

## Executive Summary:

### 139-40 Hillside Avenue Ambulatory Hub Strategic Proposal

139-40 Hillside Avenue is a strategic, transit-served site for the development of a comprehensive ambulatory care and outpatient specialty hub within one of Queens' highest-demand healthcare catchments.

The property is located along the Hillside Avenue corridor in Jamaica and benefits from strong regional connectivity, proximity to dense residential neighborhoods, and immediate access to major transit nodes serving patients, staff, and visitors.

With the Jamaica Neighborhood Plan (JNP) adopted in November 2025, the site is now positioned within a framework intended to support higher-density, mixed-use development along targeted corridors. This regulatory clarity enables a healthcare owner-user to evaluate the site on a fully entitled basis, with materially reduced land-use uncertainty.

The property's mid-block footprint and scale support a purpose-built outpatient facility capable of accommodating multi-specialty clinics, imaging, diagnostics, rehabilitation/therapy, and ancillary services in a single consolidated location—improving patient experience, operational efficiency, and referral retention through integrated service delivery.

From an operational perspective, the site is well-suited for a hub-and-spoke ambulatory strategy: it can function as a flagship outpatient destination that absorbs non-acute volume from hospital campuses, decompresses emergency department utilization for low-acuity conditions, and expands access to high-demand specialty services in Queens.

The corridor's transit orientation supports appointment adherence and equity of access, while the surrounding population density supports robust longitudinal utilization across primary care, specialty care, and episodic services.

The acquisition opportunity also addresses a structural market constraint: scarcity of large, buildable parcels in Jamaica's North Core capable of supporting institutional-scale outpatient development. Many nearby sites are built-out, assembled, or constrained by existing tenancies and irregular lot configurations.

In contrast, 139-40 Hillside Avenue offers a clear development thesis and the potential to deliver a modern, branded outpatient environment aligned with system standards for patient flow, infection control, accessibility, and flexible future program expansion.