



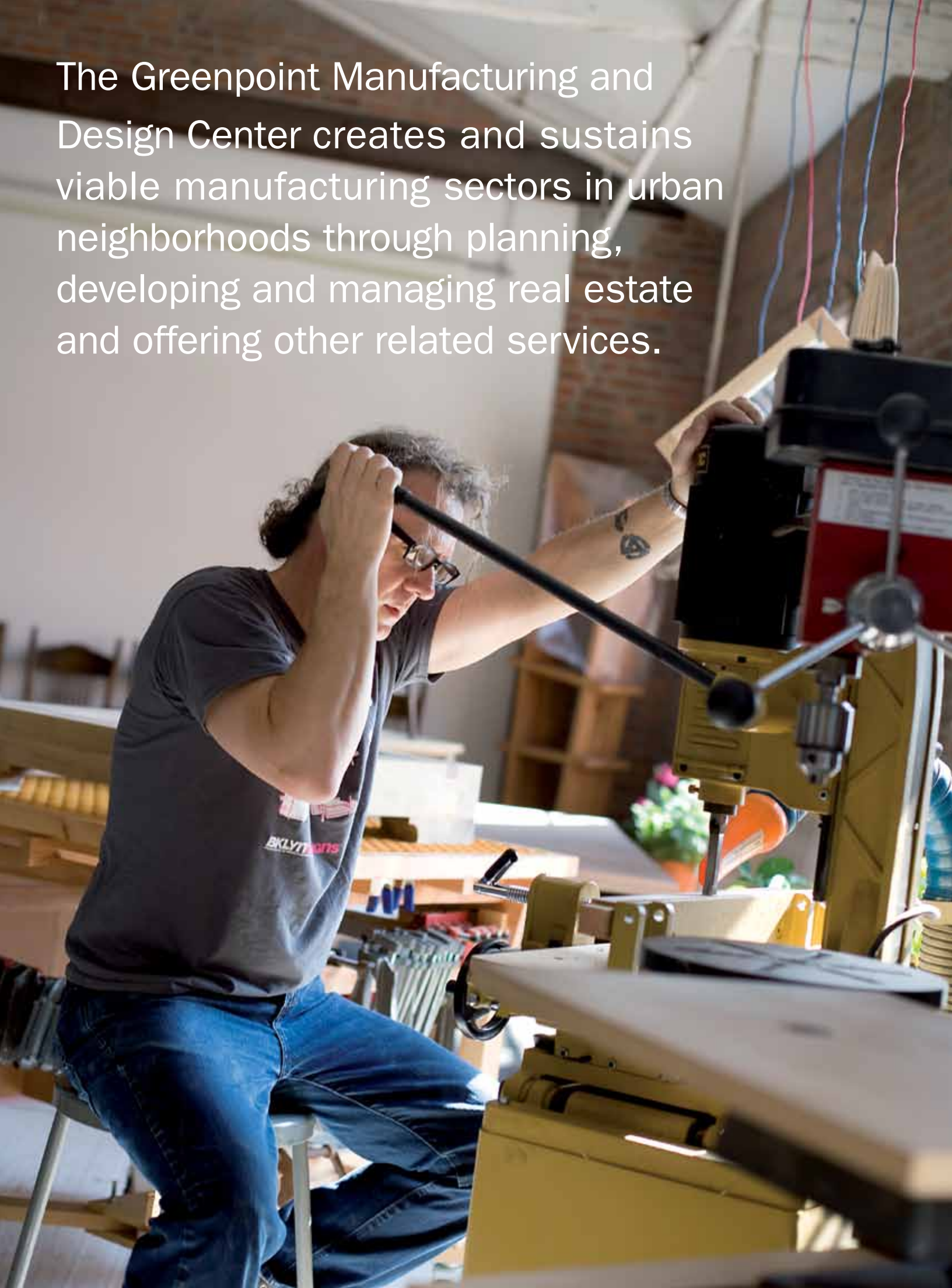
# Sustaining Viable Manufacturing in Urban America

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The Greenpoint Manufacturing and Design Center creates and sustains viable manufacturing sectors in urban neighborhoods through planning, developing and managing real estate and offering other related services.







## Message from the CEO

For over seven years, GMDC has been a leader in the implementation and operation of photovoltaic systems. Combined, our Manhattan Avenue and Humboldt Street arrays are the largest commercial solar system in New York City. The work we have underway, adding solar to McKibbin Street and expanding our Manhattan Avenue capacity, make GMDC one of the largest commercial producers in the five boroughs. GMDC was green long before it was popular and our solar endeavors, initially an experiment, now serve as a model for what is becoming the norm—not the exception.

Not unlike our solar endeavours, GMDC has helped retain and create quality jobs for New York City residents long before jobs became the topic of the day in Washington and Albany. We have always believed that small manufacturing and artisanal businesses—and the jobs that they create—are a vital part of the local economy. We are, therefore, very pleased to see and hear that more and more individuals and bodies of influence on both the local and national level are acknowledging these same facts.

The recognition that making things is good for the economy and good for the people of New York City bolsters our belief, as well as 18 years of experience in doing so. We know that local manufacturing businesses hire local people: 96 percent of our tenants' employees are New York City residents; 50 percent of these jobs belong to Brooklyn residents. We know that quality manufacturing jobs are an entryway to the middle class for new immigrants: 51 percent of our tenants' employees speak English as a second language.

GMDC businesses hire locally, spend locally and sell locally—a combination that can't be beat. The average salary of a job housed in one of our buildings is more than \$44,000 per year.

While we operate in tough times, our organization has remained strong, and so have the majority of our businesses. We look forward to new projects and challenges as we continue our work and we will continue to use the most sophisticated tools available to create good jobs in quality facilities.

I am ever thankful for the work of our staff and the guidance of our board. It is particularly pleasing that both are able to enjoy this period when the concept of creating quality manufacturing jobs is at the center of the public debate.

Sincerely,

Brian T. Coleman



## Message from the Board Chair

On a December afternoon, I joined several of our senior staff on a train ride to Albany where we accepted the 2009 New York State Historic Preservation Award from New York State Office of Parks, Recreation & Historic Preservation Commissioner Carol Ash for our most recent project—the renovation of 221 McKibbin Street in East Williamsburg, where scores of woodworkers, fabricators and others are now engaged in industrial activity.

We were proud to be recognized for the creative financing and attractive restoration that put this century-old building back to work at a time when our region's economy is gasping for growth. Once again, the GMDC model has proven to be an important tool for industrial rebirth and we are pleased to have been recently consulted by other cities in the region about how to replicate our work.

The train ride north, itself, was very instructive. While the Hudson Valley affords spectacular vistas, our route took us past abandoned or underutilized industrial buildings in virtually every community along the way. One could speculate on the number of families whose fortunes were tied to jobs in those facilities, but what is most apparent is how our regional economy has been transformed and diminished as our industrial base has been allowed to wither away.

The GMDC Board and staff, with the assistance of funders—public and private, lenders, contractors and committed tenants, continue to make a difference in bucking that trend. We are gratified in reviewing our work through this report and intend to maintain momentum in the coming year.

It has been a great privilege to chair our board through an interesting period of rebirth and growth. Handing the gavel to Libby Ryan affords an opportunity to thank all of you who have been so helpful to our mission.

Sincerely,

Morton Goldfein



A man with dark hair, wearing a light-colored shirt, is shown in profile, focused on his work. He is using a thin, dark tool to refine the details of a large, ornate plaster capital. The capital is light-colored and features intricate carvings of acanthus leaves and scrolls. It is mounted on a wooden frame. The background is softly blurred, showing more of the workshop environment.

# Foster Reeve & Associates, Inc.

1155 MANHATTAN AVENUE

Foster Reeve has carved out a niche in the New York City construction world as a leader in the plaster industry. Foster Reeve & Associates, Inc.'s expertise ranges from highly complex architectural and ornamental plasterwork to "meat and potatoes" construction. When Foster moved to New York in 1984, he brought with him a unique skill set learned from tradesmen in Vermont. "Hardly anyone did plaster; only 85-year-old men and eccentrics. I was laughed at for attempting to bring back the craft." Marrying his passions for art, architecture, history and construction, Foster began working with expert European plasterers—learning, researching and experimenting—and he started his own business in 1992. Just down the street from GMDC's 1155 Manhattan Avenue building, Foster was operating out of a garage on Commercial Street, where he enjoyed business relationships and friendships with long-time GMDC tenants.

Foster Reeve & Associates, Inc. expanded to a live/work space on Freeman Street, where they spent 11 years, eventually needing more space not only to grow, but to allow Foster to separate work from home. "Being familiar with the neighborhood, I saw GMDC as a millwork building. I didn't completely understand the GMDC model." However, since coming to GMDC in 2009, Foster Reeve

& Associates, Inc. has been able to consolidate offices by merging their eastern Long Island branch while expanding business within their space at GMDC and a West Coast branch in California. Foster explains the firm's growth as, "Only a small fraction use plaster products, but they *all* use our product." Ultimately for Foster, the quality of his space at 1155 Manhattan Avenue has proven to be the right home base for Foster Reeve & Associates, Inc.

Foster's enthusiasm for his work is unparalleled. "If someone walks in off the street and asks how to do what we do, I'll show them. It's 10 percent knowledge and 90 percent experience." Whether doing pro bono work for the American Institute of Classical Architecture or a private residence on the Upper East Side, Foster makes a major commitment to educating people about plaster, in addition to providing a green, global and comprehensive service. The Foster Reeve & Associates, Inc. team of 40 employees is composed of skilled artisans, architectural designers, engineers and an experienced installation crew focused on preserving the historic quality and authentic feel of intricate plaster work, while taking a modern and customized approach to production and installation.



Foster Reeve & Associates, Inc.'s meticulously assembled team of engineers, draft people, skilled artisans and in-house sculptors provide a full line of plaster products and services, bringing to the table both fully engineered pre-made and custom products, all facets of flatwork—including Stuc Pierre veneers and renders, superb run-in-place work and some of the most elegant sculptural work available.





# Clerkin Higgins Stained Glass

1205 MANHATTAN AVENUE

Like many young people, Mary Clerkin Higgins didn't know what she wanted to do when she finished college. In the back of her mind, Mary had always thought that stained glass was beautiful and that it would be an interesting medium to work in, but she had been told it was a "dead art form." After hearing of stained glass artists working in New York City, she ripped out the "Glass, Stained and Leaded" pages of the phone book and hit Manhattan's pavement in search of a studio where she could develop her skills. In 1976, she walked into The Greenland Studio, which became her home for the next 10 years.

Unable to afford Manhattan real estate prices, Mary eventually found space in Williamsburg, Brooklyn and set up her own studio—Clerkin Higgins Stained Glass. When that live/work space was transformed into luxury apartments, she had to vacate quickly and GMDC was the first place Mary wanted to look. "I knew immediately that I wanted to be here. I loved the space's two huge, northern-facing windows, filled with light—which is critical for stained glass—and that I could step at least 60 feet away, enabling me to see how the glass 'works' from a distance." Mary also needed a large space to house her inventory of glass sheets, light tables and work benches—now the envy of her peers. After six years at 1205 Manhattan Avenue, she believes her space is perfect.

Active in numerous design and restoration projects, as well as professional stained-glass organizations, Mary thrives on the energy and diversity of New York City's arts community and cannot imagine living or having her business anywhere else. Even in these difficult economic times, she continues to find work, but like many others, she still has fears. "The economy has significantly affected stained glass studios because it is—in effect—a luxury; people can wait to have it restored or installed. While I am fortunate to be very busy right now, I am always concerned with my need for a stable, reasonably priced place to work and store my materials—some of which are unique and irreplaceable, as well as fragile. I have sheets of glass that are more than 100-years old and others of colors not readily found today, and I hope to have the opportunity to make good use of it all. For me, it's very important to know that there is stability in my professional life. So, being in GMDC and knowing that they're going to be here so I can be here at an affordable rent makes a huge difference."





Combining unique problem-solving skills and design savvy, Mary Clerkin Higgins brings a 21st-century sensibility to the creation of incredible stained glass projects, emphasizing ardent dedication to the preservation of craft. Clerkin Higgins Stained Glass specializes in new glass design for clients such as the Sea Island Chapel in Georgia and stained glass conservation for institutions such as the Metropolitan Museum of Art, The Cloisters and the National Cathedral in Washington, DC.

A photograph showing two men in a workshop. The man on the left, wearing a dark blue long-sleeved shirt, glasses, and a black beanie, is leaning over a wooden table and holding a small object. The man on the right, wearing a maroon t-shirt with a tiger graphic and blue gloves, is also leaning over the table. On the table are various tools, including a tape measure and a power drill. The background is a blurred workshop environment.

# Parallel Development

810 HUMBOLDT STREET

Parallel Development specializes in creating complex electronic and display systems through reworking current technology and collaborating with artists, designers and architects. Parallel's expertise and services typically include project planning and management, design, engineering, fabrication, installation and maintenance. After college, Will Pickering moved to Williamsburg in 1992 where he started his career doing independent architectural metal fabrication and working as an artist's assistant for Judy Pfaff. Will gained extensive experience doing architectural metal work, but grew frustrated with the nature of the industry and decided to try something else. Teaming up with a friend and colleague, who specialized in working with electronics and embedded systems, the first incarnation of Parallel Development was formed.

Pushed out of his former space on Ainslie Street due to pressure from the Greenpoint/Williamsburg rezoning, Will had to move quickly. He heard good things about GMDC from friends and acquaintances in the neighborhood, some of them tenants in GMDC buildings. "It seemed like a good fit for me in that the staff was interested in Parallel in a way that other landlords wouldn't be. I remember being impressed with a non-profit organization that was advocating manufacturing and design."

Parallel moved into a 3,725 SF space at 810 Humboldt Street in the fall of 2009. Will recounts, "I'm a newbie. I do really like it here and I think, in many ways, that being in this building opens up a lot of possibilities. What I like about Greenpoint is the variety of businesses here. In former shops, I was able to walk across the street and buy any screw, nut or bolt imaginable. There used to be a lot of businesses like that; a community that's disappearing. But, it still seems to not only exist, but flourish in this section of Greenpoint—more than anywhere else in the city. It's quite nice to be a part of."

Will looks forward to growing Parallel in his new space at GMDC and plans to develop a line of customized products using technology the company has developed for lighting systems that are unlike anything on the market today. Having finished an intricate floor computer system for Club Nokia in Los Angeles, Parallel is currently working on an elaborate ceiling lighting system as a public art installation for the MTA at the Broadway and Lafayette Street subway station in New York City.





Parallel Development designs and fabricates custom LED display systems, providing an alternative to off-the-shelf product offerings. Working with a flexible platform of software and hardware design cores, Parallel tailors display systems to the exact needs of each installation. Parallel has served as the technical resource for a number of award-winning projects in new media, collaborating with some of the most influential artists, designers and architects in the field.

A man with dark hair and a beard, wearing a black t-shirt, is sitting at a white table in a workshop. He is smiling and looking towards the camera. He is holding a clipboard and a pen. In the foreground, the back of a person's head with dark curly hair is visible, looking towards the man. The background shows a workshop with various tools, materials, and equipment.

# TwoSeven

221 McKIBBIN STREET

Whether you see their work in the Fifth Avenue window displays of Fendi, Louis Vuitton and Hermès, or wandering through the Tim Burton exhibit at The Museum of Modern Art, it's impossible to ignore the fact that TwoSeven is a design staple in the New York City fashion and arts community.

A trained artist and apprenticed furniture maker, Franco Goette came to the United States from Switzerland where, as a teenager, he passed by high-profile department store windows that provided the inspiration for what would later become his passion for multidisciplinary design and display work. "Once I was in New York, I kind of slipped into window display, but the interest was always there. I went to art school for different reasons, but display work was always in the back of my mind." After working as a freelancer and a window display production manager at Saks Fifth Avenue, Franco decided to venture out on his own and formed the first incarnation of TwoSeven in 2000.

221 McKibbin Street came along at the right time for Franco and his partner Martina. They were considering a move from their space on Greenpoint Avenue because of a rent increase and the fact that they had outgrown their workspace. They contemplated purchasing a building in North Brooklyn, but had reservations about making a large real estate commitment. A walk-through of 221 McKibbin confirmed that the building fit TwoSeven's

requirements: the convenience of being a stone's throw from Manhattan so that clients could easily attend meetings, room to expand company infrastructure and the ability to dispatch late-night installation crews proved irresistible.

Operating in 25,000 SF with 20 current, and local, full-time employees and 20-40 additional seasonal employees, TwoSeven now has separate production, management and design spaces, including an employee lunch area and conference table. "We are investing a lot of time and energy into improving our process and exploring new possibilities and capabilities, as well as learning new techniques. We're ready for jobs that we couldn't handle in the past because they were too complex." TwoSeven installed a CNC machine and state-of-the-art spray booth that allows them to keep tasks in-house and make samples for clients.

Despite difficult financial times, GMDC has been integral in supporting Franco and the growth of TwoSeven. As Franco says, "I have a hard time imagining that this would have been possible with any other landlord, so many being focused on getting as much out of me as possible. It was frustrating to work with them because they made everything so difficult. With GMDC, we've known these people for a long time and there is definitely a trust and willingness to work together."





TwoSeven specializes in the design, production and installation of displays for leading international fashion and cosmetics companies in New York and other U.S. cities. TwoSeven also designs and fabricates exhibition elements for art museums, galleries and cultural institutions.

## 2009 Highlights



### Replication

Throughout 2009, GMDC continued its efforts to replicate its non-profit industrial model in other cities. The core of this work focused on the city of Philadelphia, which boasts a strong industrial and artisanal history akin to Brooklyn's. With assistance from the William Penn Foundation, GMDC worked with its local partner, the Women's Community Revitalization Project, to perform detailed neighborhood analyses, market studies and industrial property surveys. GMDC also became a client of the Community Design Collaborative for the Infill Philadelphia: Retooling Industrial Sites initiative, which provides pro bono architectural analysis for industrial study sites. This work will serve as the baseline for assessing the feasibility of future GMDC-style projects and initiatives in Philadelphia.

GMDC also worked with the Neumann Leathers Tenant Association, a group of more than 100 small manufacturers and artists in Hoboken who are fighting to protect their historic industrial complex from demolition. GMDC performed a redevelopment study for the NLTA to help them assess their options following the city's rejection of a residential variance request by the owner.

### Newtown Creek BOA

GMDC, Riverkeeper and the Newtown Creek Alliance selected a team lead by Gannett Fleming to perform planning and economic analysis work for the Newtown Creek Brownfield Opportunity Area. The team also includes the firms of Perkins + Will, the RES Group, Biohabitats, YU and Associates and Howard/Stein-Hudson. During 2010, this team will lead a community-based planning process to analyze opportunities for new industrial and open space uses around the creek.





## 221 McKibbin Street Grand Opening

In 2009, GMDC completed its sixth project at 221 McKibbin Street in East Williamsburg. In May, we held a grand opening ceremony that was attended by many supporters to celebrate the completion of the rehabilitation and opening of the building.

Adding another 72,000 SF of leasable industrial space to the North Brooklyn market, manufacturers can take advantage of long-term leases to invest in and grow their businesses at this facility for years to come.

We are pleased to announce a number of awards that were given in recognition of the 221 McKibbin Street Industrial Center:

- *NDC Academy 2009 Awards Showcasing Innovative Community Development Projects*, 2nd place in the Job Creation category. Awarded by the National Development Council.
- *Building Brooklyn Awards 2009*, in the category of Historic Preservation. Awarded by the Brooklyn Chamber of Commerce.
- *New York State Historic Preservation Awards 2009*, for an outstanding rehabilitation project and commitment to community revitalization. Awarded by the New York State Office of Parks, Recreation & Historic Preservation.

1 Councilwoman Diana Reyna

2 *Left to Right*: GMDC Board Chair Mort Goldfein, Brooklyn Borough President Marty Markowitz, GMDC CEO Brian T. Coleman, Councilwoman Diana Reyna, New York City Investment Fund President & CEO Maria Gotsch

3 NYCEDC President Seth Pinsky

# Property Summary

## How We Do It

- We acquire, rehabilitate and manage derelict industrial properties.
- We serve as a financial intermediary.
- We act as advocates by building coalitions and fostering collaboration among stakeholders.
- We create and influence policy and the allocation of resources related to manufacturing and/or industrial development.
- We build the field and promote our model by providing technical assistance to other communities.



### 1155–1205 Manhattan Avenue



- 300,000 square feet
- 72 units with a large variety of tenants
- 56 kW solar power array
- Located in the East Williamsburg Empire Zone & North Brooklyn Industrial Business Zone

### 221 McKibbin Street



- 72,000 square feet
- 19 units with a large variety of tenants
- Planned 19 kW solar power array
- Located in the East Williamsburg Empire Zone & North Brooklyn Industrial Business Zone

### 810 Humboldt Street



- 80,000 square feet
- 12 units predominantly housing woodworking firms
- Shared spray booth and finishing room
- 59 kW solar power array
- Located in the East Williamsburg Empire Zone & North Brooklyn Industrial Business Zone

### 7 Saint Nicholas Avenue



- 24,000 square feet
- 4 units housing garment manufacturers, a commercial art business and a woodworker
- Located in the East Williamsburg Empire Zone



# 2009 Audit

## Consolidated Balance Sheet

	2008	2007
<b>Assets</b>		
Current Assets		
Cash and Cash Equivalents	\$ 255,124	\$ 562,094
Restricted Cash	1,785,896	502,938
Certificate of Deposits – restricted	1,204,851	235,707
Unconditional Promises to Give – restricted	42,470	4,000,000
Rent and Other Miscellaneous Receivables	834,465	822,012
Prepaid Expenses and Other Current Assets	179,257	194,344
Loan Receivable	5,169,328	–
<b>Total Current Assets</b>	<b>9,471,391</b>	<b>6,317,095</b>
Property and Equipment – net of depreciation	18,072,769	19,060,130
Construction in Progress	9,455,544	2,671,487
Security Deposits	22,202	18,517
<b>Total Assets</b>	<b>37,021,906</b>	<b>28,067,229</b>
<b>Liabilities and Net Assets</b>		
Current Liabilities		
Loans Payable	52,817	4,051,862
Mortgages Payable	811,509	3,732,423
Accounts Payable and Accrued Expenses	190,357	398,794
Construction Payable	–	754,239
<b>Total Current Liabilities</b>	<b>1,054,683</b>	<b>8,937,318</b>
Loans Payable	7,753,641	216,322
Mortgages Payable	26,605,353	16,332,403
Tenant Security Deposits	624,435	536,720
Interest Payable	32,789	–
<b>Total Liabilities</b>	<b>36,070,901</b>	<b>26,022,763</b>
Net Assets		
Unrestricted	1,943,175	(1,955,534)
Temporarily Restricted	42,470	4,000,000
Member's Equity	(1,034,640)	–
<b>Total Net Assets</b>	<b>951,005</b>	<b>2,044,466</b>
<b>Total Liabilities and Net Assets</b>	<b>37,021,906</b>	<b>28,067,229</b>

## Consolidated Income Statement

	2008	2007
<b>Revenue and Other Support</b>		
Rental Income	3,097,976	3,327,939
Electric Income	252,047	274,272
Contributions	53,553	–
Interest Income	94,551	66,908
Miscellaneous Income	12,205	91,742
<b>Total Revenue and Other Support</b>	<b>3,510,332</b>	<b>3,760,861</b>
<b>Expenses</b>		
Program Services	4,336,041	3,967,197
Management and General	147,874	153,823
Fundraising	119,878	153,947
<b>Total Expenses</b>	<b>4,603,793</b>	<b>4,274,967</b>
<b>Increase (Decrease) in Net Assets</b>	<b>(1,093,461)</b>	<b>(514,106)</b>

GMDC's audited financial statements can be viewed on our website at [www.gmdconline.org](http://www.gmdconline.org)

# GMDC Staff, Board & Supporters



## GMDC Staff

### **Brian T. Coleman**

Chief Executive Officer

### **Kyle Merker**

Chief Financial Officer

### **Paul Parkhill**

Director of Planning & Development

### **Michael Lypen**

Facilities Manager

### **Gurmeet Singh**

Junior Accountant Assistant to CFO

### **Cassandra Smith**

Project Manager

### **Judy Wallace**

Director of Leasing

### **Emily Winslow**

Executive Assistant

## Board of Directors

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Attorney, Saiber Schelsinger  
Satz & Goldstein, LLC

### **Libby Ryan, Vice Chair**

Realtor, Brown Harris & Stevens

### **Harry Schwartz, Secretary**

Self-employed Urban Planner

### **Rosalind Paaswell, Treasurer**

Vice President, National  
Development Council

### **Kate Ascher**

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### **Joseph E. Browdy**

Retired Partner (Real Estate),  
Paul, Weiss, Rifkind,  
Wharton & Garrison

### **Brian T. Coleman**

CEO, GMDC

### **Sebastian Hardy**

The Cogsville Group

### **Carl Hum**

President & CEO, Brooklyn  
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### **Lorinda Karoff**

Vice President, K. Backus  
& Associates

### **Adam Tell Metzger**

Project Manager, L&M Equity  
Participants, Ltd.

### **Jesse Sanders**

COO, Fisher-Borden, Inc.

## GMDC Supporters

Individuals and organizations that  
have provided financial support for  
GMDC initiatives include:

Borough President Marty Markowitz

Clean Air Communities

Deutsche Bank

New York City Council

New York City Investment Fund

New York Community Trust

NYC Mayor's Office for Industrial  
& Manufacturing Businesses

NYSERDA

The F.B. Heron Foundation

The J.M. Kaplan Fund

William Penn Foundation

## Special Thanks

Thank you to the elected officials who  
continue to support GMDC initiatives:

Congresswoman Nydia Velazquez

Mayor Michael Bloomberg

City Council Speaker Christine Quinn

Brooklyn Borough President

Marty Markowitz

Councilwoman Diana Reyna

Councilman David Yassky

State Assemblyman Joseph Lentol

State Assemblyman Vito Lopez

State Senator Martin Malave Dilan

Design: Carrie Chatterson Studio LLC

Photography: Rob Chatterson





### **In Memoriam**

The board and staff of GMDC mourn the loss of our Board Member, William P. Webber, Sr. Bill served on the board since 2004 and contributed his significant experience in many areas, including his two-year term as Board Treasurer. Bill served as the Chairman of Landair Project Resources, a real estate planning and development consultant firm, and had a successful career as a national developer of corporate facilities prior to joining Landair. GMDC benefited greatly from Bill's long and varied career, particularly during the development of our McKibbin Street project. We greatly miss Bill's energy and enthusiasm and extend our deepest condolences to his family and colleagues.

# GMDC

BUILDINGS THAT WORK

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and Design Center**

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