



Hauppauge Industrial Park Economic Opportunity Analysis

June 2017



Acknowledgments

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Steven Bellone
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The Suffolk County Industrial Development Agency (IDA) is a public benefit corporation of the State of New York. The Suffolk IDA was created to actively promote, encourage, attract and develop job and recreational opportunities throughout the County. The Suffolk IDA is empowered to provide financial assistance to private entities through tax incentives in order to promote the economic welfare, prosperity and recreational opportunities for residents of the County.

The Suffolk County IDA works in synergy with Suffolk County Executive Steven Bellone and the Deputy County Executive and Commissioner of Suffolk County Economic Development and Planning, Theresa Ward, to foster positive economic development within the County.

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Regional Plan Association’s work for Suffolk County Industrial Development Agency (IDA) has been carried out in support of the Connect Long Island plan set out by County Executive Steve Bellone. With this transportation and development plan in mind RPA has focused on connecting local needs with regional opportunity. Working with the IDA and municipalities, RPA’s work will:

- ▶ Unlock and capture value in and around downtowns
- ▶ Enhance downtown live-work-play experience
- ▶ Identify key actions needed to promote economic development
- ▶ Connect Suffolk County’s assets to the New York region’s economy

Summary

Hauppauge Industrial Park



Source: Google Earth

With 1,300 companies employing over 55,000 people, the Hauppauge Industrial Park (HIP) is the largest park in the northeast and one of the largest in the entire country. Just over 2 square miles, HIP accounts for approximately 1 in 20 jobs on Long Island. This is despite competition from the Heartland Business Center, the Hampton Business and Technology Park, and the Stony Brook Technology Center. It has long been one of the main economic drivers of Suffolk County. Industrial vacancy in Suffolk County is below 3%, in part because of pressure from businesses being priced out of New York City. Unfortunately, a large portion of this Long Island industrial space is used for warehousing and distribution, which is not as much of a source of high-quality employment and good jobs as most other industrial uses. Still there is some expansion of mid-sized life science and pharmaceutical companies as noted in the Suffolk County Master Plan. Suffolk County and HIP can continue to target New York City businesses not only because of the relatively inexpensive real estate, but also because Suffolk County offers real quality of life benefits, including many walkable downtowns, open space amenities and diverse housing stock.

However, the nature of production is changing, and the HIP needs to evolve with it. New modes of production and business models are focusing on smaller and more collaborative spaces. Workers in production industries require different skills, and increasingly value an attractive working environment and nearby commercial and community amenities. At the request of the Suffolk County Industrial Development Association (IDA) and

the Hauppauge Industrial Association of Long Island (HIALI), RPA assessed the HIP's needs through review of available background materials, a scan of best practices in other industrial parks, and a meeting with HIP tenants and stakeholders. The meeting identified several potential areas of improvement, especially the need to create a compelling identity, a more competitive environment for attracting workers, and a more modern design for the park.

Based on this assessment, RPA is suggesting four strategic approaches to enhance the growing economic vitality of the HIP.

Designing a 21st century production employment center

- ▶ Identify public spaces for gathering, interaction, and creative programming
- ▶ Create infrastructure improvements in targeted areas
- ▶ Redesign key corridors for pedestrian and bike accessibility and friendliness
- ▶ Institute design guidelines for new construction under the new zoning
- ▶ Identify buildings for adaptive reuse for better and more open design.

Industrial Park Public Open Space



Source: John Northmore Roberts and Lindyn Buchanan Associates

The sections below describe each of these strategies in detail, and also outline specific implementation steps that can be taken to achieve them. To provide a flexible framework for implementation, one that can respond to available resources and the interests of the participants, the actions listed below are presented as independent initiatives. However, depending on the direction the HIA-LI and IDA choose to take, many of these actions can be undertaken jointly.

Because so many of these recommendations involve joint actions by the entire industrial park community early actions should include a design workshop with HIA-LI, business owners, local elected officials, and community stakeholders. The workshop could focus on the design-related concerns identified below – such as identification and design of key corridors and public spaces – but would also address issues of identity and branding, cooperation around shared resources, and developing an action plan.

Making what you do visible

- ▶ Identify key corridors, and adopt measures for streetscape and signage improvements along them
- ▶ Design identifiable gateways where these corridors meet the edge of the park
- ▶ Organize Open Houses and Industry Days to introduce the community to Hauppauge Industrial Park businesses
- ▶ Facilitate public events, and identify and redesign green spaces to allow for these events

Adopting best practices for eco-industrial development

- ▶ Reclaim impervious surfaces as green space or buildings
- ▶ Utilize large, flat roof spaces for solar paneling
- ▶ Explore possible cross-collaboration of production among HIP businesses

Anticipating the next economy

- ▶ Identify an existing building for adaptive reuse as a “maker space,” with smaller business footprints and a diversity of uses
- ▶ Facilitate high-speed broadband access throughout the park
- ▶ Build partnerships with local businesses and research institutions
- ▶ Enable new forms of mixed-use development through zoning changes
- ▶ Rebrand “Hauppauge Industrial Park” as “Hauppauge Employment Center” or other name

Hauppauge Industrial Park Opportunity Analysis



The Hauppauge Industrial Park (HIP) is one of the largest industrial parks in the United States. With 1,300 companies and over 55,000 employees, it accounts for approximately 5% of jobs in Nassau and Suffolk counties. The park represents 70% of the assessed value of industrial property in Hauppauge, and it generates over \$19 million in annual tax revenue for the town of Smithtown. Parts of the park are also in the town of Islip. Business tenants include construction, pharmaceuticals, communications, advertising and manufacturing. Corporate offices include companies such as Coca Cola, Audiovox and Allstate.

HIP was developed incrementally over time by independent developers. Ownership is still fractured among many different landowners, and there is no pattern or organization to the array of uses. The park continues to expand and develop, with new construction recently for A&Z Pharmaceutical, a maker of dietary supplements, and new leasing for companies such as Geosync Microwave, a maker of satellite communication, and Crown Advertising.

HIP benefits from an active industrial market. More than twenty years after the hallowing out of Long Island's defense industry, a range of production and distribution activity remain an important part of the economy. There is approximately 117 million square feet of industrial space on Long Island, with about two-thirds in Suffolk County. Hauppauge has the largest concentration of industrial space. Other areas, such as East Farmingdale, have concentrations of older industrial space, while

places like Yaphank and Veteran's Highway near MacArthur are being developed with newer facilities.

The main competitors to HIP within Long Island include the Heartland Business Center with 3.5 million square feet of space and 3,000 workers, Hampton Business and Technology Park, a small park geared toward high-tech and homeland security, and Stony Brook Technology Center, a 1 million square foot facility in East Setauket.

There also appears to be a shortage of quality industrial space on Long Island. The recent industrial vacancy rate was below 3%, and there was pressure on supply from companies relocating from New York City. Nearly 400,000 square feet was under construction in late 2015, nearly all of it in Suffolk County. While a large portion of Long Island industrial square footage is warehouse and distribution, the smaller portion of R&D and flex space is in demand, particularly from expanding mid-sized life science and pharmaceutical companies. Other sectors looking for space include food & beverage, retailers, third party logistics and self-storage companies.

Average requirements of industrial tenants are between 25-50,000 square feet of space. Rents are currently about \$10/sf. Rents are about \$1 lower in Suffolk than in Nassau, but vacancy rates are also lower.

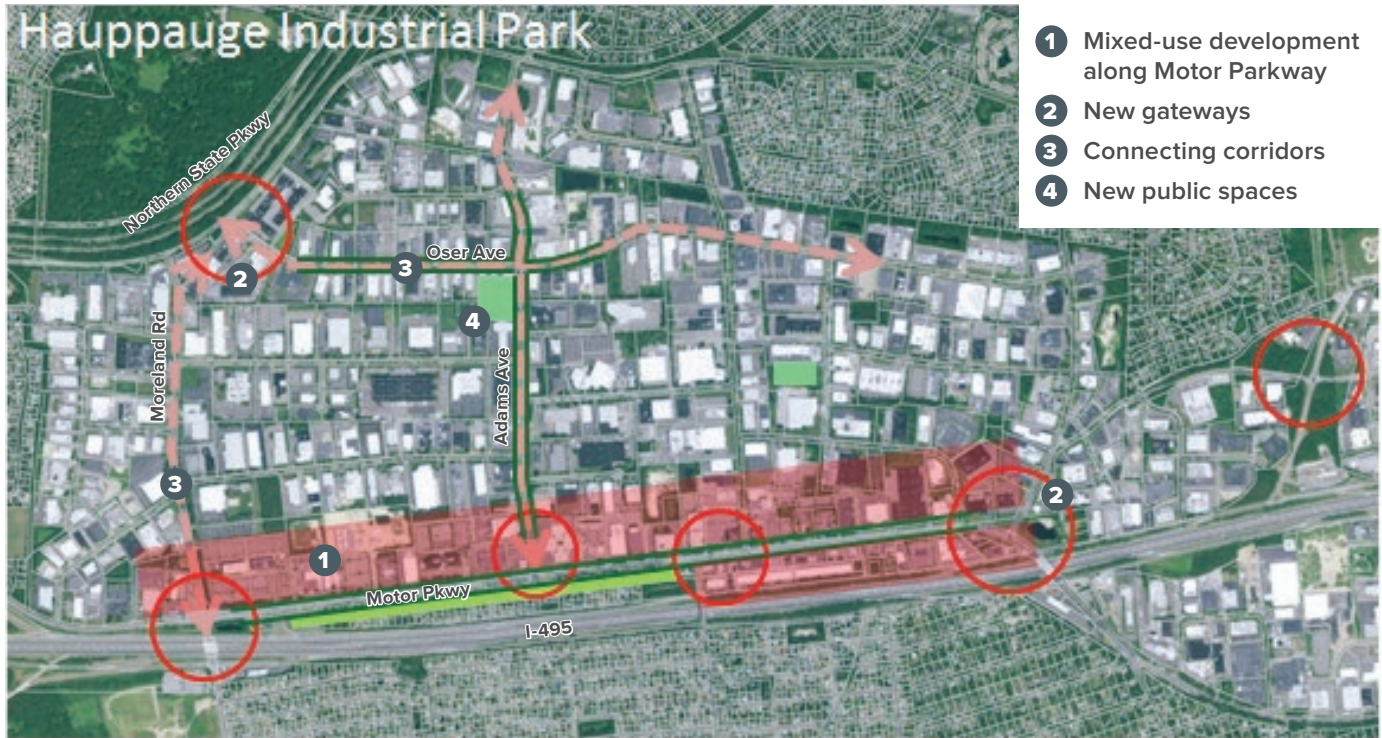
HIP can draw on a number of assets that are unique to Suffolk County. In particular, research and educational facilities can provide both partnerships for higher value activities, and skilled workers through education and training programs. Cold Spring Harbor Laboratories, Brookhaven National Lab and SUNY Stony Brook are premier research facilities within close proximity to the park. Suffolk Community College could provide a natural feeder for occupations that are in high demand, as well as provide ongoing training and skills upgrades.

Nationally, the industrial market is looking at a potential slowdown in the near term, but Fulfillment Centers and Warehouse/Industrial were the #1 and #2 asset classes per PWC National WE report. The driving force in the industry today is e-commerce and the logistics facilities that support it.

This section is based on data and research provided by James Lima Planning and Development

Designing a 21st Century Production Employment Center

Planning Framework



Industrial Park Street Edge Redesign

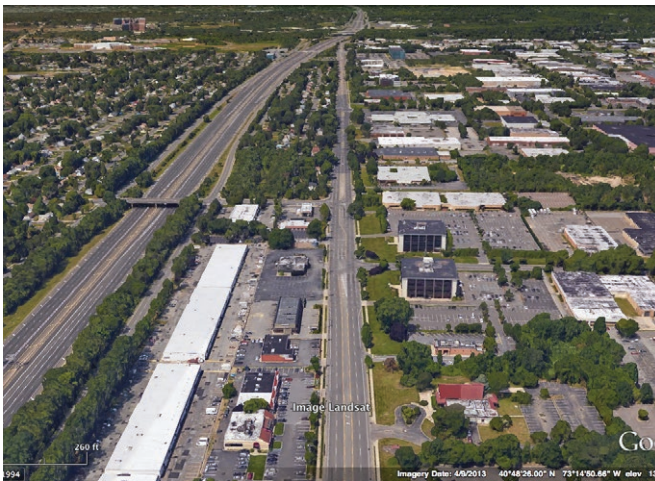


Source: John Northmore Roberts and Lindyn Buchanan Associates

Unlike many suburban industrial parks that were developed during the 1950's and 1960's that now look outdated because they have not kept up with the changing economy, the HIP is a vital and attractive place: a true industrial *park*, with tree-lined streets, well-manicured lawns and planted areas. HIP can build on this foundation in several ways that reinforce the other goals of making the industrial park more visible, making it more sustainable, and building a diverse ecology of innovation. To attract the next generation of entrepreneurs, the industrial park needs to create the kind of attractive environment that enables good lifestyle choices around food and exercise and that promotes interaction in shared spaces.

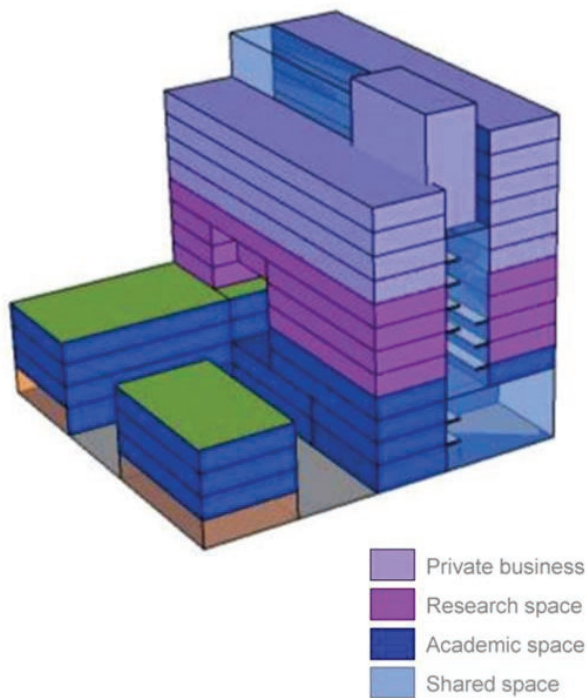
The design interventions can be thought of in two broad categories: public spaces and buildings. Public spaces should be identified throughout the park that can become places for gathering and interaction, as well as for the kinds of creative programming described above. Because the HIP already has so many well-landscaped areas, in many cases the interventions may be minor: additional seating areas that are also wifi hotspots, for instance. More extensive interventions can be made in one or two signature spaces, such as sheltered kiosks for serving food,

South Edge Motor Parkway



Source: Google Earth

Hybrid Building



Source: Sasaki Associates

and infrastructure such as lighting and AV to support events. There should also be indoor gathering places for other seasons.

As the Beyer Case study discussed below suggests, the special character of the spaces in an industrial park should be celebrated: Rather than trying to hide industrial infrastructure that is part of the facility – the pipe lines and process tanks – these are used to create unique and interesting environments. The fact is people are interested in seeing how things are made.

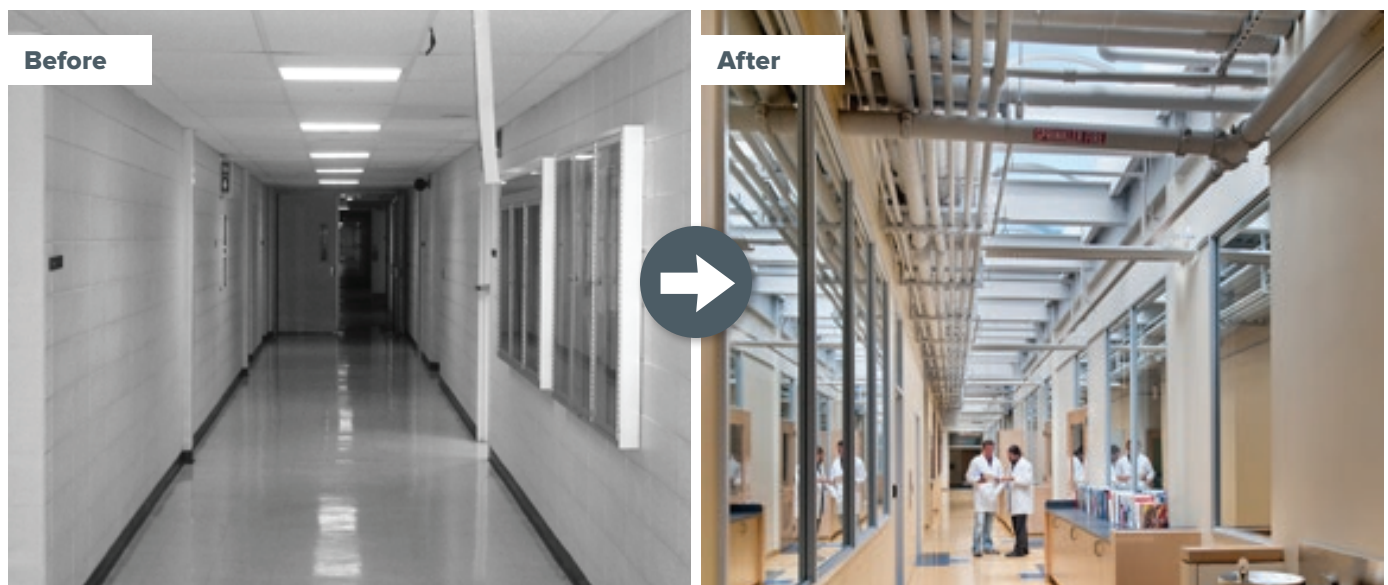
Public space design also includes key connecting corridors many of which are already beautiful tree-lined streets. These should be redesigned to facilitate biking and walking. Where there is excess capacity, some roadway space can be recaptured for new sidewalks or for bike lanes. Even more attractive would be to work with some of the businesses to create a wide shared use path off of the road, taking advantage of the deep front lawns that are found throughout the park. One can image a “par course” through the industrial park that can be used both for getting around and for exercise.

A study needs to look at the way vehicles move through the industrial park now so that conflicts from mixed traffic can be resolved without compromising the efficient operation of the businesses. Other changes which benefit goods movement, such as possibly adjusting for tractor-trailer operations, could also be part of a street redesign.

Finally, there is the design of Motor Parkway where the recent rezoning has enabled new density. Because the new zoning can attract new development, there is the opportunity to leverage this development to change the character of this most visible edge. Design guidelines would insure that buildings have a uniform relationship to the street and to each other so that this edge projects a coherent image of the industrial park. The zoning here could enable new building types that mix uses in creative ways – production and shared work space, research, office and gathering.

In terms of buildings, one of the challenges in any industrial park is the reality that the buildings are inward-looking and opaque boxes - as they need to be. However, along the key connecting corridors and around the signature public open spaces, HIA-LI could identify opportunities to animate the buildings with new windows, highly visible entries, lobbies and office spaces, and even retail outlets for their products. In some industrial districts, “inside-out murals” are used not only to soften these walls, but to communicate what is happening behind the walls by depicting the machinery and processes inside. An excellent precedent in this regard is the Cell and Genome sciences building at the University of Connecticut, renovated in 2010 to incorporate daylight, visibility, and energy efficient design. While it is true that this was a publicly subsidized project, there is no reason why the HIA-LI might not look to a similar public-private-institutional partnership for a similar adaptive reuse project here that could become a flagship for the intention to embrace the next generation of high-value-added production.

UConn Cell and Genome Sciences Building



Source: Goody Clancey

Zoning is not the only enabler or constraint on development: The Town could also study those building code regulations that impact the flexible use of the existing structures. Building owners who have recently tried to renovate or subdivide their buildings could be consulted to see if there are impediments that can be addressed by the Town.

Finally, new structures housing new programs can be clipped on to big box factory buildings to soften their massing and create a better transition between the factory box and the streets or public spaces. A signature case study in these kinds of strategies is the Bayer Pharmaceutical campus in Berkeley, California. While this is a somewhat more urban condition, it demonstrates these strategies in ways that are applicable to the HIP.

Bayer commissioned a creative master plan that has successfully balanced security, flexibility, integration with surrounding context, and adaptation to new uses and technologies. The key strategy was to re-think the facilities not as a closed industrial precinct, but as a kind of campus. The industrial park is now organized around an armature of streets and open spaces. A typology of these spaces was created – campus, industrial, service – each with its own characteristics and relationship to building spaces. To create a positive relationship between the buildings and the public spaces, different kinds of spaces – production, service, office/reception, and gathering/conference – were articulated differently and in some cases were given their own volumetric expression and “clipped on” to the otherwise uninteresting production shed. Guidelines ensured that offices and gathering spaces faced the street. Several strategies were used to reintegrate the complex with its surrounding context: important view corridors were mapped and maintained, new movement corridors (both pedestrian and vehicular) were created to link to the surrounding street network, guidelines established open spaces along the edges and abutting the residential neighborhood, and the master plan and supporting guidelines established

UConn Cell and Genome Sciences Building



Source: Goody Clancey

landscaped setbacks and yards that defined the shared space of the street.

Over time, HIP could look for opportunities to reinforce “clustering” of related businesses and tenants by organizing them around these enhanced public spaces. Clustering can also reinforce “eco-industrial park” strategies.

Overall strategies for designing a 21st Century Production Employment Center

- ▶ Identify public spaces for gathering, interaction, and creative programming
- ▶ Create infrastructure improvements in targeted areas
- ▶ Redesign key corridors for pedestrian and bike accessibility and friendliness
- ▶ Institute design guidelines for new construction under the new zoning
- ▶ Identify buildings for adaptive reuse for better and more open design

Implementation actions

- ▶ Conduct a survey to identify both indoor and outdoor places throughout the park which could be used to promote informal interaction among employees and business owners. These spaces can be of different kinds and scales, but they should offer amenities conducive to casual interactions and activities, such as lounges and shared work space, light refreshment, and internet access. Preferred locations are where there are concentrations of employees or places in the park that are heavily trafficked.
- ▶ Initiate discussions with companies that build shared workspaces such as WeWork. These exploratory discussions will yield insights about potential locations and space requirements. It may be possible to do this through adaptive re-use of an underutilized building.
- ▶ Commission a mobility plan that organizes goods movement, car trips and pedestrian and bike travel. This plan would identify the key corridors that can be used for pedestrian and bicycles. This process can explore the degree to which goods movement can be coordinated among different businesses within the park in support of the “eco-industrial park” strategies described below.
- ▶ Once key corridors are identified, a landscape architecture firm could develop a comprehensive plan for streetscape improvements including better pedestrian and bicycle access and design improvements, while also responding to core transport concerns such as suitability for modern truck design and turning radiuses.
- ▶ Develop a comprehensive guide for best building design practices, which would be issued to all potential developers and building owners in the park. Because many of these are established practices, HIA-LI can start by compiling model codes and design guidelines from elsewhere. Going forward,

these recommendations could be institutionalized in the local zoning code.

- ▶ In addition to Motor Parkway, there are key gateways and corridors throughout the industrial park where even more density could reinforce the planning framework described in the report. This additional density could be contingent on exceptional design quality and contributions to other initiatives that support the larger goals of the industrial area, such as creating a pedestrian/bicycle network or reconfiguring the “gateway” locations.
- ▶ Over time, locate companies in related businesses in closer proximity to one another.
- ▶ Identify state grants to support these activities. Possibilities could include the Empire State Economic Development Fund, New York State Department of Labor worker training grants, and the New York State Department of Transportation’s Industrial Access Program.

Making what you do visible

Industry Day Tour



Source: AMPed

Industry and its benefits are poorly understood.

In part, this is because these kinds of industrial parks were cordoned off to minimize conflicts with surrounding uses and to facilitate logistics within the industrial precinct. But it is also a function of contemporary factory architecture which is typically a front office clipped onto an anonymous and opaque single story factory box. To attract investment in the park and to help build support in the surrounding communities, it is important to project the diversity of the valuable and interesting activities that take place here. Making the value of the park visible has both a physical design and a programming dimension.

In terms of physical planning, key corridors that extend from the surrounding context into and through the industrial park should be identified and targeted for streetscape improvements and branding. Where these corridors meet the edge of the park, well-designed gateways should be created, which are suitable for

pedestrians and bicycles. Distinctive landscaping and signage that brands the HIP as an employment center could be added. The buildings that front onto these key corridors should be encouraged to open up their facades as much as possible and, as appropriate, to open up a publicly accessible showroom or retail outlet.

In terms of programming, HIA-LI could organize “Industry Days” that bring people from surrounding areas and institutions to the rebranded employment center. Tours would take people into the factories where they could see what is produced there and how it is made. Events like these are popular because they tap the energy of the “Maker Movement,” which is deeply interested in the role of small-scale entrepreneurs in driving the next industrial economy, and the specifics of different types of industrial production.



Source: Project for Public Spaces

Finally, HIA-LI could find ways of bringing people into the industrial park to introduce them to the park and promote its importance and connections to the larger community. One important facet is to facilitate placemaking by finding public spaces where events for the general public can be staged: everything from farmer's markets, to maker fairs, to outdoor movies in the summer. One location to build on is the small shopping center at the center of the park, where non-industrial businesses are already located.

Certainly there are challenges. For instance, overall traffic patterns need to be studied to rationalize truck movements with pedestrian and car movements. However, the park has great potential, and a redesign need not conflict with its primary function of producing and transporting goods.

Overall strategies to increase visibility

- ▶ Identify key corridors, and adopt measures for streetscape and signage improvements along them.
- ▶ Design identifiable gateways where these corridors meet the edge of the park
- ▶ Organize Open Houses and Industry Days to introduce the community to Hauppauge Industrial Park businesses.
- ▶ Facilitate public events, and identify and redesign green spaces to allow for these events.

Implementation actions

- ▶ Program an initial Open House day, coordinating with the local businesses in the park to do tours or be open to the public. HIA-LI could either employ an independent public relations firm or an internal public relations specialist to do outreach to the local press and community to promote this event.
- ▶ Identify one or more centrally located parcels of land, with sufficient parking nearby, which could potentially be used for public events. Preliminary reconnaissance suggests that the shopping center at the center of the park could be a potential location.
- ▶ After identification of appropriate sites for public events, HIA-LI could work with the site owner on programming and use of these spaces for community events, and develop and publish an event calendar.
- ▶ Hire a design firm to develop a comprehensive branding strategy for the park. The firm should develop potential signage and logos, and also recommend products, such as banners and signs, for streets or gateways. A local planning or legal expert should be employed to examine local regulatory issues related to signage, and work with the design firm on legal changes to accommodate the preferred vision, and alternatives that could be done within the existing regulatory framework.

Adopting Best Practices for Eco-Industrial Development

The Eco-industrial Park Handbook states that “An Eco-Industrial Park is a community of manufacturing and service businesses located together on a common property. Members seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues.” Within this very broad definition, eco-industrial practice has several potential applications in the context of the Hauppauge Industrial Park.

First, there are initiatives related to energy and storm water. Industrial parks like the HIP have large expanses of impervious surface in the form of parking lots, loading areas and outdoor storage. Changes in the nature of industrial businesses – their scale, the way goods are moved and shipped under “just-in-time” protocols – mean that some of these impervious surfaces can be reclaimed, either for new buildings or for landscaping and best-practice storm water management. The industrial park already has large expanses of well-manicured lawn. New green areas would be part of a larger green infrastructure strategy that would tie all of the landscaped areas into a continuous system that would manage storm water more sustainably. As the Center for Neighborhood Technology has demonstrated, this can have real economic benefits as well as environmental benefits.

In terms of energy production, the large expanses of flat roofs that are pervasive in these kinds of industrial parks are ideal for solar installations. The HIA-LI could also study the potential for creating a micro district for sharing energy production and distribution.

Finally, at the core of eco-industrial practice is the idea that the businesses within the district share resources as a community. The model circumstance is one in which the outputs of one business – from finished components, to unused byproducts, to waste heat – are used as inputs for another business. To grow this ecology, a detailed audit needs to be done of all of the businesses to understand what all of their inputs and outputs are to identify potential synergistic relationships. While this ecology takes a long time to develop, it comports perfectly with HIA-LI’s larger agenda of promoting the shared interests of the HIP tenants, and serves to build community as much as develop environmental sustainability.

Industrial Infrastructure Made Green



Source: John Northmore Roberts and Lindyn Buchanan Associates

Parking Lot Bioswale



Source: Chesapeake Bay Program (Flickr)

Flat Roof Solar Panels



Source: Allagash Brewing

While all of these strategies have both economic and environmental benefits, they are also important to telegraph to the tenants and to the larger community that the HIA-LI is looking to the future and is committed to participating in the next generation of production activities.

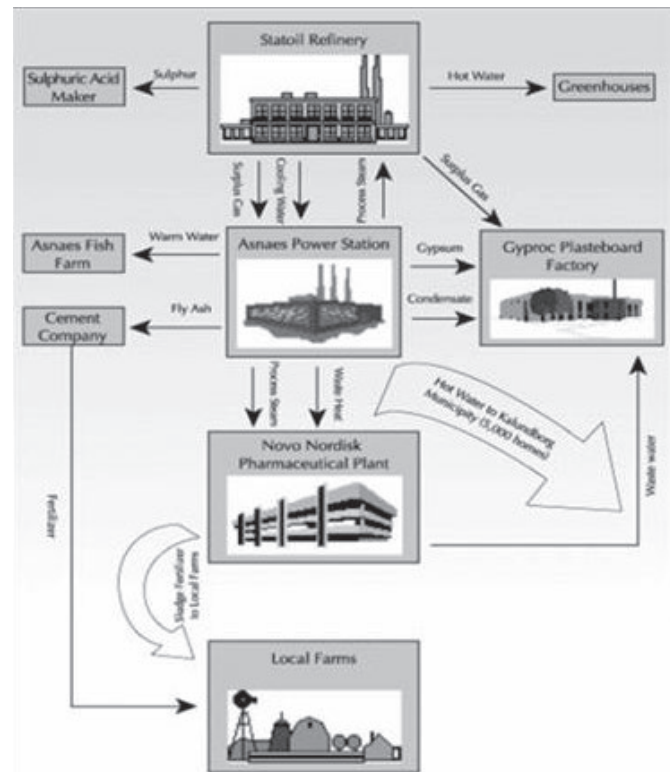
Overall strategies to increase eco-industrial development

- Reclaim impervious surfaces as green space or buildings
- Utilize large, flat roof spaces for solar paneling
- Explore possible cross-collaboration of production among HIP businesses

Implementation actions

- Set up an initial members cooperative and forum, where local businesses have a forum to explore shared purchasing of goods and best practices for energy savings.
- As part of a wider business survey, conduct a detailed audit of opportunities to share or exchange resources and waste product. This may reveal opportunities to reduce goods movement costs or opportunities for cost savings through joint procurement. A detailed waste audit can identify how waste from one business might be used as supplies for other businesses. The survey could also identify impermeable surfaces that are currently underutilized by either the businesses or the Park as a whole. HIA-LI could then conduct a storm water management study to determine if some of these spaces can be either redeveloped or greened and then made part of a new storm water management plan.
- Conduct an energy audit to gauge potential feasibility of the use of roof space for solar installation. The cooperative or HIA-LI could also explore pooling resources for both the installation and energy purchasing to create an economy of scale.

Eco-industrial Park Diagram



Source: Kalundborg

Thinking About the Next Economy

Much of what we think of as traditional manufacturing is still well represented in the region – printing, food, furniture manufacturing, fabricated metal products, computer and electronic equipment, machinery, chemical and pharmaceutical, and a wide variety of miscellaneous industries – everything from musical instruments to medical equipment and supplies. Interestingly, many of these are small businesses.

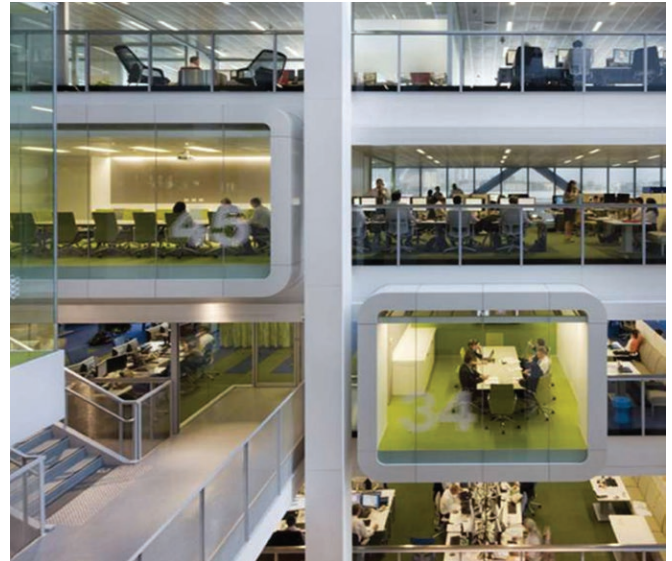
But in other ways, production in the region is changing so rapidly that policies and regulations can barely keep pace: they do not reflect contemporary modes of production such as small and medium sized 3-D printing operations, laser cutting, “maker-spaces” where small firms do small-batch prototyping, specialized urban food production, and media and film.

For the most part, the existing zoning allows a broad range of uses that can support an innovation-oriented economy within the district. This includes allowing non-industrial uses such as offices, hotels, research labs, vocational schools, and artist studios. The zoning also allows the kinds of public amenity uses that can make a complete neighborhood such as day-cares, libraries, parks and playgrounds. Some additional uses are permitted if they are accessory to the primary uses: a cafeteria, outdoor dining, and incidental retail not exceeding 3% gross floor area of the primary use.

In time, as part of comprehensive place-making efforts, decision makers may want to lift the prohibition on a handful of the types of businesses that might draw people into the public spaces. These would include personal service businesses like barber shops, appliance and office machine repair shops, contractor showrooms, counter service restaurants, and microbreweries. Fortunately, the existing zoning allows some discretion in determining whether a proposed building or activity is a “customary accessory structure and/or use” or in determining what a “Non-nuisance industry” is without trying to make an overly prescriptive list. These discretionary actions can continue to make a vital production ecology in the district.

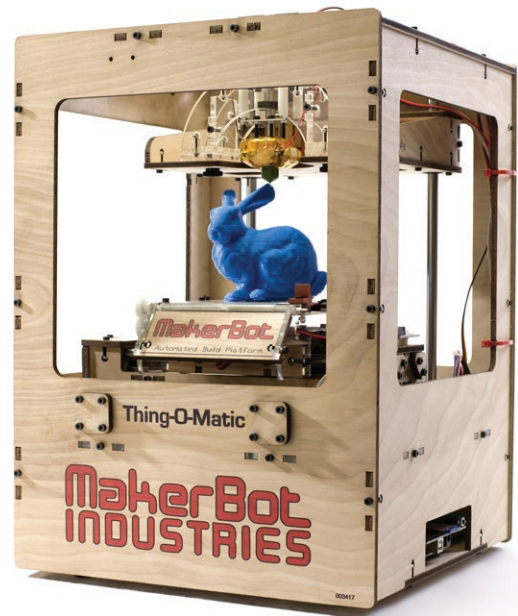
To take advantage of these trends, the drivers of the next wave of production need to be anticipated. As described below, some of this relates to physical planning and design: many older large footprint factories are no longer suited to the many smaller businesses that are looking for space. The next generation of entrepreneurs and workers are also looking for the kinds of environments that are rich in amenity and which promote interaction and sharing among their peers. The HIP should consider identifying a building that can house shared “maker spaces” along the lines

Innovation office space



Source: Sasaki Associates

**Makerbot Thing-O-Matic
Assembled Printing a Blue Rabbit**



Source: Makerbot Industries

Co-working space



Source: Boston by Massachusetts Clean Energy

UConn Cell and Genome Sciences Building



Source: Goody Clancey

of the WeWork model. Regulations should facilitate the subdivision of large footprint structures into smaller units for a more diverse mix of uses.

HIA-LI and Suffolk IDA indicated that, currently, the larger industrial spaces are more in demand than the smaller spaces, and that in the short term they expect the park to stay primarily geared toward large-scale industrial production. However, trends regionwide are moving toward smaller and more flexible industrial space, and HIA-LI could put in place a pilot building to explore these types of layouts. In addition, a building of this type could possibly drive demand for this type of space, as could other improvements and redesigns to the park.

Connections outside the industrial park are essential. Some of these connections are physical, which is why the design of the connecting corridors is identified as a priority. But many of the

most important connections are virtual: high-speed broadband internet access needs to be pervasive. Most importantly, the HIA-LI could build on its partnerships with local institutional partners and with allied businesses in a much larger geography. This includes finding opportunities to collaborate with the many excellent research institutions in Suffolk County, including the LIU Suffolk campus, which is less than a quarter of a mile away and already has some related programs in production engineering. Other potential institutional partners are the Cold Spring Harbor Laboratory, SUNY Stony Brook, the Northwell Health System, the Brookhaven National Lab, and also various private, non-profit institutions with research programs focusing on cancer, neuroscience, plant genetics, genomics, and quantitative biology.

The strategy of moving more toward higher value-added uses is supported by several aspects of the Suffolk County context: Adjacency to capital-rich NYC, the ability to pull from a highly educated population, and the already noted proximity to well respected institutions. There is already a growing biological-medical cluster in Suffolk County, although there is heavy competition at the national level from places like San Diego, Boston, North Carolina, and the Bay Area, which have significant research university clusters.

Because many of the new processes are clean and quiet, they can be combined with other uses in ways that were not contemplated before. Zoning regulations can enable new forms of mixed-use in new hybrid building types that combine the widest range of activities related to creative production, from software development to small batch prototyping.

Taken together, these trends suggest that the Hauppauge *Industrial Park* should probably be rebranded to reflect the rich diversity of employment opportunities here and shed the prejudices about what goes on in a typical suburban industrial park.

It is worth noting that these ideas align with the current Federal EDA initiatives and policies. Through flexible grant programs, the Federal EDA provides construction, technical assistance, financing, strategic planning and network building tools that local and regional entities can use to support their communities' unique economic development strategies and objectives. They prioritize collaborative regional innovation and public/private partnerships which aligns with the current Suffolk IDA approach. Most Federal EDA projects are multi-agency efforts where resources from multiple entities are pooled. The EDA specifically sites the kind of infrastructure upgrading that Suffolk County has just completed with the sewer expansion.

Overall strategies for thinking about the next economy

- Identify an existing building for adaptive reuse as a "maker space," with smaller business footprints and a diversity of uses
- Facilitate high-speed broadband access throughout the park

- ▶ Build partnerships with local businesses and research institutions
- ▶ Enable new forms of mixed-use development through zoning changes
- ▶ Rebrand “Hauppauge Industrial Park”

Implementation actions

- ▶ Identify a specific building, preferably empty and smaller, which could serve a potential pilot building for smaller industrial “maker spaces.”
- ▶ Assess broadband connectivity and, if lacking, begin negotiations with local providers to wire the park.
- ▶ Rename “Hauppauge Industrial Park” as “Hauppauge Employment Center” or another name. Possibilities could also be explored with the design firm as described in the “Visibility” section of this report.
- ▶ Reach out to nearby institutions and form a working group to explore collaboration on workforce development initiatives.
- ▶ Conduct outreach to potential anchor tenants of the smaller “maker space” building, with the possible adaptive reuse and more open design being done in conjunction with this anchor tenant.
- ▶ Hire a planning consultant to develop a vision for the type of mixed-uses wanted by the HIA-LI, and draw up specific proposed zoning changes that would result in the type of development envisioned by the HIA-LI.
- ▶ Investigate potential for Federal EDA programs to support the HIA-LI as part of a larger Suffolk County innovation effort.

Outcomes

In May 2017 the Town of Smithtown adopted changes to the zoning code allowing for restaurants to be co-located with office and non-nuisance industrial uses in light industrial districts, which makes up almost all of the Hauppauge Industrial Park. This will allow for the implementation of one of the study’s recommendations: cafes and restaurants where manufactures can sell goods on a retail basis on-site, leading to more vitality and business development inside the park.

A cautionary note

As with all initiatives that seek to create more value in industrial areas, there is always the danger of commercial gentrification: that well-paying manufacturing jobs will be displaced by service sector businesses that can pay higher rents. It is essential that the county, towns and the HIA-LI remain committed to production in all of its forms. An essential part of raising the profile of the HIP is to articulate the value that a robust production sector brings: a diversity of employment opportunities, and deep linkages to the rest of the economy.

Appendix: Meeting Summary

On May 23, 2016 the Regional Plan Association and Suffolk IDA staff met with stakeholders and tenants of the Hauppauge Industrial Park in order to explore possibilities for improving the park.

Attendees included local planning officials, industrial and non-profit tenants of the park, and representatives from Suffolk County IDA and Hauppauge Industrial Association of Long Island.

After RPA’s presentation of best practices from around the country, feedback was gained and a variety of strengths, challenges & other possible areas for study were identified over the course of the two-hour meeting. Workforce development, design, and identity were the three major areas identified by the working group as areas of concern. Major points made by the attendees were:

Workforce attraction

Because the current design of the park lacks commercial and recreational amenities, attendees expressed concern that the park would not be able to attract younger workers, whose job location desires are focused around places with more commercial options, social interaction and amenities.

Local Partnering

Partnering with local institutions, especially Suffolk Community College and LIU Suffolk Campus nearby and Stony Brook University, could lead to workforce development and create a pipeline for business in the park

Street design

The streets in the Industrial Park lack sidewalks and bicycle lanes, were designed for auto/truck traffic only, and the park overall is significantly lacking in walkability. Although the attendees observed that there is a lot of walking within the park, the current design is not pedestrian- and bike-friendly and results in pedestrian/auto conflict, it was also indicated that the roads are not properly designed for tractor trailers.

Recreational amenities

There is currently a lack of recreation areas and usable open space in the park, which could be used for programming, active recreation, and passive recreation. Opportunities might include parking lot adaptations, or an unused, fenced in green space

which appears to be a storm water retention basin and by the local water department, which has its headquarters adjacent.

Commercial amenities and corridors

There is only one commercial center currently in the park, occupied by a strip mall with shops and restaurants. There are also some restaurants and commercial establishments along the southern border of the park on Motor Parkway. Attendees expressed an interest in more commercial options, especially in the restaurant and food service department. Food trucks in the park (although not viewed favorably by the town), either in a central location or throughout the park, was also expressed as a possibility, as was the possibility of existing food manufacturing businesses opening on-site retail components.

Connection with surrounding area

There is a lack of integration to nearby parks and open space, especially Hoyt Farm Park immediately adjacent to the north-west corner owned by the town of Smithtown, although concerns were expressed as to the public availability of the park to non-Smithtown residents. Better connection to these parks, as well as to the Suffolk County Community College to the south, could be a redesign component, although engagement with the surrounding residential community would need to be undertaken first, in order to understand if better connectivity to the park is also a priority of the adjacent neighborhoods. An initial sketch-out of a possible redesign of connections between the park and the adjacent neighborhoods was done, with the Moreland, Adams, Marcus, and Old Willets intersection with Motor Parkway identified on the south side of the park, and the Old Willets intersection with Veterans Highway identified on the north side of the park. Oser Avenue, running east-west, and Adams Avenue, running north-south, were identified as potential thoroughfares to be redesigned.

Public transportation

Although there are public bus routes into the park, there is a lack of effective and direct public transportation access, especially in regards to connections to nearby Long Island Rail Road stations. Ideas for shuttles from the park to the LIRR stations at Deer Park and/or Islip, as well as better routing of local public transit, were discussed.

Additional Development

With most of the park due to be sewered in the next few years, and a zoning overlay encouraging larger buildings, a set of design guidelines could be instituted in order to encourage and possibly encode proper architecture. A desire was expressed to extend sewer coverage throughout the entire park, in particular the eastern end under the jurisdiction of the Town of Islip.

Naming

Attendees expressed that the park lacks a compelling identity. An overall vision for the Industrial Park, including a possible renaming from “Hauppauge Industrial Park to “Hauppauge Park,” or “Hauppauge Employment Center” was something some attendees felt was needed.

Signage

There was a strong belief that either a part of a new branding or as a stand-alone project, additional signage should be included both in the park and on nearby access roads. Issues were raised as to possible zoning compliance issues which could be barriers to additional signage.

Showcasing and visibility

Attendees expressed a need to raise the overall visibility of the park, and noted that there was little knowledge of the park and the jobs it brings in the surrounding community, even in nearby neighborhoods. Ideas were:

- ▶ More “open house” style events by a signature industrial tenant, such as a microbrewer or boutique winery.
- ▶ Showcase retail storefronts for businesses, especially food manufacturing, in the park which could attract more traffic and visibility.
- ▶ Identify green space or areas in the Park where significant space can be created for special events, such as drive-in movies, lunchtime concerts, festivals, or a manufacturing day, which could give the park life beyond the typical 9-5 work week and serve to integrate it into the larger community.
- ▶ Identify a main gathering place to promote as main street/town square



Regional Plan Association

Regional Plan Association is an independent, not-for-profit civic organization that develops and promotes ideas to improve the economic health, environmental resiliency and quality of life of the New York metropolitan area. We conduct research on transportation, land use, housing, good governance and the environment. We advise cities, communities and public agencies. And we advocate for change that will contribute to the prosperity of all residents of the region. Since the 1920s, RPA has produced three landmark plans for the region and is working on a fourth plan due out in 2017. For more information, please visit, www.rpa.org.

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