

CURRENT SITUATION AND URGENCY

Rock East, an area in Rockville, Maryland, is an industrial neighborhood along East Gude Drive that is a center for growing manufacturing businesses alongside small artisans. Currently, this area struggles to attract active business to create a regional destination for product businesses and more economic opportunity for local residents

A number of growing small manufacturers operate out this area, but the area is also filled with over 100,000 square feet of long-term vacant industrial properties. The area is also home to a few artisans that you need “know” to find and general lack of identity as a place to do business – all creating less and less of an opportunity for a vibrant destination and business anchor in this part of the city and discouraging investment in the area.

But Rockville’s economic development leaders see the chance to create a stronger place that brings a diversity of business types and owners to Rock East and recognizes that small-scale manufacturing businesses from the community can help achieve this outcome while also protecting the needs of the scaling manufacturers to remain in the district.



Stylized Rock East District map. Please see Appendix A for a detailed version of the Rock East District map.

The current model of Rock East is likely to deteriorate, or businesses and industrial uses will get displaced over time if nothing happens. If the older industrial corridor cannot help to attract more small manufacturing businesses, bring more foot traffic to target locations, and promote the area as a destination for artisans and producers, then properties may become vacant and deteriorate and the urban industrial area may ultimately get displaced by other uses, losing good paying jobs and key businesses from the city and the county.

The city is likely to lose people who love Rockville and Montgomery County, lose business owners who believe in this community, lose the chance to create more opportunity for more people, and lose this urban industrial for what is possible.

In order to develop a set of actions that best support Rock East, the Rockville Economic Development Inc (REDI) applied and received a placemaking grant from Montgomery County to engage Recast City LLC to 1) identify the area's competitive edge with small-scale and at-scale manufacturing, 2) determine how to bring this business type into more spaces and connect them to property owners, 3) create business development programming to support these small businesses and others like them, and 4) establish Rockville, and

especially Rock East, as a destination for small-scale manufacturing businesses and new opportunities for residents and business types that have been excluded for too long.

The following memo provides solutions based on interviews with dozens of local leaders, business owners, and property owners to best understand what is needed to establish Rock East as hub for small-scale manufacturing businesses. The assets and challenges summarized in the report are from the interviews and the actions recommended are based on the needs identified and national best practices.

Based on this, there are six essential elements of success that are core to this work:

- Market the small-scale manufacturing sector broadly
- Build strong connections between business owners and the city and county
- Streamline steps to find & occupy affordable space
- Invest in transportation for employees
- Create new paths to capital
- Launch a robust food & beverage production hub.



Workers in action at the MasPanadas factory at Southlawn Lane in Rock East District

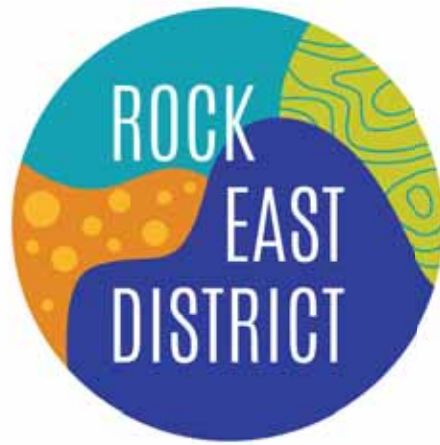
AN EQUITABLE, PLACE-BASED, ECONOMIC DEVELOPMENT OPPORTUNITY

A strategy that focuses on small-scale manufacturing will bring energy and new investment back to the area.

Small-scale manufacturing businesses, and space for this business type in a neighborhood, are missing tools to create thriving neighborhood centers, downtowns, and job centers. This type of business produces tangible goods (for example - hot sauce, handbags, or hardware) with one to fifty employees generally - a size that fits into the fabric of the neighborhood, storefronts, and urban industrial areas. These businesses provide a number of benefits to a city and the neighborhood:

- Business ownership is open to anyone with an entrepreneurial spirit and the ability to make something - college and advanced degree not required.
- The skill to create comes from every population in the city - allowing us to build an inclusive community of business owners and have more people build wealth for their families.
- Employees at these businesses make, on average, 50-100% more than their service or retail counterparts, allowing more people to move out of poverty and into the middle class.
- The businesses are locally owned, meaning they typically invest their revenue back into the community and hire from within it.
- They are often native to e-commerce which means that they bring revenue into the city from the rest of the country (and possibly internationally) from online sales.
- They help a city or a neighborhood stand out and remain unique even as a place is built up and changes.

These businesses improve equitable outcomes and create more access to wealth building for populations that have historically been excluded or underserved by past investments. These kinds of businesses will be an essential resource to build up the business presence in Rock East, build foot traffic, and brand the area as a hub for serious and scaling product businesses.



VISION FOR ROCK EAST

Rock East business owners, property owners, and community leaders envision a place where businesses come to grow; a place that has the energy of good paying jobs, entrepreneurship, and thriving businesses; a place where the cultural, ethnic, and racial diversity of the city and county are not only represented but prized. In interviews with community members, a number of dominant themes came out in conversation about the vision for this area. They see:

- People stop by after dropping off their children at an athletic activity to visit local producers.
- People with good paying jobs (earning 50-100% more than retail or service) have safe and convenient access to their job location using transit or other shared transportation services.
- A mix of small-scale product businesses continues to fill vacant spaces and the city builds a hub of food and beverage businesses scaling alongside each other.
- Business owners come from the wide diversity of the county's demographics and create a space focused on building more economic mobility for more people in the area.
- A new support infrastructure helps create a community where a diversity of small business owners – especially product businesses – come together to help each other, build the community, and succeed as local businesses.

This combination of visions all come together in the way the city pursues future investments, what businesses occupy commercial and industrial spaces, the programming hosted in the area, and the diversity of individuals who participate and lead those pieces.

ROCK EAST ASSETS AND CHALLENGES

We know that creating a strong local economy in a thriving area for business growth takes a number of different elements. The place needs adequate and affordable space for small businesses, welcoming property owners, appropriately sized spaces for current product business trends, programming to attract customers and business owners to the area, and assistance for business owners to stabilize and grow their enterprises.

As a starting point to understand how Rock East can achieve the vision set out by its local leaders, Recast City worked with the team to understand what works and what might be challenging for small businesses and real estate in Rock East.

Rock East Assets

A number of Rock East assets came through in the interviews and small group discussions. People are proud of the community and see many good pieces coming together, including:

- Rock East is in a **strong, central location** with easy access to major transportation routes, Washington, DC, and close to where many business owners live. Business owners can bring semi-trucks into the area for deliveries and shipping. The area has strong day time bus access and feels safe. It is neighbored by an historic Black community, Lincoln Park, with strong local businesses.
- The **diversity of the population** in the county – by race, ethnicity, and income – means that there is demand for a wide variety of products and disposable income to spend on it.
- People want to live in the City of Rockville and in Montgomery County because it has a **high quality of life**.
- Business owners who interact with the city or county staff have a good impression of them. They note that the **staff are helpful and accessible** for their needs.
- Special programs like the **MOVE grant have been essential** for the real estate investment needed to build out space for some product businesses.
- The area is already home to **many different types of product businesses** and craftspeople from breweries and coffee producers to artisan masters in musical instrument and antique lighting repair. These businesses hire local residents with good paying jobs.

- There are **strong connections between some business owners** – sharing resources they learn about and informally mentoring each other. Dawson’s Market is mentoring and advising a number of food product businesses in the area.
- **Existing business growth spaces** in the region, like the retail incubator in downtown Rockville and shared kitchens like Union Kitchen, Farm Land, and Takoma Park-Silver Spring Community Kitchen, are cultivating entrepreneurs landing in Rock East.
- The area is **home to organizations that help a diversity of entrepreneurs**, such as the Black Collective, Hispanic Chamber of Commerce, and the Asian Chamber of Commerce.
- **Business development programs are helping local business grow**, such as the Maryland Women’s Business Center, and AMBER from the Black Collective, with a focus on creating more equitable economic opportunities in the community.
- **New programs at the Universities at Shady Grove** are primed to train local residents for the small-scale manufacturing businesses in Rock East. Potential partnerships exist around apprenticeships, employment, and growth from the Entrepreneurship Lab program. Additionally, the hospitality programs at Montgomery College are building talent within the community.
- The **online alcohol sales allowed by the state** (a COVID ruling) has helped local distilleries expand their revenues even during uncertain economic times.
- Many of the **smaller industrial spaces in Rock East are “move in ready.”**According to local brokers, spaces that are 2,000-4,000 square feet are in high demand.

People see this area as an essential asset to the local economy and for business growth. They see demand on the rise for close-in, light industrial zoned properties that are filled with active small businesses that are good neighbors and need space for production and fabrication. Many people interviewed see the growth in the food and beverage sector a key growth area for the community. These are great opportunities to take hold of and build on.

Rock East Challenges

While these assets are wonderful opportunities for the city and county to build a thriving place with extraordinary local businesses, a number of challenges came up in the interviews and small group discussions that are essential to address. Some of these issues may be resolved with small, quick solutions and others will be bigger, long-term projects to fix. The primary challenges that came up include:

- **City and county zoning and permitting are not seen as business friendly.** Business owners noted that the permitting steps are not clear, the process is not transparent, and that success is based on “knowing the right person.” Some people noted that they had to wait for months for permits and licenses, and that if someone within the system is not advocating for them directly, then it is quite hard to make it through the system – both in the city and in the county systems. A number of specific challenges came up through the interviews:

- o The air exchange requirements in the county are higher than other jurisdictions creating a high cost of build out for local businesses.

- o Distilleries and breweries would require a major investment to install a small kitchenette beyond the cost of the kitchen equipment because of the building code.

- o There are no requirements for building owners to bring their properties up to code before renting to a tenant. This means that all electric and sprinkler system requirements fall to the business owner. Very few existing spaces have sprinkler systems built out, and the property owners place the full cost and responsibility of this on the business owner or choose to leave the space vacant.

- o There is no easy permitting for outdoor events adjacent to local producers. Local distilleries cannot have outdoor events in their parking lots, even on weekends, as a way to host festival or outdoor programming to expand their business.

- **There is minimal organized support for the growing food and beverage sector (F&B).** There is no formal mentoring and guidance for F&B product businesses – all support is based on personal relationships. Business owners noted:

- o There is no guidance easily available about how to grow from a home-based cottage food business to a commercial kitchen or what you need to know to move into your own commercial space.

- o Business owners had to figure out on their own how to work in F&B wholesale and the state licensing requirements, or the licensing and permits required from FDA on food safety, compliance, and inspections.

- o Farmland Commercial Kitchen is at capacity and does not provide any incubator support, guidance, or locked storage for businesses.

- o The existing county incubator program does not have the capacity or in-house expertise to support these kinds of businesses.

- o The county does not have shared commercial kitchen space available with business development support.

- **There are funding and scale-up gaps in the support needed for the product sector to grow.** This includes:

- o Building improvement grants like the Great Street grant in DC that provides up to \$250,000 for building improvements or equipment for business growth in target locations.
- o Grants, guidance, or apprenticeship programs for local highschool, community college, or other residents to get trained for the product business sector.
- o Flexible grants and zero percent loans to help product businesses purchase new equipment for expansion.
- o A clear line and connection from the Universities at ShadyGrove Entrepreneurship Lab to the next space for business owners to grow and be part of a product community.
- o Utility upgrades to expand on site—such as creating dedicated lines to individual businesses – is costly and gets no financial support.

- Although Rock East has a social media presence, **marketing the area and the businesses located there needs more dedicated attention to help build awareness**, draw customers, and make it clear that it is the place product businesses go to grow. This includes:

- o The need to promote Rock East as a place where businesses come to grow and make things, as well as promotion of the businesses already there both on social media as well as through other communication channels.
- o The tourism board is minimally involved in showcasing the “cool factor” of Rock East, its distilleries and breweries, and its craftspeople, as a destination in the region.
- o The marketing of the area does not highlight the role of Lincoln Park, its community members, and businesses as part of its destinations in the area. Historic places like Maryvale Market are being overlooked.

- **Business owners have a difficult time finding affordable production space in a state of good repair.** The prices as compared to Prince George’s County are nearly double, and many property owners are not engaged, do not respond to tenants, and make no investment in their property to bring it up to code.

- o There is no dedicated system to help product businesses find space in Rock East to stay and grow. This is especially difficult for micro-enterprises who do not have real estate representation to help them review a lease or determine whether it is fair. There is no clear pipeline for real estate to grow from and into.
- o Parking is not monitored between tenants. Some owners noted that their customers cannot access parking because one tenant uses nearly all of the available spaces.

o The junkyard, located in the county, was noted as a major nuisance to neighboring businesses, both deterring customers from that area, and deterring other businesses from locating nearby.

o City and county staff hear from small-scale manufacturing businesses that they are looking for space, but there is little coordination to ensure support across the teams.

- **Access to affordable capital is limited** and local funding programs do not support creation of new, middle-income jobs.

o Food product businesses are missing access to working capital loans. These businesses often have a long cash flow cycle (buy supplies, make a product, ship product, then get paid 60-90 days later) and struggle to expand because of that.

o Some local producers are interested in purchasing property to retain the improvements they make in the real estate but struggle to find programs to support that route.

o County programs that support job growth are skewed towards high income jobs only, with no incentive for manufacturing and middle-income jobs that serve many residents needing an option above minimum wage positions.

- **Rock East, and product businesses specifically, do not have an organized community of business owners to support one another.**

o There are no meet ups, organized peer support, or central hub where the business owners can come together in Rock East.

o There is minimal funding support from the city or county to support organizations such as the Black Collective or Hispanic and Asian Chambers to help bring business owners together.

o Collective needs, like protected bus stops, production training, and places for employees to eat lunch, go unnoticed because the businesses are not organized together.

- **Transportation to Rock East is challenging for employees without a car**, and especially for those working outside the 9 to 5 schedule. This includes:

o Bus access for late and overnight shifts is sparse and infrequent.

o There are few, if any, protected bus stops along the main routes through Rock East even though many employees are dependent on that mode of transportation.

o Street lighting is not consistent and strong along the smaller streets to reach businesses with late and overnight hours, making the routes feel unsafe for employees.

These assets and challenges are important considerations as we develop plans for the future of Rock East – both to build on the assets already working for the area and to address the most important challenges - to

RECOMMENDATIONS FOR ACTION IN ROCK EAST

By bringing small-scale production businesses into the economic and real estate strategy, Rock East can create a hub for growing businesses and entrepreneurs, fill vacant buildings, build an inclusive and diverse community of business owners, increase strong middle-income jobs, and increase sales revenue. This, in turn, will increase the resiliency of the local business community, showcase the hidden gems of the community, and make a place that people know for business growth and innovation.

There are essential elements of success that are core to this work:

- Market the small-scale manufacturing sector broadly
- Build strong connections between business owners and the city and county
- Streamline steps to find & occupy affordable space
- Invest in transportation for employees
- Create new paths to capital
- Launch a robust food & beverage production hub

The community has a clear outcome that came through in the small group discussions and interviews: a place known for business growth and innovation, small industrial spaces filled with unique businesses, programming that brings together the business owner community and their employees, and a diversity of business owners that shows off the distinctiveness of Rockville and Montgomery County.

Now we need to get the other elements in line for implementation. All of the recommendations below are actions the city, county, partners can choose to take. Consider both immediate actions that can build the momentum and good-will alongside the bigger or more difficult actions that might take more time. Every community needs the short-term wins – people can't wait for change. They need the support and opportunity now.

1.

MARKET THE SMALL-SCALE MANUFACTURING SECTOR BROADLY



Rock East is home to many product businesses and craftspeople working on unique products. This sector has been getting more exposure throughout the DC region over the last 10 years, and Rock East could be marketed as a regional hub for growing small-scale manufacturing businesses. By marketing this hub and the importance of this business sector broadly, the area can raise its profile among business owners looking for space and as a business development destination in the region.

- **Create a social media partnership with local business owners.** The city can bring in staff to create content specific to Rock East businesses, offer trainings to them to refine their own social media outreach, and promote this new content through the city's platforms too. This can also include working with local partners such as the tourism board, Hispanic and Asian Chambers, and the Black Collective, who have significant followings online and working with them to promote local businesses and events. This work can emphasize the diversity of business products and the ethnic and racial diversity of business owners to showcase and attract the wide variety of people working in the area.
- **Launch a website for local product businesses.** This site can be hosted at Explore Rockville and modelled on Knoxville's Maker City Directory or Columbia, MO's scre8como.com site to include all product businesses in Rock East. The same site can be used to promote available spaces in Rock East. This site can help to promote these businesses to the community and serve as a main branding point for this sector to the region. The city can also offer procurement incentives to the businesses listed on the site. Consider working with the Universities at Shady Grove to market the product businesses growing out to the Entrepreneurship Lab as well.

2. BUILD STRONG CONNECTIONS BETWEEN BUSINESS OWNERS AND THE CITY AND COUNTY

Small businesses thrive and grow when they have the right support. Lessons from the tech sector show that business owners are more likely to succeed when they have the right training and access to mentors who can guide them through both growth opportunities and challenging times. Rock East has the opportunity to bring this kind of support to existing and scaling small businesses, with a specific focus on support for small-scale manufacturing businesses to help them grow. These connections build trust and resilience in businesses and may require additional staff capacity.

- **Launch a business development cohort program for existing product businesses.** This program can be geared toward home-based businesses and those already in production spaces to help them expand their distribution, build their revenues, and create more stable business opportunities in the future. This can be modelled on the program from 37Oaks University or other scaling programs like TIG Brands Accelerator.
- **Establish a city commitment to spend local.** The city and county procure products throughout the year – everything from paper towels to food for events to chairs for the office. Local governments and other anchor institutions can commit to procure a minimum percent of their needs from local or regional businesses. This is an incredibly effective way to use local dollars as an investment and anchor purchases from local businesses. The team could create a product list for procurement officers to streamline the information.
- **Create the cool business owner meet-up.** A growing number of local business owners are drawn to Rock East. They are the energy that will attract other entrepreneurs to the city and encourage more people to open up businesses in the city. Work with this crew of owners, and local Connectors like the Black Collective and the Hispanic and Asian Chambers, to start an informal meet-up (quarterly?) at their locations of business to help business owners connect, share lessons learned, and identify needs from the city. The Knoxville Mayor's Maker Council is a formalized version of this, but Rock East can probably start with something more informal.
- **Add a staff member to REDI to build these strong relationships and focus on marketing this sector.** The work to both market the sector as well as grow the relationships between business owners, the local jurisdictions, and anchor institutions is a full-time job. REDI will need additional staff capacity to truly promote and invest in the needs of this sector.

3. STREAMLINE STEPS TO FIND & OCCUPY AFFORDABLE SPACE

Rock East needs the support of the city and county, as well as the property owners, to be able to create the vision of the thriving place, full of commerce and exciting local businesses. The way the real estate is used, the energy put into it, and the vision of what is possible in these spaces will all be impacted by the commitment of the property owners. There are ways the city and county can lead and partner with business and property owners to make this happen.

- **Create real estate ownership opportunities for strong local businesses.** Local ownership of the industrial space is a great way to ensure that as the area grows and prospers, so do businesses. The city can work with select business owners to become property owners so that they can benefit from future investments and secure the cost of their space for the long-term. Revolving loan funds, CDFIs, and local banks may be great partners for this. The Pittsburgh program is a model worth considering.
- **Post and promote an updated list online of available properties for small-scale manufacturing to lease.** REDI, and the Explore Rockville website, can promote this information widely. The team can also consider an RFP with a local broker to help businesses needing less than 5,000 square feet find space in Rock East. This program could be modelling on SFMade's program.
- **Revise the permitting process to be transparent and predictable for small businesses.** For the area to be truly considered "small business friendly," the permitting process needs to be accessible and understandable to a business owner who cannot afford a high-priced consultant who knows all the right people. The permitting process in the city and county needs to have clear steps, transparent communication, and predictable timelines. The city should consider an expedited review process for product businesses since their upfront investment is so high and they create good paying jobs in the community. Alexandria's permitted process is considered a top model in the region with all staff available to meet with on one floor and a clear online presence.
- **Review and update existing codes to be more business friendly for small-scale manufacturing businesses.** The challenges noted above, air exchange requirements, use of outdoor space, parking protections, kitchenettes, and other requirements are not considered from the business perspective. In many cases, the requirements in Montgomery County are more stringent than other nearby jurisdictions and push businesses out of the area.

4. INVEST IN TRANSPORTATION FOR EMPLOYEES

Creating space for small-scale manufacturing is a key step, but investing purposefully in the infrastructure for those employees is also essential. The jurisdictions that show those residents that they are important and valued will also attract more businesses to the area. Additionally, acknowledging that manufacturing jobs, paying better than most retail or service jobs, are essential to the community, means investing in their needs too. Business friendly is not just a brand, but an action too. In terms of transportation, this means:

- **Invest in infrastructure improvements for the employees to help retain businesses.** This includes building protective structures at every bus stop throughout Rock East, installing good lighting on the main streets and smaller streets leading to late working businesses, and repairing sidewalks.
- **Protect the bus schedule reaching Rock East at all hours.** This is an essential resource for the businesses operating with a third shift (overnight production) and those with late hours. Conversations with these businesses could help the bus system ensure good frequency specifically during shift changes.
- **Consider creating shared car service parking spots or scooters/e-bikes** near businesses with late or third shifts and the closest metro station to help employees commute safely who do not own cars.



Mayorga Organics manufactures equitably-traded coffee and dry goods from their Rock East District facility on East Gude Drive

5. CREATE NEW PATHS TO CAPITAL

Access to capital is an essential piece for small business growth. Unfortunately, many national banks or existing investment systems do not understand small manufacturing and designate it as “high risk” because of this lack of knowledge. Loans and investments to help expand equipment, space, staffing, and working capital are all key to business success. For Rock East to truly be seen as a hub for small-scale manufacturing, the city and county need to proactively organize and promote capital resources for the business owners. Including:

- **Partner with Connector organizations to host meetings with leaders from existing loan programs in the region.** Local CDFIs such as the Latino Economic Development Center and the Washington Area Community Investment Fund are key resources for local business growth that may be perceived as high risk for traditional banking institutions. Local banks may also be more open to loans to these businesses since they are familiar with the community and its members.
- **Host an annual pitch competition for product businesses** to win grants or equity to put down roots in Rock East. This is a model directly from the tech sector that can be applied to small-scale manufacturing. The pitch competition highlights the sector and helps broadcast its importance to the city and county, thereby attracting more businesses and talent to this sector. It also gives the winner financial support and capital to invest in a location within the jurisdiction if the winnings are significant enough. This could also be an opportunity to get local investors involved to support this sector.
- **Update county funding programs for job creation to include incentives for manufacturing jobs above minimum wage.** The current programs provide financial incentives for high paying jobs, often in biotech, but preclude other types of production from receiving this benefit. In a county where Black residents are more likely to make less than \$50,000 than over \$200,000 (versus the reverse with White residents), incentives for good middle jobs is essential. Consider the model in Prince George’s County EDI Fund to target support to small manufacturing businesses, coupled with Maryland’s More Jobs for Maryland tax incentive program.
- **Launch a matching grant program for small-scale manufacturers investing significant resources to upgrade utilities or install major code requirements like sprinkler systems.** The property owners are placing responsibility for all of these investments on the shoulders of the tenants, creating a major barrier to growth and reuse of existing buildings in Rock East. A matching grant program would help the business owners manage the costs and create an incentive for businesses to occupy and update vacant spaces.

6. LAUNCH A ROBUST FOOD & BEVERAGE PRODUCTION HUB

Rock East is well positioned to become the production hub for growing food and beverage businesses in the region. With several food product and distilleries businesses already in the area, and the growing number of food product businesses ready to grow out of the existing shared kitchen spaces in the region, the opportunity to be the center point for that growth is here. But creating the hub will require a few purposeful steps.

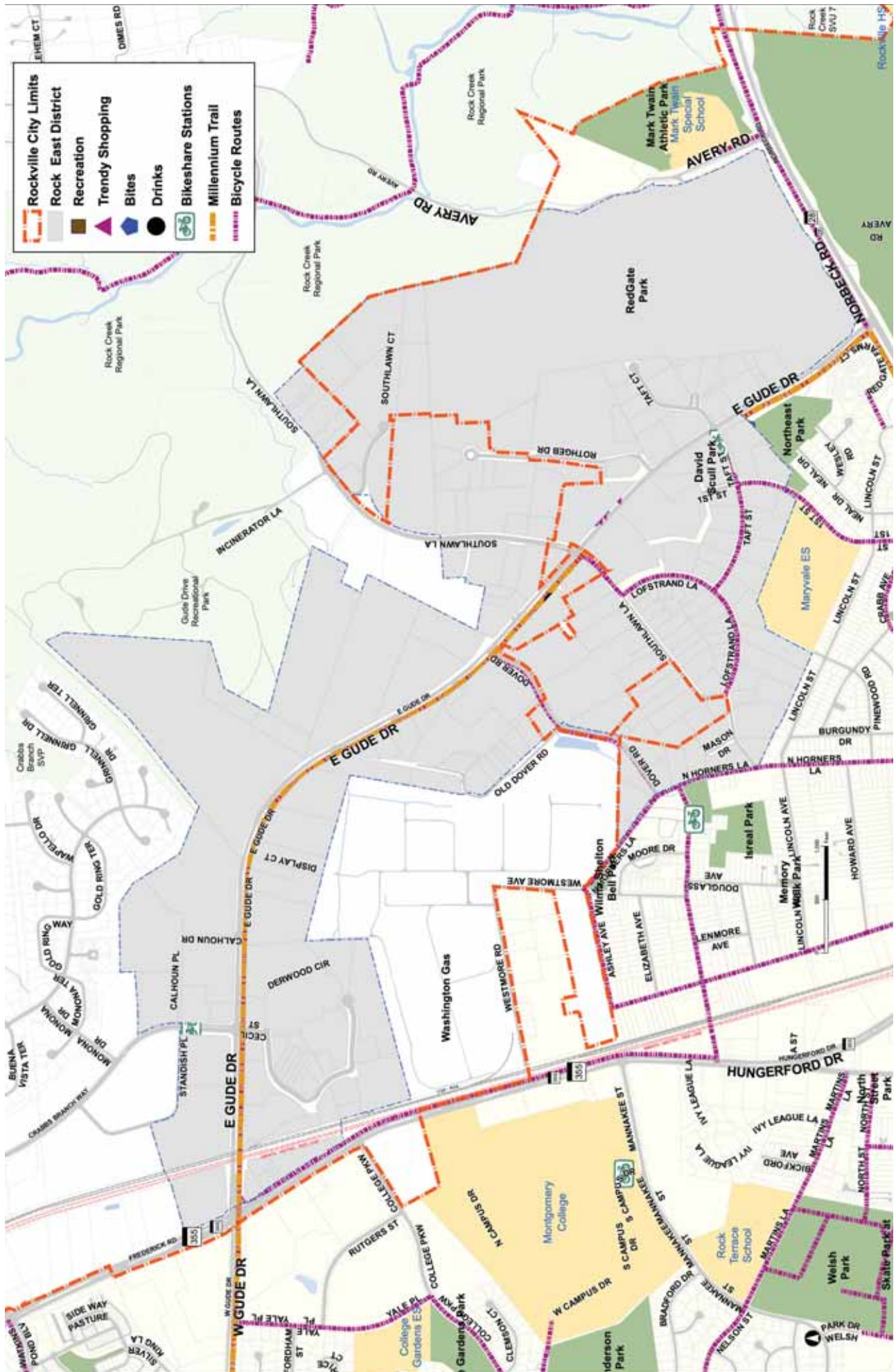
- **Launch a commercial shared kitchen with business growth training in Rock East.** The other nearby shared kitchens do not provide training or mentoring, and there is a major gap in outreach and opportunity to the racial and ethnic diversity of the community. This space can create a focused mission similar to CoMoCooks in Columbia, MO and Commonwealth Kitchen in Boston, MA to reach those business owners who have been historically excluded from these opportunities and are growing home-based businesses ready to scale.
- The project may consider investing in a small bottled or copacking line – both of which are in high demand for small run numbers. The space, its programming, and its position as a hub for the city and county businesses will need a full-time kitchen manager and community engagement staff.
- **Partner with existing food product leaders in the community to incubate locally owned food businesses.** Business owners who receive mentorship are twice as likely to succeed. Local leaders at Dawson’s Market, Mayorga Organics, and Maspanadas are creating wildly successful brands. By bringing these leaders in, through an organized and compensated program, their knowledge can benefit the wider community of growing businesses.
- **Create a business training program for food and beverage producers.** Business owners noted that they did not have access to expertise or guidance through any of the licensing, certification, or growth steps. The city can begin to host an F&B training program in Rock East to begin to draw business owners to the area and anchor it with this programming. The team could potentially partner with existing trainings at Union Kitchen or bring in experts from other programs.

NEXT STEPS

Rock East is primed to create a unique destination that reflects the great and growing diversity of the business community in a way that is unique to the city. The opportunity is right now – to leverage all of the existing resources and talents in the city and county and grow a robust small-scale manufacturing sector. The city staff clearly welcomes businesses with open arms – but this should not be the best kept secret or dependent on being “in the know.”

Now is the time to purposefully lead toward an inclusive vision with young businesses, long-term and growing small producers, and the community that supports them. With a comprehensive effort across these six areas of action, the city, county, and partners can create a great place that growing local businesses will call home for generations and where local product businesses will thrive.

APPENDIX A



RECAST CITY

Recast City is a national consulting firm that works with real estate developers, city, county and other civic leaders, and business owners to integrate manufacturing space for small-scale producers into redevelopment projects. We build the startup community for small manufacturers and makers in the city - across industries of textiles, electronics, wood, metal and other materials.

Recast City brings together small-scale manufacturers and community developers to strengthen our neighborhoods, build value in our real estate, and create more job opportunities for residents.

We help landowners, developers, and city leaders understand this growing business sector and how to incorporate it into real estate products. We help maker industry entrepreneurs and small manufacturing business owners get the support and exposure they need. And we help communities create more good paying jobs for our local residents.



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