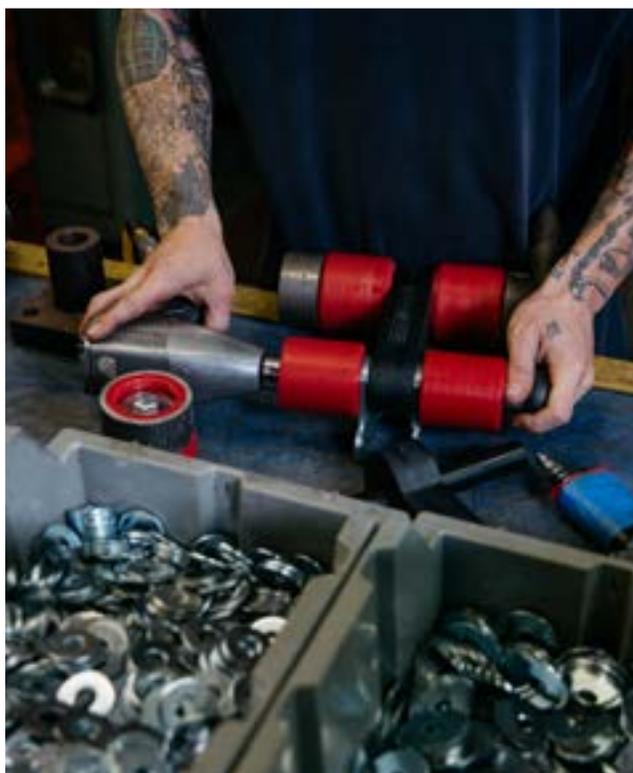


Toolkit: Mission Driven Industrial Development

Sharing insights to help transform industrial buildings and space into places where urban manufacturing thrives and communities can grow



Introduction

The Mission Driven Industrial Development Toolkit is part of the Urban Manufacturing Alliance's (UMA) ongoing work with our Land Use Policy & Real Estate Development Community of Practice. Starting in June 2019 our community began sharing information, researching, and identifying best practices for creating Mission Driven Industrial Developments. The first outcome was the All About the Jobs report authored by UMA, with the generous support of the Local Initiative Support Corporation (LISC), which highlighted eight developments across the country.

In December 2019, UMA and LISC partnered with the Association for Neighborhood & Housing Development (ANHD) to expand this work by convening over 50 affordable housing and economic development practitioners from across the U.S., including the leaders of the eight urban industrial sites featured in All About the Jobs. The convening was held in Pittsburgh, PA at 7800 Susquehanna -- a former vacant industrial building, now transformed into a space for 19 manufacturing business tenants as a result of community driven industrial development. UMA and ANHD members came to discuss and learn first-hand about the opportunities and difficulties of preparing, building, and operating developments that push the boundaries of what impact driven development can be. Key takeaways from that convening can be found in our Transforming Communities through Mission Driven Industrial Development report.

This toolkit is the newest resource, the first-of-its-kind, to help more communities learn about and implement mission driven strategies for urban industrial development. UMA has continued our partnership with ANHD for this report to hone in on New York City as a case study to illustrate what is needed to create and preserve mission driven industrial development sites in urban settings. ANHD has been leading conversations on models for mission driven industrial development and preservation since 2014.

We have included insights about the benefits of urban manufacturing businesses, resources for getting started, and recommendations from stakeholders in New York City and across the country, including manufacturers, business service provider, real estate developers, lenders, community based organizations, and local government. We have uncovered no two developments are alike and that each has its own unique industrial landscape. Despite all the variables, we have started to find a pattern to support our theory that a major key to success is organizing a diverse set of stakeholders willing to work together to navigate complex issues by finding and responding to shared interests. We believe the collective body of work completed over this past year has and will help provide clarity about what can make or break a development.



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How to use the toolkit:

Our intention with the toolkit is to provide a starting point for community, economic, and real estate development leaders. The materials that follow can be used as reference materials to help bring together stakeholders, as well as recommendations on navigating both expected and unexpected issues.

This toolkit is divided into three parts:

- Part 1: Defining The Industrial Development Landscape
- Part 2: New York City Industrial Development Landscape
- Part 3: Stakeholder Profiles



Overview

Why manufacturing?

Manufacturing is an important part of a vibrant community, bringing innovation, creativity, and stability to cities and creating on-ramps to work for people from a variety of backgrounds and skills.¹ Many leaders in business, community, and government struggle to understand the relevance and importance of manufacturing in urban centers. This is most often because manufacturing has historically been associated with dirty, dangerous, loud, and mindless work. Over the past decade, small batch manufacturing and light industry – manufacturing most often performed within urban areas – has evolved and these associations are no longer accurate. This evolution is in large part due to:

Changing Markets: The internet and e-commerce tools have opened up doors for small businesses to reach dedicated markets that value handmade, highly-customized, locally made, and socially-sustainable products.

Changing Technologies: Advanced manufacturing technologies on the factory floor have made manufacturing cleaner, safer, and more innovative requiring a more creative, nimble, and skilled workforce.

Changing Participation: The maker movement has led to increased accessibility of tools via makerspaces and education on how things are made, leading to a diverse new wave of entrepreneurship.

These changes are leading to increases in manufacturing-based businesses in urban areas, bringing with it the benefits of the manufacturing sector. According to the Century Foundation:

“With an average pay of \$64,395 per year, manufacturing continues to pay better wages, especially for skilled positions that require on-the-job training but not college degrees. Among workers without a four-year college degree, manufacturing workers earn \$150 more per week than in other industries. On average, an econometric analysis finds that workers in manufacturing earn nine percent more per week than workers in other economic sectors, holding other differences between workers equal.”²

The manufacturing sector historically, and continues to be today, a key source of employment for the middle class and workforce without a college degree, which makes up approximately 65 percent of the workforce.³ The manufacturing industry continues to play a vital role in generating indirect jobs, beating out other industries often championed for fueling a thriving urban economy such as wholesale and retail trade, finance and insurance, and accommodation and food services. For every 100 jobs in durable goods manufacturing – such as cars, home appliances, consumer electronics, and furniture – there are 744.1 indirect jobs; and



in nondurable goods manufacturing – office supplies, clothing, cleaning products, and packaging materials, for example – there are 514.3 indirect jobs.⁴ These statistics illustrate why there is a growing trend towards Mission Driven Industrial Development. Manufacturers, business service providers, real estate developers, lenders, community based organizations, and local governments are joining forces to protect, seed, and grow manufacturing as a community asset.

Why do we need affordable space?

In high-cost, high-demand cities, land that has traditionally been industrial is under pressure from users who can pay more – much more – for space than manufacturers. A parcel of land used for manufacturing may have a value of \$150 per square foot; if residential development is allowed on the same parcel, its value may be \$3,000 per square foot or more.⁵

Urban manufacturing is being reshaped by land use pressures, technological advances, global trade, and labor trends. These conditions present distinct challenges for cities that are working to grow high paying jobs through investments in their urban manufacturing sectors, and responding to the challenges requires an intentional focus on equity and inclusion. In cities such as Boston and Minneapolis, public and private investments in urban industrial areas are raising the price of real estate and attracting primarily young professionals to live, work, and play in these areas, often squeezing out existing production and manufacturing businesses and jobs.⁶

Indianapolis, Bozeman, Nashville, and Somerville, meanwhile, have enacted “Artisan Zoning” codes that permit low-impact manufacturing to take place in urban cores, reducing the chance that this activity gets pushed out of cities by non-industrial development.⁷ Chicago’s Industrial Council of Nearwest Chicago (ICNC) since 1967 has continuously been advocating to protect the Kinzie Industrial Corridor in order to make sure manufacturing jobs can stay in the city, helping facilitate economic and community development in the surrounding neighborhoods. The need to protect land goes beyond the footprint of the industrial building; it must include the spaces that connect the development to residential, cultural, and recreational zones. The Massachusetts Avenue Industrial Corridor, based in Indianapolis and managed by Riley Area Development Corporation, has used the space around their development to support a cultural walking and biking trail. This has helped connect a broad cross-section of the population to manufacturing activity and the public is now learning about the existence and importance of light industrial spaces.⁸



How can industrial space support placemaking and ecosystem building activities?

The impact of industrial developments extends beyond the footprint of the buildings and industrial properties. Some of the most important outcomes of these projects are intangible and based on relationships across businesses and communities (as seen in creative placemaking) and between business types (as seen in ecosystem building). Each development has some form of both relationships, each requiring different activities to have the desired impact.

For examples of placemaking activities we can look at Equinox, a three building development in Seattle, WA with 100,000 square feet of workspace and over 125 tenants. Equinox managers and tenants host a monthly open-house art walk and studio tour providing the surrounding public an opportunity to meet business owners and employees, learn about what is being manufactured, and purchase products directly. Equinox also hosted an open-house party that brought food trucks, bands, and performances which attracted around 8,000 people to the space in 2018. Open space surrounding the building, previously underutilized, has gone through a traditionally ad-hoc placemaking process. Motivated tenants brought chairs, tables, and potted plants to establish a hang-out spot, this led to more people gathering for lunch and after work, and it is now a dedicated informal co-working space for tenants from Equinox and surrounding buildings.

And we can use Philadelphia's Maken Studios and Chicago's Planned Manufacturing District as examples of ecosystem development. By focusing on light manufacturing tenants, both have established hubs of activity that draw attention from other businesses. Photographers, graphic designers, and marketing firms have become tenants occupying rentable spaces that do not meet the needs of light manufacturing.

These companies often provide key business support to the manufacturing tenants. While many businesses outside these developments struggle to find services, companies that work next door to each other often meet through building gatherings and while working late nights or getting coffee nearby. This informal ecosystem development is often sighted as a reason for companies wanting to move into these types of developments. Finding tenants for spaces that are not marketable to light manufacturing businesses has a secondary impact of helping keep rent down by increasing the amount of rentable space available within the development.

"Some of the most important outcomes of these projects are intangible and based on relationships across businesses and communities and between business types."

How UMA and ANHD are helping stakeholders across the country. Urban Manufacturing Alliance (UMA):

UMA provides a national voice on equitable economic development strategies that support small- and mid-sized manufacturers in urban areas that create important pathways for the middle class. UMA provides online and in-person platforms to foster exchanges to improve, replicate, and disseminate community development tools. UMA holds national Gatherings where hundreds of manufacturing practitioners



come together, as well as online events around local branding, equity, workforce development, and land use policy. To connect our members between Gatherings, our Communities of Practice (CoP) – member-driven working groups around particular topic areas or industry clusters – serve as spaces to showcase stories and best practices, and find solutions that are working in other places across the country. UMA and our members seek to better inform the public, policymakers, and thought-leaders around the current and growing manufacturing landscape in cities across the U.S. and beyond through primary data collection, thought-partnerships with leading national and local organizations, and storytelling.

Association for Neighborhood & Housing Development, Inc. (ANHD):

ANHD was founded by eight local housing groups in 1974 to support the development and preservation of affordable housing in New York City. Today, ANHD represents 80+ neighborhood-based and citywide not-for-profit organizations dedicated to building and preserving deeply and permanently affordable housing, and to promoting economic development. ANHD expanded its mission and membership to advance equitable economic development in 2014, recognizing that no home is affordable without a decent job, and that New York City's economic development ecosystem – like many cities – suffers from a lack of robust programmatic tools and an engaged citywide base.

One of the key outcomes of ANHD's membership and programmatic expansion has been the establishment of the [Industrial Jobs Coalition](#). The Industrial Jobs Coalition has provided a consistent and citywide voice on industrial and manufacturing issues, resulting in zoning reforms that protect and strengthen core industrial areas, the creation of finance tools that support mission driven industrial developments, and the recommitment of city resources to neighborhood industrial business service providers. ANHD and the Industrial Jobs Coalition have helped advance the model of industrial advocacy that empowers communities to lead citywide policy debates in service of bold transformative change.

Overview Footnotes:

1. From manufacturing promotion and engagement toolkit: https://www.urbanmfg.org/wp-content/uploads/2017/11/BAUM_Toolkit_Promotion.pdf
2. The Century Foundation: <https://tcf.org/content/report/manufacturing-jobs-worth-saving/>
3. Almost two-thirds of people in the labor force do not have a college degree: <https://www.epi.org/publication/almost-two-thirds-of-people-in-the-labor-force-do-not-have-a-college-degree/>
4. Updated employment multipliers for the U.S. economy: <https://www.epi.org/publication/updated-employment-multipliers-for-the-u-s-economy/>
5. From Nonprofit Real Estate Development Toolkit: <https://www.urbanmfg.org/wp-content/uploads/2017/11/NonProfitRealEstateDevelopmentToolkitFINAL.pdf>
6. From prototyping equity full report: https://www.urbanmfg.org/wp-content/uploads/2017/11/Prototyping-Equity_Full-Report.pdf
7. From all about the jobs report: <https://www.urbanmfg.org/wp-content/uploads/2019/12/UMA-All-About-the-Jobs-Report-Final.pdf>
8. MA's 2017 Somerville Gathering: https://www.urbanmfg.org/wp-content/uploads/2017/12/UMA_SomervilleGatheringReportOut-1.pdf

Key Phrases and Descriptions

As with all projects that require collaborations, partnership, and relationship development, it is important to establish shared definitions and understandings. We understand that each city, each development, and each actor is different and therefore everyone comes to a project with a unique set of experiences, knowledge, and lens. Within this framework, UMA and ANHD have identified some definitions as a foundation for the following sections of this toolkit and for future reference.



Key Phrases:

Mission Driven: Pursuing goals and outcomes with a commitment to positive impact[§] to the most stakeholders, including those who may not have power to influence the decision-making process.

Industrial Development: The investment, building, and maintenance of physical and non-physical resources that house and support industrial and manufacturing businesses.

Industrial Ecosystem: All organizations[&] which play a role in the success of industrial activity in a region. The ecosystem also includes the resources – time, capital, physical assets, etc. – of these organizations and the relationships between individuals, communities, and businesses.

Creative Placemaking: The intentional use of arts and culture activities[!] to build connections between industrial spaces and communities surrounding them leading to beneficial social, physical, and economic impacts.

§ - In terms of social, economic, and/or environmental; a triple bottom line impact.

& - See the stakeholder groups listed below for examples; this list is not exhaustive, as other organizations can play a role depending on the specific factors of any given project.

! - Events and programs that include but are not limited to food markets, music and theatrical performances, open studios, art making, and workshops.

Stakeholder Groups

National Examples

New York City Examples

Business Service Provider: An organization that helps companies gain access to key business elements such as capital, workforce, marketing, business planning, sales, and/or real estate. Access is most often created through educational programming, relationship development, and ecosystem connections.

Bridgeway Capital's Creative Business Accelerator [Pittsburgh, PA]

Southwest Brooklyn Industrial Development Corporation

Community Organization: An organization established to support the creation and implementation of a shared vision that benefits a community of individuals and businesses. In the process of developing and implementing the shared vision, community organizations can take an active role in building coalitions, engaging stakeholders, administering and managing capital, as well as offering services to access affordable housing, education and training, and/or manage property (both land and buildings).

Menomonee Valley Partners [Milwaukee, WI]

Evergreen

Real Estate Developer: A business – for-profit or non-profit – whose primary activity is the purchasing, rehabbing, and maintaining of physical spaces and built infrastructure for occupancy by businesses and communities.

Industrial Council of Nearwest Chicago [Chicago, IL]

Greenpoint Manufacturing and Design Center

Lender: Organizations, for example in the form of bank, credit union, community development financial institution, or non-profit intermediary, that provide capital on the premise there will be a repayment.

Philadelphia Industrial Development Corp. [Philadelphia, PA]

Local Initiatives Support Corporation

Manufacturer: A company that makes goods for sale to other businesses and or consumers. Some companies utilize titles other than manufacturer, such as: makers, producers, craft businesses, fabricators, small batch manufacturers, and light industrial companies.

Edgewood Made [Philadelphia, PA]

Martin Greenfield Clothiers

Philanthropy: Foundations and/or individuals that provide capital, most often in the form of grants, without the requirement or expectation that there is a repayment. Within the context of industrial development, grants are most often provided for activities involved in placemaking, workforce development, increasing access, and mitigating blight.

Citi

Government: Local, state, and federal bodies that have oversight related to zoning, policy, and use of tax dollars.

Redevelopment Authority of the City of Milwaukee [Milwaukee, WI]

Council Member Antonio Reynoso, Brooklyn, New York

Part 1: Defining The Industrial Development Landscape

When it comes to mission driven industrial development, the industrial landscape in which it is created and maintained is most impacted by three key factors:

Capacity Building for Industrial Developers: What resources and tools are available, either financially or programmatically, for mission driven industrial developers?

Support and Services for End Industrial Users: What resources are available to support, sustain, and grow the end users who will occupy mission driven industrial developments?

Preservation and Protection of Industrial Land: What policies are in place to ensure the long-term viability of end industrial users and the mission driven developments they occupy?

We can think of all the aspects that can impact an industrial development as defining the landscape, the environment in which a project can grow and thrive or struggle and close. Knowing about the larger landscape elements can therefore drastically increase the opportunity for success. What we have learned from projects across the country is that it is impossible for any one organization to know about, nor gain access to, all aspects of the landscape. This has reinforced our belief and recommendation that building and maintaining relationships with varied stakeholders is important. The need for relationships is made even more important because no city's industrial landscape is static: buildings get bought and sold, competing interests push for changes to zoning policies, and community residents move in and out.



A. Capacity Building for Industrial Developers

Mission driven industrial developers emphasize long-term benefits and impacts, and know that it can take considerable time before reaching tenant capacity, financial returns, and large scale impact. Ensuring long-term success requires an ability to think backwards and forwards, through multiple phases of development, and a willingness to pay attention to small, early successes to signify strategies are paying off. UMA and ANHD have identified three main phases to any development. The following is meant to provide overviews of key activities for each phase and potential milestones.

I. Pre-development: Tenant and Market Understanding

Before a building is picked and renovations started, it is important to identify important tenant characteristics. Developments across the country have built projects around different market signifiers such as specific industry clusters, stage of business development, prior history of manufacturing in a district, and person of color ownership. Once a criteria is set, it is important to engage with the targeted tenants to understand their specific needs, not only for square footage requirements, but for any technical and infrastructure attributes that vary among sectors and firms. For example: tenants can vary in their power, water, and internet requirements, as well as their need to access delivery trucks.

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It is equally important to dig deeper into the market needs that are not technical but social and cultural. Some examples of this include: uncovering the market's need for business service providers that could be brought in as secondary tenants; whether the workforce for future tenants takes public transit or need parking spots; and the importance of spaces for eating and socializing. Understanding your target tenant's physical infrastructure needs, along with motivating social and economic factors, is fundamental and combines into a guidebook for making building and site location decisions.

II. Development of Building: Preparing the Building and Market Outreach

Every project is different; however, every project requires finding, gaining access to property, and preparing the spaces for tenants. In some cases the pre-ownership of a building is the catalyst for the start of a project. In other cases, a shared need within a community of businesses drives the decision-making process around which building(s) to buy. Regardless of the exact starting point, the outfitting of the space with the right level of finish and features is important. In the pre-development phase, gathering details about your target market can help define the overall building needs, as well as smaller space requirements. For example, knowing the collective power, water, and internet requirements may be necessary to prevent disruption to tenants' day-to-day operations after they move in. Increasing power or water can be a much more complicated process once a building is fully occupied. Prior to initial outreach, it is important to determine at what rate you are comfortable moving tenants into your building; building owners can decide if it is important to have all spaces ready for immediate occupancy or can they can go floor-by-floor, for example.

Just as each building is physically different, the tenant make-up varies in every project, not just from city-to-city, but from neighborhood-to-neighborhood. In every urban area there is already a community of urban manufacturing businesses that often know each other and, in some cases, collaborate. It is possible to connect with these informal



ecosystems to make it known that a building is coming on-line. Reaching your market often means building trust with businesses early. This can be done through building partnerships with existing supporters of manufacturing, which your market already trusts, and by being more hands-on with one or two initial anchor tenants to gain insights and set a tone for future businesses. For real estate developers starting their first project, the anchor tenant role can be seen as a partnership. That initial business helps others in the community gain trust with your development and intentions and they can help provide insights on what the building and surrounding spaces could be.

III. Operations: Building Maintenance and Services for End Industrial Users:

If successful, the first two stages of an industrial development are the shortest. For example: Greenpoint Manufacturing and Design Center's first project in Brooklyn was opened in 1992 and has a current occupancy of 75+ businesses with 350+ employees. But the work shifts once tenants and employees begin moving in. Just on the physical building side, keeping elevators functioning, meeting tenant needs, navigating dips in occupancy, and building upkeep is full time work for a team of people. The dependability of the building can make or break a business. On the most basic level, buildings must be kept up to city codes. A building not kept up to code can lead to shutting down temporarily or permanently. This issue is typically seen when building owners are overly focused on saving money. One significant break in ability to occupy one's space – for example due to a fire, maxing out electrical capacity, or other code violation – can break the trust of your tenants and with the larger urban manufacturing community. The maintenance of the building can also be seen as an opportunity for job creation. The skills necessary can be taught on



the job and can often bring in employees from a surrounding community. It is also possible to build partnerships with companies that can provide staff and upkeep if it is not possible to expand the workforce of the building owner.

On the social side, navigating schedules to access delivery bays and other shared resources, developing ways to build connections across businesses (as well as with the surrounding residential community), and uncovering opportunities to expand and deliver services are just a few of the activities real estate developers have taken on which require full time focus and a diverse, socially-aware skill set. The informal and formal ecosystem of the building can also make or break a building. In the urban

manufacturing sector, business owners and employees often cite that they want to work alongside other companies that they feel are related to them. This is often the motivating factor influencing a business to move into an industrial development rather than a stand alone building. This requires developers to, sometimes, willingly turn down occupancy offers from businesses in different sectors. The social impact aspects of the development also extend beyond the front door and the tenants needs. Finding ways to invite the community into the building turns the space into a place and sets up a supportive relationship. This must be done in a balanced way that does not overload or impede the day-to-day operations of tenants.

B. Support & Services for End Industrial Users

An important factor for industrial developers to consider is the availability of programs and services to support end users within the development. Having such services can provide opportunities for industrial businesses to troubleshoot challenges, access financial resources, and scale operations. Similarly, an industrial developer benefits from these services, as their availability means they are not responsible for providing these resources, potentially freeing up existing capacity to support the ongoing needs of the development and tenants, while also supporting the longevity of those current tenants.

How this programmatic support is delivered can vary widely: city or state governments can directly provide these services, community-based organizations can be contracted to provide these services, or the industrial developer could provide the services themselves. There are several factors to consider when weighing the best option for a given urban landscape, including level of responsiveness to end users, stability of funding, and capacity of the provider to provide effective services. For example, while a real estate developer may elect to provide these services to end industrial users, balancing the need to provide these services while also managing the ongoing needs of the building may prove challenging. By contrast, a program run entirely through a city or state government agency may have greater funding and capacity to provide services, but their lack of an ongoing presence in proximity to the development may reduce the likelihood for end users to take advantage of services.

Service providers crucially support manufacturers by helping them navigate government, access workforce services, provide business education, and find capital resources. Perhaps most importantly, these service providers can connect industrial businesses to one another, helping to establish a greater sense of community for tenants that extends beyond the confines of a single industrial development. When support is provided through community-based organizations and emphasizes job training of local residents, service providers serve as an end industrial user's bridge to other manufacturers and to the broader neighborhood. When the end industrial user – and the development where they are located – is intentionally included in programmatic offerings, they become fully immersed in the industrial development landscape.

C. Preservation and Protection of Industrial Land

Industrial development is only possible when there is industrial land. This creates the need for effective land use mechanisms. These often vary greatly across states *and* across municipalities. A locality without any land use mechanisms inclined towards industrial uses may see success with individual industrial developments; however, the lack of a broader policy will result in a patchwork of industrial developments alongside commercial and residential uses. Some lighter and smaller industrial developments may benefit from this mixed-use approach. Larger and louder developments require distance from the commercial car and foot traffic in order to effectively operate. If not appropriately managed, residential and commercial users of a district will apply pressure to the industrial users, whether through noise complaints, calls for walkability that conflict with large truck traffic, or rising rents.

Gentrification has made it particularly difficult for industrial uses to survive in the modern urban environment. Commercial uses are more lucrative than industrial. Residential uses can be more lucrative than both, and the need for housing is dire in many cities. As a result, there is significant market pressure for urban land to be used in the most profitable way possible, often leading to the displacement of industrial uses from cities. The diversity of industrial uses demonstrates the need for a nuanced policy approach for enabling core industrial uses and industrial uses that can thrive in a mixed-use setting.

While governments can create the policies to enable industrial development in municipalities, it is often on other industrial stakeholders – such as existing manufacturers, real estate developers, and community-based organizations – to create the political will necessary to orient government in this direction. Perhaps just as important, these stakeholders have a crucial role to play in leading the public debate, shaping industrial land policies, and navigating the impacts of those policies.



Part 2: New York City Industrial Development Landscape

The application of this landscape analysis is particularly relevant in New York City where programmatic and policy advances have resulted in a more viable future for industrial development. This possibility was built upon the relationships of various stakeholders concerned with industrial development over decades. Before exploring how each of these stakeholders contributed to New York City's industrial landscape, it is important to first define the landscape itself.

It is difficult to abridge the history of industrial and manufacturing in New York as the contemporary landscape has shifted considerably in the last 30 years. Decades of industrial advocacy in response to the loss of manufacturing land span the Giuliani and Bloomberg Administrations of the late '90s and early '00s. Both administrations advanced policies that threatened the future of remaining manufacturers in New York City. These policies led to the creation of MX (mixed use) zoning, encouraging big box stores to open in manufacturing areas, and the rezoning of industrial waterfront neighborhoods like Long Island City and Greenpoint-Williamsburg. Some positive programs did occur during this time, most notably the creation of the Mayor's Office for Industrial & Manufacturing Businesses (MOIMB) and the Industrial Business Zones. This mix of positive and negative impacts illustrates the lack of a comprehensive approach which limited the long-term viability of these programs: the MOIMB was defunded six years after formation and the Industrial Business Zones had no zoning component tied to them, making their status as "core industrial areas" largely ceremonial.⁹

There was a unique opportunity for the following administration to present a new vision for industrial and manufacturing in New York City. This was possible because of continued advocacy by industrial advocates and steadfast leadership by the New York City Council under previous administrations. Mayor Bill de Blasio and City Council Speaker Melissa Mark-Viverito announced a 10-point Industrial Action Plan in 2015. The plan intersected the need for capacity building for industrial development, support and services for end industrial users, and protections to preserve industrial land.

Capacity Building for Industrial Development:

The Industrial Developer Fund and Urban Manufacturing Accelerator Fund

New York City has a sophisticated pool of funding resources to support the development and preservation of affordable housing. Community-based non-profit developers have grown as a sector to use these tools to create deeply and permanent affordable housing for New Yorkers. Unfortunately, the same diversity of resources does not exist for the creation of affordable industrial space. This has led to a shortage of non-profit industrial developers, a lack of a broader non-profit industrial development sector, and a shortage of affordable industrial space in the city.

The de Blasio Administration began to address this discrepancy as part of its 2015 Industrial Action Plan, when they announced the creation of a \$140 million non-profit Industrial Developer Fund to be administered by the New York City Economic Development Corporation (NYCEDC). Non-profit, mission driven developers could use the fund to acquire and develop new affordable industrial space. At its announcement, the fund was “expected to fuel the creation of approximately 400,000 square feet of space and approximately 1,200 new jobs”.¹⁰



In its first two years, the Industrial Developer Fund moved slowly to meet these initial ambitions. There were internal city agency challenges, as well as challenges in preparing mission driven developers to access the fund. For example, NYCEDC struggled to develop a model regulatory agreement for the fund that could measure and guarantee the specific public benefit that the Office of Management and Budget wanted. And, while there had been interest from industrial business service providers and affordable housing developers to advance new kinds of projects and diversify their existing portfolios, there was also a noticeable lack of technical expertise and shortage of financing to support pre-development costs that would make applications competitive in New York City’s real estate market. As a result of these challenges, only one developer successfully won funding during this period.

Recognizing the potential for this public program to promote non-profit industrial developers and affordable industrial space in the city, ANHD and Citi partnered to launch the Urban Manufacturing Accelerator Fund in 2018. The fund would specifically support mission driven developers with pre-development expenses related to closing on Industrial Developer Fund financing. Pre-development expenses could include retaining the services of specialized industrial development consultants, construction costs, environmental costs, land use attorneys, or contingency-based deposits to provide proof of site control.

The fund also allowed for ANHD staff to provide technical assistance and capacity building support to prospective applicants. Staff and consultants help guide mission driven developers (including those who had previously only developed affordable housing) through the Industrial Developer Fund application process and with identifying and advancing competitive industrial development projects.

"The four projects supported by the city's Industrial Developer Fund will cover 208,000+ sq ft across three boroughs and the creation or preservation of 230+ permanent jobs."

As a result of the Urban Manufacturing Accelerator Fund, five mission driven developers committed to the neighborhoods they build in, submitted competitive applications to the City's Industrial Developer Fund and four projects received funding to advance their proposed affordable industrial spaces. Collectively, these projects will cover 208,000+ square feet, across three boroughs, and they will create or preserve 230+ good, permanent jobs.

Support and Services for End Industrial Users:

The Industrial Business Service Providers

Where the Industrial Developer Fund and Urban Manufacturing Accelerator Fund sought to create new affordable industrial space, there has been a persistent need to support existing manufacturers and industrial users in the City. In addition to rising real estate pressure and difficulty in navigating government, end industrial users have needed a single resource for incentive programs, training for employees, financial assistance, and managing growth.

Originally devised under the Bloomberg Administration to placate advocates' concerns for industrial businesses as a result of the 2005 Greenpoint-Williamsburg waterfront rezoning, the Industrial Business Service Providers (IBSPs) have persisted for over a decade as community-based resources for manufacturers and end industrial users in all five boroughs.

The IBSPs are uniquely positioned to provide support services to industrial users in their catchment areas because they serve a specific geography and receive funding through the City's Department of Small Business Services (SBS). Services include accessing financing and incentives, connecting with government, training and educational resources, and business planning. The IBSPs are able to leverage additional programs, including loan services and financial analysis, workforce services and job placement, real estate development and advisory services, business promotion, and networking opportunities. Because of their focus on place, stable funding, and diverse service offering the IBSPs are capable of building trust and long-term, sustainable relationships with industrial users.¹¹

At the same time, the IBSPs leverage their relationships with businesses to be a vital bridge between government and communities. Because of their existing relationships with business owners, the IBSPs are able to connect businesses to MWBE certification, promote apprenticeship training programs, and support businesses in applying for city and state incentive programs. Beyond business operations, the IBSPs also play an important role connecting businesses to projects with community-wide impacts, such

as neighborhood rezonings. And when the businesses in their community call for action on the City's stated policy goals, the IBSPs play an advocacy role to ensure those stated commitments are met.

As manufacturing-zoned land has been lost to rezoning and speculation, so too has the budget for the IBSPs been on the decline. When the funding for the Industrial Business Service Providers was guaranteed for three years as part of the 2015 Industrial Action Plan, de Blasio recognized the significance of these institutions to the broader industrial landscape: "As the City's eyes and ears on the ground, the IBSP network will also collect real-time data on industrial and manufacturing businesses, enabling the City to refine policies and better respond to the evolving needs of industrial and manufacturing businesses".¹²

The City has not done enough to support its eyes and ears as needs have changed; this much was clear from the initial Action Plan announcement. The 2015-level funding for the IBSP network was lower than the funding levels in prior years of the IBSP program. While IBSP reporting requirements and responsibilities have grown, the funding for the IBSPs has not been changed in five years, stifling opportunities for the IBSPs to grow and adapt to a changing landscape. Increasing obligations without increased funding makes it difficult for the Industrial Business Service Providers to innovate and adapt programming for the industrial users who they have supported for over a decade. In spite of these limitations, the IBSPs effectively connect businesses to city government, integrate manufacturing into the broader community, and solidify industrial policy knowledge that extends beyond the tenure of any councilmember, commissioner, or mayor.



"Because of their focus on place, stable funding, and diverse service offering the Industrial Business Service Providers are capable of building trust and long-term, sustainable relationships with industrial users."

Protection and Preservation of Industrial Land:

Land Use Advocacy and the Industrial Business Zones

While funding for programs like the Industrial Developer Fund and services like the IBSPs are beneficial to the future of the industrial sector, these programs are built on the assumption that there will continue to be industrial uses in the five boroughs. Overly broad use groups and half-century old zoning designations left manufacturing zoned land (M-zones) ripe for development by non-industrial uses, uses that would often pay higher rents. In the worst cases, property owners would neglect and warehouse properties in the hopes of cashing in on the rezoning of a neighborhood from industrial to residential.

This speculation on the M-zones has several negative impacts. First, it drives up the cost of the remaining active industrial land, making it harder for prospective industrial developers to acquire and activate these spaces. Second, the allowance of non-industrial uses, such as hotels, self-storage, and nightclubs, makes it harder for the remaining industrial uses to effectively operate, creating a new set of problems for local business service providers. Third, speculation on industrial land drives up rents for existing industrial users, making it harder for businesses, and the jobs they create, to stay in the neighborhood or the city.

When Mayor Michael Bloomberg rezoned the Greenpoint-Williamsburg waterfront in 2005, he exacerbated several of these conditions while also inadvertently creating the policy skeleton for long-term industrial retention. Bloomberg established the Industrial Business Zones as part of the 2005 rezoning, deeming these areas as havens for the heaviest, noisiest, and dirtiest industrial uses. While a financial incentive was offered to businesses to relocate to one of these areas, there were no zoning or land use protections that kept competing uses out. The underlying zoning for the M-zones, borne out of the real estate and zoning realities of the 1960s, was left untouched.¹³



Despite advocates pushing for restrictions on non-industrial uses for decades, it was not until the City Council's 2014 Engines of Opportunity report, and subsequently de Blasio's 2015 Industrial Action Plan, that the City committed to "enact new safeguards against the influx of tourist hotels and personal mini-storage facilities to preserve opportunities for industrial and manufacturing businesses".¹⁴ Even then, the Administration did not enact any of these commitments until relenting to pressure from the Industrial Jobs Coalition in the spring of 2017.

The codification of the Industrial Business Zones in 2017 turned the misleadingly named districts into an actual policy framework to protect and preserve industrial and manufacturing jobs in New York City. The Industrial Business Zones did not exist within zoning maps, making any targeted zoning actions for the 21 areas across the city impossible. While the Administration had committed to protecting "core industrial areas" in its 2015 plan, it was not until the codification of the Industrial Business Zones that the foundation for targeted zoning protections was firmly established.

The first restriction to take advantage of this shift in zoning policy was self-storage. The self-storage industry claimed "this is a ban on self-storage"¹⁵ in the five boroughs. Industrial advocates pointed out that the use was not being banned, but rather being limited via a special permit, which required a process that would gauge community support for a project to attain. Additionally, "self-storage facilities [would] still be permitted as-of-right in C8 [commercial] and M-zones outside the 'designated

M-districts”.¹⁶ To the surprise of many, a well-funded lobbying effort by the self-storage industry sought to erode the zoning change. The Industrial Jobs Coalition pushed back and, in the words of Councilmember Antonio Reynoso, “the groups all came together, built their own little lobbying team, educated these council members on the facts and outworked the self-storage lobby that we didn’t even know existed until that point, and we won.” The resulting zoning language both restricted self-storage and set a crucial zoning precedent for in the city’s core industrial areas.

The following year, as the City expanded a targeted restriction on hotels to all light manufacturing areas, the growing political power of industrial advocates forced the Mayor’s hand. The City had committed to a land use study on one of it’s largest Industrial Business Zones, the North Brooklyn IBZ, as part of the 2015 Action Plan. This study was meant to be the blueprint for zoning protections in all 21 IBZs.¹⁷ In 2019, in response to the City’s failure to meet their 2016 deadline – and due to a lack of information on when the report would be released – advocates from the Industrial Jobs Coalition released a report card¹⁸ highlighting this notable failure on the 3-year anniversary of the Industrial Action Plan. That same day, the Mayor publicly committed to releasing the North Brooklyn study before the end of the month.¹⁹

NYC INDUSTRIAL ACTION PLAN - 3 YEARS LATER - A PROGRESS REPORT	
Invest in City-Owned Properties	A
Advance Use Group Reform	C
Create New Zoning Models For Diverse Neighborhoods	F
Stop Conversion of Manufacturing to Residential in Core Industrial Areas	B
Launch Non-Profit Industrial Developer Fund	A-
Launch Futureworks NYC	B
Expand Brownfields Jumpstart Program	A
Relaunch Industrial Business Service Providers Network	A
Launch Industry Partnerships	B
Establish Manufacturing Career Centers	B

The intentional relationship and power-building by industrial advocates proved effective in advancing zoning priorities that had stalled for decades. Additionally, the land use victories reaffirmed the significance of the industrial and manufacturing sector and ensured its future as a critical part of New York City’s economic ecosystem.

Part 2 Footnotes:

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Part 3: Within/Beyond Control

Stakeholder Profiles and Recommendations

In December 2019, the Association for Neighborhood & Housing Development (ANHD) and the Urban Manufacturing Alliance (UMA) convened industrial development practitioners from across the country in Pittsburgh, PA to learn from one another and reflect on the broader landscape of mission driven industrial development in cities. The final exercise of the gathering asked participants to self-identify as one of six stakeholder types – manufacturer, business service provider, real estate developer, lender, community based organization, or government – either personally or organizationally within the larger industrial landscape. The 50 participants then broke into stakeholder groups to answer two questions:

- What is within your control as it relates to industrial development?
- What is beyond your control as it relates to industrial development?

Groups, varying from three to ten members, were given 15 minutes to answer these questions by creating a list of agreed upon points. At the end of the exercise each group shared their responses.[@] To build on these initial insights, interviews were conducted between February and April 2020 with members of each stakeholder group to elaborate on their experience and role within the industrial development landscape. Each stakeholder type was asked a unique set of questions.[#] The following profiles include the responses from the Pittsburgh exercise and excerpts from the interviews conducted.

Most stakeholder types have two interviewees – one from New York City and one from another U.S. city. A notable takeaway from the Pittsburgh exercise, the broader gathering, and the stakeholder interviews is the limited involvement of particular stakeholder types in other parts of the country in comparison to the ongoing engagement of all stakeholder types in New York City's industrial development landscape. The stakeholder types that are least active across the country are lenders, philanthropy, and government.



@ - See all the stakeholder responses in the Within/Beyond Control: Pittsburgh record in the appendix.

- See Within/Beyond Control Worksheet in appendix

Business Service Provider

Beyond Control:

- Decisions made by businesses.
- Market dynamics.
- Political climate.
- When clients seek them out.

Within Control:

- Scope and level of service they provide.
- Who they work with and where.
- Stories about our work they invest their time, resources, energy.

Southwest Brooklyn Industrial Dev. Corp. [Brooklyn, NY] Jesse Solomon, Deputy Director

Southwest Brooklyn Industrial Development Corporation (SBIDC) provides free technical assistance and business services to small manufacturers and industrial businesses in the Sunset Park, Gowanus, and Red Hook neighborhoods. They are intentional about supporting manufacturers, not simply for business's sake, but because it serves their larger mission for equitable economic development:

"We care about industrial retention, preservation, and growth with the explicit purpose of connecting these opportunities to local job seekers. To advance equitable economic development, you really need to be seeing the big picture in a neighborhood to understand what is the immediate need, what are the opportunities that exist here, and how do we bridge those two things."

As the community and manufacturing landscape have changed, SBIDC refined its slate of business services. In addition to helping businesses navigate lender networks and access tax incentives they provide information on real estate opportunities for both potential tenants and property owners and provide an invaluable service for manufacturers in its neighborhood by traversing government:

"We know the neighborhood businesses and the businesses trust us because we're right here in the neighborhood. I've worked with manufacturers for years. They know that we are the holder of contacts at various city agencies. Even if the business had a contact at, for example the Department of Design and Construction, they would know to come to SBIDC if their contact moved on. If they had gone to NYC Small Business Services – the city agency that provides us with funding to do this – she probably wouldn't have been able to meet with anyone in person."

Recommendations:

Engage in politics and advocacy. *"I think business service providers shouldn't be afraid to dip their toes into advocacy and policy. I've seen business organizations who really steer clear of anything political and advocacy-oriented. I think that manufacturers really value SBIDC for being their advocate."*

Create peer learning opportunities for businesses. *"We have a cohort-based business education program. For 10 weeks business owners, together, learn how to grow and scale their business. The true value for businesses was learning from each other. We had multiple success stories of businesses who were in the class together, and then wound up co-creating some product together or sourcing each other's materials."*

Business Service Provider

Beyond Control:

- Decisions made by businesses.
- Market dynamics.
- Political climate.
- When clients seek them out.

Within Control:

- Scope and level of service they provide.
- Who they work with and where.
- Stories about our work they invest.

Bridgeway Capital [Pittsburgh, PA]

Matt Madia, Chief Strategy and Development Officer

Bridgeway Capital makes western Pennsylvania a thriving region for all by promoting economic opportunity and community revitalization. They assist underserved populations by providing capital and education to ignite business and job growth, to develop communities, to support entrepreneurs, and to expand vital services that strengthen the region. Bridgeway's original work focused on lending, including helping small scale manufacturers buy buildings they could occupy to prevent future disruptions to their business. In Pittsburgh, like in many other cities, people have been moving back to the city driving up demand for real estate, which is why Bridgeway found it important to protect industrial space and have created different tools for different producers.

"We offer three kinds of support: lending to finance building acquisition; we create and manage industrial developments which create affordable commercial real estate; and through the Creative Business Accelerator (CBA) we offer education and increase access to capital, markets, peer groups, etc. You can think of these three strategies as a venn diagram, some businesses access all three and some only access one. Over the course of a year, the majority of businesses we interact with are using our CBA services (100+), second most are renting spaces (18+), and next buying buildings."

Recommendation:

Keep learning about your business communities needs. *"We had to do our own learning and get comfortable with small scale manufacturing. Prior to the CBA and our first development – 7800 Susquehanna – we had loaned to manufacturers primarily for the job creation. We had to take a deeper dive into understanding the entrepreneur and potential for growth within the new wave of small scale manufacturing companies being started by the craft and design community. We found that in order to help get companies to scale, to get to a point of creating jobs, we had to establish the CBA to help those who were good at making and passionate enough to build a company around but needed help to develop more business acumen."*

Community Organization

Beyond Control:

- Market.
- What people want and need.
- Create spaces that match the market, but that market can change.
- Political administration and their goals.

Within Control:

- Empower communities, build collective will .
- Leverage relationships and support organizations to align community goals.
- Narrative about the community, providing opportunities to share success stories.

Menomonee Valley Partners [Milwaukee, WI] Corey Zetts, Executive Director

Since it was founded in 1999, Menomonee Valley Partners, Inc (MVP) has served as the lead agency in the redevelopment of Milwaukee's Menomonee River Valley. The organization serves as a convener and coordinator by engaging stakeholders, articulating a vision, leveraging funding, and aligning partners to accomplish shared goals.

"People still think of manufacturing as dirty and dangerous and we bring people in to show what it is actually like. Most kids or adults have never been to a factory and have no knowledge of the approximately 100 manufacturers [in the Valley] and what they make. A lot of our work has gone into making connections and building relationships between current manufacturers and youth, to help them find a pathway, whether that is an apprenticeship, taking classes at community college, and how to really build a career in manufacturing."

MVP has been able to build partnerships with a diverse set of organizations, all of which have been able to see that the pieces are tied together and that manufacturing is a key to a vibrant, sustainable, stable economy and community, and everyone is able to see ways to leverage each other's work.

"Through philanthropic supported research, we were able to help connect dots between the value of jobs and the value of investing in industrial developments. This has helped create objectives that would define the best business to bring in those jobs that pay a living wage. We also developed an unusual partnership with a community health center. The center identified the health benefits of revitalizing what was a brownfield and the long-term benefits of employing people in well paying careers. While another partnership developed with groups focused on water quality and environmental stewardship."

Recommendation:

Create multiple levels of workforce and business support by building relationships with experts in other fields. *"New programs are being developed with Milwaukee Technical College and a handful of manufacturers. The program strategy is focused on providing multiple levels of support, including creating a cohort for increased connection and community, and establishing child care to make it easier for working parents to participate. In parallel to preparing the workforce we have another partnership who will work with the participating employers to do a community readiness assessment, helping companies understand the importance of cultural sensitivity, as well as the need for cultural change and the creation of equitable practices."*

Community Organization

Beyond Control:

- Market.
- What people want and need.
- Create spaces that match the market, but that market can change.
- Political administration and their goals.

Within Control:

- Empower communities, build collective will .
- Leverage relationships and support organizations to align community goals.
- Narrative about the community, providing opportunities to share success stories.

Evergreen Exchange [Brooklyn, NY] Leah Archibald, Executive Director

Originally named the East Williamsburg Valley Industrial Development Corporation (EWVIDCO), Evergreen was founded in 1982 as the economic development arm of the St. Nicks Alliance, championing the industrial and manufacturing sector through periods of deindustrialization, speculation, gentrification, and land use mobilization.

A pivotal moment in the organization's history was the 2005 rezoning of Williamsburg. The rapid transformation of the North Brooklyn working waterfront influenced Evergreen's understanding of the community for years to come:

"Now what was once our protected manufacturing district in Williamsburg has become hotel and amusement alley. So, it's tougher and tougher for manufacturers on that side of our community to thrive. Toward the eastern side of our community, change is coming through, but at a slower pace than what happened in the lead up and to the 2005 rezoning. We still have quite a lot of companies that employ quite a lot of people, predominantly neighborhood residents..."

Today, Evergreen serves multiple crucial roles, both as an anchor to industrial and manufacturing businesses and as a partner in the larger ecosystem of community organizations:

"We work very closely with many other community organizations of various stripes. We have many shared interests with our colleagues because ultimately we're all serving the same geographical neighborhood. We believe no housing is affordable without a job. And so it's never a competition for resources: "housing or jobs"; it must be housing and jobs for the people who live here and for the people who need them. We work with housing advocates. We work with environmental justice organizations. Everybody agrees, this part of the neighborhood is for jobs, we just want it cleaner. And so we're really fortunate to be in a community where the prevailing consensus is, "This is where the jobs go, we believe in these jobs, because this community needs them."

Recommendation:

The key to forming alliances is understanding you are part of an ecosystem. *"We ourselves invest our time to help our neighbors achieve their goals. Sometimes this is tricky because there's a chance for goals to compete with one another. But what we found, almost all the time, is there's a way that we can align ourselves to support one another."*

Real Estate Developer

Beyond Control:

- Money.
- Time it takes to get the money.
- Who represents the community.
- What feedback we get.
- Politics.
- Bureaucracy.

Within Control:

- Research, planning & design.
- Vision and implementation of the vision.
- Telling of the story.

Greenpoint Manufacturing & Design Center [Brooklyn, NY] Brian Coleman, Chief Executive Officer Cassandra Smith, Senior Project Manager

Greenpoint Manufacturing & Design Center's (GMDC) reputation as the foremost non-profit industrial developer in New York City is well-deserved. They have successfully been able to convert many large-scale single-user industrial properties into multi-tenant properties. While their origins seem foreign to the current real estate landscape, GMDC leveraged their initial property into a portfolio of six buildings over the course of their almost three decade history:

"The focus was to provide space for manufacturing businesses. The people that were knocking on the door to lease space in the early 2000's were being displaced because the buildings they had been operating in for many years were being sold for residential conversion or the building was being illegally converted to residential... Now, over the last 10 years, companies are being displaced for many reasons, it's anything."

GMDC realizes their status as "the port in the storm" for displaced manufacturers is only possible through collaboration with other organizational partners:

"We own, manage and develop the space, unlike [Leah Archibald of Evergreen] and all of our other friends who are offering all sorts of services. We don't do any of that. We don't do that intentionally because of people like Leah. We just do what we do and don't do anything else. We try to do one thing and do it really well. "

Recommendations: **Start small and work with someone who knows industrial buildings in your area.** *"Work with people who know industrial buildings so that you don't get yourself an office building by accident with high end finishes that you shouldn't have paid for. Because that's not what the businesses want in your building, they want space where they can work where they don't have to worry about scuffing up the walls. Clean bathroom, big strong elevators, wide loading dock; they don't care about fancy light fixtures. "*

Learn the intricacies of financing tools. *"15 years ago when we started using new market tax credits it's only because we're flying around the country going to seminars and just kind of being bookworms about it. And then we developed this little niche expertise in it. It's unusual because we're small and most people do this are bigger, but you just have to learn on the fly."*

Real Estate Developer

Beyond Control:

- Money
- Time it takes to get the money
- Who represents the community
- What feedback we get
- Politics
- Bureaucracy

Within Control:

- Research, planning & design
- Vision and implementation of the vision
- Telling of the story

Recommendation:

Industrial Council of Nearwest Chicago [Chicago, IL] Hannah Jones, Director of Economic Development

The Industrial Council of Nearwest Chicago's mission is to strengthen companies in the Kinzie Industrial Corridor and to facilitate economic and community development. ICNC fulfills its mission through advising, advocacy, and incubation. In 1967, ICNC started as an advocacy organization for the Kinzie Industrial Corridor, which is a mile west of downtown.

"Over our 53 years we have expanded what we do as different needs were uncovered. Along with continuing to advocate, we help preserve industrial land for industrial users, we offer incubation support specifically targeting companies that have had several years of success and are stable, and have established a small business development center helping companies learn to navigate important issues such as international trade."

Build partnerships with like minded organizations that are fixing the problem from a different point of view. *"We have developed relationships with organizations that understand the connection between supporting businesses to increase jobs, creating appropriate workforce training to prepare individuals for those jobs, and the need for affordable housing in proximity to career opportunities. This holistic understanding leads to referrals back and forth."*

Lender

Beyond Control:

- Visionary projects have to come to your attention.
- Technical assistance real estate developers might need.
- Timing of the project.

Within Control:

- Money.
- Risk decider.

Phila. Industrial Development Corp. [Philadelphia, PA] Heather Hanowitz, Vice President and Senior Loan Officer Sarah Stroney, Vice President, Project Finance Jessica Calter, Vice President of Communications

The Philadelphia Industrial Development Corporation (PIDC) is Philadelphia's public-private economic development corporation. Their mission is to spur investment, support business growth, and foster developments that create jobs, revitalize neighborhoods, and drive growth to every corner of Philadelphia. Armed with flexible financing products, a targeted portfolio of industrial and commercial real estate, and decades of Philadelphia-based knowledge, PIDC provides the resources and expertise to help you invest, develop, and grow.

PIDC places an emphasis on helping with industrial development that supports urban manufacturing because of the job creation opportunity. They wear many hats to achieve this: they offer lending, lead research, manage land and real estate acquisitions, connect companies to other partners and resources, and host small business educational workshops.

"We were founded in 1958 by the City of Philadelphia's Commerce Department and the Greater Philadelphia Chamber of Commerce, which set us up to be unique because we are in the space between. We are independent of government roles allowing us more opportunities to bring together different organizations (including the City) and different stakeholder groups."

Recommendation: **Work with both individual companies and developers that support them.** *"For small batch, light, and artisanal manufacturing we have seen positive impacts by partnering with organizations that support them directly and the real estate developers that are creating the spaces and physical ecosystems for businesses to occupy. The developers might not seem like partners because they are our customers for our lending services. But because we know both the developers and the manufacturers, we can more successfully bring stakeholders together, share insights, and make introductions to other sectors such as workforce development and community development corporations."*

Lender

Beyond Control:

- Visionary projects have to come to your attention
- Technical assistance developer might need
- Timing of the project

Within Control:

- Money
- Risk decider

Local Initiatives Support Corporation [New York City, NY] Rachel McIntosh, Senior Opportunity Investment Officer

Together with residents and partners, LISC forges resilient and inclusive communities of opportunity across America – great places to live, work, visit, do business, and raise families.

“LISC is a non-profit financial institution, deemed that because we make loans and invest in equity transactions. Not every project that we lend to has a manufacturing focus, yet we have learned overtime that projects that include urban manufacturing are very successful at checking all three of our core goals: supporting low-income communities, supporting minority-owned entrepreneurs, and creating career opportunities.”

Recommendations:

Invite the lenders to the table early. *“It is possible to bring lenders to a project even if their initial connection, or checklist, is just one part of the larger project. Bring the lender in early and meet their needs too. Bring them in to learn alongside and help them become more innovative.”*

Create alliances and consortiums locally to get to more scale. *“Projects that have multiple levels of impact take more work and a willingness to deal with more complicated financing. We encourage bringing together a variety of stakeholders to all be at the same table and use all the financing tools possible to support impact developments.”*

Be responsive to your specific region, city, and neighborhood. *“When you peel apart manufacturing there are so many different types and categories, different cities and regions have different expertise, and there is so much potential to tap into that to increase buy-in, support, and connection.”*

Manufacturer

Beyond Control:

- Cost of space.
- Stability of business neighbors.

Within Control:

- Where they work.
- How they treat their employees.
- What they make and how they make it.
- Their community participation
- How much to grow.
- How they invest their time, resources, energy.

Martin Greenfield Clothiers [Brooklyn, NY] Tod Greenfield, Co-Owner

Martin Greenfield Clothiers draws its origins from the same period that birthed the modern affordable housing movement in New York City. As landlords set fire to buildings in the Bronx and sought to get insurance money, fires also lit up Bushwick during the 1977 blackout. As businesses fled New York City, Martin Greenfield, then working at a garment factory, purchased a building from his former employer and started the company under his own name. Greenfield's decision to stay when others left would have enormous impacts on the future of the neighborhood and the city for decades to come:

"My father is a survivor of the Holocaust and a survivor of the tough, tough neighborhood. There was looting and burning of stores and businesses. And most companies got insurance money and used it to establish themselves away from Brooklyn. They shut it down and he started it back up and he ended up with a bunch of businesses that were trying to stay... They went to the city and said that they weren't going to pay taxes because they weren't getting the services that would enable them to operate properly... The City couldn't agree or accept that a group of companies wasn't going to pay taxes, so they made a deal where they were going to give back the taxes in the form of funding a local industrial development agency that helped provide services. That's where the East Williamsburg Valley Industrial Development Corporation [today known as Evergreen] came in and that became a model for the current day Industrial Business Service Providers"

Recommendations:

Be adaptable to fit into the city. *"There's a lot of industry that's critical to the city, like elevator mechanics, bakeries, and you need a place to park the school buses. The city can't be just all housing. You have so many elevators in Manhattan. And they're all different. They all have different parts. And if you don't have some kind of industrial area in Long Island City or here in Brooklyn...the city wouldn't operate. It doesn't all work if it's not all working together."*

Focus on the big picture, not the profits. *"It's less of an emphasis on profit and more of an emphasis on like, just our feelings. We want to be in the clothing business. We want to be manufacturing here near where we live. We feel an obligation to our employees and neighborhood. And so if we were just focused on profit as most businesses are, and it used to be that they were supposed to be, then we would have moved the production elsewhere."*

Manufacturer

Beyond Control:

- Cost of space.
- Stability of business neighbors.

Within Control:

- Where they work.
- How they treat their employees.
- What they make and how they make it.
- Their community participation.
- How much to grow.
- How they invest their time, resources, energy.

Edgewood Made [Philadelphia, PA] David Short, Co-Owner and Co-Founder

Edgewood Made creates goods for every aspect of life in the home. They believe that well-made objects should be a part of our everyday lives, and that these objects should intrigue and draw in the user more and more with each use. Behind their products is a drive to not only bring manufacturing back to America, but also make sure that it is of the highest quality. Great care is taken in each detail and step of their process, ensuring that their craftsmanship is at the highest level. Edgewood Made has occupied four different spaces in the past seven years. Their range of experiences with developers and building owners has taught them the importance of trust between tenant and landlord:

"We have worked with both established developers and first-time developers. Established developers typically have more efficient responses and we paid more. Working with a new developer can lead to uncertainty and more energy on our part, but you pay less and have more control over your space. First-time developers often require more learning on their part. This has led to more connections because they are asking us for our feedback about the overall building and development."

Recommendation:

Build a relationship with the developer. *"We had to develop trust with each new landlord. It works both ways. They have to trust us to upgrade our space appropriately and to be model tenants to set the tone for future businesses. We need to trust they will keep the building up to code and operational so our business isn't interrupted."*

Philanthropy

Beyond Control:

- How successful grantees are with funds.
- Timing.
- If grantees get other funding.

Within Control:

- Funding, amount/scope.
- Flexibility in what to fund.
- Networks.

Citi [New York, NY]

Greg Schiefelbein, Citi Community Investing and Development

Citi has provided instrumental support for community development initiatives in New York City, including investments in accelerating the industrial and manufacturing sector. Through their support for ANHD, Citi seeded the capacity necessary to create the Industrial Jobs Coalition, which provided the advocacy and thought leadership necessary to increase the capacity of non-profit industrial developers, support end industrial users, and ultimately preserve industrial land. Through ANHD, Citi recognized that there was a need for “a shared language and shared tools. And [industrial policy] needs a center of gravity.”

"We spend a decent amount of time thinking about how the contributions that we make and the partnerships we create change systems. Industrial doesn't represent the whole of economic development...but in New York, I think it's someplace where we can look and say: 'we can make smarter policy choices, we can make smarter investments that, hopefully are stakes in the ground in the economic development landscape...so more and more of economic development is done with communities and people in mind.' But it requires leadership and capacity to act as a center of gravity for this conversation, to bring together a diverse set of stakeholders, and to build a common language and vision."

Building the relationships with stakeholders and establishing that center of gravity was central to expanding possibilities for industrial development in New York:

"This work has a lot of different facets, which could speak to funders in several different ways. A funder could be interested because we're transforming the way we do economic development. A funder could be interested because it's going to preserve real jobs. A funder could be interested because it's giving Community Development Corporations in New York City a new role, potentially a new business line. Think of all the different ways someone could connect to this work."

Recommendation: **Be transformational—not transactional—when supporting this work.**

"We're going to have businesses; we're going to have jobs; we're going to have economic development. There are a lot of parts to the industrial economy. So if we think about it as a machine, how do we change that machine so it's creating more social good? We have the opportunity to support longer lasting and systemic change—but it takes time and vision and patience. It's not always going to be a quick win, especially when you're building out a new sector. But I think the promise of New York is that we're showing it can be done. This is a transformational opportunity, which requires a different type of patience, maybe a different level of funding. But the potential, I think, is worth it."

Government

Beyond Control:

- Ability to take risk.
- Speed.
- Flexibility.
- How/If project start, we have to be reactive, we can't initiate.
- Access to business owners and the nitty gritty info of how business decisions are made and how to influence them.

Within Control:

- Zoning.
- Capital funding.
- Regulatory environment.
- Workforce dollars.
- Public education system.
- Ability to command attention.

Redevelopment Authority of the City of Milwaukee [Milwaukee, WI] David Misky, Assistant Executive Director

The mission of the Redevelopment Authority (RACM) is to eliminate blighting conditions that inhibit neighborhood reinvestment, to foster and promote business expansion and job creation, and to facilitate new business and housing development.

"One of the main roles the city has is overseeing how land is used. It's very important that we engage with business district leaders, surrounding neighborhoods, and private businesses to determine the most impactful use of land. In Milwaukee, because of our manufacturing history, economic make-up, workforce, and industry clusters, these stakeholders have collectively identified that manufacturing is very often the most appropriate use and often delivers the most impact with the least amount of investment."

Like other industrial cities, Milwaukee was created by entrepreneurs and manufacturers. Breweries, tanneries, and metal shops thrived because of the three rivers and lake that supplied freshwater, a key resource for these industries. When companies fled the city in the '80s and '90s for suburban areas and overseas locations they left behind polluted land and building stock built for industry but obsolete. Now, RACM is working to translate those resources into opportunities for regional and international businesses, marketing the city as a source of land, workforce, and market access.

"We don't believe that just because we have land, companies will come – it does take marketing. We work hard to educate manufacturing based businesses on the benefits of being in Milwaukee. This includes businesses located all over the United States and international companies, as well. Some already get it and are seeking out industrial property in urban areas where there is significant infrastructure and available workforce. For others it takes some convincing."

Recommendations:

City agencies can be developers. *"The city acting as a developer has two big advantages. We can be patient. We can take time to find companies that meet our shared criteria for land use. And secondly we can update and create infrastructure – for example stormwater management and road improvements – that saves companies money in other ways."*

Create tools and processes to inform the decision-making process. *"Once we decided to develop land we had to come up with ways to make informed decisions. This led us to build partnerships with community organizations who could convene stakeholders to uncover immediate needs and to work with industry analysts to help us understand how changes in industry now impact real estate and land use in the future."*

Government

Beyond Control:

- Ability to take risk
- Speed
- Flexibility
- How/If project start, we have to be reactive, we can't initiate
- Access to business owners and the nitty gritty info of how business decisions are made and how to influence them

Within Control:

- Zoning
- Capital funding
- Regulatory environment
- Workforce dollars
- Public education system
- Ability to command attention

New York City Council [New York, NY] Councilmember Antonio Reynoso

Since his election in 2013, Councilmember Antonio Reynoso and his allies in the City Council worked to correct the City's policy approach to public and private industrial land, what he describes as a "tale of two cities":

"When we look at the Brooklyn Army Terminal and Brooklyn Navy Yard, these are examples of the City using money, resources, and subsidies for the development of manufacturing space in our area. They also have workforce development and training programs, loan opportunities for businesses, incubator space, and space that is small, medium, and large. We can then contrast what the City does in private areas that are not city-owned land, like North Brooklyn Industrial Business Zone. During the Bloomberg administration, the Industrial Business Zone was under-resourced in an attempt to develop it for residential. For example, we saw the roads go into complete disrepair, no technology infrastructure, and manufacturing buildings in flood zones that had very little mitigation."

The goal, according to Reynoso, should not be to model private manufacturing land after public assets, but rather to provide a similar scale of resources to private areas. Reynoso recognizes that this approach will require cross-agency coordination, which currently is lacking.

"It's just common nature to understand that these agencies work in silos. You can have the Department of Environmental Protection installing a new water main, destroying the street and then repaving it, and then the Department of Transportation coming two weeks later, destroying the street all over again because it was under a repaving list. I'm the person that's bringing these agencies together to try to have these conversations with the manufacturers."

Recommendations:

Come prepared with data. *"One thing that has always helped me make the case and be a strong fighter for manufacturing is just the information: how many jobs they create, how much people get paid, their educational attainment or their class. People want to hear that there is a population of people that otherwise would be in homeless shelters or would be a drain on our social economics or our social welfare system. Instead, they're out here working very hard making very good money, and the city's providing the spaces to allow for that to happen."*

Almost anything is possible. *"If four years ago you would have told me we would have a special permit for hotels or self-storage, where we have capital funding for the purchasing or subsidizing of the purchasing of manufacturing sites, [where we have] the resource centers that exist in city run centers, I would be shocked. Set your aim, set your goals high and don't waver. Hold the line because you can get those."*



Stakeholder Recommendations:

From Business Service Providers:

- Create peer learning opportunities for businesses.
- Engage in politics and advocacy.
- Keep learning about your business communities' needs.

From Community Organizations:

- Create multiple levels of workforce and business support by building relationships with experts in other fields.
- The key to forming alliances is understanding you are part of an ecosystem.

From Real Estate Developers:

- Start small and work with someone who knows industrial buildings in your area.
- Learn the intricacies of financing tools.
- Build partnerships with like minded organizations that are fixing the problem from a different point of view.

From Lender:

- Work with both individual companies and developers that support them.
- Invite lenders to the table early.
- Create alliances and consortiums locally to get to more scale.
- Be responsive to your specific region, city, and neighborhood.

From Manufacturer:

- Be adaptable to fit into the city.
- Focus on the big picture, not the profits.
- Build a relationship with the developer.

From Philanthropy:

- Be transformational – not transactional – when supporting this work.

From Government:

- Come prepared with data.
- Almost anything is possible.
- City agencies can be developers.
- Create tools and processes to inform the decision-making process.

Conclusion

Mission Driven Industrial Development requires more – more connections, more insights, more commitment – than traditional profit driven real estate development. It requires the standard resources like capital and know-how, as well as patience, a place-based focus, and according to national leaders, an ability to organize and work collaboratively with a diverse set of stakeholders. According to the cities that surround the developments, the residents that live near them, and businesses that operate there, the extra work is not only worth it, it is essential to sustainable wealth creation and long term equitable economic development.

The work over the past year by we have uncovered key findings that define what is needed to create and preserve new and future developments:

Stakeholders involved in mission driven industrial development are willing to grow and change. Across all projects the stakeholders, their roles, and their expertise changes overtime as a project transitions from pre-development to development to operations. This requires a reflective process to respond to the changing industrial landscape that includes issues that are within and beyond the control of both individual stakeholders and the consortium working together.

Everyone has resources that can be combined and leveraged to gain scale. Resources can be anything, such as capital for funding technical assistance, research linking wealth and health outcomes, a building built in the 1800s, and a collection of manufacturing businesses interested in on-the-job training. It is possible to translate these non-traditional resources into a diverse set of investments which help to reduce risks and increase buy-in from others.

Long term success requires a commitment to a place and a community. Every building and the community which surrounds it has its own unique history. The success of mission driven industrial development requires a willingness to learn that history, the good and the bad, and find strategies to build upon existing strong relationships and, sometimes, repair relationships and connections that were broken before new stakeholders get involved. Trust is earned over time and works both ways. Trust can only be created by learning about what makes that place valuable and communicating that the value is worth preserving and investing in, in ways that will benefit everyone. The measure of an industrial development's success is how well it is integrated into its surrounding community.

Stakeholders must advocate for their project and their communities. Industrial developments happen within the complexities of cities which means there are often competing forces that impact the future of a project. This means stakeholders have to invest time and resources advocating for their project, their vision, and their communities. Because mission driven work is not the norm, many individuals and organizations that stakeholder groups often interact with need to learn why this strategy is important and worth investing in. This advocacy can take many forms, such as inviting unlikely partners to the discussion, speaking in front of and with city councils, and hosting events opening the doors to anyone who may be curious, even skeptical. The effectiveness of these efforts can be evaluated in tangible changes for the development and the community where it resides.

We hope this toolkit provides a way forward for new practitioners, suggestions for existing stakeholders seeking resources for growing projects, and confirmation of shared values for those out front running developments. UMA, ANHD, and our community of practitioners are committed to continuing to learn insights and best practices from across the country to uncover more strategies, recommendations, and findings that can help increase the creation and success of mission driven industrial developments.



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Further Reading:

For more information see UMA's other Toolkits and Reports:

- . [All About the Jobs Eight Mission Driven Industrial Developers on How Their Spaces Anchor Manufacturers and Support Local Economies](#)
- . [Pittsburgh Convening Report Out: Transforming Communities through Mission Driven Industrial Development](#)
- . [Non-Profit Real Estate Development: Stable, Affordable Space for Manufacturing](#)
- . [Industrial Real Estate Best Practices: Strategies to Preserve and Grow Manufacturing Space](#)

ANHD Research:

- . [Enhanced Business Areas and 25 Kent](#)
- . [Industrial Jobs Coalition Fact Sheet: Why does the proposed self-storage special permit matter?](#)
- . [Industrial Jobs Coalition Info Sheet: What's Wrong with the City's Self-Storage A-Text?](#)
- . [2017 Industrial Jobs Coalition Platform](#)
- . [NYC Industrial Action Plan Three Years Later: A Progress Report](#)
- . [Zoning for New York City's Industrial and Manufacturing Ecosystem](#)

Recommended Resources:

- . "The Industrial Business Service Providers Program (IBSP): Performance, Impact, and Value"
- . Evergreen: [North Brooklyn Brownfield Area Opportunity Plan](#)
- . de Blasio Administration: [NYC Industrial Action Plan](#)
- . NYC Council: [Engines of Opportunity](#)
- . Jenna Davis, UMass Amherst: [NYC's Industrial Business Zones Program: Examining the Intersection Between Economic Development and Land Use Policy](#)
- . Oscar Perry Abello, Next City: [If Your City Wants Equitable Job Growth, It Has to Zone for It](#)
- . NYC Department of City Planning: [North Brooklyn Industry and Innovation Plan](#)
- . Sally Goldenberg, Politico NY: ["3 years after city committed to study industrial area, politicians, advocates await answers"](#)
- . Brooklyn Borough President Eric Adams: ["One Brooklyn-- Uniform Land Use Process Hearing, ULURP Hearing, July 25, 2017--pt 2 of 2"](#)

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Appendix

- . **Within/Beyond Control: Worksheet**
- . **Within/Beyond Control: Stakeholder Responses
UMA Convening in Pittsburgh, December, 2020**
- . **Stakeholder interview questionnaire.**

Within/Beyond Control Exercise

Facilitator's Guide

Purpose: To ensure participants recognize how issues related to industrial development that are beyond their individual control can be addressed through collaboration.

Outcome: Participants have an understanding of things that are within and beyond their control as well as an understanding of which stakeholders can best support them.

Process: The ideal participants for this exercise would be with a large group of people (50+) representing different types of organizations, offices, and agencies. Because the focus of this exercise is to draw out the unique characteristics of different stakeholders in an industrial ecosystem, the exercise would likely yield different learnings if done with a group of mostly one type of stakeholder (all manufacturers, all developers, all community organizations, etc). For this reason, one of the most important steps in preparing this exercise is for the facilitator to bring together a group of diverse stakeholders.

This exercise should be done in a space where small and large group discussions can happen (for example: folding chairs being preferable to a boardroom arrangement).

Facilitator will need a whiteboard to record the small group feedback. It may be a good idea to have a note taker for each small group, but it is not required.

Agenda: Total Time, 65 mins

Opening/Introductions: 15 mins

Go-around the room asking everyone to introduce themselves: Name, pronoun, organizational affiliation. If you had to categorize your organization based on its role in industrial development, what would you call it?

Sample Responses: Manufacturer, Developer, Lender, Business Service Provider, Government

As individuals answer the question, write the organizational categorizations on the board. Ideally, as more people give their answers, people yet to respond will feel comfortable giving an answer from the generated list. This is important for creating a shared language within the space as well as establishing the framework for the small group activity.

Narrowing of List: 10 mins

After everyone has introduced themselves, have someone read through the full list of organizational categorizations on the board. Given the size of your group and its composition, the list should not be too long or redundant. If there are redundancies, talk through whether it makes sense to merge these categorizations or keep them separate.

Example: Maker & manufacturer are both on the board. Acknowledging that there may be differences in how we perceive these different labels, is it worth keeping them separate for this exercise or should we merge them?



Your final list should reflect the composition of the room. In other words, every participant must identify with at least one of the organizational categorizations (if that isn't the case, revisit the list). This final list is your stakeholder list.

Small Group Activity: 15 mins

Ask everyone to break into small groups, one group for each item on the stakeholder list. Groups will have 15 minutes to answer the following two questions:

- What is within your control with regards to industrial development?
- What is beyond your control with regards to industrial development?

While groups are answering these questions, facilitator should prepare the board. The facilitator, a designated scribe, or one of the group participants will write up responses in the next section (sample below):

	[Stakeholder 1]	[Stakeholder 2]	[Stakeholder 3]	[Stakeholder 4]
Within Control				
Beyond Control				

Report-Out and Discussion: 20 mins

Re-convene the small groups and have each report out what is within and beyond their control. Record these responses on the board as each group presents. After the last group presents, have everyone take a look at the answers on the board.

Discussion Questions:

- What are your initial impressions of the within-beyond control grid?
- Are there any trends across the columns that surprise you?
- Do you agree with what was placed in each of the boxes? Why or why not?
- Are there any major components of industrial development that are not within someone's control? What do you think this says about industrial development?

Closing: 5 mins

Close the discussion and exercise with the following questions. Depending on the group's energy this can be done as another go-around or popcorn-style.

- Based on this grid, who are the stakeholders you should be engaging with? How will you be engaging them in the future?



Within/Beyond Control:

Stakeholder Responses UMA Convening in Pittsburgh, December, 2019

Stakeholder Group	Within Control	Beyond Control
Business Service Provider	<ul style="list-style-type: none"> ◦ Scope and level of service they provide. ◦ Who they work with and where. ◦ Stories about our work they invest their time, resources, energy. 	<ul style="list-style-type: none"> ◦ Decisions made by businesses. ◦ Market dynamics. ◦ Political climate. ◦ When clients seek them out.
Community Organization	<ul style="list-style-type: none"> ◦ Empower communities, build collective will. ◦ Leverage relationships and support organizations to align community goals. ◦ Narrative about the community, providing opportunities to share success stories. 	<ul style="list-style-type: none"> ◦ Market. ◦ What people want and need. ◦ Create spaces that match the market, but that market can change. ◦ Political administration and their goals.
Real Estate Developer	<ul style="list-style-type: none"> ◦ Research, planning & design. ◦ Vision and implementation of the vision. ◦ Telling of the story. 	<ul style="list-style-type: none"> ◦ Money. ◦ Time it takes to get the money. ◦ Who represents the community. ◦ What feedback we get. ◦ Politics. ◦ Bureaucracy.
Lender	<ul style="list-style-type: none"> ◦ Money. ◦ Risk decider. 	<ul style="list-style-type: none"> ◦ Visionary projects have to come to your attention. ◦ Technical assistance developer might need ◦ Timing of the project.
Manufacturer	<ul style="list-style-type: none"> ◦ Where they work. ◦ How they treat their employees. ◦ What they make and how they make it. ◦ Their community participation. ◦ How much to grow. ◦ How they invest their time, resources, energy. 	<ul style="list-style-type: none"> ◦ Cost of space. ◦ Stability of business neighbors.
Government	<ul style="list-style-type: none"> ◦ Zoning. ◦ Capital funding. ◦ Regulatory environment. ◦ Workforce dollars. ◦ Public education system. ◦ Ability to command attention. 	<ul style="list-style-type: none"> ◦ Ability to take risk. ◦ Speed. ◦ Flexibility. ◦ How/If project start, we have to be reactive, we can't initiate. ◦ Access to business owners and the nitty gritty info of how business decisions are made and how to influence them.
Philanthropy	<ul style="list-style-type: none"> ◦ Funding, amount/scope. ◦ Flexibility in what to fund. ◦ Networks. 	<ul style="list-style-type: none"> ◦ How successful grantees are with funds. ◦ Timing. ◦ If grantees get other funding.

Stakeholder Interview Questionnaire:

In December 2019, the Association for Neighborhood & Housing Development (ANHD) and the Urban Manufacturing Alliance (UMA) convened a national gathering of industrial development practitioners to think about the broader landscape of industrial development in cities across the country. As part of the gathering, stakeholders explored what they felt was within and beyond their control when it comes to industrial development. The NYC-based and national stakeholder interviews shared in the Mission Driven Industrial Development Toolkit were meant to build upon the insights shared at the convening to create a deeper understanding of the industrial development landscape. The following questions were used to frame the interviews.

Manufacturer

- What has made it possible for you to grow your business in this particular space?
- What's working? What isn't?
- How are you connecting with the broader neighborhood/community?

Business Service Provider

- What is your role in supporting urban manufacturers?
- How do you engage with businesses to address their real estate needs?

Real Estate Developer

- What need are you looking to address?
- How do you engage with community stakeholders?
- What do you need to make a bigger impact on local communities?

Government

- What unique role do you see for government in supporting urban manufacturing?
- What partnerships have made it possible for you to support your community of local manufacturers?

Lender

- Why are you active in this space and why do you think others are not?
- What do you look for in supporting urban manufacturing projects?
- What unique role do you see for lenders in supporting urban manufacturing?
- How do we build a case for greater lender engagement?

Community Based Organization

- What role does urban manufacturing currently play in your community?
- What partnerships have made it possible for this role to be supported or expanded?

Philanthropy

- Why did you choose to support urban manufacturing?
- What partnerships do you look for when considering your support for a project?