TWENTY YEARS ON

Findings from the Greenpoint-Williamsburg IBZ

by Wayne Chen

ANHD / Morgan Stanley Community Development Graduate Fellow . June 2026

A District Needs Assessment presented to Evergreen Exchange

Advisor : Karen Nieves . Stephen Fabian

A SCENE FROM BANKER STREET, ONE OF THE GREENPOINT-WILLIAMSBURG INDUSTRIAL BUSINESS ZONE (IBZ)'S MOST COMMERCIALLY VIBRANT STREETS, AS WELL AS ONE OF ITS LAST WITH A PREDOMINANTLY INDUSTRIAL CHARACTER.

About the Client

EVERGREEN
Your North Brooklyn Business Exchange

FOUNDED IN 1982 AS THE EAST WILLIAMSBURG VALLEY INDUSTRIAL DEVELOPMENT CORPORATION (EWVIDCO) BY ST. NICKS ALLIANCE AND LOCAL BUSINESS OWNERS, EVERGREEN EXCHANGE IS A NONPROFIT INDUSTRIAL DEVELOPMENT CORPORATION SERVING NORTH BROOKLYN'S MANUFACTURING AND INDUSTRIAL COMMUNITY. EVERGREEN OPERATES AS THE CITY-DESIGNATED INDUSTRIAL BUSINESS SERVICE PROVIDER FOR TWO INDUSTRIAL BUSINESS ZONES: THE GREENPOINT-WILLIAMSBURG IBZ AND THE NORTH BROOKLYN IBZ.

THE ORGANIZATION PROVIDES DIRECT TECHNICAL ASSISTANCE TO INDUSTRIAL BUSINESSES ON LEASE NEGOTIATIONS, FINANCING, PERMITTING, WORKFORCE DEVELOPMENT, AND GOVERNMENT AGENCY ADVOCACY, WHILE ALSO MANAGING FIVE PROPERTIES ALONG COOK STREET AND DOBBIN STREET THAT OFFER BELOW-MARKET INDUSTRIAL RENTS. REBRANDED FROM EWVIDCO IN 2015, EVERGREEN HAS SPENT OVER FOUR DECADES ADVOCATING FOR THE RETENTION OF PRODUCTION-BASED EMPLOYMENT IN NEIGHBORHOODS FACING SUSTAINED RESIDENTIAL AND COMMERCIAL DEVELOPMENT PRESSURE. THE ORGANIZATION'S STAFF OF FIVE SERVES ROUGHLY 130 BUSINESSES ACROSS BOTH IBZS.

CLIENT TEAM:

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EVERGREENEXCHANGE.ORG

Twenty Years On

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EXECUTIVE SUMMARY

What would it take to keep a production business running on a block the city zoned to protect it, now that the land beneath it is worth more as almost anything else?

This assessment is Evergreen's account of the Greenpoint-Williamsburg Industrial Business Zone in 2026: who operates here, what they say is getting harder, where the pressure on them concentrates, and what Evergreen asks the city to do about it. It updates Evergreen's 2022 North Brooklyn industrial study with original outreach, four years of business surveys, a 2026 survey of zone businesses, a focus group, a property tour, and a block-by-block analysis of displacement pressure built from public data.

The zone is alive and it earns its keep. Roughly 135 businesses operate here, and independent analysis finds they support about 3,400 jobs and $920 million in annual economic activity citywide. The industrial share does the heavy lifting: the zone's roughly 710 industrial jobs generate $530 million in output against $381 million from its 1,600 non-industrial jobs, pay average wages of $116,000 against $80,000, and support nearly three times the multiplier employment per worker. Fewer than a third of the zone's workers produce more than half of its output.

This assessment also corrects the record about loss. Counts of near-total industrial collapse have circulated, including a figure of roughly 79 percent. The deduplicated record shows something steadier and better documented: of 251 distinct industrial businesses tracked since the 2006 designation, 53 are confirmed operating today, a number likely in the low seventies once twenty ambiguous records are field-checked, and 74, or 29 percent, are confirmed lost through closure or the conversion of their site. About a third of the record cannot be verified at all, and that gap is itself a finding: nobody was assigned to keep the count, and one of this document's recommendations is that somebody now is.

The operators' own accounts run through the middle of this document. Rent leads their stated needs in every survey year. Most plan to stay; 88 percent said so in 2025. But the plans underneath are shifting: expansion intentions fell from 17 respondents to five in a single year, mentions of flooding and of complaints from residential neighbors are rising, and of the seven zone businesses surveyed in depth in 2026, six said relocating would be difficult or impractical and two were operating with less than a year left on their lease. The starkest statement came from a 20 Berry Street importer, a building owner now redeveloping his own property after his import business stopped making sense: "It's not our turn anymore."

The pressure has a geography. Every one of the 445 industrial lots in the study area carries at least one documented sign of displacement pressure, and the signs cluster into 33 statistically significant hot spot blocks along three corridors. The most intense concentration sits inside the IBZ, on the Banker-Dobbin-Norman core, where a 28-year tenant now operates month to month while its landlord seeks a buyer. The mechanism is arithmetic: industrial operators pay $8 to $15 per square foot on blocks where non-industrial tenants are documented paying $40 to over $100. A business on the wrong side of that gap is one landlord decision away from displacement.

Policy currently protects these blocks least where they need it most. The IBZ commitment was never written into the Zoning Resolution. The city's 2025 Industrial Plan proposes protective designation for about two blocks of the zone, and the protective zoning toolkit the city built in 2024 remains unmapped here. The co-location buildings produced under the existing incentive hold industrial space no manufacturer can afford; the one project that made co-location work, in Brownsville, needed eight years, $118 million, and financing with no market-rate rent floor.

Evergreen's asks follow in order. First, retain and strengthen industrial zoning across the zone and map the city's protective districts onto the corridors where the pressure is. Second, treat mixed-use co-location as a site-by-site exception governed by a strict rubric, never a zone-wide direction. Third, fix the operating conditions that agencies control: commercial loading zones, a truck-turn review standard for street redesigns, the recurring sewer flooding at Berry and Nassau and on Guernsey Street, and enforcement against the illegal residential conversions that generate complaints against lawful businesses. Fourth, Evergreen commits to an annual monitoring cycle, refreshing the pressure map, keeping the business census alive, and holding the survey panel, so that the next assessment of this zone starts from a living record instead of a decayed one.

Photo 1. GW IBZ designation sign at Quay Street and Franklin Street. The IBZ's physical presence in the neighborhood is limited to signage like this, posted by NYC Business Solutions. The designation carries tax incentives and a managing organization but no zoning force of its own. Photo by author, 2026.

PART ONE

The Portrait

This part sets the scene. It describes the Greenpoint-Williamsburg IBZ as it stands today, the economy and environment its businesses work in, and the industrial firms, owners, and workers the zone still holds.

CHAPTER ONE

The District Today

Groundwater the city is still cleaning, a flood line that climbs with each storm, and roughly 130 businesses making close to a billion dollars of the city's economy on the ground above it.

This section describes the Greenpoint-Williamsburg IBZ as it stands twenty years after the 2005 rezoning. It covers what the zone is and what its designation can and cannot do, the roughly 130 active businesses and the jobs and economic activity they support, and the physical conditions their operators work under: the area's groundwater contamination, its oil-spill legacy, and a flood risk that grows with each storm.

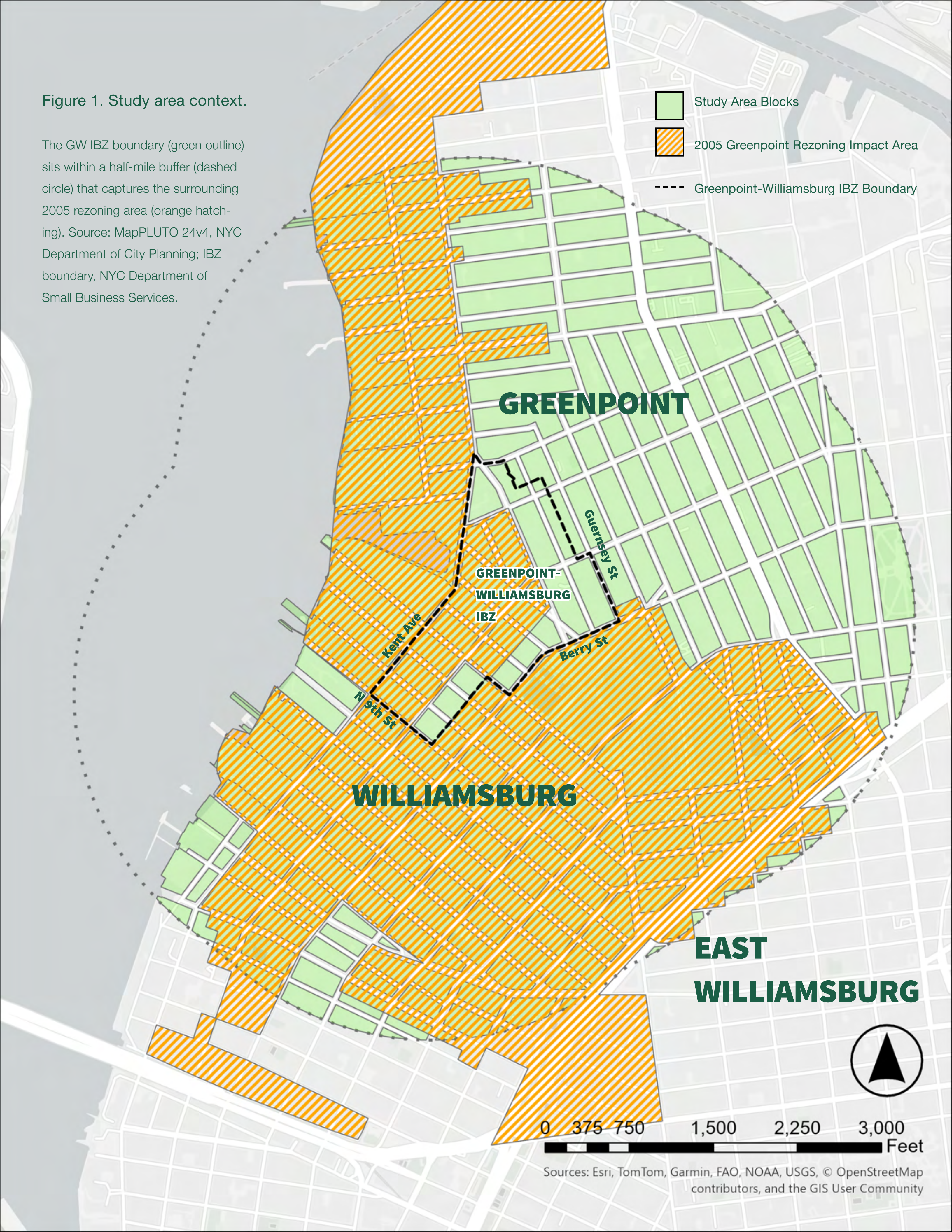


Figure 1. Study area context.

The GW IBZ boundary (green outline) sits within a half-mile buffer (dashed circle) that captures the surrounding 2005 rezoning area (orange hatching). Source: MapPLUTO 24v4, NYC Department of City Planning; IBZ boundary, NYC Department of Small Business Services.

The Greenpoint-Williamsburg Industrial Business Zone is a working industrial district of roughly 135 active businesses on the North Brooklyn waterfront, bounded by Kent Avenue on the west, the Calyer Street Triangle on the north, Guernsey, Nassau, and Berry Streets on the east, and North 9th Street on the south. Inside that boundary, metal is fabricated, fish is smoked, sets are built, beer is brewed, and trucks move daily through streets that now also carry strollers, cyclists, and restaurant traffic. This section explains where the zone came from, what it contributes, and the ground conditions it operates on, the context for everything that follows.

Evergreen manages the zone. Founded four decades ago as a neighborhood organization in East Williamsburg, Greenpoint, and Bushwick, Evergreen grew into a full-service industrial economic development organization, and when the city created the Industrial Business Zone program in 2006 it was awarded the service provider contracts for both the Greenpoint-Williamsburg and North Brooklyn IBZs, a role it continues to hold under the Department of Small Business Services. Evergreen provides technical assistance to the zone's businesses, advocates on land use and policy, and owns and manages five industrial properties of its own on Cook, Stagg, and Dobbin Streets, rented below market. This assessment is Evergreen's: it supplements the organization's last industrial study, published in 2022, with original outreach to the zone's businesses and a block-level account of the pressures they face.

HOW THE DISTRICT GOT HERE

The zone's defining event happened just outside it. In 2005, the city rezoned the Greenpoint-Williamsburg waterfront, converting roughly 200 blocks of industrially zoned land to mixed residential and commercial use, one of the largest of the Bloomberg-era land use actions that rezoned about 40 percent of the city between 2002 and 2013. The change the rezoning made was not the arrival of residents; factories, warehouses, and homes have shared these streets for over a century. What changed was the relationship between them: new residential populations were placed directly against the remaining manufacturing blocks, and land that had priced as industrial began pricing as something else.

The numbers that followed were dramatic. Between 2000 and 2020, Community District 1 grew by roughly 30,000 to 40,000 residents, driven almost entirely by construction on the rezoned waterfront blocks; the assembly district covering Greenpoint and Williamsburg grew about 26 percent between 2010 and 2020 alone, from 124,000 to 156,000 residents, and median household income more than doubled over the same period.

The construction outran every projection. The rezoning's environmental review projected roughly 7,400 new dwelling units; by 2025, more than 19,600 had been built and another 2,500 permitted, nearly double the forecast. Employment inside the rezoning area transformed with the buildings: manufacturing fell from 2,039 jobs in 2003 to 899 in 2023, while accommodation and food services grew from 427 to 5,777.

The IBZ designation followed in 2006 as the direct institutional response. It drew a boundary around the remaining manufacturing core and carried a city commitment not to approve further residential rezonings inside it. By the aggregate measures, it worked: between 2002 and 2019 the zone recorded a net gain of 986 industrial jobs, an 8.8 percent increase, even as North Brooklyn overall lost 15 percent of its industrial employment and manufacturing's share of local jobs fell from one in five to one in twenty. The designation contained the zone. What it could not do was freeze the land values around it, and Section 4 maps where that pressure now concentrates. The designation's current standing as a policy instrument, and the city's new Industrial Plan that would supersede it, are the subject of Section 5.

The sector mix beneath that containment shifted all the same. Manufacturing inside the zone roughly halved, from 684 jobs in 2003 to 402 in 2023, while accommodation and food services grew from almost none to 962 and information to 594; construction and wholesale both thinned. The zone held its industrial jobs better than its surroundings did, but the ground under them changed tenants.

WHAT THE ZONE CONTRIBUTES

GW IBZ Employment by sector, 2003 vs 2013 vs 2023

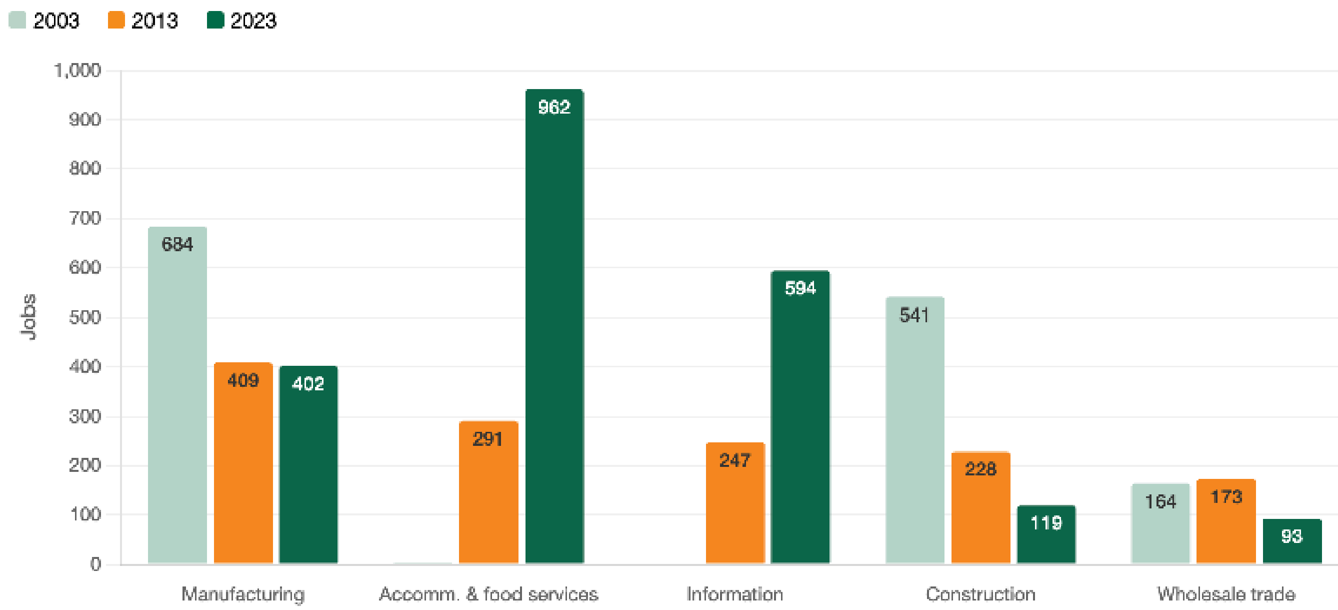


Chart 1. Employment by sector in the GW IBZ, 2003-2023. Manufacturing declined modestly from 684 to 402 jobs. Accommodation and food services grew from 1 to 962; information from 2 to 594. Source: U.S. Census Bureau, LEHD OnTheMap, 2023.

The economic case for this district is current and quantified. HR&A Advisors' 2026 analysis finds that the roughly 130 businesses operating in the GW IBZ support about 3,400 jobs and generate about $920 million in annual economic activity across New York City.

The industrial share of that activity punches far above its weight. The zone's roughly 710 industrial jobs generate $530 million in annual output, against $381 million from the roughly 1,600 non-industrial jobs; industrial wages average $116,000 against $80,000; and each direct industrial worker supports 0.83 additional jobs elsewhere in the economy, against 0.29 for the zone's non-industrial employment. Fewer than a third of the zone's workers produce more than half of its output. That asymmetry is why the zone's industrial base, and not just its total activity, is what this assessment measures and what Evergreen works to protect.

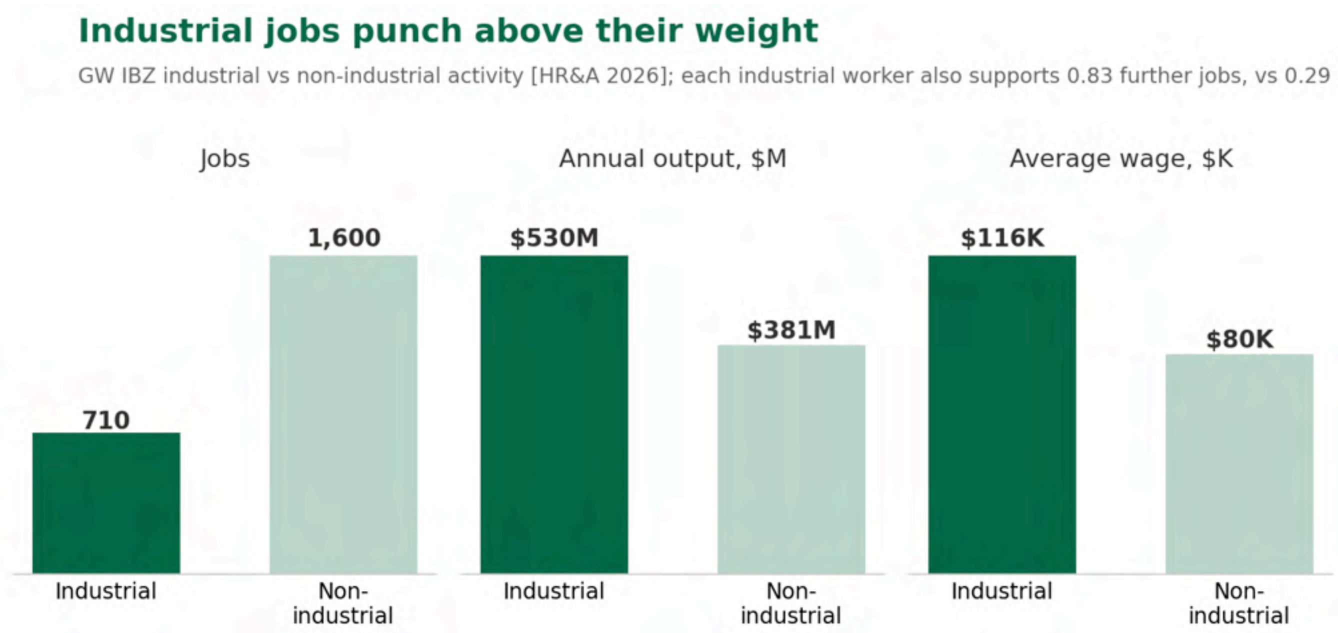
The businesses themselves entered 2025 from a position of growth with an uncertain edge. Median revenue across Evergreen's survey respondents rose from $1.70 million in 2023 to $2.04 million in 2024, a 20 percent increase; 2025 year-to-date revenue stood at $1.2 million at survey time, a figure that cannot be read against the full prior years until the fourth quarter closes. The cost side moved against them in the same year: tariffs entered the survey record for the first time in 2025, alongside the rent, payroll, and credit pressures that Section 3 documents in the operators' own words.

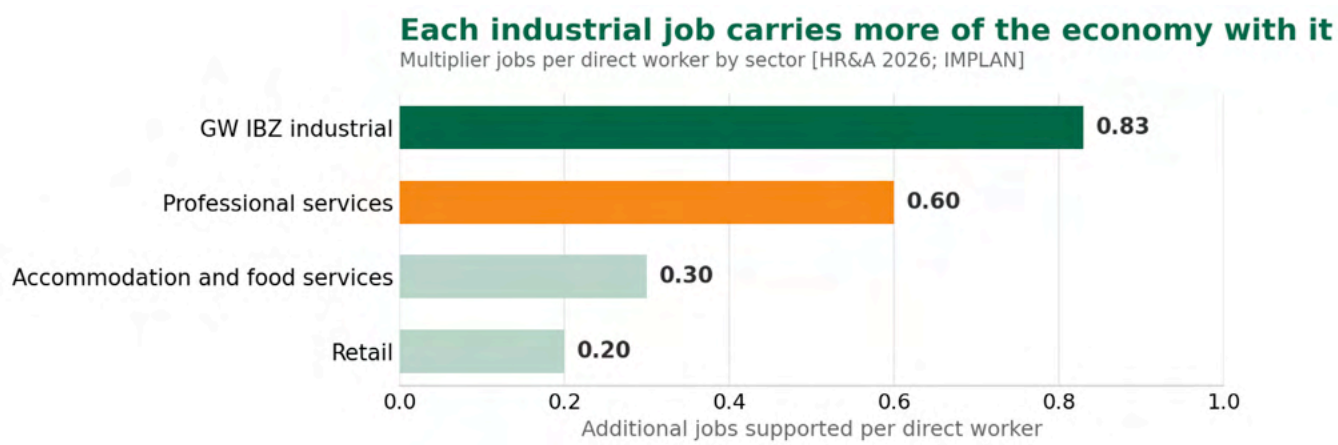
THE GROUND BENEATH THE ZONE

Three environmental conditions shape business planning here, and all three predate every business decision this assessment documents. Take the Meeker Avenue Plume, as well as the Greenpoint Oil Spill, both adjacent to the IBZ, for instance.

The Meeker Avenue Plume spans many blocks of Greenpoint and East Williamsburg with chlorinated solvents in the soil, soil gas, and groundwater. In March 2022 the EPA designated it a federal Superfund site on the National Priorities List, bringing federal oversight and remediation. The immediate threat is vapor intrusion, toxic fumes migrating into buildings, and the current response is indoor air monitoring and free sub-slab depressurization systems where needed; Evergreen's survey team has conducted outreach encouraging businesses to pursue EPA testing.

The Greenpoint Oil Spill is one of the largest petroleum contamina-





tion events in U.S. history: an estimated 17 to 30 million gallons leaked into soil and groundwater across roughly 55 acres of Greenpoint over decades of petroleum processing. Remediation has run since the late 1970s, led by the responsible operators, and environmental groups note it remains slow and incomplete.

Flood risk is the condition operators feel most often. Parts of the zone lie within city-defined flood plains exposed to storm surge and tidal flooding, and the city's resilience work, zoning updates, mitigation planning, and stormwater management, is ongoing rather than finished. The exposure is not abstract here: operators flooded at Berry and Nassau and on Guernsey Street in each of the last two years, and Section 3 carries their accounts.

HOW THIS ASSESSMENT PROCEEDS

The rest of this document moves from the businesses outward. Section 2 counts the zone's business population, what operates, what closed, what converted, and who owns and works in what remains. Section 3 reports what operators told Evergreen across four years of surveys, a focus group, and field visits. Section 4 maps where displacement pressure concentrates, block by block. Section 5 lays out the policy framework the zone operates inside, and Section 6 states what Evergreen asks of the city and commits to itself.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CHAPTER TWO

The Businesses

Two hundred fifty-one industrial businesses on the record, fifty-three still operating, and the women, immigrants, and local workers who stand to lose the most when one of them goes.

This section accounts for the businesses themselves. It tracks the 251 distinct industrial businesses Evergreen has recorded and what has become of each, the commercial businesses that have grown in alongside them, and who owns and works in all of them. It closes with how Evergreen reaches these businesses, through its census, its surveys, and the direct help it provides.

BBehind every argument about the zone's future is a population of businesses that an outside reader rarely sees in full. This section is a count of that population: how many businesses operate in the Greenpoint-Williamsburg Industrial Business Zone, what they make and sell, what became of the ones no longer here, and who owns them and works in them.

HOW MANY BUSINESSES, AND WHAT BECAME OF THEM

Evergreen has kept a running record of industrial businesses in the zone since the 2006 designation, drawn from its own service files, business surveys, and field visits. Cleaned of duplicate entries, that record holds 251 distinct industrial businesses tracked across the twenty years since.

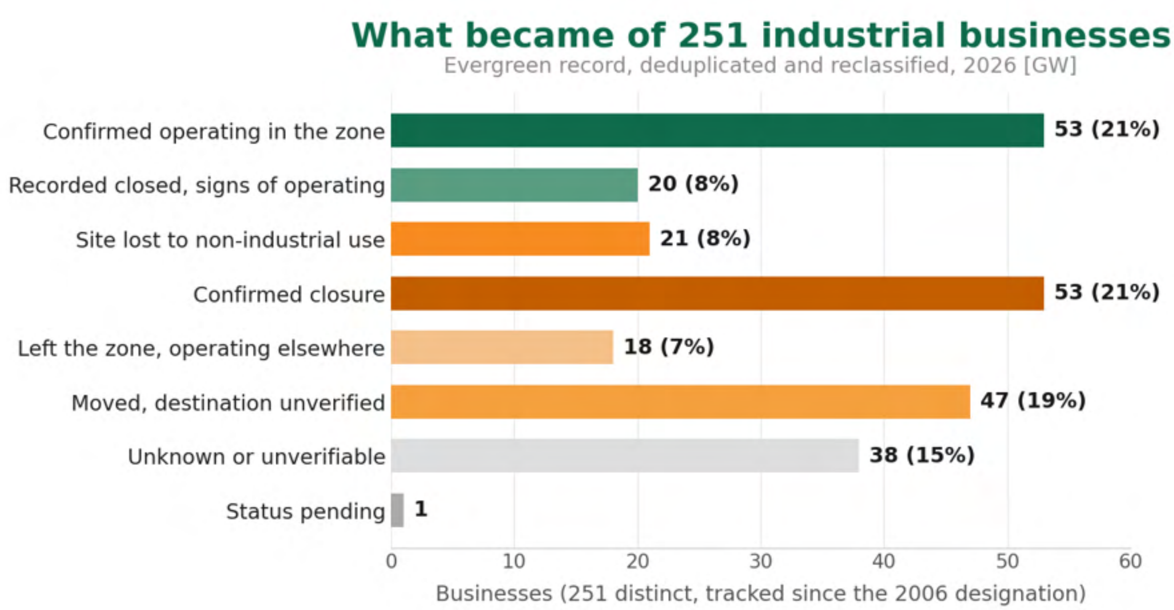
Each was sorted against current evidence rather than the single "operating or closed" label the record carried. The result is a map of what can and cannot be confirmed.

Status	Businesses	Share
Confirmed operating in the zone	53	21%
Recorded as closed, but showing signs of still operating	20	8%
Site lost to non-industrial use	21	8%
Confirmed closure	53	21%
Left the zone, operating elsewhere	18	7%
Moved, destination unverified	47	19%
Unknown or unverifiable	38	15%
Status pending	1	<1%
Total distinct businesses	**251**	**100%**

Three things stand out. At least 53 industrial businesses are confirmed operating in the zone today, and another 20 are recorded as closed but show signs of still running, so the true number still in operation is likely in the low seventies once those are confirmed in the field. Seventy-four businesses, 29 percent of the record, are confirmed lost to the zone through closure or the conversion of their site to non-industrial use. And roughly a third of the record, about 85 businesses, cannot be verified from existing data at all.

The 21 site conversions have names and addresses. Millcraft Manufacturing's building at 80 Wythe Avenue is now the Wythe Hotel. Dynamic Packaging's site at 61 Wythe Avenue is now Brooklyn Bowl. A metal business at 1 Nassau Avenue gave way to a climbing gym. Four businesses, among them a masonry and concrete contractor, were displaced by the office development at 25 Kent Avenue, and five more lost their sites to a single redevelopment at 200 North 14th Street.

That last figure in the table, the 85 unverifiable records, is an honest limit. Evergreen's record was built for outreach, not for longitudinal tracking, and twenty years of staff turnover and informal entries left a



third of it unverifiable. The gap is the reason this assessment recommends an annual tracking process, described in Section 6, that would close it over time.

These numbers differ from counts that have circulated before, including a figure of roughly 79 percent loss. That figure rested on a record that counted some businesses more than once under slightly different names and treated every "closed or moved" entry as a loss, including businesses that had only changed address within the zone. W.H. Christian & Sons, a hundred-year-old industrial laundry, appeared three times: once at its current address and twice at former ones, with the two former entries counted as closures even though the business had only moved within the zone. Removing the duplicates and separating genuine losses from relocations and unverified records produces the smaller, steadier picture above. It is less dramatic, and it holds up to scrutiny.

The industrial count is only one side of the zone. The same master record tracks 81 commercial businesses, of which 78 are operating today. Together with the operating industrial businesses and a handful of administrative and other firms, the zone holds roughly 135 active businesses by Evergreen's record, in line with the 130 active businesses HR&A Advisors counted in its 2026 economic impact analysis. The zone did not empty out over twenty years. Its composition changed, from a base that was almost entirely industrial toward a mix of industrial production and commercial activity occupying the same blocks.

WHAT THESE BUSINESSES MAKE AND DO

The zone has no dominant industry. Across Evergreen's 2025 survey of both North Brooklyn IBZs, no single business category accounted for more than 15 percent of respondents, with miscellaneous manufacturing and food manufacturing each at about 12 percent and arts, entertainment, and recreation next at about 7 percent. The industrial businesses still operating in the GW zone span metal fabrication, woodworking and architectural millwork, food production, breweries and a winery, plumbing and electrical contracting, sound recording, and vehicle repair, among others.

Some of these are deep-rooted. Acme Smoked Fish has operated on the same Gem Street block since the 1950s; a plumbing and heating contractor has held its Banker Street location for more than fifty of its hundred years in business. Businesses like these are part of the reason the zone exists.

HOW THESE BUSINESSES ARE BUILT

Most do not own their space. Across the 2025 survey, which covers both North Brooklyn IBZs, 68 percent of businesses rented and 29 percent owned, with a median facility of about 12,000 square feet and a median of 9.5 full-time employees. That renting majority matters for everything that follows, because it means most operators face the lease market directly, and the lease market is where the pressure documented in Section 4 reaches them.

On affordability, the same survey found a split rather than a consensus: about a quarter of businesses called their rent affordable, just under half called it moderately affordable, and a little over a quarter called it not affordable. The not-affordable share is the one to watch.

The GW-specific picture from the 2026 survey is narrower but sharper. Of seven businesses that responded in detail, six said relocating would be difficult or impractical given the cost and the physical demands of moving production equipment, and two were operating with less than a year left on their lease. The difficulty of moving is itself a form of exposure: a business that cannot easily relocate has little leverage when a lease comes up for renewal.

Who owns these businesses and who works in them

In the 2025 survey, 32 percent of businesses were minority-owned, 29 percent women-owned, and 17 percent immigrant-owned. These figures carry the equity case for the employment this zone holds: when an industrial business closes or is priced out, the loss falls on an ownership base in which minority, women, and immigrant owners hold a substantial share.

The workforce is local. About 60

percent of workers lived in Brooklyn, and roughly half commuted by public transit. On education, a little under 40 percent of workers held a high school diploma or equivalent and about 45 percent held a college degree or higher. These are accessible jobs. Citywide, ANHD's Industrial Jobs Coalition, of which Evergreen is a member, reports that more than two-thirds of industrial jobs are accessible without a college degree and more than 80 percent are held by people of color.

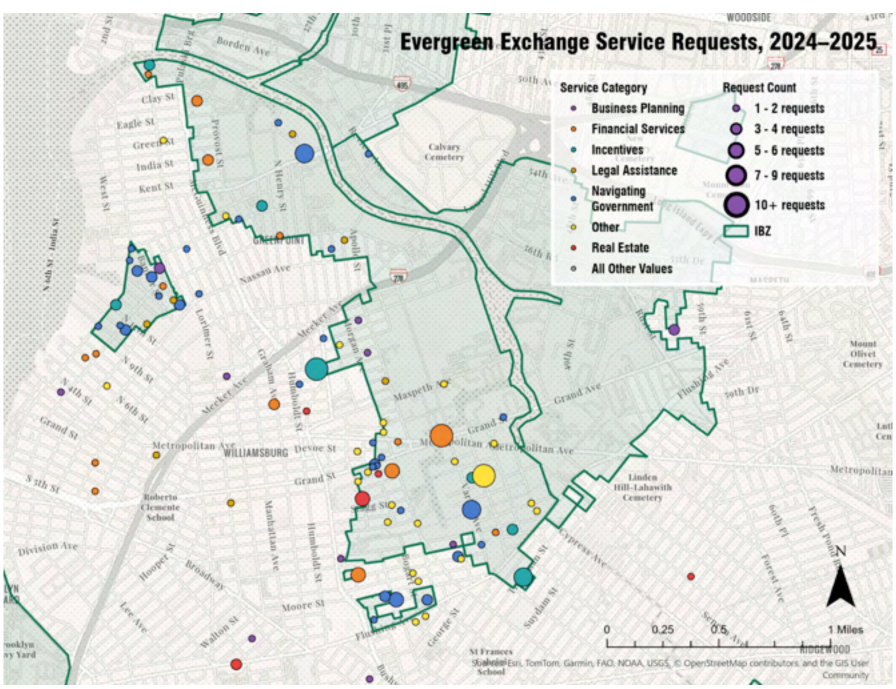
Employment growth was modest. Respondents to the 2025 survey added 79 jobs in total over the prior year, an average of 1.93 per business and a median of one, and 44 percent added none. The base of jobs here is holding rather than expanding, which is part of why retaining it matters.

EVERGREEN'S REACH

Evergreen is the city-designated Industrial Business Service Provider for the Greenpoint-Williamsburg IBZ, a role it has held under the Department of Small Business Services since the zone was created in 2006. In practice that means Evergreen is the organization a business in the zone turns to for help with a lease negotiation, a financing application, a permit or inspection problem, a hire, or a dispute with a city agency. It also owns and manages five industrial properties on Cook, Stagg, and Dobbin Streets, rented below market, the latter of which gives the organization a direct stake in the zone's industrial space rather than only an advisory one. All of these services are free to the businesses that use them.

Evergreen's service-request record for 2024 and 2025 shows what that help looks like in practice. Across the areas Evergreen serves, the log holds 147 businesses; 14 of them sit inside the Greenpoint-Williamsburg IBZ, where they account for 31 requests, and 12 of the 14 are industrial businesses already counted in the census above. What they came for, more than anything, was help navigating city government, the request behind 9 of the 14, with the rest spread across legal assistance, financing, business planning, and incentives. That pattern is worth carrying into Section 6: the businesses that turn to Evergreen turn to it first for help dealing with the city, the same agency frictions of loading and truck access, illegal conversions, and sewer capacity that the recommendations there take up.

Formal service requests are only one channel of that reach. This assessment is itself another: the business census behind Section 2 and the surveys behind Section 3 are how Evergreen keeps a current account of who operates in the zone and what they need, and the same record identifies businesses the organization has not yet reached. The findings throughout this document distinguish where they can between conditions inside the IBZ boundary and conditions in the surrounding blocks, because Evergreen's formal service mandate runs to the zone while the pressures on it, as Section 4 shows, do not stop at the line. Keeping the census and the survey panel current, which Section 6 proposes as an annual practice, is what lets Evergreen direct its services to the businesses under the most pressure before a lease ends or a building sells.



PART TWO

The Pressure

This part is the zone from the inside and from above. It carries what operators themselves say is getting harder and what still works, then maps where that pressure concentrates into the blocks most at risk.

WHAT OPERATORS ARE TELLING US

WHERE PRESSURE CONCENTRATES


Santander

CHAPTER THREE

What Operators Are Telling Us

Four years of surveys, a focus group in a Williamsburg café, and the same answer coming back from operators, rent first, then the rising water and the neighbors next door.

This chapter is the businesses in their own words. Drawing on Evergreen's surveys from 2023 through 2025, the 2026 needs survey, and a March 2026 focus group, it sets out what operators say is getting harder, rent and space above all, then flooding, complaints from new residential neighbors, and lease security, and what they plan to do about it.

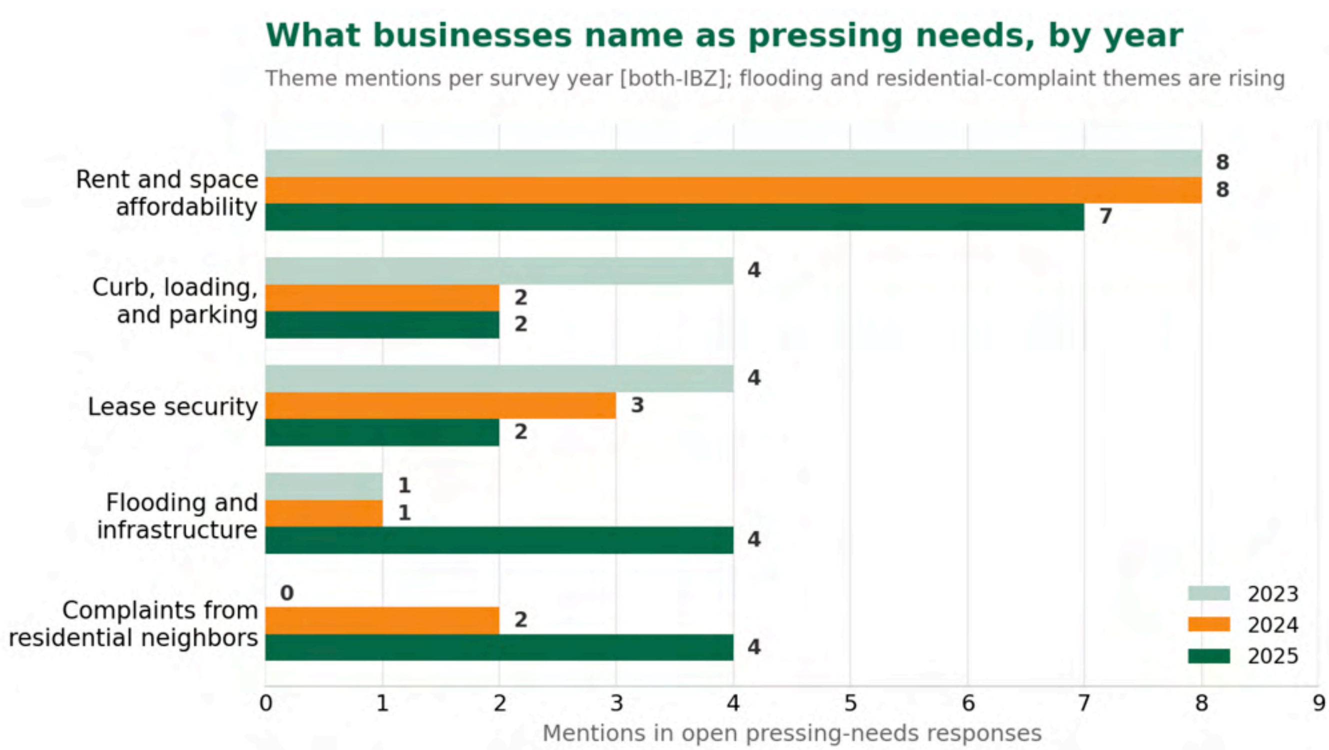
Theme in open pressing-needs responses	2023	2024	2025
Rent and space affordability	8	8	7
Curb, loading, and parking	4	2	2
Lease security	4	3	2
Flooding and infrastructure	1	1	4
Complaints from residential neighbors	0	2	4

The numbers in Chapter 2 describe the zone from the outside. This chapter is the zone from the inside: what the people who run its businesses say is getting harder, what still works, and what they expect to happen next. Neither the 2022 industrial study nor the 2025 Business Engagement Report produced this picture for the GW IBZ specifically. The 2022 study included no original outreach, and the 2025 report covered both North Brooklyn IBZs together. What follows is GW-specific where labeled, and it is longitudinal: many of these businesses have now answered Evergreen's questions across multiple years.

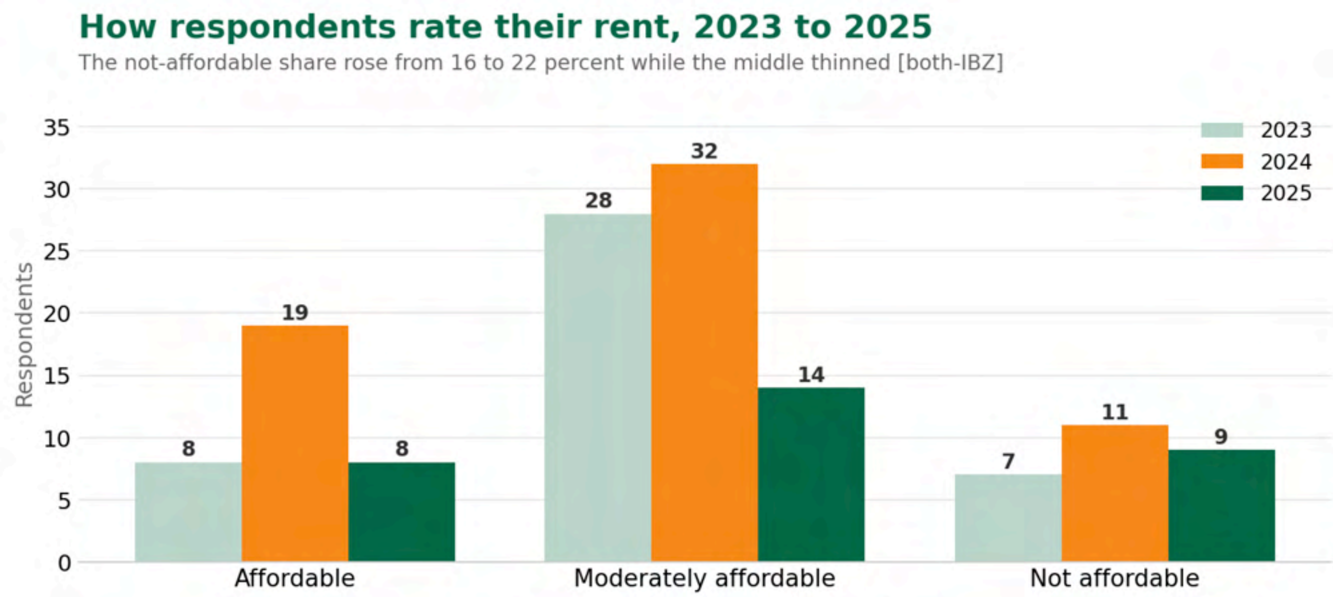
HOW WE ASKED

Four bodies of evidence feed this section. The Evergreen Business Engagement Surveys of 2023, 2024, and 2025 are the institutional baseline, with 43, 62, and 41 responses after removing within-year duplicates; they cover both North Brooklyn IBZs. The 2026 DNA survey collected structured responses from seven GW IBZ businesses, spanning stone fabrication, industrial laundry, food production, plumbing, staging, granite work, and winemaking. A focus group on March 17, 2026 brought together eight participants from seven businesses for an 83-minute recorded session at Santander Work Cafe in Williamsburg, facilitated by Evergreen, under a recorded promise that responses would be anonymized. And a December 2025 walking tour with the owner of 34 Norman Avenue covered roughly twenty-five properties and documented the leasing market from the landlord's side.

The surveys overlap by design. For-



Rating	2023	2024	2025
Affordable	8	19	8
Moderately affordable	28	32	14
Not affordable	7	11	9



ty-four businesses appear in two or more survey waves, and eleven answered all three Evergreen surveys, which makes it possible to watch individual businesses' plans shift over time rather than comparing unrelated snapshots.

Operators are named below only where the same business and material already appear in the published capstone research; everyone else is identified by sector or role, and Evergreen staff speak on the record.

WHAT BUSINESSES SAID: COSTS AND MARKET PRESSURES

Rent and space lead every year. In the open "most pressing needs" responses, rent and space affordability was the most cited theme in 2023, 2024, and 2025 alike. The 2025 report's word cloud of pressing needs puts "pay" largest, with "labor," "rent," "new business," and "sales" close in size, and "cost," "tariffs," and "credit" prominent behind them.

The open-ended responses sort into themes, and counting them shows how many businesses share each one.

Two themes in that table are rising. Flooding and infrastructure mentions held at one in 2023 and 2024, then jumped to four in 2025, and mentions of conflict with residential neighbors went from none in 2023 to two in 2024 to four in 2025. The operating conditions testimony later in this section shows what sits behind both lines.

Affordability ratings across the same three years carry the rent message in a second form.

In 2023, 16 percent of respondents rated their rent not affordable; by 2025 it was 22 percent, and the comfortable middle thinned.

The GW-specific numbers put dollar figures on the theme. In Evergreen's 2024 survey, Brooklyn Brewery reported paying $85,000 per month at its North 11th Street facility with a lease expiring in January 2026, and planned to relocate. In the 2025 survey, MotorGRRL, a motorcycle repair shop on Dobbin Street, rated its $15,000 monthly rent as not affordable, with one to three years left on its lease. And at the focus group, an importer who owns his building described the arithmetic that ended his warehousing operation: "I pay myself $8 [a] square foot. And I lose money... now in my place, it's $50, $60, $80 [a] square foot." The full rent gap analysis is in Section 4; what matters here is that operators themselves describe the spread, unprompted, as the fact that decides whether their business model still works on their block.

Labor costs and hiring sit just behind rent. Finding and keeping qualified employees was a recurring pressing need across all three survey years, with respondents asking for training, English language classes, and professional development resources. Most businesses plan to keep investing in their people: 63 percent of 2025 respondents planned employee training in the coming year.

Materials costs and tariffs entered the record in 2025. “Tariffs” appears in the 2025 pressing-needs word cloud, and one food manufacturer’s response named the squeeze in a single line: “cost of doing business: tariffs, rent, payroll, credit.” At the 2026 focus group, a beverage brand operator added congestion pricing to the list: freight from a New Jersey warehouse now costs about $30 more per delivery, on top of year-over-year increases.

Sales and market reach round out the cost picture. Respondents asked for help finding new customers, sustaining sales, marketing effectively, and managing client payment timelines, and they cited the need for better access to financing: loans, lines of credit, grants, and tax credits.

WHAT BUSINESSES SAID: OPERATING CONDITIONS

The most animated stretch of the focus group was not about rent. It was about whether a truck can physically reach a loading bay.

The reconfiguration of Berry Street’s traffic direction, which now changes block to block, has had measurable business consequences. The importer at 20 Berry reported that one trucking company dropped his account outright because its drivers could no longer make the turns to reach his bays, and another now charges roughly $200 more to bring a trailer in. ABC Worldwide Stone, a stone importer and distributor on Banker Street for 28 years, described a structural workaround: “We pushed our receiving department out to Long Island... and we just transfer material twice a week... on smaller trucks so we can manage in and out.” The firm also switched from forty-foot high-cube containers to standard ones because the smaller boxes are easier to maneuver onto its block.

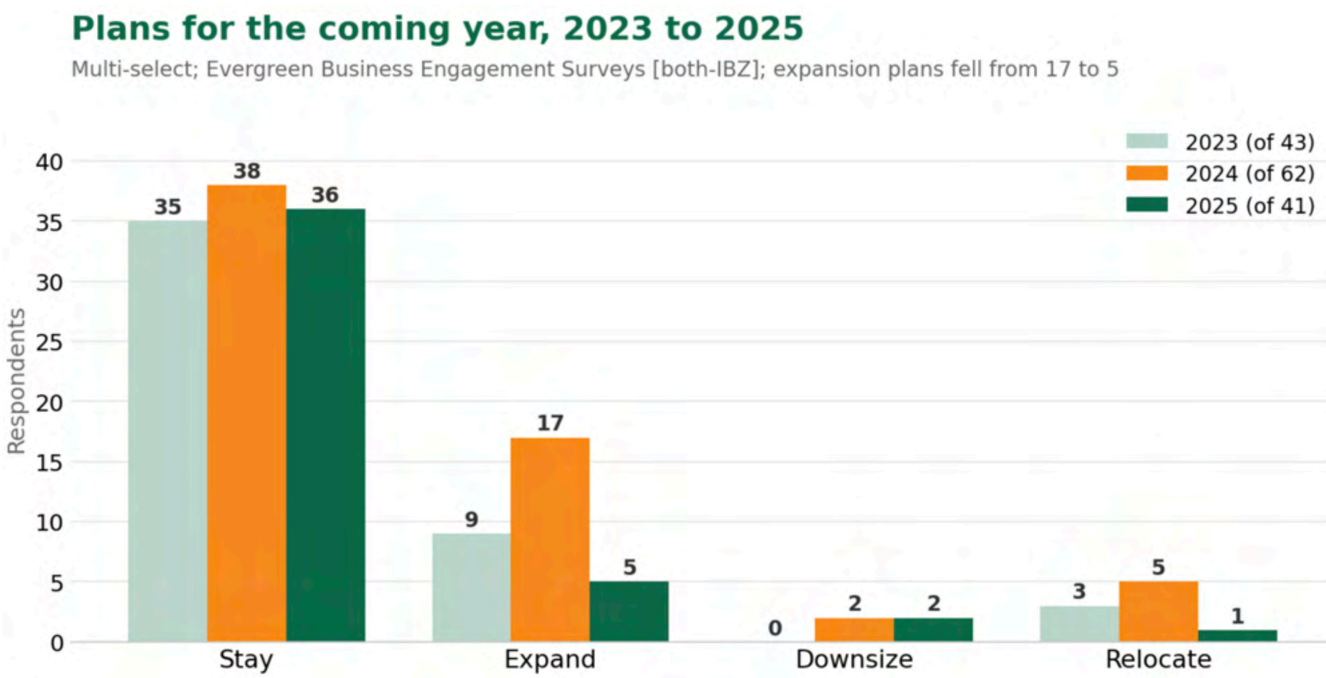
A steel fabrication operator described what happens when the parking around his block fills to the corners: “I can’t tell you how many times I’ve had to take forklifts and drive three blocks over to the climbing gym... because everybody’s parked all the way up to the corners... Trucks can’t turn, and I [have] to unload them there.” His truck, parked on Berry, was hit twice by turning trucks that could not clear the narrowed street, and his insurance company dropped him over it.

The time cost is universal. One operator put it in minutes: “What would take you 10 minutes to get to [the] BQE now takes 25 minutes,” a change participants tied to the McGuinness Boulevard lane reduction and to overall growth in traffic. Several participants described conflicts between street redesign proposals and truck movement. When a proposal circulated to expand the sidewalks at the Banker Street triangle, Evergreen reviewed it and pushed back, because as drawn it would have made a required truck turn nearly impossible; Evergreen has instead advocated for commercial loading zones on corners and for protecting the designated truck route on North 10th and North 11th Streets.

Flooding came up without prompting, and with addresses attached. At Berry and Nassau, an operator reported, the sewer “doesn’t really work when it rains really hard, [it] floods up until the top of the wheel wells [of] cars,” and it has done so at least once in each of the last two years. Another operator on Guernsey Street described a ground floor backing up from the street during a fall storm and bailing several hundred gallons of water with a shop vac. The same operators noted that their blocks are among the last plowed after snow. These accounts give a GW-specific face to the flood risk described as district context in Section 1.

Residential adjacency produces complaints, and the complaints produce costs. A steel fabrication operator described residents of illegally converted lofts in a former printers building on Dobbin Street who file complaints about lawful industrial operations; one complainant works for the Department

Plan for the coming year	2023 (of 43)	2024 (of 62)	2025 (of 41)
Stay in current space	35	38	36
Expand	9	17	5
Downsize	0	2	2
Relocate	3	5	1



of Buildings, and the operator estimated the resulting scrutiny added roughly a year to a construction project. The 2026 DNA survey corroborates the pattern: ABC Worldwide Stone wrote that "residents in nearby (often illegal) loft units have filed DoB complaints... with the explicit intention to complain about manufacturing operations." MotorGRRL's owner described complaints about dust on what she pointed out is a designated light industry street: "It's inevitable. We live in New York, right?" Bright Granite, a countertop fabricator on Dobbin Street, reported that rising pedestrian traffic means loading equipment can no longer be staged outside. Acme Smoked Fish summed up the friction in six words: "Residential and manufacturing don't mix well."

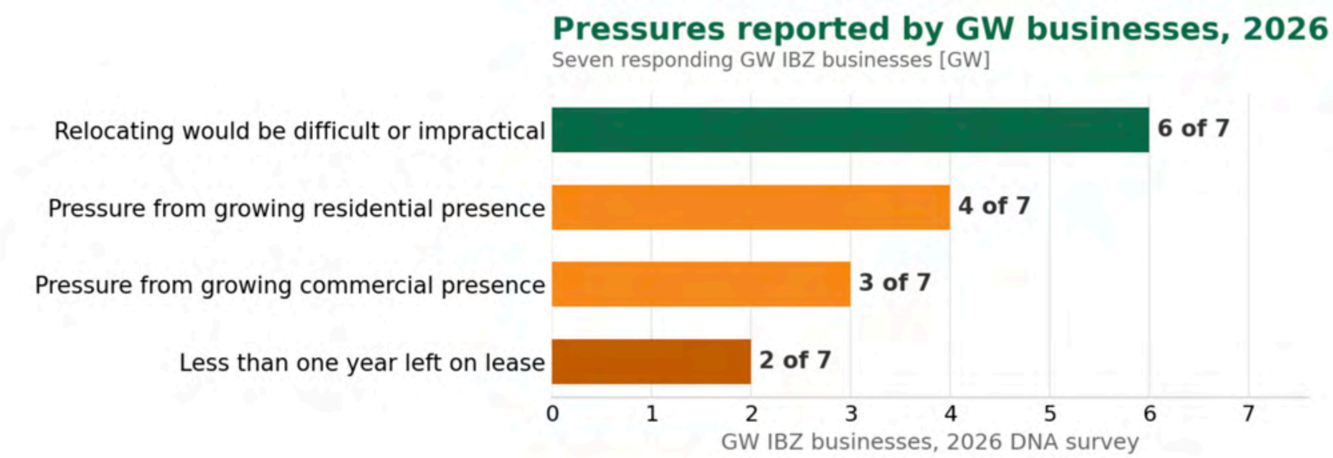
Not every business experiences the new foot traffic as pressure. A design-build firm with a Banker Street storefront credits the neighborhood's commercial growth and increased exposure for part of its success, and one 2026 survey respondent whose business draws much of its revenue from visitors said it would welcome more nearby residents and commercial activity. The zone's businesses are not a monolith, a point Brooklyn Brewery's representative made directly about policy: "There are some things [in] the new industrial plan that are terrible for us, and there are some that are great for us."

WHAT BUSINESSES SAID: THE OUTLOOK

The baseline is stability. In the 2025 survey, 88 percent of respondents planned to remain in their current space in the coming year, and seven percent expected to downsize or relocate. "Stay" has been the dominant answer in every survey year.

Underneath the stable headline, the plans are shifting. Respondents planning to expand fell from 17 of

Pressure reported in the 2026 DNA survey	Businesses (of 7)
Relocating would be difficult or impractical	6
Pressure from growing residential presence	4
Pressure from growing commercial presence	3
Less than one year left on lease	2



62 in 2024 to 5 of 41 in 2025, while plans to downsize, absent in 2023, appeared in 2024 and persisted.

The 2025 report itself recorded the change in mood: its survey team found that despite hopeful notes in the data, "the common sentiment encountered was worried and anxious."

The GW-specific evidence from 2026 sharpens that picture. Of the seven DNA survey respondents, six said relocating would be difficult or impractical, two were operating with less than a year left on their lease, three reported pressure from growing commercial presence, and four reported pressure from growing residential presence.

W.H. Christian & Sons, the hundred-year-old industrial laundry whose physical plant of plumbing, boilers, machinery, and permits cannot be moved cheaply or quickly, wrote: "We are approached by developers constantly to sell and relocate." At the focus group, a design-build operator described the feeling of working under a likely sale: "[We] have our hair... standing up in anticipation of what could happen in about three years when [the] building [is] sold."

The starkest statement of the outlook came from a 20 Berry Street importer, a building owner who is now redeveloping his own property after his import business became unsustainable: "Williamsburg is changing for the better. But not for us, not for industries, not for warehousing like me. It's not our turn anymore."

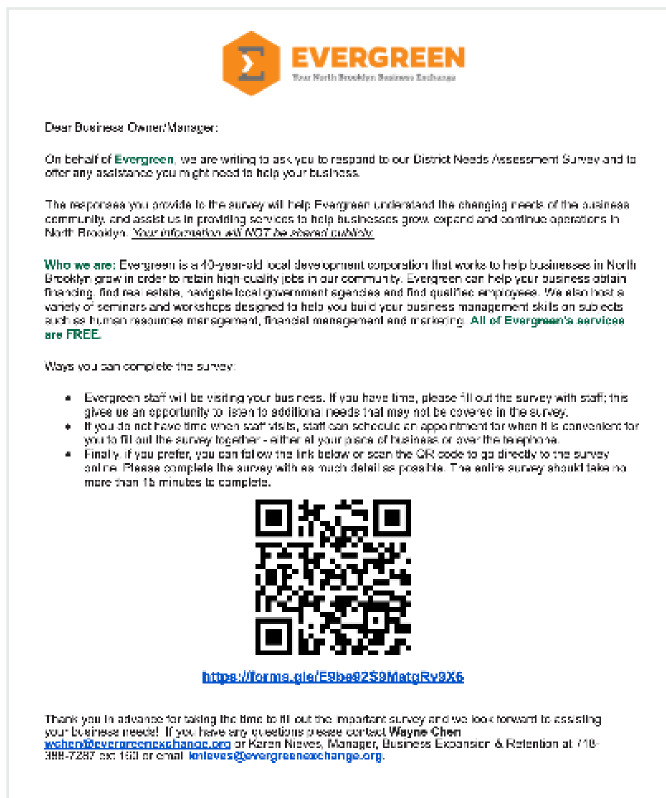
Individual trajectories across the survey waves bear the sentiment out. Acme Smoked Fish answered "Stay" in Evergreen's 2023 survey; by the 2026 DNA survey, its answer had shifted to evaluating options. Brooklyn Brewery answered "Relocate" in 2024 and had consolidated most manufacturing upstate by 2026, cutting tractor-trailer deliveries from several per day to one or two per week while building a retail-oriented facility at One Wythe. Mirtex Trading at 20 Berry Street answered "Downsize" in 2024 and is pursuing mixed-use redevelopment of its property in 2026. ABC Worldwide Stone, a 28-year tenant, is on a month-to-month lease while its landlord seeks a buyer, having already lost a second building it had leased and built out nearby. One longtime tenant left the zone for the Brooklyn Navy Yard. These are the trajectory cases behind the block-level analysis in Chapter 4.

What businesses said: sustainability

A majority of businesses are already acting. In the 2025 survey, 56 percent of respondents reported adopting sustainability practices, 22 percent had not, and 22 percent wanted to know more.

The practices reported run from the routine to the substantial: recycling and waste reduction programs, LED lighting and smart thermostats, solar panels and reflective roofs, sustainably harvested wood and water-based paints in place of solvent-based ones, electric vehicles and renewable diesel fleets, and a smaller set of water recycling and green roof installations.

The barrier is upfront cost. Respondents repeatedly said that pressing needs crowd out adaptation, that effective sustainable methods carry high buy-in costs, and that supply chain and industry-specific constraints limit what some businesses can adopt. The 22 percent who want to know more are a standing opportunity for Evergreen to connect businesses with resources that make these practices affordable, which Chapter 6 takes up as a program recommendation.



EVERGREEN

Your North Brooklyn Business Exchange

Dear Business Owner/Manager:

On behalf of **Evergreen**, we are writing to ask you to respond to our District Needs Assessment Survey and to offer any assistance you might need to help your business.

The responses you provide to the survey will help Evergreen understand the changing needs of the business community, and assist us in providing services to help businesses grow, expand and continue operations in North Brooklyn. *Your information will NOT be shared publicly.*

Who we are: Evergreen is a 40-year-old local development corporation that works to help businesses in North Brooklyn grow in order to retain high-quality jobs in our community. Evergreen can help your business obtain financing, find real estate, navigate local government agencies and find qualified employees. We also host a variety of seminars and workshops designed to help you build your business management skills on subjects such as human resources management, financial management and marketing. **All of Evergreen's services are FREE.**

Ways you can complete the survey:

- Evergreen staff will be visiting your business. If you have time, please fill out the survey with staff; this gives us an opportunity to listen to additional needs that may not be covered in the survey.
- If you do not have time when staff visits, staff can schedule an appointment for when it is convenient for you to fill out the survey together - either at your place of business or over the telephone.
- Finally, if you prefer, you can follow the link below or scan the QR code to go directly to the survey online. Please complete the survey with as much detail as possible. The entire survey should take no more than 15 minutes to complete.

https://forms.gle/E9be9259MatgRv9X6

Thank you in advance for taking the time to fill out the important survey and we look forward to assisting your business needs! If you have any questions please contact **Wayne Chen** wchen@evergreenexchange.org or Karen Nieves, Manager, Business Expansion & Retention at 718-388-7287 ext 103 or email knieves@evergreenexchange.org.

A sample flyer distributed to local manufacturing businesses as a part of the capstone's data collection effort.

March 2026 focus group session at Santander Work Cafe, Williamsburg. Nine business operators from eight GW IBZ firms participated in an 83-minute facilitated discussion on operating conditions, displacement pressures, and curb access. The whiteboard at right captures participant responses on traffic, McGuinness Boulevard, and access to customers. Photo by Evergreen Exchange staff, March 17, 2026.

CHAPTER FOUR

Where Pressure Concentrates

The single most pressured block in the zone, a rent gap that runs as wide as twelve to one, and a map that finally shows where the squeeze is real.

This chapter locates the pressure. Using sixteen yes-or-no indicators scored on every industrial lot, it shows where signs of displacement cluster into hot spots, traces the corridors that carry the most risk, and walks through the specific blocks, on Banker Street and on Berry, where the distance between industrial and market rents has already begun to convert the ground.

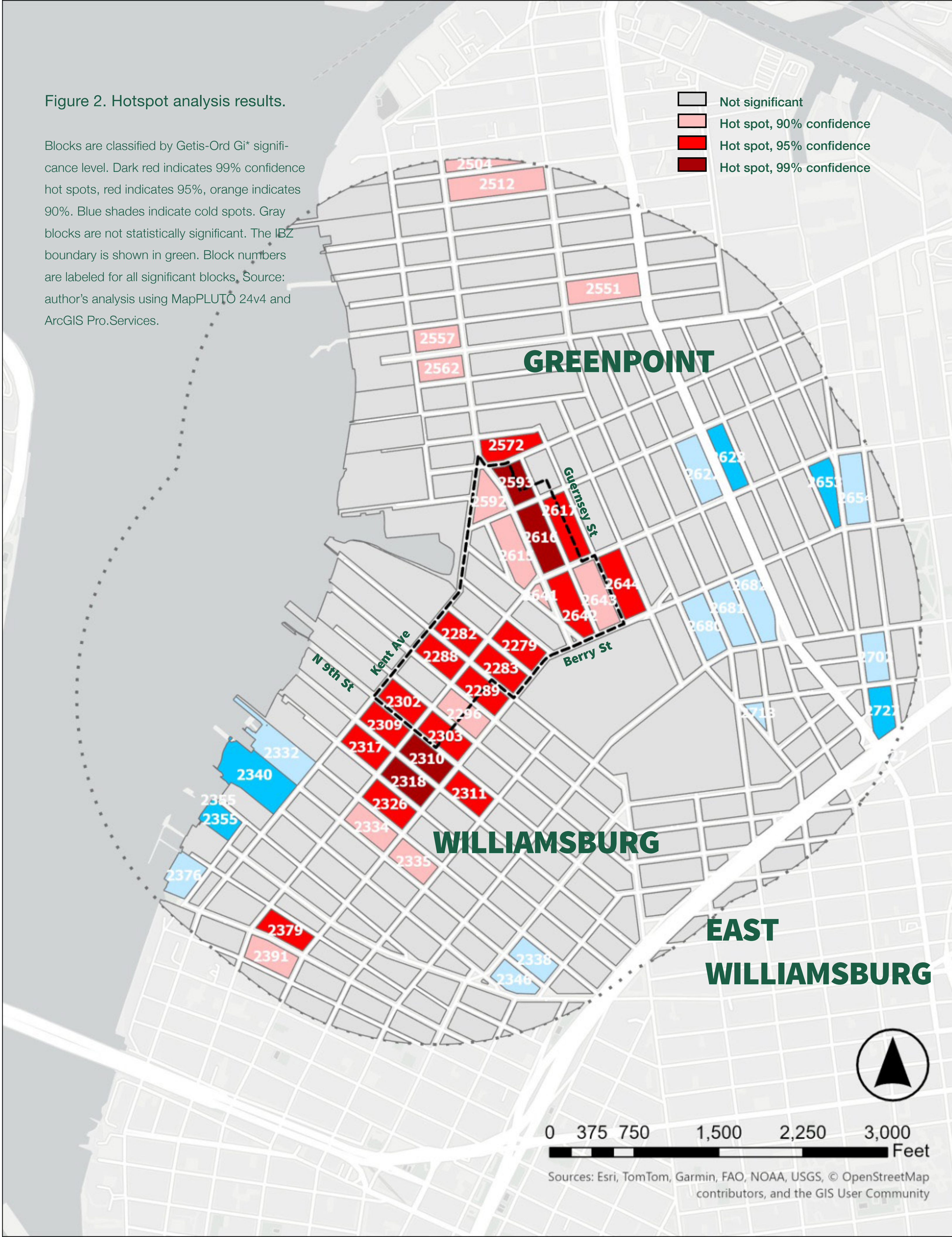
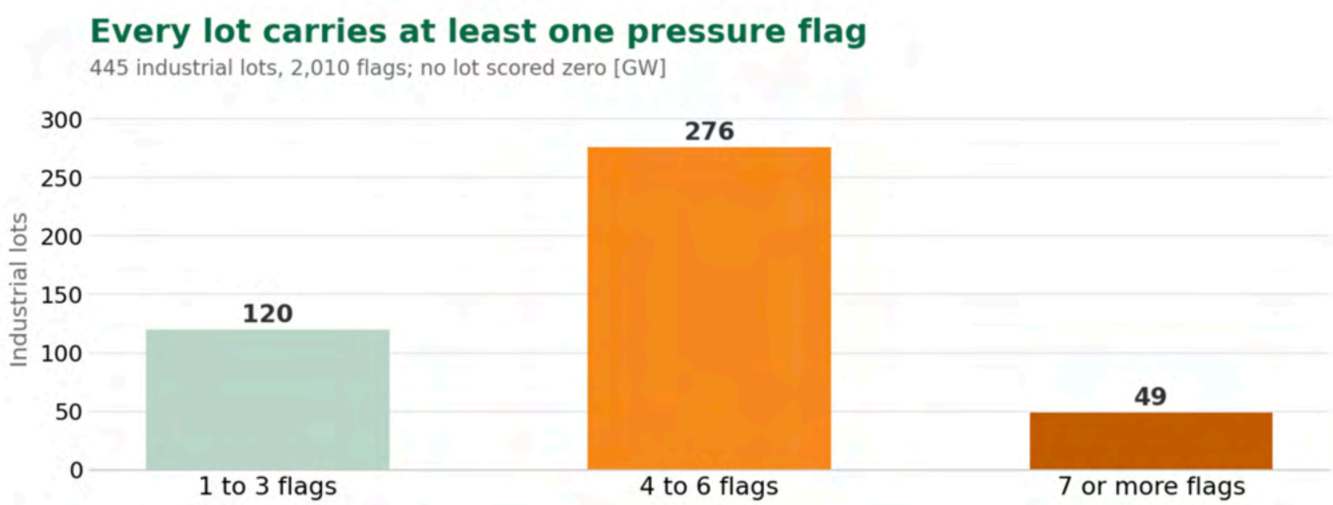


Figure 2. Hotspot analysis results.

Blocks are classified by Getis-Ord Gi* significance level. Dark red indicates 99% confidence hot spots, red indicates 95%, orange indicates 90%. Blue shades indicate cold spots. Gray blocks are not statistically significant. The IBZ boundary is shown in green. Block numbers are labeled for all significant blocks. Source: author's analysis using MapPLUTO 24v4 and ArcGIS Pro.Services.



Corridor	Hot spot blocks	Total flags	Average block score
Berry-Kent-Wythe	18	151	5.2
Banker-Dobbin-Norman	8	135	7.1
Franklin-Greenpoint Avenue	7	59	4.8

The pressure described in Section 3 is not spread evenly across the zone. It clusters. This section maps where, using a block-by-block analysis built for Evergreen in 2026, and walks the three corridors where the clustering is strongest. Businesses on these blocks do not need the map to know what is happening around them. The map exists so that everyone else, community board members, agency staff, elected officials, can see it too.

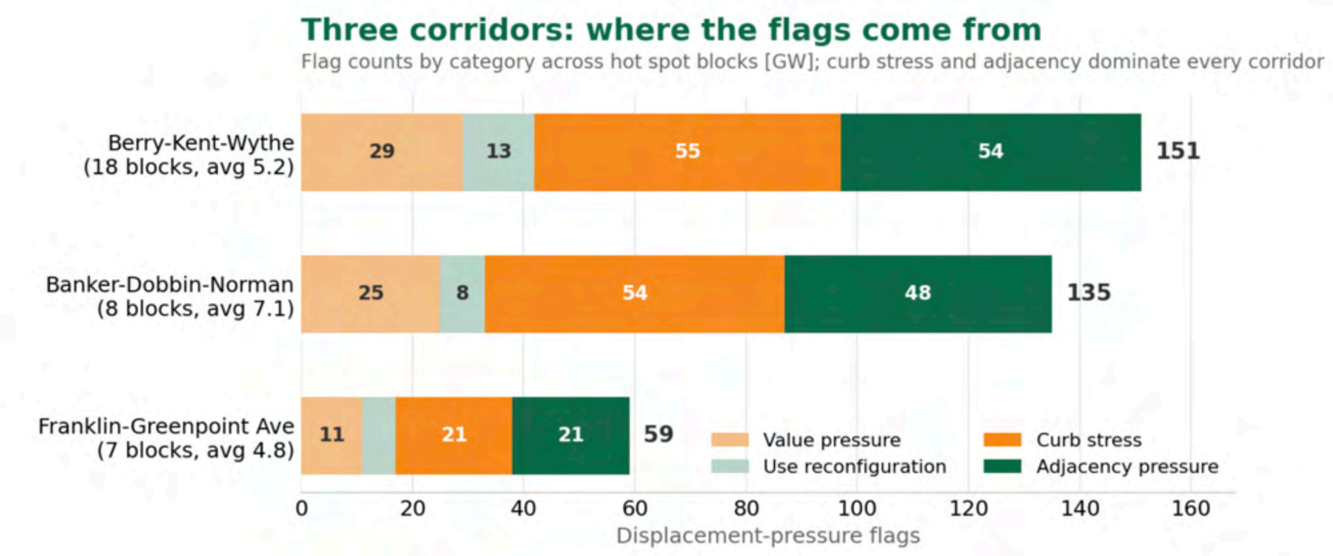
HOW THE MAP WAS MADE

The analysis checked every industrial, warehousing, and manufacturing-compatible lot in and around the IBZ, 445 lots in all, against sixteen yes-or-no indicators of displacement pressure, using public data: property records, permits, 311 complaints, parking regulations, and zoning. The indicators fall into four categories:

- Value pressure covers signals that the land is worth more than the business on it, such as recent sales and development filings.
- Use reconfiguration covers signals that industrial space is becoming something else, such as occupancy changes from factory classifications.
- Curb stress covers signals that trucks and loading no longer work, such as missing loading zones and traffic complaints.
- Adjacency pressure covers signals of conflict with residential neighbors, such as noise complaints and nearby residential entries.

Each lot's indicators were summed, rolled up to block scores, and tested statistically for clustering, so that the hot spots reported below reflect genuine concentrations rather than scattered noise.

Two results frame everything else. First, across the 445 lots the analysis assigned 2,010 individual flags, and no lot scored zero: every industrial lot in the study area carries at least one sign of displacement pressure. Most lots carry several; 276 carry four to six, and 49 carry seven or more. Second, one adjacency indicator, a residential building entry within 75 feet of the lot, flagged all 445 lots. In a neighborhood this dense, every industrial business operates next to someone's front door. The question the rest of the analysis answers is where that baseline condition compounds into something worse.

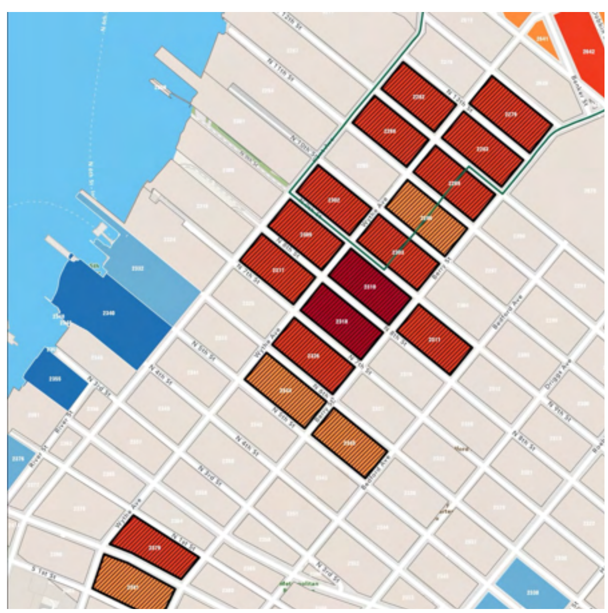


The answer is 33 blocks, statistically significant hot spots that group into three corridors: Berry, Kent, and Wythe along the waterfront edge; Banker, Dobbin, and Norman in the IBZ core; and Franklin and Greenpoint Avenue along the northern edge. The pattern they share is the boundary condition: pressure concentrates where manufacturing-zoned blocks meet the residential frontages created by the 2005 rezoning, and it falls on both sides of the IBZ line. The zone's boundary neither contains the pressure inside it nor blocks the pressure arriving from outside.

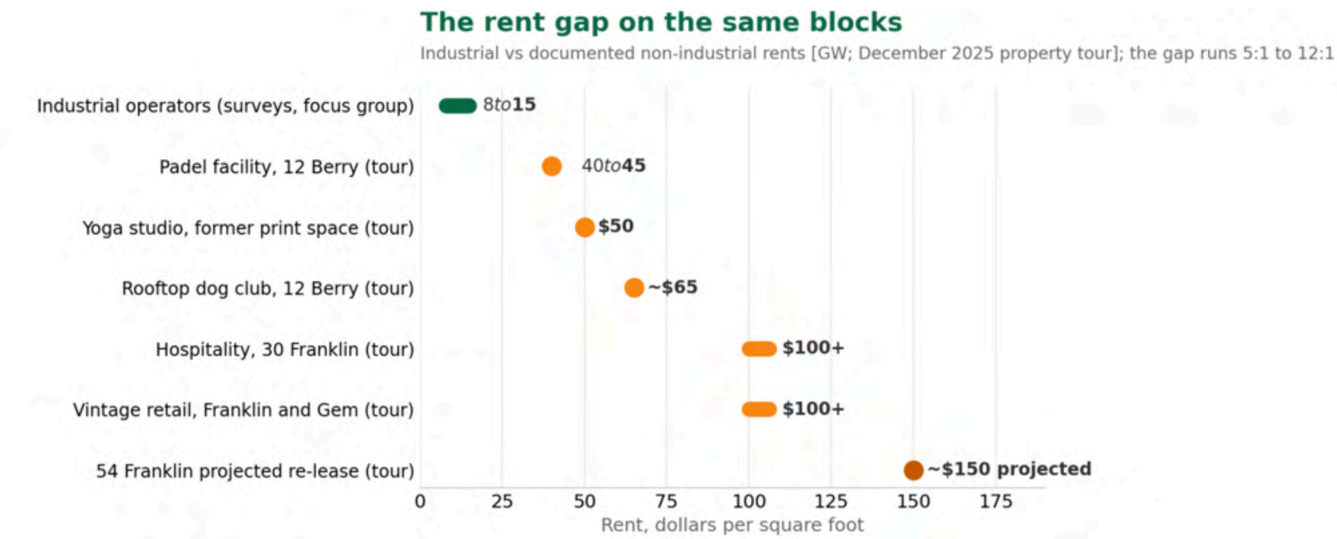
The site conversions counted in Section 2 land on these same corridors. The Wythe Hotel and Brooklyn Bowl conversions sit on the waterfront corridor, the climbing gym at 1 Nassau Avenue sits at the edge of the core corridor, and the displacements at 25 Kent Avenue sit on the waterfront corridor's northern half. The map of past losses and the map of present pressure are the same map.

THE WATERFRONT EDGE: BERRY, KENT, AND WYTHE

Eighteen contiguous hot spot blocks run from North 13th Street south to Grand Street, the largest cluster in the study area. The corridor straddles the IBZ's southern boundary at North 9th Street, and the hot spots span both sides of the line. Block 2310, near Berry Street and Wythe Avenue, tested as a hot spot at 99 percent confidence. Block 2283, which includes 20 to 24 Berry Street, carries a composite score of 6.7, among the highest inside the zone.



Berry-Kent-Wythe corridor detail. Eighteen contiguous hot spot blocks run from North 13th Street south to Grand Street. The IBZ boundary (green) crosses the corridor at North 9th Street; blocks north of the line are inside the IBZ, blocks south are in the study area buffer. Source: author's analysis.



The rent numbers explain the pressure. Industrial operators on this corridor pay as low as $8 to $15 per square foot. The December 2025 walking tour documented non-industrial tenants on the same blocks paying $40 to over $100: at 12 Berry Street, a building purchased for $8 million now houses a padel tennis facility at $40 to $45 per square foot on the ground floor and a rooftop dog membership club at roughly $65. That gap runs five to twelve times the industrial rent, and a business paying $8 per square foot on a lot where the market will pay $80 is one landlord decision away from displacement.

The corridor's trajectory cases, described in Chapter 3, sit on these blocks: Brooklyn Brewery's consolidation upstate from its North 11th Street facility, and Mirtex Trading's shift at 20 Berry Street from downsizing to redeveloping its own property. The curb conditions described at the focus group, the trucking company that dropped a Berry Street account, the $200 trailer surcharge, the switch to smaller containers, also belong to this corridor; Berry Street has two loading zone signs between North 10th and North 11th, and the 311 record logged 248 commercial-category complaints on Berry, 495 on Kent, and 432 on Wythe in a single twelve-month window. Freight and residential life compete for the same curb here daily, and the complaint record documents the competition.

The corridor also holds the IBIA co-location buildings at 25 Kent Avenue and One Wythe, which have attracted tenants only at rent levels far above what production businesses can pay. Chapter 5 takes up why.

THE IBZ CORE: BANKER, DOBBIN, AND NORMAN

Eight hot spot blocks form a tight cluster between Meserole Avenue and Nassau Avenue, centered on Banker and Dobbin Streets. Six of the eight sit fully inside the IBZ. This is the heart of the zone, where the designation is supposed to be doing its protective work, and it is where the analysis found its most intense concentration of pressure: Block 2616, which includes 193 and 233 Banker Street, is the highest-confidence hot spot in the study area, and Block 2617, the Dobbin-Guernsey block, carries the highest composite score of any block at 8.67, meaning its industrial lots average nearly nine flags each.

It is also the corridor where every claim is confirmed by multiple independent sources. On value pressure: ABC Worldwide Stone, on Banker Street for 28 years, operates its main facility at 234 Banker on a month-to-month lease while the landlord seeks a buyer for the building. The company had secured a second building at 233 Banker as a foothold, with a two-year lease and a build-out, and the landlord sold that building out from under it to an artist who spent $3 million converting it to a gallery. Around the corner at 54 Franklin Street, a fifty-year woodworking shop's building carries its first for-sale sign, with offers above $7.5 million; the walking tour projected that a buyer at that price would need to ask roughly $150 per square foot from

Banker-Dobbin-Norman corridor detail. Eight hot spot blocks cluster between Meserole Avenue and Nassau Avenue. Six blocks are fully inside the IBZ boundary (green). Block 2616 is the highest-confidence hot spot in the study area (z = 3.24). Block 2617 carries the highest composite score (8.67). Source: author's analysis.

tenants, a level no production business in the zone pays today.

On use reconfiguration: city permit records show eight occupancy changes from factory classifications to non-industrial uses in the study area since 2019, and the walking tour documented conversions the permit record has not yet caught: a printing shop's space re-let to a yoga studio at $50 per square foot, a hospitality tenant signing at over $100 per square foot for 16,000 square feet at 30 Franklin Street, a former light manufacturing building at 242 Banker now a record store and soccer shop.

On curb stress and adjacency: the forklift detours, the truck struck twice, the dropped insurance, the Guernsey-Nassau flooding, the late snow plowing, and the complaint campaign from the illegally converted lofts on Dobbin Street all come from this corridor's blocks. Chapter 3 carries the operators' own accounts; the point here is that they cluster on the same few hundred feet of street that the flag analysis scores highest.

That the most intense displacement pressure in the study area sits on blocks inside the IBZ, not outside it, is the central finding of the spatial analysis. The designation marks the zone. It does not, by itself, hold it.

THE NORTHERN EDGE: FRANKLIN AND GREENPOINT AVENUE

Seven hot spot blocks run along Franklin Street from Freeman Street south to the Calyer Street Triangle. Only one, Block 2592 near lower Franklin and Meserole, falls inside the IBZ; the other six sit north of the zone's edge, where there is no IBZ protection and no institutional advocate. The corridor's anchor businesses, Acme Smoked Fish on Gem Street and W.H. Christian & Sons on Franklin Street, are inside the IBZ, but the conversion activity pressing toward them is happening just outside it.

The conversions are visible from the sidewalk. At 18 Franklin Street, a nightclub is opening in a large industrial building. At 12 Franklin, a gym and a bakery cafe have been installed in a converted warehouse. At 1 Franklin, a former design studio has sat vacant since the pandemic. A corner building near Franklin and Gem has been divided into five vintage retail stores with subtenants paying over $100 per square foot, without a certificate of occupancy matching the use. Permit records show factory-to-commercial occupancy changes on this stretch, and Franklin Street logged 258 commercial-category complaints in the same twelve-month window.

This corridor matters because of who anchors it. Acme and W.H. Christian are two of the zone's longest-standing tenants, and Section 3 documents the strain signals both reported in 2026: a plan shifting from stay to evaluating options at one, constant developer approaches at the other. The pressure reaching them is being generated on blocks the IBZ does not cover.

WHAT CUTS ACROSS THE CORRIDORS

Three findings hold on all three corridors. First, the rent gap is structural, not marginal. Industrial rents as low as $8 to $15 per square foot face documented non-industrial rents of $40 to over $100 on the same blocks, with a projected high of roughly $150. No program operating at the margin closes a gap of that size. Many businesses remain in place only because their landlord has not yet decided to sell or convert, and when that decision comes, the math leaves no room to negotiate.

Second, curb stress is the pressure operators feel first, even when land value is the underlying cause. Most focus group participants named traffic, parking, or truck access as their most pressing constraint. Street design decisions, the Berry Street reconfiguration, the McGuinness lane reduction, the Banker triangle proposal, change whether production is physically workable, and none of them appear in any zoning document. A trucking company does not drop a client because of a zoning designation. It drops the client because the truck can no longer make the turn.

Third, the places where pressure is highest are the places current policy protects least. The highest-scoring blocks sit inside the IBZ, the northern corridor's pressure is generated outside any protected boundary, and the co-location buildings meant to hold industrial space on the waterfront corridor have rents no production tenant can pay. Section 5 examines the policy framework behind each of these gaps, and Section 6 sets out what Evergreen recommends.

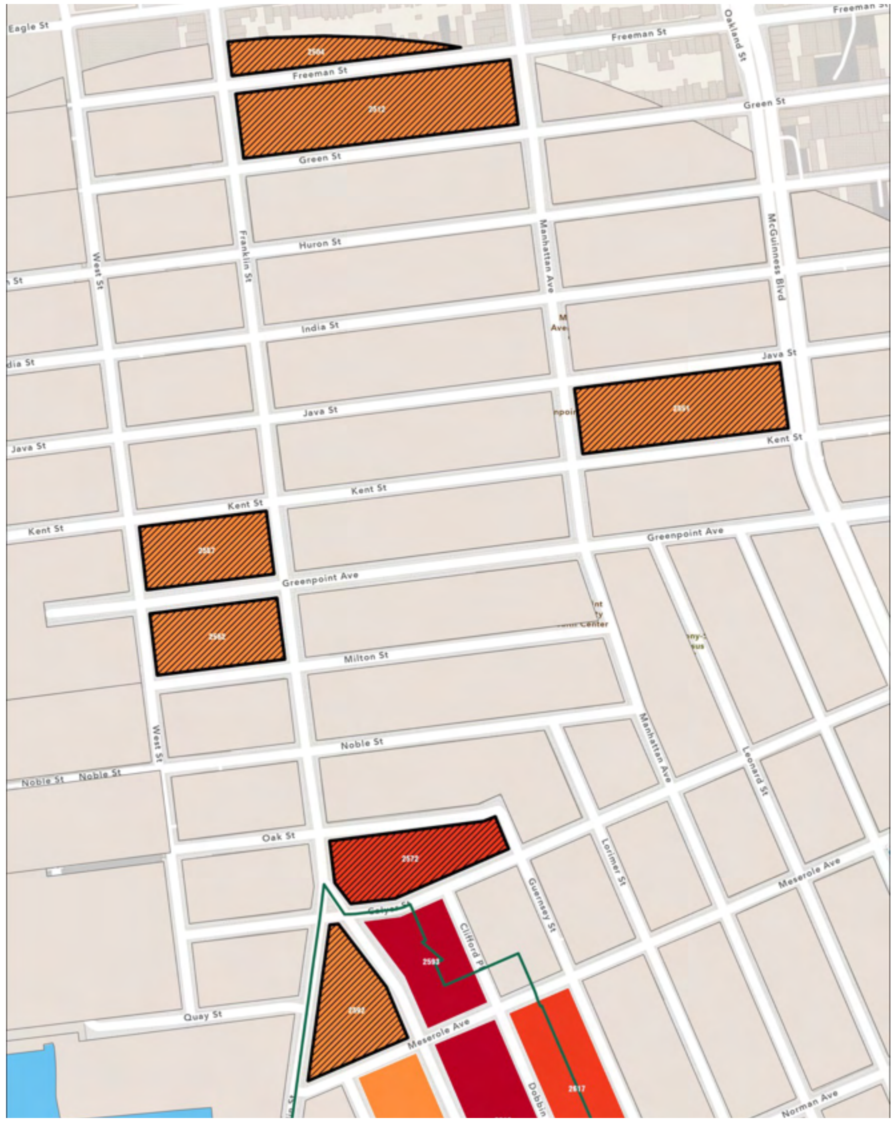


Figure 5. Franklin-Greenpoint Avenue corridor detail. Seven hot spot blocks run along Franklin Street from Freeman Street south to the Calyer Street Triangle. Only Block 2592 falls inside the IBZ boundary (green); the remaining six are outside the zone to the north. Source: author's analysis.

CORRIDOR PROFILES AT A GLANCE

The three corridors compress into the cards on the right hand side, designed to travel: each is a one-page reference Evergreen can bring to a Community Board meeting, an agency check-in, or a council office. The priority actions point into Chapter 6.

CORRIDOR 1 **Berry-Kent-Wythe** The waterfront edge	CORRIDOR 2 **Banker-Dobbin-Norman** The IBZ core	CORRIDOR 3 **Franklin-Greenpoint Ave** The northern edge
HOT SPOT BLOCKS **18**	HOT SPOT BLOCKS **8**	HOT SPOT BLOCKS **7**
PEAK CONFIDENCE **99% at Block 2310** z = 3.06	PEAK CONFIDENCE **99% at Block 2616** **z = 3.24 (highest in study area)**	PEAK CONFIDENCE **95% at Block 2572** z = 2.31
HIGHEST COMPOSITE SCORE **6.7** Block 2283	HIGHEST COMPOSITE SCORE **8.67** Block 2617 (highest in study area)	HIGHEST COMPOSITE SCORE **6.4** Block 2592
IBZ BOUNDARY Straddles boundary at N. 9th St. Northern half inside, southern half outside.	IBZ BOUNDARY Almost entirely inside IBZ. 6 of 8 blocks fully inside. Highest pressure where policy applies.	IBZ BOUNDARY Largely outside IBZ. Only 1 of 7 blocks inside. No policy protection for 6 hot spot blocks.
PRIMARY PRESSURE Curb stress. Loading zone failures, truck route changes, $200 surcharges per trailer.	PRIMARY PRESSURE Adjacency + curb stress. Illegal loft complaints, forklift runs, sewer flooding, internal conversion.	PRIMARY PRESSURE Value pressure. Conversion activity closing in on anchor tenants. Developer approaches constant.
KEY BUSINESSES Brooklyn Brewery: Relocate → consolidating upstate Mirtex Trading: Downsize → mixed-use redevelopment	KEY BUSINESSES ABC Stone: <1yr on lease, receiving moved to LI Acme Smoked Fish: Stay → Evaluate options	KEY BUSINESSES W.H. Christian: constant developer approaches House of Yes, gym, bakery: active conversions
PRIORITY ACTIONS **DOT:** Berry St truck route review **DOT:** Additional loading zones **Evergreen:** Outreach to Blocks 2283, 2289	PRIORITY ACTIONS **DOB:** Enforce Printers Building conversions **DOT:** Loading zones on Dobbin, Banker **DEP:** Guernsey-Nassau sewer capacity **SBS:** Assist 49 lots with 7+ flags	PRIORITY ACTIONS **SBS + Evergreen:** Engage anchors before displacement **DCP:** Reconsider secondary designation on unprotected blocks

Table 5. Three corridor profiles compared. Each corridor carries a distinct displacement signature: curb stress on Berry-Kent-Wythe, adjacency pressure and infrastructure failure on Banker-Dobbin-Norman, and value pressure from conversion activity on Franklin-Greenpoint Avenue. Source: author's analysis.

PART THREE

The Response

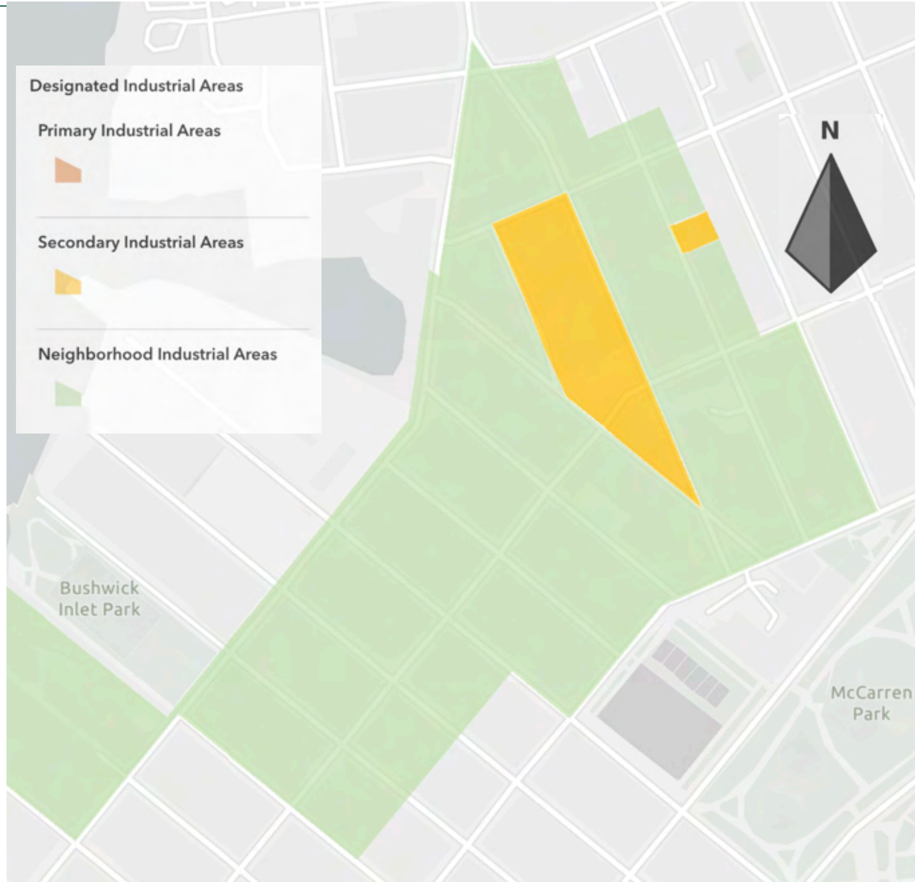
This part turns to what can be done. It lays out the policy framework these businesses operate under and where it falls short, then sets out what Evergreen recommends to keep industrial work viable in the zone.

CHAPTER FIVE

Policy Context

A first-ever city industrial plan that leaves almost all of this zone outside its strongest protections, and one building in Brownsville that shows it does not have to go one way.

This chapter sets the zone in its policy context. It explains the framework the IBZ operates within, the 2025 Industrial Plan, the industrial co-location incentive, and the City of Yes changes, where that framework falls short for Greenpoint-Williamsburg, and how one project in Brownsville, 805 Rockaway Avenue, shows that housing and industry can share a building when the terms are set deliberately.



Under the December 2025 NYC Industrial Plan, the GW IBZ border coincides exactly with one of the newly designated "Neighborhood Industrial Areas", the weakest protection tier. Only two blocks receive a Secondary Industrial Area designation, while none earns primary.

The businesses in Sections 3 and 4 operate inside a policy framework they did not design and mostly cannot see. This section lays out that framework's working parts: the IBZ designation itself, the city's new Industrial Plan, the co-location zoning mechanism already built on the waterfront, the mixed-use zoning question, and one operating precedent in Brownsville that shows what co-location looks like when the financing works. For each, the question is the same: what does it actually do for a production business on Banker Street or Berry Street?

THE IBZ DESIGNATION

The Industrial Business Zone designation, applied to Greenpoint-Williamsburg in 2006, carried a city commitment not to approve further residential rezonings inside the boundary. That commitment was informal. It was never written into the Zoning Resolution, and it comes with no enforcement mechanism. The designation still stands, and it still matters as a signal and an organizing boundary, but as Section 4 shows, it has not held land values down or kept conversion activity out: the highest displacement-risk scores in the study area sit on blocks inside the zone. A designation that cannot close a ten-to-one rent gap marks the territory without defending it.

THE 2025 NYC INDUSTRIAL PLAN

In December 2025, the Department of City Planning released the NYC Industrial Plan, the city's first legislatively mandated plan for its industrial sector, required under Local Law 172 of 2023 and developed with the Economic Development Corporation and Small Business Services. The plan acknowledges that the city has lost 16 million square feet of manufacturing-zoned land since 2002, and it proposes a new classification system that would supersede the IBZ framework: Primary Industrial Areas, where the city would commit to retaining manufacturing-zoned land and resisting residential rezonings; Secondary Industrial Areas, where mixed-use development including housing would be considered under conditions; and everything else, with no stated industrial protection.

For the GW IBZ, the classification is stark. No part of the zone is proposed as Primary. The Secondary designation touches only about two blocks, a fact Evergreen's real estate manager put on the record at the March 2026 focus group. The majority of the zone, including the corridors where Section 4 finds the most intense displacement pressure, falls outside both categories. Evergreen said publicly in October 2025 that four of its five industrial properties sit outside the proposed protection zones, and that leaving most of the zone undesignated signals to the market that rezonings are coming, a signal that invites vacancy and speculation in advance of any formal land-use action.

The zoning tools the plan's designations would draw on already exist. City of Yes for Economic Opportunity, the citywide zoning text amendment adopted in June 2024, created new manufacturing district types to be mapped in future rezonings, including core industrial districts where commercial uses are capped at 10,000 square feet per lot and transition districts with a strengthened bonus for industrial space, with big-box retail excluded from all of them. The City Council added those protections at the urging of its industrial coalition, whose members described the amendment as protecting industrial business zones for decades to come. The toolkit, in other words, is built. What the Industrial Plan decides is where it gets used, and for the GW IBZ the proposed answer is two blocks.

The mismatch between the plan's map and the pressure map is the central policy finding of this assessment. The blocks that score highest for displacement risk, in the heart of the IBZ, carry no proposed designation at all. A plan built from citywide land-use and employment data at coarse resolution cannot distinguish a block with active fabrication and food production from a block that converted years ago, and in Greenpoint-Williamsburg it has not.

THE IBIA, AND CO-LOCATION AS ACTUALLY BUILT

The Industrial Business Incentive Area mechanism, created in 2017 and first applied at 25 Kent Avenue, grants developers bonus floor area for including industrial space in new construction. On paper it preserves production space while allowing growth. In practice, on the waterfront corridor, it has produced buildings whose industrial space sits empty of industry.

The reason is the financing, and it was documented from the landlord's side of the market. The banks that underwrite construction set minimum lease rates to service the debt, and those minimums sit far above what a manufacturer or fabricator can pay. At 25 Kent, the building has cycled through three ownership groups because no industrial tenant could meet the lease threshold the lenders demanded. At One Wythe, the financing rejects lease applications below the threshold outright. The tenants these buildings attract are creative and administrative firms, not production businesses. The owner of 34 Norman Avenue, who holds no brief for industrial preservation, put the contradiction plainly: the policy that enables the building structurally prevents the industrial tenancy that justified the zoning bonus.

The lesson is not that co-location is impossible. It is that co-location financed with market-rate debt sets rents production businesses cannot reach, no matter what the zoning text says the space is for.

MX ZONING, AND WHERE EVERGREEN STANDS

MX districts pair manufacturing and residential zoning on the same site, the tool that mixed-use co-location projects use. With the Industrial Plan proposing to open parts of the city's industrial land to exactly this kind of mixing, the question for the GW IBZ is not abstract.

Evergreen's position is direct. The primary ask is to retain and strengthen industrial zoning across the zone; Evergreen advocated for transition or secondary-level protection across the whole IBZ, not for two blocks of it. More MX zoning and more housing inside the zone accelerate the displacement pressures this assessment documents, because every residential frontage added to an industrial block adds the adjacency and curb conflicts of Section 3 and the land-value pressure of Section 4. Mixed-use co-location is tolerable as a fallback for specific sites where industrial-only use is no longer viable, and Section 6 proposes a rubric for identifying those sites. It is not the direction Evergreen seeks for the zone as a whole.

WHAT A WORKING CO-LOCATION PROJECT LOOKS LIKE

One project shows that the co-location fallback can work when the financing is built differently. The GMDC Brownsville Industrial Center at 805 Rockaway Avenue, completed in late 2024 on the former Fox's U-Bet syrup factory site, co-locates 39,000 square feet of ground-floor light manufacturing with 174 units of affordable and supportive housing. The site was rezoned from M1-1 to an MX district (M1-4/R6A) through the full public land-use review process. The project cost roughly $118 million, assembled from a stack no private developer would pursue: $46 million in federal Low-Income Housing Tax Credit equity, $11.4 million in state tax-exempt bonds, $16.9 million from NYS Homes and Community Renewal, a $1.6 million Empire State Development grant, $3.1 million in New Markets Tax Credit equity, and a $2.5 million federal Small Business Administration appropriation. It took about eight years from planning to opening.

Four features separate it from the IBIA buildings. The financing: the housing is entirely affordable and supportive, with no market-rate units, so the debt service sets no rent floor that industrial tenants cannot reach. The ownership: GMDC, a nonprofit industrial developer, owns 15 percent of the project and manages the industrial space directly, while a supportive housing operator manages the residential side, with a condominium structure keeping each component's finances from dictating the other's rents. The design: $11.5 million went into noise, odor, and vibration mitigation, with few residential units sitting directly above the manufacturing floor. And the results, which here rest on the developer's account and a March 2026 site visit by members of Brooklyn Community Board 1's Land Use Committee rather than public records: industrial rents of $14.50 to $17.50 per square foot, ten industrial units employing 54 people against an initial public-record projection of up to 35, and no complaints between residential and industrial tenants since opening. Karen Nieves of Evergreen notes that the mitigation infrastructure such buildings require runs rough-

Structural comparison of 805 Rockaway industrial-first model and IBIA market-rate co-location model

	805 Rockaway Ave	IBIA model (25 Kent / One Wythe)
Financing	LIHTC + public subsidy ($118M from 6 public sources). No market-rate debt service.	Market-rate construction debt. Bank financing sets minimum rent floors above industrial capacity.
Ownership	GMDC (nonprofit, 15% owner) manages industrial space directly. Mission-driven.	Private developer. Building changed hands 3 times. Industrial space treated as obligation, not priority.
Design	Separated entries. $11.5M in noise, odor, vibration mitigation. Loading dock with hydraulic lift.	Shared circulation. Minimal acoustic separation. Loading designed for residential-scale deliveries.
Industrial rent	$14.50-$17.50/sqft. Accessible to production businesses.	$40+/sqft floor. Excludes the production businesses the policy was written to protect.
Outcome	10 industrial units, 54 workers, zero complaints since opening late 2024.	Tenant turnover. Industrial space marketed to non-production uses. Complaints between residential and remaining tenants.

ly $1 million per building, against about $100,000 for a standard manufacturing facility. In December 2025, the model was selected as the inspiration for a state-administered competition that awarded $50 million to fund eight similar mixed-use industrial projects across the city.

The limits matter as much as the proof. This is one building that took eight years, $118 million, and six public funding sources. GMDC's own policy excludes food processing tenants from its buildings, and food manufacturing is one of the GW zone's largest sectors; the city separately excludes roughly ten categories of heavier industrial activity from the site. 805 Rockaway is a precedent for specific sites where co-location is already the realistic path, not a template to roll across the GW IBZ, and this assessment does not propose it as one. The zone's primary protection remains its industrial zoning. What to do with both halves of that sentence is the subject of Chapter 6.

GMDC Brownsville Industrial Center at 805 Rockaway Avenue, March 2026. Top left: woodworking shop on the ground-floor manufacturing level, one of 10 industrial units employing 54 workers. Top right: the author's site visit with members of Brooklyn CB 1's Land Use Committee and Evergreen staff. Bottom left: the residential entry, separated from the industrial entrance. Bottom right: the garden terrace above the manufacturing floor, one of several buffer elements in GMDC's $11.5 million mitigation investment. Photos by the author.

CHAPTER SIX

Recommendations

Four things the evidence points to, a set of fixes already within the city's power, and an early-warning tool Evergreen can run on its own every year.

This section sets out what to do with the findings. It makes the case for keeping and strengthening industrial zoning where the pressure is, for allowing housing and industry to share a building only under a strict test, and for the agency fixes already within reach. It ends with the monitoring tool that lets Evergreen keep this account current without outside help.

This assessment ends with asks, because the businesses it documents do not need more description. The recommendations come in four parts: the zoning ask that everything else depends on, a rubric for the narrow cases where mixed-use co-location deserves consideration, the operating-condition fixes that sit with specific city agencies, and the commitments Evergreen makes itself, including a monitoring framework that keeps this assessment from going stale on a shelf.

THE PRIMARY ASK: KEEP THE ZONE INDUSTRIAL

Evergreen's first recommendation is the simplest: retain and strengthen industrial zoning across the Greenpoint-Williamsburg IBZ.

Concretely, that means three things. The Industrial Plan's protective designations should be extended across the zone, not limited to roughly two blocks; the city's own pressure evidence, and the block-level analysis in Section 4, point to the Banker-Dobbin-Norman core and the waterfront corridor as exactly the places the plan's Primary-level commitments exist to protect. The protective zoning toolkit the city built in 2024, the core and transition manufacturing districts described in Section 5, should be mapped onto those corridors. And the city should approve no further residential or MX rezonings inside the zone while the plan's designations remain unsettled, because as Section 5 shows, the original IBZ commitment was never codified, and every rezoning signal invites speculation in advance of formal action.

The reasoning is the through-line of this document. The rent gap is structural, five to twelve times industrial rents on the same blocks, and no service program operating at the margin closes it. Zoning is the one instrument that sets what a landlord can build and a lender can underwrite. Where the zoning holds, the gap stays theoretical; where it opens, Section 2's conversion list shows what follows.

WHERE CO-LOCATION CAN MAKE SENSE: A SITE RUBRIC

Mixed-use co-location is a fallback for specific sites, not a direction for the zone, and Evergreen needs a consistent way to tell the difference when proposals arrive. The rubric below is built from the contrast in Section 5 between the IBIA buildings, where industrial space sits empty of industry, and 805 Rockaway, where it does not. A site is a candidate for co-location only where all six conditions hold:

1. **The industrial use is already gone or realistically unrecoverable.** The site is vacant, long-marketed, or its owner is committed to redevelopment. Co-location is never the instrument for a site where a production business is operating and wants to stay.

2. **The financing sets no market-rate rent floor.** The residential component is affordable or supportive housing financed with public capital, so debt service does not dictate industrial rents the way it has at 25 Kent and One Wythe.

3. **A mission-aligned industrial operator controls the production space**, under an ownership structure, such as a condominium, that legally separates the industrial component's finances from the residential component's.

4. **The design budget takes mitigation seriously**, on the order of the roughly $1 million per building that Evergreen estimates mixed-use industrial construction requires, with layouts that keep residential units off the production floor's ceiling.

5. **Industrial rents are underwritten at levels the zone's businesses actually pay**. The documented range is $8 to $15 per square foot; 805 Rockaway's $14.50 to $17.50 sits at its edge. A pro forma that needs $40 is a commercial building with industrial signage.

6. **The industrial commitments are recorded and enforceable**, written into the land use approvals or deed restrictions rather than left as program intentions, and the operator's tenant policies fit the zone's actual sector mix, including food production, which the zone's largest precedent currently excludes.

A proposal that fails any condition

gets Evergreen's opposition, and the answer for that site reverts to the primary ask. A proposal that meets all six earns a case-by-case evaluation, not automatic support. The rubric also gives Evergreen a consistent basis for assessing projects already in motion in the zone, rather than improvising a position on each.

FIXING THE OPERATING CONDITIONS: AGENCY ASKS

The pressures operators feel first are decided street by street and agency by agency, as Section 3 documents. These asks name the agency, the action, and the evidence behind it. Final prioritization is Evergreen's call.

Department of Transportation. Establish commercial loading zones at corners on the zone's working blocks, beginning with Berry, Banker, and Dobbin Streets, where parked cars at corners currently force forklift trips down public streets and block truck turns. Protect the designated truck route on North 10th and North 11th Streets in every redesign. Adopt a truck-turn review standard for street changes in and around the IBZ: the Berry Street direction pattern, the Banker triangle sidewalk proposal, and the planned direction changes at North 12th and North 14th each moved forward without one, and the documented costs include a dropped trucking account, a $200 per trailer surcharge, and a receiving operation pushed to Long Island. Add street lighting on Dobbin Street, where operators report dark conditions at night.

Department of Environmental Protection. Investigate and remedy the recurring sewer flooding at Berry and Nassau, where storm flows reach the wheel wells of parked cars, and on Guernsey Street, where an operator bailed several hundred gallons out of a ground floor; both locations flooded last year and again this year.

Department of Buildings. Enforce against illegal residential conversions in manufacturing districts, beginning with the converted lofts on Dobbin Street, and weigh complaints against as-of-right industrial operations in that light; the current pattern lets unlawful residents impose roughly a year of added scrutiny on lawful businesses.

Department of Sanitation. Raise the plowing priority of industrial streets, which operators report are cleared last, and step up enforcement against illegal dumping on the zone's blocks.

Department of Small Business Services. Sustain IBZ service funding, and accept the annual block-level counts from the monitoring framework below as a shared reporting baseline, so the city's picture of the zone updates as the zone does.

Department of City Planning. Use block-level evidence, this assessment's or the city's own, when drawing the Industrial Plan's final designations, so that the protections land where the pressure is rather than where conversion has already finished.

WHAT EVERGREEN WILL DO: THE ANNUAL MONITORING FRAMEWORK

The clearest lesson of Chapter 2 is that the zone's record decayed because no one was assigned to keep it. About a third of twenty years of entries cannot be verified today. The framework below is designed so existing Evergreen staff can run it annually without commissioning research.

Refresh the pressure map. Once a year, download the six public datasets behind the flag analysis, apply the same sixteen-indicator logic documented in this assessment's technical notes, recompute the block scores, and compare against the 2026 baseline. Blocks that newly cross into hot spot status are the early warning; blocks that stay hot are the standing priority.

Keep the census alive. The reclassified business database becomes the living record. Each year, field-verify the ambiguous statuses, starting with the twenty businesses recorded as closed but showing signs of operating, and log every closure, move, and site conversion with its evidence at the time it happens. The unverifiable third of the record is a twenty-year accumulation; a one-year accumulation is a manageable list.

Hold the survey panel. Keep the annual engagement survey running with question continuity, so the longitudinal panel, 44 businesses across two or more waves and 11 across all three Evergreen years, keeps growing. Make the 2026 pressure questions permanent: lease horizon, relocation difficulty, and pressure sources, the items that turned out to distinguish businesses planning to stay from businesses starting to evaluate options.

Report out once a year. A one-page update to Community Board 1 and SBS with the refreshed counts, the new and persisting hot spots, and the year's confirmed losses and arrivals. The update is the deterrent: pressure documented in the year it appears, in front of the bodies that act on land use, is harder to wave away than a retrospective assembled once a decade.

PROGRAM SUPPORT BUSINESSES ASKED FOR

The survey record carries its own program agenda, and Evergreen's existing service lanes map onto it. On workforce, respondents across all three years asked for training, English language classes, and professional development, and 63 percent planned employee training in the coming year; Evergreen should keep brokering those resources. On finance and markets, operators asked for help with loans, lines of credit, grants, customer development, and marketing. On sustainability, 22 percent of businesses want to know more than they do now, and the barrier they name is upfront cost; connecting them to city and state efficiency and clean-energy funding is a concrete, fundable program lane, and the practices the majority already report, from LED retrofits to renewable diesel fleets, give the outreach a peer vocabulary.

One more program lane comes from Evergreen's own 2025 report, whose conclusion observes that the organization's closest relationships are with long-standing businesses and names newly founded firms as the opportunity. The monitoring framework above doubles as the mechanism: the living census surfaces new arrivals in the year they appear, and adding a first-contact outreach pass for newly identified businesses to the annual cycle turns the early warning system into a recruitment tool as well.

WHERE 805 ROCKAWAY FITS

Last, the precedent in its place. Where a site satisfies the rubric above, Evergreen should pursue GMDC-style partnerships and the state funding stream created in 2025 to replicate the model, eight projects citywide with $50 million behind them. That is the scale of the opportunity: a handful of sites, carefully financed, with an industrial operator in the ownership structure. It is one option among several, behind zoning retention, agency action, and Evergreen's own monitoring, and this assessment recommends it in that order.

TECHNICAL NOTES

This section records where the figures in this assessment come from and how the underlying counts were built. It is a working stub: the source lines below are captured so none is lost, and the items marked to confirm are settled before print.

WHAT THE FIGURES COVER

Evergreen serves two North Brooklyn industrial business zones. Figures from the Evergreen Business Engagement Surveys of 2023, 2024, and 2025 and from the 2025 Business Engagement Report describe both zones together. The business census, the 2026 DNA survey, the March 2026 focus group, the December 2025 property tour, and the block-level pressure analysis describe the Greenpoint-Williamsburg zone alone. The text says which is which wherever the distinction changes how a figure should be read.

THE BUSINESS CENSUS

The census tracks 251 distinct industrial businesses, reached after resolving duplicate records: W.H. Christian and Sons (three entries), Steeldeck (two), TDK Metalworks (two), and Vice Media (two) were each merged to a single business, and American Metal Stamping was kept once at 72 North 15th Street with the 1 Nassau Avenue entry treated as a former-address artifact. Of the 251, 53 are confirmed operating, 74 are confirmed to have lost their industrial use, and 124 are not confirmed operating in the zone. A further 20 records show signs of activity despite being recorded as closed and await field confirmation, which may move the operating count toward the low 70s.

SOURCES BY TOPIC

Predecessor assessment: Lefferts, Gabriel. 2022. Industrial Evolution: North Brooklyn's Adaptation to Decades of Social and Economic Change. Prepared for Evergreen Exchange.

Economic impact: HR&A Advisors. 2026. Economic Impacts of Evergreen and North Brooklyn Industrial Jobs: Analysis of 2025 Impacts. Prepared for Evergreen Exchange, April 2026.

Industrial containment and zoning history: New York City Department of City Planning. 2018. North Brooklyn Industry and Innovation Plan. [confirm full title]

Employment trajectories by sector: U.S. Census Bureau, LEHD OnTheMap, 2023.

Units built since the rezoning: Greenpoint-Williamsburg rezoning environmental review (2005) projection, compared against 2025 reporting. [add exact citations]

Population and income, covering Community District 1 growth, assembly-district figures, and household income: U.S. Census Bureau and American Community Survey. [add exact tables and years]

Citywide zoning text amendment: City of Yes for Economic Opportunity, adopted June 2024 (New York City Department of City Planning); New York City Council zoning summary, May 2024. [add adopted-text reference]

NYC Industrial Plan: New York City Department of City Planning, December 2025, prepared under Local Law 172 of 2023 with the Economic Development Corporation.

Evergreen public statement on the Industrial Plan designations, October 2025. [confirm exact title, format, and date]

State mixed-use industrial competition: fifty million dollars awarded to eight projects, December 2025. [verify against the State announcement; decide whether to name the program, ACHIEVE, through the NYC Regional Economic Development Council]

Industrial Business Incentive Area: first applied at 25 Kent. [confirm creation year, 2016 or 2017, against the Zoning Resolution amendment record]

Corrections and methods

Focus group: eight participants from seven businesses, following the session transcript. The published capstone records nine from eight; this assessment follows the transcript. The session was held March 17, 2026 at Santander Work Cafe in Williamsburg, ran 83 minutes, was recorded, and carried a recorded promise that responses would be anonymized.

Longitudinal panel: 44 businesses appear in two or more Evergreen survey waves; 11 answered all three Evergreen surveys of 2023, 2024, and 2025.

311 complaint counts, covering 248 on Berry, 495 on Kent, 432 on Wythe, and 258 on Franklin: drawn from the most recent twelve-month window in the source data. [pin the exact window dates]

Revenue: any figure built from 2025 year-to-date revenue carries the caveat that the fourth quarter, historically the strongest, was not yet in the data.

Affordability: the 2025 not-affordable share can be reported as a share of all respondents or as a share of those who rated their rent.

CONCLUSION

I came to this fellowship with limited knowledge of the industrial economy in New York City. Over the course of the year, working alongside Evergreen staff who have spent decades in these neighborhoods and listening to operators who wake up at four in the morning to run production lines before the residential complaints start, I developed a deep respect for the grit and resilience of this sector. The businesses documented in this assessment are not relics of a past economy. They are active employers producing goods, paying wages, and anchoring supply chains that no replacement use can replicate. HR&A Advisors' 2026 analysis confirms what the operators themselves already know: the roughly 710 industrial jobs remaining in the GW IBZ generate $530 million in economic output, while the roughly 1,600 non-industrial jobs that now outnumber them generate $381 million. Replacing a production job with a food service job is not an economic trade. It is a loss.

What this assessment revealed is not that industrial businesses are dying. Manufacturing employment in the zone did fall by roughly half over the twenty years since the rezoning, from 684 jobs in 2003 to 402 in 2023, but it leveled off over the most recent decade, and the businesses that remain are productive and intend to stay. What is displacing them now is subtler, and harder to see without block-level data. The zone is being hollowed out from within. Creative offices, retail showrooms, nightclubs, and fitness studios are replacing production tenants one lease at a time, on blocks where the zoning still says manufacturing and the IBZ designation still applies. The displacement is not dramatic. No one is being evicted by bulldozers. A landlord simply declines to renew a lease because a padel tennis facility will pay five times the rent. A steel fabricator loses a loading zone and runs forklifts down the block to unload its trucks. A century-old laundry operation fields its fourth developer inquiry this year. Each of these is a small, rational, individually defensible decision. Taken together, across 33 hot spot blocks and three corridors, they add up to the slow replacement of a productive economy that the city's own policies were supposed to protect. The residential neighbors who moved to these blocks did not cause this. Many of them chose the neighborhood precisely because it had character, grit, and a mix of uses that most of New York lost decades ago. But the complaints they file and the curb changes their council members request have consequences that neither side fully sees. A noise complaint against a legally operating fabricator does not just resolve a nuisance. It creates a paper trail that makes the next lease renewal harder and the next sale to a non-industrial buyer easier. This assessment makes those connections visible at the block level, so that Evergreen, Community Board 1, and the relevant city agencies can intervene before the cumulative effect becomes irreversible.

The tools to protect these businesses exist. Monitoring frameworks can be refreshed annually from public data. Agency actions can be directed to named blocks. Financing models that prioritize industrial tenants have been built and demonstrated at 805 Rockaway Avenue. What has been missing is block-level evidence to direct those tools to the right places at the right time. This assessment provides that evidence. Whether it is used depends on whether the city and its agencies decide that production in this part of Brooklyn is worth keeping. The operators I met this year have already made their decision. They are still here.

ACKNOWLEDGMENT

This assessment would not exist without Stephen Fabian and Karen Nieves at Evergreen Exchange. Stephen's diligence, resourcefulness, and patience with every data question I brought him made the analytical work possible. Karen, a Greenpoint native, brought a depth of commitment to this neighborhood that shaped how I understood what the numbers were actually measuring. Her guidance throughout the fellowship kept the project grounded in the community it is meant to serve. I am grateful as well to Leah, Natalie, and Emil, who have long been part of what makes Evergreen what it is.

I owe thanks to the eight operators who sat in a Santander Work Café one Tuesday in March and spoke honestly about what it takes to keep a production business running in this part of Brooklyn. Several of them described financial pressures, lease uncertainty, and operating conditions they had no obligation to share with a graduate student, and this report is built on their candor. I am grateful, too, to the operators who opened their doors to me directly over the year, including but not limited to Valerie at MotorGRRL and Robby at ABC Worldwide Stone, who walked me through the day-to-day of running a business on these blocks.

I am grateful to a local property owner who spent a December afternoon driving me around roughly 25 IBZ addresses and arguing, persuasively, that everything I was trying to protect was already gone. His challenge made the analysis sharper, and several of his factual observations ended up confirming what the data showed from the opposite direction.

ANHD and the Community Development Graduate Fellowship program, funded by Morgan Stanley, placed me at Evergreen and gave this project its institutional home. The members of Community Board 1's Land Use Committee who toured 805 Rockaway Avenue with me in March 2026 reminded me that the questions in this report have real audiences waiting for answers.

To my classmates in GSAPP Urban Planning: thank you for the friendship, the company, the willingness to help at short notice, and the best distraction I could ask for.

And to my parents, who supported this from abroad with more patience and faith than I probably deserved: thank you.


MUSKA
ABC STONE
Meserole

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