

MANUFACTURING PROMOTION AND ENGAGEMENT

TOOLKIT



Strategies to reach out to your manufacturers, workforce, and your community to sustain and grow your city's manufacturing ecosystem.



Manufacturing is an important part of a vibrant community, bringing innovation, creativity, and stability to cities and creating onramps to work for people from a variety of backgrounds and skills. Through efforts like those described in this toolkit, cities can enrich the soil of the Bay Area and encourage manufacturing to grow.

This toolkit is a how-to-guide. Its purpose is to give city staff, policy makers, and partner organizations concrete tools and strategies to increase engagement with their city's manufacturing sector. The knowledge gained from these interactions can be used to increase interest and excitement around manufacturing.

This toolkit outlines strategies that can help cities connect and engage with their manufacturing sector—from making city services easier to access to supporting the existing constellation of manufacturing community groups. In this toolkit, examples of successful outreach programs will be shown alongside tips for making those campaigns a success.

Cities using these strategies and other policy levers (such as real estate zoning, community college funding, etc.) will help companies start, grow, and stay in the Bay Area. In each case, concrete examples will show readers how successful and effective these tools can be.

WHY MANUFACTURING?

Manufacturing has been, and continues to be, an important economic engine in California. The sector has grown over the past five years as the hidden costs of offshoring become more apparent and as the industry adopts technological efficiencies that benefit domestic manufacturing.

The San Francisco Bay Area is at the heart of the California manufacturing revival: Manufacturing growth across our region outpaces both the nation and California as a whole. The Bay Area is at the epicenter of the technology and design innovations that have so benefited domestic manufacturing and is rich in industrial commons—from research institutions to international ports.

When manufacturing does well in the Bay Area, the whole region benefits. Importantly, manufacturing retains its character as a sector with quality opportunities for people from a variety of backgrounds. Manufacturing allows the Bay Area's diverse residents to build livelihoods through employment and entrepreneurship and also allows designers and manufacturers to benefit from the skills and perspectives born of that diversity.

The Bay Area currently holds some 300,000 manufacturing jobs in total, a quarter of the manufacturing jobs in California, and these jobs must be nurtured and protected. We live in a time with low barriers to connectivity and cities outside of California frequently recruit our state's businesses. Our region must take responsibility for our manufacturing sector and assert ourselves as the manufacturing power we are. Cities must work together to support the needs of the interconnected and regionally based supply chain. By supporting each city's manufacturers, we support all the manufacturers in the region.

HOW TO USE THIS TOOLKIT

This Toolkit is made up of nine strategy cards. Each card:

- Describes a method to increase engagement with the manufacturing sector or to increase public knowledge about that sector.
- Provides concrete examples of successful engagement.
- Gives tips and recommendations when appropriate.

Start with those strategies that fit your city's needs.

WHAT DO THE ICONS REPRESENT?

Each icon shows who the City engages with by using each strategy.



Workforce: Engages manufacturing employees or those who might be interested in manufacturing as a career.



Manufacturers: Directly engages manufacturing businesses.



Community: Engages the general public and city community.



Local Government: Engages local government including city staff, elected officials, and agencies.

STRATEGY CARDS

- 1.** Create a Manufacturing Liaison Position Within City Government
- 2.** Streamline Permitting and Regulatory Processes for Manufacturers
- 3.** Partner with Manufacturing-Oriented Development and Advocacy Organizations
- 4.** Actively Promote the Manufacturing Capacities of Your City
- 5.** Utilize Municipal and B2B Purchasing Power to Support Local Manufacturing
- 6.** Use City-Sponsored Retail to Connect to the Manufacturing Sector
- 7.** Bring the Public into Manufacturing Spaces
- 8.** Celebrate Manufacturing Neighborhoods
- 9.** Support Shared Manufacturing Workspaces

1 Create a Manufacturing Liaison Position Within City Government

OVERVIEW

Manufacturers often need to interact frequently with government because of their complex regulatory, employment, and business needs. To make it easier for businesses to connect to government services, create a single point of contact who can help expedite their concerns. This individual should advocate for the industry and serve as the sector expert, acting as a resource for other city staff as they work with the manufacturing community. This staff person's role is to be an official champion for manufacturing.

Case Studies

Made in Baltimore: Baltimore, MD

Creating a Manufacturing Support Position in the Environmental/Sustainability Office

In 2015, the City utilized a \$110,000 Local Technical Assistance Program grant from the U.S. Economic Development Administration to hire an Environmental Planner position in the Office of Sustainability to provide support to manufacturing and industrial land practitioners. The Environmental Planner fulfills these new goals by running the City's local manufacturing network: **Made in Baltimore**. The program emphasizes local manufacturing to reduce the carbon footprint of expansive supply chains and helps build community wealth by increasing the share of consumer dollars spent locally.

RECOMMENDATIONS

- The city's manufacturing liaison need not be in the economic development department. There are strong arguments for local manufacturing from sustainability and workforce development perspectives.
- The goal is to create a position with a deep understanding of the local sector, its needs, and the government processes it encounters.

Economic Development Specialist – Industrial Sector: Hayward, CA

Creating a Manufacturing/Industrial Liaison Position in the Economic Development Department

As part of their FY2014-18 economic development strategic plan, the City of Hayward created a Business Concierge and Ombudsman service, for new and existing businesses respectively. The Industrial Sector Specialist's function is to be a single point of contact within government, who guides businesses through their interactions with the City. A sector expert, the Sector Specialist works closely with the planning, building, and fire departments as they process permits and create policy that affects these businesses.

RECOMMENDATIONS

- Situate the position within the economic development, city manager, or mayor's office and make sure that city leadership authorizes the liaison to coordinate between departments to expedite city processes.
- This position should have an understanding of local manufacturing needs and be empowered to advocate for manufacturing during policy-making discussions.
- This position is a conduit between city staff and manufacturers, facilitating exchanges, and introducing them to a wider array of government, workforce, and academic partners.



Workforce



Manufacturers



Community



Local Government



- ▶ Widely advertise this position. To be useful, manufacturers need to know they have an advocate in city government and be able to identify a single person to contact.
- ▶ This position is a resource for city staff as well as for manufacturers.
- ▶ Create continuity over time by communicating to manufacturers and city staff that it is the role of the position, not the person, to be an advocate for manufacturing.

MORE EXAMPLES: Green Industry & Manufacturing Specialist, Oakland, CA

Business Development Manager—PDR Businesses, San Francisco, CA

2 Streamline Permitting and Regulatory Processes for Manufacturers

OVERVIEW

Cities throughout the Bay Area already provide a wealth of business services to the companies in their communities, ranging from site selection assistance to direct incentives. However, manufacturing companies are often disconnected from city government and have complex, specialized needs and regulatory requirements. Help mitigate this issue by creating simple processes for engaging with local government and for navigating permitting processes.

Case Studies

Aspen Business Navigator: Aspen, CO

Building a Centralized Permitting Navigator

The Aspen Business Navigator is an online navigator for all city business services and regulatory concerns. It gives businesses a way to discover which permits they need, why, and in what order, and what the fees are, before they apply. As Aspen is not an industrial city, these focus on residential and commercial concerns. The website can be used over the life of a business to file taxes, access zoning maps, and apply for special permits.

RECOMMENDATIONS

- Organize the navigator by business type, with no need to login and give company information.
- Keep a physical location. Many manufacturers, especially the smallest, are not online.

Manufacturing in Denver: Denver, CO

Creating A Central Hub for Manufacturing Services on City Website

The City of Denver Office of Economic Development hosts the Denver Manufacturing Map Tool on its website, which shows the locations of services available to manufacturers. It highlights supplier locations, manufacturing training programs, and where manufacturing subsectors are clustered, giving businesses an understanding of the city's manufacturing ecosystem.

RECOMMENDATION

- Promote city services and assistance rather than focusing on code enforcement.
- Be sure to include existing services and incentives, special operations information, contact information for the manufacturing liaison, and any announcements for manufacturers.

Fremont's Open Counter: Fremont, CA

Implementing a Portal for Online Permit Applications

To give entrepreneurs the information needed to start a business, the City of Fremont employs permitting software called OpenCounter, hosted through a website separate from the City's. This software is used in over 50 cities across the country and helps business owners apply for permits and investigate zoning maps to learn where they can locate.

RECOMMENDATIONS

- Connect to Cal-Gold and the state level permitting sites.
- It is not necessary to build a permitting website from scratch, use services such as Civic Insight, ESRI, and OpenCounter.



Workforce



Manufacturers



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Local Government



- ▶ Online tools are not foolproof; make sure that there is still a person on-call for questions.
- ▶ Keep websites updated; allocate resources to keep them current from the beginning.
- ▶ Ensure that websites and associated printed materials have the same look and feel.

MORE EXAMPLES:

Petaluma Business Toolkit 
San Francisco Business Portal 

Permit Santa Rosa 
New York City Waterfront Navigator 

OVERVIEW

Fund economic development organizations or manufacturing intermediaries that provide direct services to small businesses. Use this support to increase local resources for manufacturers, gain a manufacturing engagement partner, and benefit from sector expertise. The services provided vary but may include: manufacturing business advising and education, technical assistance, sourcing assistance, workforce training, and youth career exposure.

Case Studies

Jane Addams Resource Corporation: Chicago, IL

Partnering with Manufacturing Training Programs

The Jane Addams Resource Corporation (JARC) provides free manufacturing training primarily to workers from low-income and disadvantaged communities. JARC then partners with local employers to facilitate job placement for its trainees. The City of Chicago is a principal funder of their programs, providing more than \$25,000 to the organization during the 2015 fiscal year.

RECOMMENDATION

- Through collaboration, create formal conduits to the manufacturing community that can be used to educate businesses about city services, training, incentives, and other resources.

FashionSF: San Francisco, CA

Engaging Manufacturers Through Third-Party Organizations

The City of San Francisco funds manufacturing programs through competitive grants. These include FashionSF, which the Fashion Incubator of San Francisco, the Renaissance Entrepreneurship Center, and SFMade use to deliver services to garment manufacturers.

RECOMMENDATIONS

- Intermediaries can gather sensitive information that businesses may be reluctant to share with city staff, providing the knowledge needed to appropriately respond to challenges.
- Use partners as a resource for referrals to government services or support. Encourage a close relationship between intermediaries and your manufacturing liaison (see card #1).

Silicon Valley Manufacturing Roundtable: South Bay, CA

Organizing Manufacturing Community Groups

In 2012, the cities of San Jose, Fremont, and Morgan Hill created a forum for the discussion of issues related to preserving and promoting manufacturing. Managed by city staff, the Roundtable gives local business and academic leaders the opportunity to address challenges as a region, building knowledge within Silicon Valley's manufacturing ecosystem.

RECOMMENDATIONS

- Perform administrative functions: organize events, prepare minutes, find space, etc.
- Use city contacts to recruit speakers, facilitate discussions, and advance priorities.



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Manufacturers



Community



Local Government



- ▶ Many intermediary organizations focus on manufacturing subsectors. Work with those important to your city.
- ▶ Intermediaries tend to be regional and provide opportunities to collaborate with neighboring cities.
- ▶ Your local community college can be a useful partner both for training and outreach.
- ▶ Connect to the manufacturing community through program co-branding and staff presence.

MORE EXAMPLES: Manex Consulting  Association of Manufacturers Bay Area  Oakland Makers 

4 Actively Promote the Manufacturing Capacities of Your City

OVERVIEW

Communicate the reality of manufacturing in your city through marketing materials geared toward the community and potential manufacturing partners. Community-oriented advertising should celebrate locally made goods and show what manufacturing looks like. Business-oriented advertising should show what services are provided for, or benefits that arise from, businesses locating facilities in your city. Both should convey the excitement and vitality of your city's sector.

Case Studies

How to Develop a Locally Made Brand Platform: San Francisco, CA

Using Storytelling to Connect Manufacturing to City Identity

This document—developed by SFMAde and the Urban Manufacturing Alliance—provides guidance on how to leverage your city's existing identity to humanize manufacturers, who may be hidden behind unmarked doors. It tells how to share the story of these companies through video vignettes, infographics, Q&A sessions, tastings, and other events held together under a single local brand.

RECOMMENDATION

- Though local branding works best in cities with a strong existing identity, storytelling techniques can be used by all cities.

Made in NYC: New York, NY

Running a Formal Advertising Campaign

Made in NYC is funded by the New York City Council and acts as a bridge between manufacturers and the public. The organization provides consulting and marketing services that help local manufacturers tackle advertising campaigns. They also increase awareness among the public about the plethora of local manufacturers operating in New York City through a particularly effective advertising campaign comprised of billboard and web advertising.

RECOMMENDATIONS

- Focus on either people or products, depending on the strengths of your community, and keep it visual. An emotional connection is paramount; statistics can be a distraction.
- Billboards situate this advertising inside your community and can appeal directly to it.

Petaluma Star: Petaluma, CA

Creating Collateral Targeted Towards Manufacturers

Petaluma Star, the internet portal for Petaluma's economic development division, provides local business news and a swath of online resources to entrepreneurs interested in starting businesses in the city, with a particular focus on manufacturing. The service ventured into print with a series of beautifully designed, business-facing pamphlets that give manufacturers basic info on the benefits of starting an operation in the city and permit procedures for businesses.

RECOMMENDATIONS

- Keep all documents to one page or a small pamphlet; have a website host more information, if needed.
- Answer FAQs and give information specific to the manufacturing sector in your city.



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Manufacturers



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Local Government



- ▶ Tell the story of the manufacturers themselves. By promoting your local manufacturers you are promoting your city.
- ▶ Keep branding consistent across campaigns and link to a website with more information.
- ▶ Design the collateral materials in such a way that they can be easily updated with new statistics and contact information.
- ▶ Provide contact information for the city's manufacturing liaison (see card #1).

MORE EXAMPLES: [Made By Project: Memphis, TN](#) [Seattle Made](#)

Utilize Municipal and B2B Purchasing Power to Support Local Manufacturing

OVERVIEW

Use municipal purchasing power to directly buy from local manufacturers or to make business-to-business (B2B) purchasing easier within your city. This both generates revenue for local companies and demonstrates a significant commitment to the manufacturing community. In addition, encouraging local purchasing enables relationship building between city departments or large companies and local manufacturers.

Case Studies

Made in Oakland Design Expo: Oakland, CA

Connecting Businesses Through Sourcing Events

In early 2017, the City of Oakland, Oakland Grown, Oakland Makers, SPUR, and other private partners collaborated to link makers and small manufacturers to real estate developers and architects who could utilize their services in local development projects. The goal of the event was to expose these communities to one another and to increase local procurement.

RECOMMENDATION

- Use procurement as an opportunity for engagement between aligned communities.

SF Biz Connect: San Francisco, CA

Including Local Manufacturing in Your Preferred Vendor Profile

SF Biz Connect is a B2B purchasing platform, local product database, and concierge service developed by the Office of Economic and Workforce Development in collaboration with the Chamber of Commerce. The site has two goals: to connect large San Francisco companies to local manufacturers and to make it easy for the City to find local vendors. While the City is encouraged to use the platform, there is no formal agreement.

RECOMMENDATIONS

- Make local manufacturing a preferred category for vendors in City purchasing.
- Create a concierge program to make it easy for large companies to identify and purchase from local manufacturers.

City Based Manufacturers or Businesses or Project Area Subcontractors Bid Incentive: Chicago, IL

Providing Bid Incentives for Locally Made Procurement

As part of their incentives to local businesses, in 2012 the City of Chicago instituted a bid incentive on all, non-federally funded, City contracts for locally manufactured goods. This incentive gives a deduction of 1-2% of the contract base bid, depending on the amount of the product that is produced locally. The incentive applies only to contracts of \$100,000 or more.

RECOMMENDATIONS

- Consider all opportunities to leverage City bids, from office supplies to construction.
- In tie-bid situations give preference to local manufacturers.



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- ▶ Increase effect by working with adjacent cities to allow reciprocal incentives.
- ▶ Modify existing local sourcing policies to include manufacturing and/or commodities.
- ▶ Create formal set-asides or sole source contracting opportunities for local manufacturers.
- ▶ Make clear how much needs to be made locally for products to count, simplify oversight.
- ▶ Certify that companies featured are produced locally and not just headquartered locally.

MORE EXAMPLES: San Francisco First Program  Manufacturing bid incentives are common at the state level. 

6 Use City-Sponsored Retail to Connect to the Manufacturing Sector

OVERVIEW

Explicitly connect to the local manufacturing sector by holding City-sponsored retail events or selling local products in City-oriented retail locations. Use events to show local government support for manufacturing, to educate staff and the general public about the types of manufacturing done in your city, and to give manufacturers a retail opportunity. Use City-oriented retail locations to connect to locally made products in the minds of shoppers and visitors alike.

Case Studies

San Francisco International Airport: San Francisco, CA

Providing Incentives for Locally Made Retail in RFPs

In 2012, SFMade partnered with the Mayor to encourage the San Francisco Airport Authority to add points to retail Requests for Proposals (RFPs) at SFO for retailers that included significant locally made product concepts. Since then, virtually every proposal has included locally made goods and there are now three locally made "store within a store" concepts in the airport.

RECOMMENDATIONS

- Consider all opportunities to leverage City influenced bids—schools, hospitals, visitor's bureaus, stadiums—by adding points on RFPs that include locally made products.
- Make sure goods are marked as locally made; a locally branded section is even more effective.
- Encourage manufacturers to produce limited editions for particular locations.

Made in Philadelphia Markets: Philadelphia, PA

Prioritizing Locally Made Goods in City Controlled Retail Spaces

Philadelphia's privately-run municipal authority, Center City District, was entrusted by the City to oversee Center City park programming in 1990. The Center City District brings local artisans into the holiday shopping season with a variety of Made in Philadelphia markets, including their Fall Market at Dilworth Park during Oktoberfest and the Made in Philadelphia Holiday Market in December. These markets exclusively feature locally made products and help raise public awareness about Philadelphia's local manufacturing economies.

RECOMMENDATIONS

- Require City affiliated retail events to include a percentage of locally made goods.
- Use city hall or another clearly public building for temporary retail purposes to explicitly connect to manufacturing.
- If there are existing sales opportunities on city property, deliberately tie in local manufacturing: both in the products featured and in the name of the event/store.
- Include manufacturers of inexpensive consumer goods so that sales are active: cards, food, inexpensive jewelry, home goods, etc.



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Local Government



- ▶ Set up clear expectations about the amount of locally made goods to be stocked at participating events or retail locations.
- ▶ Encourage mayors, council members, and department heads to attend retail events and to use social media to promote the events.
- ▶ This strategy works well for cities with a high number of consumer goods manufacturers.

MORE EXAMPLES: SFMade Week-San Francisco City Hall Selling Event

7 Bring the Public into Manufacturing Spaces

OVERVIEW

One great way to increase community awareness of local manufacturing is to organize tours of manufacturing facilities. Tour participants could include youth to learn about potential job opportunities, the general public to increase excitement about manufacturing, and city staff to increase knowledge of sector needs. Organizing these tours also creates an ongoing business engagement opportunity for the City.

Case Studies

St. Louis Makes: St. Louis, MO

Supporting Existing Manufacturing Facility Tours

St. Louis Makes coordinates tours of manufacturing facilities for anyone interested in learning more about the enterprises in the city. Although the organization does not receive city funding, city officials including past mayors and staff have participated in these tours as part of a push by the City to educate civic representatives about St. Louis' manufacturing capacity.

RECOMMENDATIONS

- Support existing tours (or organize your own) of local manufacturers for youth and adults.
- Manufacturers are happy to open their doors occasionally. This is one of the ways they increase knowledge about their services and products.
- Make sure to rotate manufacturers so that no single company becomes overburdened.
- Encourage city staff and elected officials to participate in manufacturing tours.

2017 MFG Day Sonoma County: Sonoma County, CA

Collaborating with Community Organizations to Support Manufacturing Day

For National Manufacturing Day, the Sonoma County Office of Education and Sonoma County Economic Development Board led a day-long event that connected 40 high school students with local manufacturers and colleges. Students toured facilities, talked with career experts about job opportunities, and participated in hands-on activities related to manufacturing.

RECOMMENDATIONS

- Make touring an event by connecting to a larger effort such as Manufacturing Day. Use the national reach of Manufacturing Day to broaden the social media impact of local stories.
- Use influence with school districts and community colleges to organize youth tours of local facilities. Provide the most benefit by actively working as a matchmaker between schools and manufacturers.
- Using Manufacturing Day as a guide, collaborate with manufacturers and community organizations on tours that can be sustained throughout the year.



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Manufacturers



Community



Local Government



- ▶ Schedule tours during production hours. If the factory runs more than one shift, schedule some tours for after the standard workday.
- ▶ Collaborate with the local community college to give educational youth tours.
- ▶ Not all manufacturers can accommodate tours for intellectual property or safety reasons.
- ▶ Include non-manufacturers who are part of the greater supply chain such as research and development firms and goods movement facilities.

MORE EXAMPLES: Oakland School District Youth Tours  Manufacturing Day Tour of Bay Area Circuits in Fremont 

8 Celebrate Manufacturing Neighborhoods

OVERVIEW

Create a coherent narrative around manufacturing neighborhoods to increase understanding of, and excitement about, the sector. Demystify manufacturers, particularly in non-consumer sectors, through branding, wayfinding, community events, tours, infographics, videos, and informational material. A side benefit of this work is that it can help connect manufacturers in a neighborhood to one another, increasing the sense of community between the producers themselves.

Case Studies

Alameda Point and Spirits Alley: Alameda, CA ▶

Branding Manufacturing Neighborhoods

The bay-facing shore of Alameda Point, an under-utilized naval station, has been transformed into a region known as Spirits Alley. Hangars and historic buildings host a growing number of award-winning alcoholic beverage manufacturers and their associated tasting rooms, including St. George Spirits, which also provides tours of its distillery. While the neighborhood grew organically, in 2014 the City began a placemaking project beginning with this area but centering on Alameda Point as a whole, which included district naming, wayfinding signage, street signs, large site maps, and a unified “wing” design for hanger address signs.

RECOMMENDATIONS

- Delineate manufacturing neighborhoods through the use of street banners, street signs, paint schemes, murals, and specialized wayfinding.
- Create maps of manufacturing neighborhoods that include the hours that locations are open to the public.

Turnstile Tours: New York, NY ▶

Supporting Manufacturing Neighborhood Walking Tours

Turnstile Tours coordinates tours throughout manufacturer-dense areas of New York City. Many of these tours take place on City-owned properties, including the Brooklyn Navy Yard and Brooklyn Army Terminal. Turnstile Tours works in close collaboration with the nonprofit property managers entrusted by the City to run these sites—the Brooklyn Navy Yard Development Corporation and the New York City Economic Development Corporation—to offer robust programming for the general public, professional, and educational audiences. The Brooklyn Navy Yard Development Corporation also provides staff and additional resources to help coordinate programming and find industrial users willing to open up to public tours.

RECOMMENDATIONS

- If there is not a third-party organization providing manufacturing neighborhood tours, create an easy to follow route in a single neighborhood that weaves through a number of manufacturing companies.
- Create a handout and/or a mobile application with a map that visitors can follow.
- Encourage manufacturers featured on the tour to collaborate on selling events, promotions, and tour exclusive products.



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- ▶ If alcohol is featured, make sure the neighborhood is walkable and linked to public transit.
- ▶ This strategy works best for consumer products, particularly those with associated retail.
- ▶ This is also a good strategy for decommissioned military bases or other large industrial sites. Create self-guided tour materials that bring the site alive and give those who are interested a safe way to engage with large-scale industrial sites.

MORE EXAMPLES: San Carlos Industrial Arts District: San Carlos, CA Oakland Waterfront Food Trail ▶

9 Support Shared Manufacturing Workspaces

OVERVIEW

Support and engage with local makerspaces and shared manufacturing workspaces, whether community or professionally run. These spaces provide the tools, equipment, and workspace needed for individuals to start new manufacturing companies and as such are a key stop between R&D and commercial production. In addition, they often provide essential community support and training services to manufacturers and offer a direct connection to the manufacturing community.

Case Studies

The Maker Lab, Chicago Public Library: Chicago, IL

Encouraging City Educational Institutions to Create Public Makerspaces

The Maker Lab is a public makerspace located within the main Chicago Library, the Harold Washington Library Center. The Maker Lab is stocked with electronics and rapid prototyping equipment and hosts a rotating schedule of daily workshops. Unlike many library makerspaces, The Maker Lab is available to the entire community and is not exclusively for youth.

RECOMMENDATIONS

- Encourage public educational institutions including your library, museums, and schools to invest in facilities for making and learning hands-on skills.
- Create ways for the community to access existing public production spaces, including those in community colleges and other public institutions.
- Encourage your school district to retain and expand their shop programs and workspaces.

TechShop: San Jose, CA

Providing Capital Assistance to Local Makerspaces

TechShop is the country's largest network of makerspaces with nine locations across the country, three of which are in the Bay Area. When TechShop had to move locations within San Jose, the City provided capital assistance in the form of a grant to help them upgrade the existing HVAC system. This allowed TechShop to utilize a centrally located but non-traditional space (a former grocery store) for manufacturing.

RECOMMENDATIONS

- Actively fund shared workspaces, through capital incentives or other direct means.
- Donate or reduce fees on City-owned property for production or prototyping activities.
- Expedite permitting or regulatory interventions to minimize time and build-out uncertainty.
- Assist community-run makerspaces to comply with fire and other safety related regulatory concerns through administrative or capital assistance as needed.
- Connect to the manufacturing community through co-branding and staff presence. Make sure partners use the city logo where appropriate.



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- ▶ Do not limit your support to makerspaces. There are other types of existing shared community workspaces—such as commercial kitchens—in all subsectors.
- ▶ Use cultural or arts funding to support spaces utilized by artists and small manufacturers.
- ▶ Use your connection to physical production spaces to provide information about services and incentives for manufacturers through events, collateral, and regular staff visits.

MORE EXAMPLES:

Los Angeles Cleantech Incubator (LACI)



The Mix at the San Francisco Public Library



Laney College FabLab



Bay Area Urban Manufacturing INITIATIVE

A PROJECT OF **SFMADE**

THE BAY AREA URBAN MANUFACTURING INITIATIVE is a collaborative effort of over 26 Bay Area cities—including Alameda, Antioch, Berkeley, Concord, Emeryville, Fairfield, Fremont, Hayward, Livermore, Milpitas, Morgan Hill, Newark, Oakland, Oakley, Petaluma, Pittsburg, Pleasanton, San Francisco, San Jose, San Leandro, San Rafael, Santa Rosa, South San Francisco, Union City, Vacaville, and Vallejo, and facilitated by SFMade—to encourage sector specific regional connections and to preserve the Bay Area’s strong manufacturing ecosystem.



Empowering manufacturers. Creating jobs. Transforming our city.

SFMade’s mission is to build and support a vibrant manufacturing sector in San Francisco, that sustains companies producing locally-made products, encourages entrepreneurship and innovation, and creates employment opportunities for a diverse local workforce.



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