

PROJECT PROFILE

Greenpoint Manufacturing And Design Center, LDC. 1155-1205 Manhattan Ave
 Project Name Location Brooklyn, NY 11222

Owner Greenpoint Manufacturing And Design Center, LDC.

Project Use(s) Arts and Industry Center

Project Size 8 Buildings 400,000 Square Feet Total Development Cost \$8000,000

Annual Operating Budget (if appropriate) \$750,000

Date Initiated May 1992 Percent Completed, December 2, 1994 35%

Projected Completion Date (if appropriate) January 1998
 (Attach, if you wish, a list of relevant project dates)

Application submitted by:
 Name David Sweeny
 Title Chief Executive Officer

Organization Greenpoint Manufacturing And Design Center

Address 1155-1205 Manhattan Avenue, Brooklyn, NY 11222

Telephone (718) 383-3935

Key Participants (Attach an additional sheet if needed)

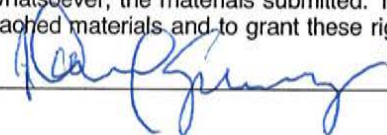
Organization	Key Person	Telephone
■ Public Agencies NYC Econ. Dev. Corp.	Angela Brown	212-619-5000
NYS Urban Dev. Corp.	Peter Serafino	212-930-9000
■ Developer GMDC	Leslie Winter	718-383-3935
■ Professional consultants:		
Architect KCA Architects	Peter Anders	212-513-7262
Landscape architect Hirsch/Danois	David Hirsch	212-979-1510
Urban designer		
Planner		
Lawyer Jed S. Marcus, Esq.	Jed Marcus	718-783-3313
Other Econ. Dev. Assist. Consort.	Marcus Weiss	617-742-4481
■ Community group(s) NAAC	Eric Batchelor	718-349-3034
North Brooklyn Dev. Corp.	Richard Mazur	718-389-9044
Councilmember Ken Fisher	Ken Fisher	718-875-5200
■ Sponsor		

Please indicate how you learned of the Rudy Bruner Award in Urban Excellence.

[] mailing [] media [] previous RBA entrant [X] other

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ABSTRACT

Project Name Greenpoint Manufacturing & Design Center

Location 1155-1205 Manhattan Avenue Brooklyn, NY 11222

1. Describe briefly the project's design and implementation.

The Greenpoint Manufacturing and Design Center is an arts and industry complex located in Greenpoint, Brooklyn. The Center was created and continues to be managed by a handful of woodworking manufacturers, craftspeople and artisans who formed the corporation in order to purchase the eight industrial buildings from the city of New York. Threatened with demolition, the eight century-old buildings are now home to over sixty small businesses and artisans. Out of the mix of talented tenants and community supporters, the GDC hopes to create a community-based employment and education fulcrum which can creatively respond to and capitalize on the needs, interests and commitments of the many businesses, employees and residents who have become part of the Center.

2. What local urban issues did this project address? What were its goals? Were there issues that, in your judgement, might have been addressed but were not?

The project, first and foremost, saved the 21 businesses which were threatened by the building's projected demise. The Center has since more than doubled in size, creating scores of new business and job opportunities. From its original employment level of 110, the Center has grown to nearly 300 employees. The Center has thus dealt with economic and employment growth in a measurable way. It has also preserved some vital neighborhood architecture and a construct which holds many memories for working class Greenpointers. And the Center is providing educational and environmental services to the tenants and residents to maximize the impact of the Center's many undertakings.

3. Describe the financing of the project. Do you think it could be replicated?

The GDC relied on a unique blend of public and private financing and on the proceeds from the buildings' rent roll. Banks, private foundations and utilities underwrote one-time predevelopment costs. State government covered the cost of providing business and residents services, such as ESL classes, environmental compliance training and computer instruction and technology upgrading. City and Federal government funds have been devoted to real property improvements and capital projects. And rent-roll income has been invested in on-going maintenance, repairs and building operations.

4. Why does the project merit the Ruby Bruner Award for Excellence in the Urban Environment?

The GDC deserves the Bruner Award because it has been an unusually successful collaboration amongst myriad agencies, organizations, regulators, banks, foundations and community organizations. The project has made great strides in economic development and demonstrated true originality and creativity in ways which are bettering the lives of local residents, businesses and employees.

DEVELOPER PERSPECTIVE

DEVELOPER PERSPECTIVE

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Leslie Winter

Title Board Chairman

Organization Greenpoint Manufacturing & Design Center

Telephone (718) 383-3935

Address 1155 Manhattan Ave. Brooklyn, NY 11222

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1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

The GDC served as project developer. In 1972, the City took over the property in tax foreclosure. In 1988, the City threatened to sell or demolish the buildings. In 1990, the GDC began negotiating with the City to privatize the Building. The GDC served as mediator, including the building tenants, the community, the City and the State in the project's design and development. The GDC raised pre-development funds to launch the project, assumed whole management in 1993 and closed on the purchase of the buildings in 1994. The GDC will be sole developer, responsible for building and program design and management and will raise over \$ 8 million in emergency construction funds.

2. What, if any, modifications were made to the original proposal as the project was developed? What trade-offs or compromises were required during the development of the project?

The project became so complex and so costly that external private capital was hard to come by. We had to, therefore, rely on internal rent roll proceeds and very creative management to move the project forward. Public approvals and broad-base participation has required modifications in design and wholesale revisions in Board constitution and management. All project participants have been invited onto the Board, thus expanding its representation and forcing certain compromises up-front. These political complexities, along with the challenges of the building rehabilitation took a great deal of time and money to resolve.

3. What, if any, innovative means of financing the project were used?

The GDC has used multiple funding sources, each source being dedicated to uses which fit temporally and programmatically with the source mandates. Thus, City and Federal funds have been used to ameliorate exigent building conditions. State funds have been used for tenant business services, education and training. Bank, foundation and utility contributions have been used to cover pre-development, leasing and marketing costs. And internal rent roll proceeds have been dedicated to on-going maintenance and operations. These funds have been fused in ways which has allowed each contributor to have security and accountability. At the same time, the Center has been able to pursue its many financial and programmatic objectives.

4. How did the financial benefits and economic impacts of this project differ from other projects? How does the project's quality relate to the financial goals?

The financial impacts of the GMDC are most striking on the balance sheet rather than on the income statement. From the accounting point of view, the GMDC is a financial loser when it comes to reported income. This is because the building is such a fiscal sponge. But the GMDC is accomplishing brilliant things from a static valuation point of view. The City has been able to off-load a sizeable off-sheet contingent liability. This is a palpable benefit to local government. The GMDC is also investing in building systems, in tenant services, in neighborhood education and in other good will efforts which are contributing heavily to the calculated value of the project. As more and more community members, building tenants, corporate funders and other supporters focus attention on the project, it becomes more valuable - from both an accounting point of view and a perceptually imputed point of view. The project has also managed to buck the odds. The demands on the project are so tremendous, and the resources so slender, the development has had to be a slow but concentrated one. This has taught people that feasibility is directly impacted by one's reference to time.

5. What was the most difficult task in the development of this project? What was the least successful aspect? With hindsight, would you do anything differently?

The most difficult tasks related to negotiating the purchase of the buildings. The GMDC had to balance the competing claims of many government agencies against the interests of community members and building tenants. The City's Economic Development Corporation, the Division of Real Property and the Department of Environmental Protection all had different interests and objectives. Community members and building tenants wanted to maximize local control and minimize the development costs and reporting accountability. These many different legal mandates had to be resolved simultaneously. And each agency and organization was inextricable. So severance was not an option. It required patience, trustbuilding, creative legal, financial and political problem-solving and a relentless concentration on the project's germinal objectives. In hindsight, I don't know that anything could have been done differently.

6. What about this project would be instructive to other developers?

The GMDC was examined by myriad public and private developers for over one and one-half decade. All governmental and private sector developers pronounced the project dead and recommended rezoning, sale and/or demolition. The GMDC proposal demonstrates how a non-profit, by fusing the best of public and private sector, could bring a building back to life. The GMDC and the City split some of the development risk on the project in ways which proved viable, efficient and prudent for all. The risk allocation model has decided instructional implications. Also, The GMDC shows other developers how "marginal" buildings in "working class" neighborhoods with "no name" tenants can be brought together in a way which creates and accumulates wealth and value, if properly cohered.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The GMDC will, I am sure, be uncommonly successful five and even ten years hence. This certainty stems from the fact that the project seems to attract talent and create energy on an on-going basis. The challenges and opportunities are so rich so inviting that brilliant, hard working dedicated staff, Board Members, tenants and supporters are constantly taking part in the Center's development. This, combined with the unique and dynamic anatomy of the Board of Directors, suggests that the GMDC will have a long, lively and successful future.

**COMMUNITY
REPRESENTATIVE
PERSPECTIVE**

COMMUNITY REPRESENTATIVE PERSPECTIVE

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Joseph R. Lentol

Title NYS Assemblyman

Organization NYS Legislature

Telephone (518-455) 4477

Address 619 Lorimer Street, Brooklyn, NY 11222

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1. How did you, or the organization you represent, become involved in this project? What role did you play? For example, was there a public review process in which you took part?

I represent in the NYS Legislature the area where the Greenpoint Manufacturing and Design Center (GMDC) is located. Mr. David Sweeney, the director of the project, met with me to explain his vision for eight century old buildings which were in decay and decaying more each year.

I was extremely impressed with Mr. Sweeney's idea and helped secure the initial seed money used to plan for the project. I also worked very hard to secure the buildings from NYC. Mr. Sweeney's plan represented an idea I believe met community needs as well as presented a much larger economic benefit to our Greenpoint area.

2. From the community's point of view, what were the major issues concerning this project?

The community was concerned about any adverse environmental affects of the project. Their concerns were addressed. The community also wanted to make sure there would be programs (apprentice programs) community residents and young adults could participate in. Apprenticeship programs have been included in the project's plans.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

I acted purely as an advocate of the project. I was not part of negotiations which would have included changes in the project. If changes were made, they would have been done at a staff level between the GMDC and state or city agency staff. Most adjustments would have been to meet requirements for funding.

4. How has this project made the community a better place to live? Why should it win this Award? Please be as specific as possible.

This project has made a significant difference in the community. The sight of the project is at the tip of the northern end of Brooklyn, an area which typifies what has gone wrong in Cities in recent decades. A once extremely prosperous industrial/residential area had essentially fallen apart. Despite a few rugged businesses, companies were leaving the area for parts of the state or metropolitan NY/NJ area where the quality of work life was better. Even though this part of Greenpoint is so very near the heart of business life in Manhattan, businesses no longer wanted to deal with the inner city "woes" of business life.

This project emerged when the remaining tenants of the buildings expressed an interest in purchasing the buildings to a local not-for-profit corporation. The vision for the Design Center emerged thru the effort of these local businessmen to preserve this area of Brooklyn. The results has been the revitalization of a dying NY industry, a beacon of hope for an area which was turning into temporary dumps called tranfer stations, and the prospects for apprenticeship programs which will surely serve this working class neighborhood.

I have hailed this project as one worthy of national attention and clearly this award.

5. If a community group came to you for advice in carrying out a similar project, what would you tell them? throughout our cities.

I would offer them the stark facts about what was going on in the area where the GMDC started its project. I would then take them to the site so they can see what's happening now. I would then tell them to follow the same prescription as the GMDC. Public support will follow any solid proposal which creates jobs while also respecting the spirit of an industry and community. The GMDC has struck a common chord in all aspects of the Greenpoint community.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

If businesses are in these buildings five years from now, the project is successful. However, the very fact the businesses are there today means it has been successful since just a few short years ago this very area was losing almost all of its business base.

**COMMUNITY
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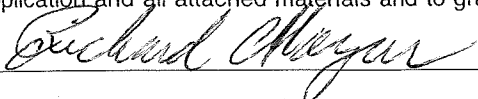
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Name Richard Mazur Title President
Organization North Brooklyn Development Corp. Telephone (718) 389-9044
Address 894 Manhattan Avenue, Brooklyn NY, 11222

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1. How did you, or the organization you represent, become involved in this project? What role did you play? For example, was there a public review process in which you took part?

As President of NBDC, a Member of Polish National Home, Polish National Dance Theater, the North Brooklyn Business Council and a lifelong Greenpoint resident, I have had a long and deep interest in the redevelopment of the Center buildings. My father emigrated from Poland half a century ago and found his first job in what is now called the GMDC. Our first house was just across the street. Like other neighborhood residents, I lamented the decline of these buildings in the 1970s and fought to preserve and redevelop them in the 1980s. Today, I share the neighborhood's pride over the Center's triumphs.

2. From the community's point of view, what were the major issues concerning this project?

The safety of building tenants and nearby residents was top on our list. The buildings were old and in desparate shape. We wanted to make sure that the GMDC would guarantee the safety of building tenants. We also wanted to make sure that all existing environmental problems were dealt with - including asbestos, containerized chemicals and some basement sludge. During the course of the public review process, all of these issues were resolved to the community's and the Community Board's satisfaction.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

Community members and the NBDC wanted to support the project, but also wanted some assurances that the project would be handled responsibly and that the community would be given some regular oversight and participatory powers. We got the GMDC to open a few Board seats to new people and to set up a reporting protocol to the Community Board. We also got some due diligence on the project. Finally, some issues became pre-closing requirements, such as tenant support, construction guarantees and environmental remediation. These sorts of issues which were going to be dealt with later in the project were moved to the forefront and resolved during the public approval process.

4. How has this project made the community a better place to live? Why should it win this Award? Please be as specific as possible.

The project saved these important buildings. Everyone is happy about that. The project is also bringing life into a part of the neighborhood which was dying. This is evident all over the area. The GMDC is providing the kinds of jobs and training opportunities which are important to Greenpointers, many of whom have recently immigrated from abroad like my parents did. When English is not one's first language and when one prefers to work with their hands rather than at a computer, projects like the GMDC are vital as a job generator. Finally, the programs which GMDC sponsors in recycling, environmental compliance, English language instruction and inter-generational arts and crafts provide a unique and useful service to many neighborhood residents. The project is buoyant, original and effective and warrants attention and encouragement.

5. If a community group came to you for advice in carrying out a similar project. what would you tell them?

First, I would tell them to do their homework, to make their case and to know their subject. Then I would tell them to consult neighborhood organizations and elected officials to generate support. Then I would tell them to get ready to meet with all of the relevant public agencies at a grand summit meeting. And then just before the meeting, I'd tell them to go into training with the GMDC Board and staff members to get into tip top shape before entering the ring with such agency heads. Every great project requires smarts and almost maniacal persistence. If they lacked either - the latter in particular - I would recommend that they pursue less demanding endeavors.

6. If, five years from now, you were to judge that this project was still successful. what characteristics would convince you of that fact?

The project's future success, which, in my mind, is quite predictable, will stem from the organizations ability to continue to create and recreate value. This value takes the form of product value, of human value, of real property value and instructional value. The project seems to chronically attract the best people, the most creative businesses, the most dedicated staff and the most faithful funders and community supporters. It will be the GMDC's ability to keep this life-sustaining spirit and sense of value which will be central to defining its success in the future.

**COMMUNITY
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PERSPECTIVE**

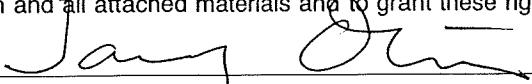
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Name JAMES OLIVER Title _____
Organization NEWTON ARTISTS & ARTISANS CENTER Telephone (718 389-8284)
Address 1205 MANHATTAN AVENUE, BROOKLYN NY 11222

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1. How did you, or the organization you represent, become involved in this project? What role did you play? For example, was there a public review process in which you took part?

The Newtown Artists and Artisans Center became involved in the project because many of our organization's members have work studios in the GMDC building. When we learned about the plan to create a non-profit community development corporation to revitalize the buildings, we were keen on getting involved. NAAC seeks to support its member artists and to promote art and art education in the community at large. Inasmuch as the GMDC proposal promised to reate great opportunities for area artists, NAAC was quick to encourage the Center's development. Many NAAC members live in the Greenpoint area, so we became involved in the public review process, seeking to support the project during Community and Borough Board review.

2. From the community's point of view, what were the major issues concerning this project?

2. NAAC's principal concerns revolved around the safety of building tenants, environmental remediation and the longevity of artists in the building. NAAC wanted to ensure that all tenants who wanted to stay in the building could stay there long term. NAAC was also concerned about some form of artist involvement in the non-profit and on the Board of Directors. NAAC eventually took two seats of the GMDC Board.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

3. NAAC's participation on the Board required a commitment from artists to participate regularly and responsibly in the management and development of the project. This responsibility has proven to be generous. Many NAAC members also had to wait patiently for the project to proceed, not knowing the future of the buildings. And, of course, while the project was being developed, many NAAC members with space in the building had to contend with adverse buidling conditions - leaky roofs, broken elevators, drafty windows and faulty heating.

4. How has this project made the community a better place to live? Why should it win this Award? Please be as specific as possible.

4. The GMDC has already begun to make the immediate physical environment more pleasant. Slowly but surely, building improvements are being made and more and more tenants are moving in. The GMDC has also broken some new ground with many area artists who are excited about participating in the venture. Adjacent streets and sidewalks are being improved and new restaurants are opening nearby. These developments are doubtless attributed to the Center's successes.

5. If a community group came to you for advice in carrying out a similar project, what would you tell them?

5. I would tell them that faith and persistence are important ingredients. So too is trust. These elements proved invaluable in the GMDC project. Many years and many good faith promises were made before the project got underway. This patience and integrity involved all the relevant players - manufacturers, artists, the community, banks, the City, the State, utilities, elected officials, etc.. A project this complex can not invite the broad-based participation of so many organizations without being trustworthy, creative and patient enough to understand and respond to the motives of each and every participant.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

6. I would imagine that many of the same attributes which has cemented the project to date will continue to play a paramount role in the project's future. These include active tenant and community participation on the Board, creative financing and development, promotion of arts and crafts, the kindling of both art and industry, the formation of small businesses and new jobs and the maintenance of the commitment and energy of the many organizations which have given the Center a boost along the way.

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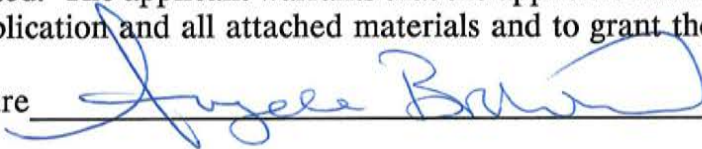
This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Angela Brown **Title** Vice President

Organization NYC Economic Development Corporation **Telephone** (212) 312-3861

Address 110 William Street, New York, New York 10038

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1. What role did your organization play in the development of this project?

The New York City Economic Development Corporation (EDC) is the primary vehicle of the City of New York for economic development services, working to stimulate business investment in its five boroughs and broadening the City's employment and tax base. EDC coordinates the development of City-owned commercial/industrial property and spearheaded the disposition of this formerly City-owned loft complex to Greenpoint Manufacturing and Design Center at a below-market sale price of \$1.00. Additionally, EDC provided a grant of \$1 million in City funds toward renovation costs of the property. Our activities included securing the legally required public approvals (e.g. community planning board, borough board and approval of the Mayor), establishing business terms of the project, preparing legal documents, and so on.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The GMDC plan entailed the renovation of the complex for continued occupancy by the myriad light manufacturing, design-related, artistic and crafts-related establishments, and to accommodate their expansion within underutilized spaces within the buildings. The plan underwent extensive review by EDC before entering the public approvals process, which ultimately led to approvals at every level of review. It was determined that the project should go forward since it would lead to the retention of private-sector, permanent jobs and the creation of new jobs, providing benefits to local area residents and residents of the City as a whole. Additionally, if the project had not been undertaken by EDC, GMDC and the tenants, the property would have continued to deteriorate, ultimately becoming

uninhabitable. If this had occurred, the complex would have eventually become an eyesore and a blighting influence on the surrounding community. Lastly, the City determined that the project would have the beneficial result of returning the property to the City tax rolls. (The City had been receiving no tax revenues after the property was taken in a tax foreclosure in 1972.) In sum, significant public benefits, exceeding the value of the City's financial investment, were provided. The City also conducted an environmental assessment of the project pursuant to its City Environmental Quality Review procedures and determined that there would be no adverse environmental impact upon the community as a result of the initiative.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The project will benefit the local environment by allowing this underutilized property to be restored and brought into full use. During the public approvals process, some residents in the community voiced concern about the project, questioning whether industry should be retained and its activities expanded within the Greenpoint area. These residents felt that the area should be made more exclusively residential in nature. However, we were able to convince a clear majority of the community that the City needs both a strong residential base and a healthy employment base. This compromise occurs frequently throughout New York City's older, mixed-use residential/industrial areas in which residents and businesses co-exist in proximity to one another. The rejuvenation of both housing and business facilities is needed in such communities.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attached supplementary materials as appropriate. What have you observed of the project's impact?

The retention of approximately 200 jobs housed within the complex on the date of sale has been accomplished. When renovated and fully-occupied, it is projected that a minimum of another 100 jobs will have been created on-site.

5. What about this project would be instructive to agencies like yours in other cities?

The fact that there are economic development opportunities in working with crafts-based manufacturers such as woodworkers, custom furniture and cabinet-makers, other industries with a high design content is important. These establishments provide very important employment opportunities in the skilled, crafts area that adds to the employment mix of New York City's economy in significant ways. Additionally, it is significant that in the instance of tenants occupying the building complex and now working with GMDC in undertaking this project, that these establishments are able to work closely together in the decisionmaking concerning the management of the complex. This serves as a clear model demonstrating that the often fractious small business community can organize itself as needed to undertake complex initiatives such as this one.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Several factors would be used to measure the success of this particular project: (i) complete restoration of the property to a state of good repair, (ii) retention of the establishments occupying the space on the date of sale, many of which were at risk of moving jobs out of the complex, (iii) that these establishments and entrepreneurs are operating at a stable level and many have expanded, (iv) the creation of 100 to 200 new jobs on site, (v) increased skills levels of the entrepreneurs and employees alike engaged in traditional trades and in new business undertakings, in some cases, (v) the forging of new linkages with the surrounding community in terms of hiring/training/advancing area residents as job openings occur.

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Name Peter A. Serafino Title Project Manager

Organization NYS Urban Development Corporation Telephone(212) 930-0283

Address 1515 Broadway, New York, NY. 10036

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Signature Peter A. Serafino

1. What role did your organization play in the development of this project? UDC provided a \$75,000 grant in October 1989 to assess the structural, environmental, building systems, and code compliance conditions of the property. The grant was also used for preparation of architectural drawings, renovation cost estimates, and market assessment for leasing of available space. In December 1991, UDC awarded GMDC a \$31,000 grant to establish a marketing cooperative among 1155 Manhattan Avenue tenants to assist them in promoting their products/services, and thus to expand their sales. UDC provided a \$28,000 grant in December 1993 for GMDC to examine water-based wood products coatings as an alternative to the woodworking industry standard solvent-based coatings. Finally, in September 1994, UDC awarded GMDC a \$41,800 grant to provide on-site technical assistance and shared services to companies located at the Center.
2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). First, GMDC had to truly represent the interests of the small businesses operating at 1155 Manhattan Avenue. In this respect, GMDC, and prior to it, the No. Brooklyn Dev. Corp. were very successful in organizing the tenants and promoting the concerns of the businesses with city and state government. Second, the redevelopment plan for the facility had to address critical legal issues and their expense implications (i.e., building code conformance and environmental compliance), balanced with the necessity to make the project work as an economically viable real estate venture. Finally, UDC required that the project be of value to both the woodworking/furniture industry and community residents. It is important that the tenant firms have a safe location in which to conduct business, with proximity to customers and each other, and that local resident have access to employment opportunities with these companies.
3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

UDC's original interest in the 1155 Manhattan Avenue project was based on its prospect for redevelopment of an underused building to create an active manufacturing center in a densely populated urban neighborhood. Upgrading and fuller utilization of the property would improve safety conditions for existing businesses, retain companies and jobs, allow space for expansion, attract new businesses thus generating new economic activity in the city and state, and provide access to skilled employment for local residents. These objectives have not changed throughout UDC's involvement in the project. Since the inception of UDC's funding various aspects of the project, we have wholly endorsed GMDC's vision for redevelopment of the facility. It is an effort ideally suited to the economic development and job creation objectives of New York City.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

As a funder of the project, it is difficult to quantify the impact of the project on its surroundings at this point in time. One fact however is certain. Had GMDC not undertaken the project, the building would have followed an all too familiar pattern in New York City. By today it would have been empty of businesses and jobs. As a vacant city-owned property it would have become vandalized, and used as a location for drug dealing, prostitution, waste disposal and other illegal activities. Instead, today the facility is home to 60 businesses employing 300 people. The manufacturing activities taking place within the building are clean and safe, and of an appropriate scale for this residential/industrial neighborhood. Furthermore, the center provides space and services to encourage new companies to locate in Greenpoint, and to retain existing firms from leaving the city and/or state.

5. What about this project would be instructive to agencies like yours in other cities?

The success of this project was made possible by the commitment of the tenant businesses to stabilize and improve their "home" in Greenpoint, and by the capability of the management team they selected to advance their objectives. It was also important that the tenant firms were profitable, and that the woodworking and furniture manufacturing industries remain viable in New York City, and suitable to an older multi-story industrial building. It was also important that the businesses at 1155 Manhattan Avenue derived value from their proximity to one another, and were willing to collaborate on business projects. The organizers/management team of GMDC, in the face of constant adversity, displayed unlimited capability, fortitude, and creativity in solving problems related to the project. The management team made excellent decisions in forming a not-for-profit corporation, selecting a board of directors, choosing qualified consultants, involving the community board and community members, obtaining support from elected officials, and negotiating with governmental agencies. The organizational structure behind the project is its greatest asset.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

- Completed or ongoing upgrading/renovation of the building to provide more/improved space for businesses.
- More businesses located at the building, providing a greater number of jobs.
- Establishment of, or linkages to a training program for entry level employees in the woodworking or furniture industries.
- An operating budget showing income exceeding expenses.

PROFESSIONAL CONSULTANT PERSPECTIVE


PROFESSIONAL CONSULTANT PERSPECTIVE

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1. What role did you or your organization play in the development of this project?

ANSWERS ATTACHED

2. From your perspective, how was the project intended to benefit the urban environment?

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

6. How might this project be instructive to others in your profession?

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

1. What role did you or your organization play in the development of the project?

Kiss Cathcart Anders Architects, PC were involved at the earliest stages of conceptualization for the Greenpoint Manufacturing and Design Center. We were retained by the North Brooklyn Development Corporation to do a feasibility study to evaluate eight buildings in Greenpoint for their use as a light manufacturing facility. Our firm was project leader for a team which surveyed the buildings, assessed the building services and current compliance with code. Our firm also provided the first designs for the center to establish budgets later used by the project management.

2. From you perspective, how was the project intended to benefit the urban environment?

Two major objectives guided our efforts in the feasibility study. The first was to develop a project which would provide jobs for the local Greenpoint community. The second was to find a way to revitalize the business district at north Manhattan Avenue. Through the creation of the GMDC the team and LDC believed that a number of recent immigrants might find work doing craftwork and cabinetry. This would employ people with little knowledge of English by engaging them with work they could be trained in. The critical formula involved higher employment leading to greater tax revenues which would benefit North Brooklyn.

The second objective of revitalizing the business district of Greenpoint would be met by reconditioning and leasing of roughly 350,000 sf of industrial space where GMDC is housed. This would make use of a nearly derelict complex of buildings and provide an anchor of business activity at the north end of Manhattan Avenue.

3. Describe the project's impact on its surroundings and on the people in the area.

The project is a substantial undertaking. Its scale dictates that it will have a great impact. Presently the buildings are surrounded by similar, if smaller, buildings which largely have the same industrial function. Until recently, rents here were low partially due to the large amount of unleased space in the project. As these spaces lease up, the neighborhood should improve by evolving services which spin off the manufacturing done at GMDC.

4. What trade offs and compromises were required during the development of the project? How did your organization participate in making them?

Since our work was done in the early stages of the project, our work focused on surveying the existing facilities and providing a design proposal for use in cost estimating. We were involved in setting scope and objectives for the project prior to having specific tenants to design for. Trade offs and compromises were made in an effort to having the existing buildings be safe for occupancy and compliant with code. Cost constraints were set mainly by the client's need to keep initial investment low.

5. What was the least successful aspect of the project? With hindsight what would you do differently?

The project was entirely successful during the period our firm was involved in it. Since this was at the very outset of establishing the GMDC, we didn't encounter any difficulties. The GMDC organization had considerable obstacles to overcome in setting itself up, however. The buildings had substantial environmental problems owing to previous tenancy. Establishing a cooperative tenancy with the commercial occupants was another hurdle-this complicated by the ownership of the building by the city's

DRP. I have followed the history of the project since our involvement and these matters seem to be resolved.

The major problem with the project was its lack of funds. The management was always forced to make short term decisions based on available financing. An initial major tenant (rent paying!) would have made a big difference by allowing management to set bigger goals than merely putting out fires. I still feel a large capital investment in this project would pay itself out quickly in improvements in the community.

6. How might this project be instructive to others in your profession?

This project was the first our office did with state funding. It was also the first we did under the auspices of an LDC. We were impressed both by the scope of the project and the quality of professionals we encountered in these not-for-profit agencies. I am particularly happy to have worked with David Sweeny, then employed by NBDC.

Architects often enter projects long after the important decisions have been made. In this case, we were involved at the very beginning, giving us a perspective on joint commercial/public sector projects and the complexities of project strategy and financing. I would encourage other architects to make their own proposals of this sort, working them out with their community LDCs. It would integrate their efforts into the final product.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

I would look for full tenancy of the buildings to ensure a steady cash flow for the improvements slated for the buildings. The ability of the management to attend long-term improvements to the properties would also be improved by creating a cash reserve. Other characteristics would include an increase in smaller business start-ups in the vicinity of the project: those businesses which support or benefit from the presence of the GMDC. Finally, I would look for the kind of tenant whose work is known and respected. The kind which reflects well on the Center and acts as a magnet for other similar tenants.

PROFESSIONAL
CONSULTANT
PERSPECTIVE

PROFESSIONAL CONSULTANT PERSPECTIVE

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Name Jed S. Marcus Title Attorney
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Address 404 Vanderbilt Ave, Brooklyn NY 11238

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1. What role did you or your organization play in the development of this project?

I served as GMDC's attorney throughout the process of buying and restructuring the building. I negotiated with New York City for the building's sale and for subsidies for its renovation. I continued working with the principals to structure the corporation that owns and manages the property, and to structure management's relationship with tenants. Finally, I worked with GMDC throughout the public approval process.

2. From your perspective, how was the project intended to benefit the urban environment?

GMDC's project essentially intended to preserve a complex of increasingly rare civil-war era industrial buildings, and simultaneously anchor the wood-working industry in Brooklyn. As it worked out, GMDC plays another pivotal role in Greenpoint. Had the building not been transformed there would have been no other viable economic use for it--it would simply have been simply an enormous vacant building prone to drug dealing, prostitution and dumping.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

We created a successful manufacturing center which offers jobs to people in the community utilizing traditional manufacturing skills. The revitalization of woodworking in Greenpoint also demonstrates the viability of an urban industry center--it shows how concentrating related businesses and having them share facilities can benefit the group as a whole.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

1) I helped negotiate the compromises necessary between tenants and the current owners to transform the building from tenant control to a more orderly supervision by a professional management group. 2) The city wouldn't pay for the amount of renovation work we felt necessary. Ultimately, the building was sold with a capped amount--\$1 million--which was only one-half or so the money required.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

Finances remain precarious because there is a continuous need for maintenance. But given the political realities and the fiscal restraints of the city, I am not sure, even with hindsight, that we could have received more money.

6. How might this project be instructive to others in your profession?

1) GMDC serves as a model for the privatization of an economic development project which government is incapable of doing. The economic terms could be a model for other public economic development projects pursued through not-for-profit organizations. 2) GMDC also serves as a model for blending tenant-control and professional ownership and management.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

I would look for: 1) economic viability; 2) an increasing percentage of occupied space in the building; 3) woodworking firms in the facility having benefited, in an ongoing way, from synergistic relations.

**PROFESSIONAL
CONSULTANT
PERSPECTIVE**

PROFESSIONAL CONSULTANT PERSPECTIVE

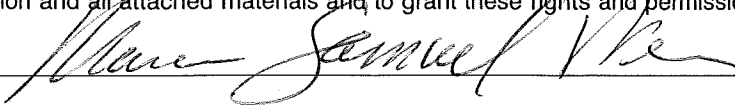
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Name Marcus Weiss Title President
Organization Economic Development Assistance Consortium Telephone(617) 742-4481
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1. What role did you or your organization play in the development of this project?

The Economic Development Assistance Consortium (EDAC) worked with GMDC staff to produce a business plan for the Shared Manufacturing Facility and Business Outreach and Training Center including an analysis of local need for the facility, staffing projections and financial projections. The business plan was included in a successful grant proposal which was prepared by EDAC for submission to the Office of Community Services at the U.S. Department of Health and Human Services (HHS).

2. From your perspective, how was the project intended to benefit the urban environment?

The project is intended to benefit the urban environment in at least three ways. First, the project will support the continued expansion and renovation of an important commercial and design center in the Greenpoint neighborhood, the facility in which GMDC is currently housed and which was purchased from the City of New York for \$1. In addition, the project will create new jobs through the development of new businesses moving into the facility, and through the expansion of existing GMDC tenants into the rehabilitated space. Finally, the project will provide skills training and entrepreneurial support for new employees and neighborhood residents.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

The project will have a decidedly positive impact on the people in the area. As indicated in Answer Number Two, the establishment of the Shared Manufacturing Facility and Business Outreach and Training Center will result in the creation of approximately 103 jobs. (Please see the attached information excerpted from the grant proposal to HHS). .. These jobs will be targeted primarily to low-income neighborhood residents. In addition, the BOC was designed to meet the small business needs of local business owners and entrepreneurs, including computer training and bookkeeping. The project will also contribute to the local area by strengthening the local economy through increased business volume and through enhancing GMDC's tenants reputation for craftsmanship excellence.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

In establishing budget projections for the three year project, GMDC staff continuously kept in mind the cost per projected job to be created and total project expenditures, making sure that the cost per job did not exceed a certain limit. This ensured that the main thrust of the project would remain job creation and employment training, rather than the renovation of the manufacturing facility. Our firm played a role in this process by offering strategic planning strategies which allowed for short, medium and long-term goals and by providing input concerning federal grantsmanship. This self-imposed limit may have restricted the total amount of funds raised in the short term, but it also informed the strategic planning process and assisted the LDC in maintaining its priority focus of neighborhood improvement and empowerment.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The Shared Manufacturing Facility and the Business Outreach and Training Center will both be staffed by new additional GMDC staff. GMDC has been successful to date in using in-kind volunteers to provide instruction on other Woodworking equipment and ESL instruction. In my opinion, this project would benefit from the use of additional in-kind contributions particularly for computer equipment and other general office provisions.

6. How might this project be instructive to others in your profession?

One of the unique and perhaps most informative aspects of the project is its integrated approach to job creation, skills training and entrepreneurial support. For example, a number of the neighborhood residents identified to move into the small, renovated commercial spaces are starting "feeder" businesses which will work in collaboration with the expanding GMDC tenant businesses. These small businesses will also receive the support of the Business Outreach Center. The planning for this project clearly exhibits the successful integration of planning skills, manufacturing design skills and neighborhood outreach.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The creation of the Shared Manufacturing Facility Business Outreach and Training Center is part of a multi-phase renovation undertaking, following the successful renovation of initial sections of the facility by GMDC. Indices of the success of the project would include the career development and advancement of those receiving skills training, the number of student workers that receive training during the next five years and the expanded business and marketability of GMDC as a result of the project. Also, any further renovation to the building in which the facility is housed would be a testament to the staff's ability to meet their goals and their perseverance. I am confident that this project would measure successfully against these characteristics.

OTHER PERSPECTIVE

OTHER PERSPECTIVE

Name Mark Willis

Title CDC President

Organization Chase Manhattan Bank

Telephone (212) 552-8485

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1. What role did you play in the development of this project?

Chase Manhattan Bank has provided financial support to cover development cost during the early stages of the project

2. From your perspective, how was this project intended to benefit the urban environment?

The GMDC was designed to stimulate economy growth in a creative and comprehensive way by developing a Center which can create new jobs and investment. The project also intends to bring entrepreneurial talent to a challenging managerial environment.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

The project has privatized a formerly government owned building and in the process engendered business growth and expansion and the formation of new jobs.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

The project required the participation of many, many organizations and individuals, all of whom placed their own demands on the project. This cost time, money and simplicity.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The project has been undercapitalized. The project should have been built around more realistic cost estimates.

6. What can others learn from this project?

The GMDC is a lesson in economic development. It shows how economic development can and should be more broadly defined to include the needs and interests of residents, businesses, artists, government, banks, etc. It also shows that far-sighted and creative management can overcome capital deficiencies.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The Center's ability to sustain the interest and energy of its many tenants, neighborhood residents, funders and a set of dynamic Board Members. And of course, the project's ability to engender business, investment and job growth.

OTHER PERSPECTIVE

OTHER PERSPECTIVE

NAME Stuart P. Leffler **TITLE** Manager, Economic Development
ORGANIZATION Consolidated Edison **TELEPHONE** (718) 802-5004
ADDRESS 30 Flatbush Avenue, Brooklyn, N.Y. 11217

1. WHAT ROLE DID YOU PLAY IN THE DEVELOPMENT OF THIS PROJECT?

Con Edison gave vital support, through both Marketing and Technical Assistance, to the development of the Greenpoint Manufacturing and Design Center (GMDC).

2. FROM YOUR PERSPECTIVE, HOW WAS THIS PROJECT INTENDED TO BENEFIT THE URBAN ENVIRONMENT?

The GMDC is situated within a Community Planning District that has c.150,000 people, with almost 25% of its land devoted to commercial and industrial uses. Mindful of this business/residential mix as well as the multi-ethnic mix of the district, the GMDC is home to a primarily local work force, representative of the nearby ethnic mix, many of whom are artisans practicing crafts or industries (e.g. - upholstering, woodworking) that are passed on from generation to generation.

3. DESCRIBE THE IMPACT THAT THIS PROJECT HAS ACTUALLY HAD ON ITS SURROUNDINGS AND ON THE PEOPLE IN THE PROJECT AREA. INCLUDE ANY DATA OR SUPPLEMENTARY MATERIAL THAT SUPPORT YOUR CONCLUSIONS.

The GMDC has brought and continues to bring **VITALITY** to this Northern corner of Brooklyn. With the inauguration of a "Weekend Wood Center" that sells surplus furniture legs, table tops, etc., we expect an influx of mobile (i.e. automobile-equipped) homeowners that hopefully will explore the historic neighborhood as well and bring trickle-down economic benefits to the nearby restaurants, bakeries and other shops that Greenpoint is known for.

4. WHAT TRADE-OFFS AND COMPROMISES WERE REQUIRED DURING THE DEVELOPMENT OF THE PROJECT? DID YOU PARTICIPATE IN MAKING THEM?

GMDC workers worked in less-than-perfect conditions for several years as the complex was under renovation and continues to be. Con Edison offered Technical Assistance when needed and helped to resolve unwieldy metering and billing inquiries for the tenants.

5. WHAT WAS THE LEAST SUCCESSFUL ASPECT OF THE PROJECT? WITH HINDSIGHT, WHAT WOULD YOU NOW DO DIFFERENTLY?

Because GMDC was also a project of the New York City Economic Development Corporation, it often got bogged down in "red tape" and needless moratoriums while waiting for the project to advance. With hindsight, we wish we had gotten involved earlier! The Con Edison Economic Development team now has an expanded budget, which we didn't have 5 years ago; we wish we were there at the ground floor, offering not only technical assistance but also grants to fund outside consultants and additional marketing and advertising support.

6. WHAT CAN OTHERS LEARN FROM THIS PROJECT?

It's a unique venture that relies heavily on the concept of "partnership". We also have a good deal of faith in the competence of the people who are responsible for the day-to-day operations of the GMDC. We have faith in their unyielding tenacity to ensure this project is a success. We have faith in their ability not to get discouraged under any form of adversity. And, finally, we are attracted to the uniqueness of this venture—from the physical location to the mix of businesses and the scope of services GMDC can now offer.

7. IF, FIVE YEARS FROM NOW, YOU WERE TO JUDGE THAT THIS PROJECT WAS STILL SUCCESSFUL, WHAT CHARACTERISTICS WOULD CONVINCE YOU OF THAT FACT?

We believe that through increased marketing and advertising through national/trade media, GMDC has the ability to attract an even greater number of high-end users (hotels, restaurants, universities, public facilities) that will continue to appreciate the quality of the craftsmanship at GMDC. Because the complex is so large, we can always perceive the potential of GMDC. We foresee that GMDC will always be in a state of evolution, always open to new ideas and ready to accommodate the industries it serves.

OTHER PERSPECTIVE

OTHER PERSPECTIVE

Name Brian P. Mooney Title Sr. Project Manager
Organization Brooklyn Union Telephone 403-5135
Address One MetroTech Center, Brooklyn, New York 11201

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Signature Brian P. Mooney

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1. What role did you play in the development of this project?

Brooklyn Union's Office of Economic Development team partnered with the GMDC staff and provided both technical and financial support. In addition, Brooklyn Union played the role of facilitator during the center's battle with the City to gain ownership of the building.

2. From your perspective, how was this project intended to benefit the urban environment?

GMDC is one of the best examples of grass roots economic development. Their efforts have transformed a nineteenth century jute mill that would have been vacant and/or demolished into a manufacturing and design center that has saved and created jobs, drawn public and private investment to Greenpoint, and saved a declining industry.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

GMDC has brought new life to an area of Greenpoint that had been victim to imposing urban blight. The end of Manhattan Avenue's retail corridor has more pedestrian traffic to support the local businesses, the area is safer, property values have stabilized, the City's tax base is being enhanced, and neighborhood residents are working there.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

Brooklyn Union was not involved in any significant tradeoffs or compromises during the development of the Greenpoint Manufacturing Design Center.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The least successful aspects of the project was the time it took to work through NYC bureaucratic maze in order to gain control of the building. The center was caught in the middle of battles between city agencies over who actually controlled the property. Another disappointment is that even though the project has expanded manufacturing in Brooklyn we have not been successful at converting the oil heating system to gas because of lack of funding. As a supporter and partner of this project Brooklyn Union believes we should have solicited additional corporate support early on, to help with funding shortages and increase the financial strength of the center.

6. What can others learn from this project?

The most important element of this project was persistence. Persistence to work through the NYC bureaucracy for years to carry out the mission of community economic development. Other key learning experiences that others can look to duplicate in their projects are organization of the business community, creative financial packaging, partnerships with Educational Institutions, public and private sector partnerships, and real estate development.

7. If, five years from now, you were to judge that this project was still successful what characteristics would convince you of that fact?

The number of jobs saved and created. The center operating as a profitable venture. The center having additional renovated space each year that is occupied by a diverse tenant base. An expanded and active sales effort to market both goods and services available at the GMDC. Number of residents employed and or trained at the center.

OTHER PERSPECTIVE

Name DAVID GALLAGHER Title EXECUTIVE DIRECTOR
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Signature David Gallagher

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1. What role did you play in the development of this project?
SEE ATTACHED

2. From your perspective, how was this project intended to benefit the urban environment?

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

DAVID GALLAGHER'S REPLIES TO BRUNER FDN. QUESTIONS, IN # ORDER

1. What role did you play.....

As a Board member, I had a part in several elements of the project. First, I and the other Board members have worked to develop fair and financially sound policies for dealing with the current tenants in the GMDC. I assisted in identifying possible sources of public and private funding for early feasibility studies for the project, and assisted in the preparation of applications to these sources. I have continued to help the LDC search out additional public and private funding for continuing aspects of the project. I have assisted in meetings with city and state government officials, aimed at securing funding for the project but also aimed at securing fair and constructive application of city tax policies, and expeditious transfer of the title of the buildings from public ownership to ownership by the GMDC.

2. From your perspective.....

It is important for urban areas to maintain a balanced economy, rather than focusing exclusively on the glamorous jobs proliferating in the "service" economy. Retention of manufacturing jobs, while difficult, is vital because many low and moderate income people, including recent immigrants, are ill-equipped to secure these good-paying jobs, which are endowed with a career ladder and benefits, due to a lack of the requisite amounts of formal education. The GMDC is a carefully formulated attempt to retain manufacturing firms in Greenpoint, despite the high costs of doing business here in NYC, by combining manufacturing and artistic/design functions in one competitive, high value-added network of firms employing neighborhood residents.

3. Describe the impact....

The impact of the project is, first and foremost, JOBS. By preventing the financial and physical disintegration of the complex of century-old factory buildings that has become the GMDC, the project has kept hundreds of local people employed -- 250 to be exact. The employment impact of the project doesn't stop there, however. As public capital and funds from rentals are invested in renovating additional areas of this neglected complex of buildings, additional space will be rented to employers whose factories will employ hundreds more; we expect that the complex will eventually contain approximately 500 jobs. These jobs, it must be stressed, are manufacturing jobs, the kind that are increasingly hard to retain in New York -- or in any other congested urban area.

4. Trade-offs and compromises

The principal trade-offs and compromises involve the need to make the buildings financially self-supporting, and the parallel need to renovate and rehabilitate the structures so as to facilitate rental of additional space. Financial self-sufficiency requires that market rents be charged -- if not, the costs of operation and

maintenance will overwhelm the project. Many long-term tenants have been enjoying the fruits of rents that are considerably below market rents. While this is beneficial to these individual enterprises, it is bad for the project and causes friction among the tenants, whose united support is vital for the arduous struggle to undo the effects of many years of inadequate maintenance. The emotional impact of imposing increases in rent -- increases that in some cases must fall on the shoulders of tenants who have been devoted supporters of the project, donating their time for difficult, lengthy planning meetings -- has been considerable, requiring the expenditure of substantial amounts of staff time and energy. Even when the tenants understand the need for rent increases as the price of long-term stability for the GMDC, the burdens have been real, and much effort has been devoted to easing the weight of the new burdens imposed on the tenants. A slow, measured imposition of the new rent structure has been the tactic pursued, and it has had the parallel effect of limiting the flow of new funds that can be used to rehabilitate the GMDC, delaying financial stability.

I and the other Board members participated directly and at length in the development of the slow phase-in of a new rent structure for the GMDC. We have had to balance the financial imperatives of the project against the need to be fair to the tenants, and this has required many individual decisions regarding the treatment due to individual tenants, according to their unique circumstances. But the long term survival of the project depends on financial self-sufficiency, and we haven't ever lost sight of that fact.

5. The least successful aspect of the project....
The least successful aspect of the project has been our slow progress toward financial stability. That is quite easily explained by the age of the buildings that comprise the GMDC, and the years of neglect that accompanied their abandonment by their private owner and their seizure by the city government. That the problem is easily explained makes it no less serious, however, and the project's finances, while sound, have required constant attention by staff and Board members, more so than if the project's revenues had risen more quickly. But the necessity for this very meticulous financial management was foreseen when the plan for the redevelopment of the GMDC was formulated. The slow transition to market rents was chosen as the fairest route to a self-sufficient Center devoted to manufacturing and design arts; this path was not chosen because it promised the quickest improvement in the revenues generated by the project. So, even with hindsight, I'm not sure how much could have been done differently. We chose a difficult route to eventual financial self-sufficiency because it seemed to embody the best balance among all the interests at stake in the project. That has burdened the project with the need for more intensive administration of various elements of the project -- the scheduling of renovation, development of individualized arrangements for back rents, and so on -- but these additional costs were anticipated. If I could do anything differently, I

would have acquired more general support funding before beginning the project. That said, I honestly don't know where we could have sought that support; the staff conducted a truly thorough fund-raising effort.

6. What can others learn....

Other groups can learn that it is possible to stabilize manufacturing employment in the right circumstances, where a new and different kind of "industrial development" project combines creative people and manufacturers in a way that answers the competitive challenges of an economy that is increasingly open to low-wage foreign competition. This is not a nostalgic crusade to save obsolete factory jobs; it is a market-driven project that allows designers and manufacturers to combine their respective skills in a synergistic fashion, producing highly-valued goods in a short period of time, responding quickly to the very specific needs of their customers. And this highly flexible interaction means jobs for the people of Greenpoint.

7. If, five years from now....

The characteristics of success are easy to identify. One, the buildings of the GMDC will have been completely or substantially rehabilitated, and more companies will have moved into these spaces, expanding and strengthening the network of designers and manufacturers that the GMDC offers to potential customers. Two, these companies will have hired local people, so that the GMDC will have grown in importance as a source of employment for neighborhood people. Third, the GMDC's joint marketing efforts -- the effort to market the network as a source of a wide variety of products and services -- will have established the GMDC as a routine source for buyers in the trade, and will point the way for other neighborhood efforts to retain and strengthen concentrations of manufacturing companies whose competitiveness can be enhanced by cooperative marketing, product development, and public/private funding of business services and infrastructure investment.

OTHER PERSPECTIVE

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Signature



1. *What role did you play in the development of the project?*

As a professor in the School of Architecture at the New Jersey Institute of Technology, and as a Board Member and former Chair of Architects/Designers/Planners for Social Responsibility (ADPSR/NY) I have followed this project with great interest. I had no direct role in its development.

2. *From your perspective, how was this project intended to benefit the urban environment?*

The scope of this project touches on physical, economic, and social issues for the local neighborhood and the city at large. The phased renovation of a century-old factory complex preserves a significant piece of New York's industrial heritage. It contributes to our understanding of the evolution of structural and mechanical systems, highlights the historical relationship between industry and (water) transport, and conserves the energy embodied in the materials and construction of the original buildings. The preservation of the buildings also helps maintain the physical integrity of the neighborhood fabric, a mixed-use manufacturing and residential district. By restoring substantial floor space to productive use, the project preserves industrial jobs as well as industrial buildings. This accomplishment is significant in light of current skepticism in some quarters regarding the viability of manufacturing activity in the metropolitan area. Through outreach programs such as English as a second language and a recycling center the project goes beyond its own walls to engage the local community in its activities.

3. *Describe the impact that this project had on its surroundings and on the people in the area. Include any data or supplementary materials that support your conclusions.*

I am not in a position to assess the impact on the surrounding community.

4. *What trade-offs and compromises were required during the development of the project? Did you participate in making them?*

Not applicable. I was not directly involved in the development.

5. *What was the least successful aspect of the project? With hindsight, what would you now do differently?*

Not applicable. I was not directly involved in the development.

6. *What can others learn from this project?*

I bring architecture students here to learn about the history of industrial architecture, to understand the importance of a building's role as part of a neighborhood fabric, and to see how adaptive re-use can accommodate a variety of occupancies including artists, craftspeople, and light industry.

Planners and economists can evaluate this project to study the conditions in which manufacturing continues to be a viable economic activity in New York City. They can also learn how light industry can interface comfortably with residential streets to form a vibrant, mixed-use neighborhood.

The principal demonstration here is the richness to be attained by conceiving development as a process that embraces not just physical structures but economic and social dimensions as well.

7. *If, five years from now, you were to judge that this project was successful, what characteristics would convince you of that fact?*

That the rehabilitation of the building was progressing steadily;

That the rehabilitated areas were fully tenanted;

That the community outreach programs had been maintained and expanded;

That the building was producing revenue to support both the physical renovation and outreach programs;

That other buildings in the area were also being renovated and redeveloped;

That the neighborhood was holding its own as a community of factories, homes, and businesses for working families, resisting both pressures toward gentrification on the one hand and disinvestment and abandonment on the other.

OTHER PERSPECTIVE

OTHER PERSPECTIVE

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Signature *Madeline Lee*

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

1. What role did you play in the development of this project?

The New York Foundation was the first funder to support the Manufacturing and Design Center's pre-development costs. The Center was first conceived by the North Brooklyn Development Corporation, a non-profit community organization located next to the Center. From 1989 through 1991, the New York Foundation funded NBDC so that they could continue to manage the creation and ultimate development of the GMDC in 1992. I should add that this was a somewhat atypical project for us.

2. From your perspective, how was this project intended to benefit the urban environment?

The GMDC was always intended to tackle a number of important problems at once. Preserving the important architecture of the Center buildings was as important as saving the businesses, artisans and high-quality jobs that were part of the Center. And training, education and the arts have carried as much weight as the Center's focus on historic preservation and environmental research. The GMDC's basic method for solving problems of poverty, unemployment, blight and educational anemia has been a community-based one which has included building tenants and community members, not only in the project's design, but in its daily administration.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

The GMDC saved a tremendously important architectural construction from potential demise. This alone is significant. The Center has obviously preserved 40 very important small businesses which employed some 200 people. These businesses and jobs are irreplaceable. The success of GMDC has kindled the redevelopment of the whole north Greenpoint area.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

The GMDC had to make many trade-offs along the way to gain the support and cooperation of the many agencies and organizations that came to play a role in the project. They traded time more than anything. What was projected to take two years took six. And what was expected to cost \$200,000 cost \$950,000. And the GMDC has created new Board seats for community residents and tenants to enlist their participation.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The Foundation, like the GMDC, always hoped that the project's conglomeration of artists and designers would catalyze a more aggressive community outreach, education and integration agenda. While the artisans and designers in the Center have been thoroughly engaged in the Center's management and development, they have not pooled their talents in ways which we had originally envisioned. Some of our initial ambitions about creating performing arts space and arts production and display galleries have not materialized.

6. What can others learn from this project?

The GMDC is a great example of how non-traditional ingredients can be used to advance a traditional economic development agenda. The GMDC has used the energy and commitment of small, start-up businesses, crafts people and artists to put together a project which evidences the sort of conventional business and investment character that attracts the most learned of financiers and developers. In the same way, the project was able to turn the buildings - formerly a liability - into a marketing asset by highlighting their architectural uniqueness.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The project's future success would be rooted in the same elements that gave the project such great promise at its inception. These include dynamic, grass-roots management which always uses the talents and resources at its disposal to create value rather than seeking to import resources from elsewhere. Other characteristics might include a fully-rehabilitated and fully-occupied building, loaded full of artists, designers, cabinetmakers and a new generation of hungry entrepreneurs and craftspeople. Involvement is yet another projected characteristic, as the Center will doubtless continue to make room in its buildings and on its Board of Directors for a diverse and ever-changing array of colorful participants and supporters.