements or information from any firm, (iv) to accept or reject any or all responses hereto, (v) to extend the deadline for submission of responses thereto, (vi) to negotiate or hold discussions with any respondent and to wave defects and allow corrections or deficient responses, which do not completely conform to the instructions contained herein, and (vii) to cancel this RFP, in whole or in part, if LICP deems it is in its best interest to do so. LICP may exercise the foregoing rights at any time without notice and without liability to any proposing firm and to any other party for their expenses incurred in the preparation in the response hereto or otherwise. Responses to this RFP will be prepared at the sole cost and expense of the responding firm(s). No copies of materials submitted in response to this RFP will be returned.

6.3 Costs and Liability

LICP shall not be liable for any cost incurred by a respondent in the preparation of this RFP or for any work or services performed by a respondent prior to the execution and delivery of a contract between LICP and the respondent/Consultant. LICP will not reimburse any costs, expenses, damages, or losses incurred by any respondent at any time unless LICP has expressly agreed to do so in writing, regardless of whether a respondent is selected or not.

6.4 Intellectual Property

Any reports, documents, data, photographs, designs, deliverables, and/or other material produced pursuant to this Project, and any and all drafts and/or other preliminary materials in any format relative to such items produced pursuant to this Project shall upon their creation become the exclusive property of LICP unless otherwise stated in writing and signed by LICP's President.