



Small-Scale Manufacturing and A Walkable Main Street

Grants Pass, Oregon
October 2015





Small-Scale Manufacturing and A Walkable Main Street Workshop

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October 2015**

**Report and Recommendations
December 1, 2015
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Introduction

The City of Grants Pass selected Recast City LLC to lead a local three-day workshop on the potential role small-scale producers could play to strengthen the economic vitality and walkability of its historic downtown. This memo is a summary of the community workshop and on-site interviews. The memo includes a short list of recommendations to strengthen the local small-scale production businesses, continue to support investment in the downtown, and improve multi-modal transportation options that support the community's goals.

The goals of the project were to:

- Learn about the national context and hear case studies on makers and maker-spaces;
- Reach out to Grants Pass craft manufacturers, downtown property owners, and real estate professionals to discuss the potential benefits of locating local craft manufacturers downtown;
- Understand the relevance of small-scale manufacturing businesses to downtown revitalization in a mixed-use, walkable context;
- Learn about the needs of the small-scale manufacturing business sector and identify barriers to its growth;
- Learn whether local maker industries would benefit from specific support or community building initiatives;
- Identify short-term and long-term steps the City can take to promote and support local maker industries; and,
- Obtain and share the above information with citizens and stakeholders.

The onsite visit was held October 27-29th, 2015. Recast City met with local producers, property owners, and other community leaders during the visit. The first two days of the workshop consisted of one on one meetings with local producers, small group meetings with leaders in the business community, onsite visits with businesses, and tours of existing and potential production space in downtown Grants Pass.

On the third day of the site visit, Recast City facilitated a community workshop. The workshop included a presentation to and discussion with key stakeholders, including city leaders, citizens and local business owners, about the assets, challenges and potential next steps to strengthen local maker industries in the downtown. It also included a discussion about the role of transportation investments such as walking, bicycling and on street parking to support downtown businesses.





The intent of the workshop was to meet with local business and community leaders, share information about local opportunities and challenges, and to provide the City of Grants Pass and its local partners with a set of steps to bring more small-scale manufacturing businesses downtown. The steps are focused on ways to support the diverse, local small-scale manufacturing businesses, attract more of these businesses, and create a walkable, pedestrian-friendly downtown.

The group of stakeholders engaged to date will need to determine priorities within the recommendations and work with the wider community to carry the effort forward.

National Context

Demand is growing nation-wide to bring downtown-friendly production land uses back into our cities. Local manufacturing is on the rise and small production is cleaner and quieter than ever before. Communities that recognize this demand and harness it will take a key step to diversify local real estate markets and the employment base.

Manufacturing is a key asset in many communities already.

- For every \$1 in manufacturing revenue, communities receive \$1.34 in output to other sectors.
- The direct and indirect expenditures support 1.6 jobs in the surrounding community for every manufacturing job.
- Craft entrepreneurship is on the rise, and a key part of small-scale production. Over 20 million products are currently sold on [Etsy](#). Sales on the site grew from just over \$300 million in 2010 to over \$1.9 billion in 2014. While only 10 percent of the sellers are full-time businesses, Etsy's expansion into the wholesale market will bring more people into the full-time production business.

Small-scale manufacturing

This is the umbrella term. It includes all types of small businesses producing tangible goods. This includes businesses producing goods in textile, hardware, wood, metal, 3D printing, and food. This also includes hardware prototyping, consumer product design and prototyping, film production, breweries and distilleries, and local food production and packaging.

Bringing these businesses and jobs back into downtown provides a number of benefits to our communities:

Downtown is an Amenity: Small-scale producers and manufacturers attract people to downtown who want to be a part of the Maker community and support locally made products. Events to showcase new products, and workshops on business development techniques, can help bring people together, strengthen the community of producers and promote it as an employment avenue to more neighbors. These events bring people together and can help to create a vibrant street life that attracts people to downtown on a more regular basis.



Economic resiliency: Cities with a diverse set of small businesses can weather market changes more successfully and are less likely to lose their growing businesses to other cities or countries. Many cities are working on “economic gardening” – the concept of growing the size and scale of existing local businesses – because these owners are most likely to stay in town.

Power of the Local Market: The growing movement of Buy Local is spreading across the U.S. and providing producers with strong local markets alongside access to a global market through the internet. Organizations like [CincyMade](#), work to strengthen the community of local producers and help them bring their products to market. More people are gravitating towards unique and custom products on sites like [Etsy](#), to pop-up holiday markets, or e-commerce platforms like [Huckberry](#). The local market is growing in power and the dollars spent in it are growing. Domestic designers are increasingly looking for domestic contract manufacturers to do small batch runs of custom products.



Grants Pass is positioned to reap the benefits of the small-scale manufacturing sector to strengthen its traded-sector business base and to focus that energy to attract more private sector investment in downtown.

Context in Grants Pass

The potential for small-scale manufacturing to grow in Grants Pass is real. This type of small-scale business is actively moving into downtown, with a number of businesses settling into the area in just the last two years.

This business sector is important for downtown Grants Pass. These businesses can bring a strong retail energy into downtown, without being completely dependent on daily retail traffic or annual events.

- Local residents are the business owners – people who grew up in the region or picked Grants Pass as their “chosen” community. This means that the businesses are more likely to stay even as they grow.



- The businesses add diversity to the local job base. This will help stabilize the community over time. These businesses often offer job opportunities to residents without college or advanced degrees.
- Salaries in small-scale manufacturing are often better than retail and service sector jobs. In some communities the salaries are more than twice that of retail.
- More business types means better support of local real estate. Many of the small-scale manufacturing businesses can fit into existing downtown buildings and help contribute to stability in real estate values.

Business owners are beginning to locate in downtown and sell wholesale products nationally and internationally through online sales. Local businesses are already starting to congregate in downtown and are interested in being around a “community” of other producers.

The city and other community leaders serve a key role in the success of the small-scale production sector. Long-term economic resilience of this sector will be strengthened as the City and its partners continue to support the collection of these businesses in downtown and

promote them more broadly – serving as a facilitator and with concrete steps to remove barriers from the local businesses eager to grow. Many of the small-scale manufacturing businesses already in downtown are long-standing members of the regional business community. They are choosing to spend money not just on the business materials, but on the location too because they see the long-term strength of locating in downtown.



The design of streets, sidewalks and other rights-of-way downtown will also impact the success of these businesses downtown. Thoughtful investments in improvements that both support strong pedestrian and bicycle access, while protecting some major connections for truck deliveries, will be an important balance moving forward. Residents and visitors alike will be attracted to the accessible, short blocks of Grants Pass’ downtown, and spend money as they stroll the neighborhood. The design of the details can encourage more interaction in public spaces and along sidewalks – both increasing exposure for local businesses and bringing more “eyes on the street” so people continue to feel safe in the downtown.



Grants Pass Assets and Successes

There are a number of existing assets in Grants Pass that support small-scale manufacturing in downtown.

- The people believe in Grants Pass. Participants at the workshop repeatedly spoke up about the strong work ethic of volunteerism in the community. They believe in the community, its potential, and love what Grants Pass is becoming. They described themselves as a “community with a big heart.” Community leaders should work with community stakeholders and continue to engage new participants along the way, especially from the growing business community in downtown. These stakeholders who believe in Grants Pass and its future should be identified to be champions of downtown and of small-scale manufacturing.
- Food and beverage production is a strong sector. The Rogue Valley has a history in food and beverage production in both retail and wholesale. These skills can be leveraged for broader sector growth. More breweries are leading the way to become established in town and to bring people downtown more often. Products from local farms are easily accessible for processing so that new products can come to market quickly.
- Existing larger production businesses show how local businesses can grow. Businesses like Encore Ceramic Tile and Marzi Sink Factory show that small-scale production businesses can grow and thrive in Grants Pass. The employees and business owners from these and other local production businesses can serve as important mentors for smaller production businesses.
- Grants Pass is already known for its outdoor adventure activities. The brand and activities already exist and are a great foundation from which to build. Products for outdoor adventure and all types of water sports could be a growth industry. Local businesses like Sawyer are already establishing a year round shop presence in Gold Hill – other opportunities may be possible with them or other water sport producers.
- Growers and Crafts Markets are great incubators for local small-scale manufacturing businesses. Over 200 vendors come out each week between the two markets. The markets provide a low-cost opportunity for businesses to test out new products. This is



already a great source for businesses that will want to grow and settle in Grants Pass – like the partnership of Conner Fields Brewing and the Fulcrum Dining food truck to create The Haul.

- Downtown’s structure is attractive to some production businesses. Sidewalks are everywhere and the grid of streets is strong. There are no parking requirements in the Central Business District and it is easy to change building uses. On-street parking is on almost all blocks in downtown and the city provides parking lots off the main streets nearby. Community organized festivals draw thousands of people into walking around downtown.



- Existing organizations provide many types of support to local producers. The [Small Business Development Center](#), the [Illinois Valley Community Development Organization](#) and its [revolving loan fund](#), the [Chamber of Commerce](#) and many other organizations have a presence in Grants Pass and are actively supporting local business growth. These organizations are engaged as core partners and are ready to expand their work based on community need.
- The downtown building stock is diverse and interesting. Downtown Grants Pass is home to many differently sized buildings with a wide range of leasable spaces (600-5,000 square feet). The diversity of buildings, especially the historic structures, makes the streetscape more interesting for pedestrians to walk around the area.
- City support for downtown building renovation is making a big difference. The façade renovation program and the seismic retrofit and fire safety grants are attracting private sector investors and bringing life and activity back to historic buildings in downtown. Many property owners and new businesses noted this program as instrumental to make their project possible.



Challenges Moving Forward

Feedback from the interviews and workshop suggests that there are a number of challenges faced by small-scale manufacturing businesses in downtown and some factors limiting the attraction of additional businesses.

- No clear leadership for downtown small-scale production businesses. Small-scale manufacturing businesses do not know who is responsible for attracting more of the sector into downtown. They discussed wanting to understand the City's vision for downtown. They do not understand the different roles the various organizations and entities serve in terms of business development support and marketing downtown. They discussed wanting to help promote the production businesses downtown, but feeling like they are going it alone. The roles of the various organizations representing the interests of downtown businesses are not clear.
- Selection of priorities. The downtown small-scale manufacturing businesses do not know how important of a business sector they are to City leaders. They are dedicated to strengthening downtown, but have not been involved in community decision making to date. Home-based business owners in the region are interested in being part of a community of producers, but are curious to see how Grants Pass will express its commitment to this sector.
- Local vs. tourist. Grants Pass organizes many events during the year to promote itself to tourists. This benefits the local economy but in a very erratic way. Local residents may be more familiar with the annual events than the year-round businesses moving into downtown. Authentic downtowns, with a lot of local businesses also draw tourists and can serve both kinds of needs
- Cost of building upgrades. Building safety is an important priority in historic buildings, especially in potentially seismic areas like Grants Pass. Some business owners and property owners expressed concern over the financial feasibility of sprinkler and seismic upgrades required when a building's use changes. The depletion of City grant





funds for these upgrades may be a significant barrier to future downtown investments unless additional funding is provided for that purpose

- Access to capital and mentors. Many small-scale manufacturing businesses expressed interest in scaling, with a particular focus on wholesale. This type of diversity of revenues will be key to the long-term stability of local businesses not dependent on tourism. These businesses reported that the lack of access to capital and to mentors experienced in wholesale might be a barrier to their growth or slow down their potential growth. This may be a real or perceived lack of access, but should be addressed either way.

Recommendations

These recommendations are focused on strengthening the small-scale manufacturing business sector in Grants Pass' downtown. Some of these activities may benefit the business community more broadly or downtown in general, which is good for small-scale manufacturers as well as other downtown business types.

The recommendations are divided into three categories – short-term (one to three months), mid-term (three to six months) and long-term (six months +) opportunities. The intention is to give the City and its partners a clear understanding of how to engage on this topic both in cheap, quick ways as well as in longer-term ways requiring bigger investments.

All of the recommendations are also listed in Appendix A in a summary table.



A. Short-Term Opportunities (One to three months)

A.1. Decide if small-scale manufacturing in downtown Grants Pass is a priority for the City. The City can serve a vital role as a facilitator and convener of this sector, but City leadership must decide if this is a priority and communicate it.

- Discuss this sector in the City Council goal setting discussions for 2016. Choose whether or not this sector in downtown is a priority for the coming year, and make



a clear statement to the business community. Businesses want to know that they are wanted.

- Decide the appropriate roles for City, private sector partners, and other partners. Many communities have economic development staff that work to both retain and attract more businesses – even focusing on specific sectors. Other cities conduct marketing of local businesses and/or work with local non-profits to connect the dots between organizations and services available. Grants Pass leadership should decide what work should be led by the City versus what is right for community entities to lead and clearly articulate that to both the public and private sectors.

A.2. Conduct a City Council tour of local small-scale manufacturing businesses. The visits will allow city leadership to meet the business owners in person and understand the opportunities and challenges of this sector in downtown.

- Meet with small-scale production businesses at their place of business. This shows the business owners that the City sees them as a priority and allows City leaders to see their work in person. Focus on how to champion these businesses and attract more, complimentary production businesses into downtown. SBDC or other business community leaders could lead this tour.
- Convene a meeting in downtown of small-scale production businesses. This could be a meeting of businesses with downtown storefronts as well as those with products in downtown. Host the meeting in a downtown location – possibly in one of the production spaces.

B. Mid-Term Opportunities (Three to six months)

If small-scale manufacturing businesses are a priority for Grants Pass, then the following mid-term activities should be considered. Some of these activities can be City led and others led by the community of business organizations. Clear leadership and responsibilities will be instrumental for success.

B.1. Brand the small-scale manufacturing sector as a key business sector for Grants Pass. Residents in the valley and tourists coming through the region should know that Grants Pass has this amazing asset of small-scale production businesses. People are attracted to see the production take place, and home-based production businesses will be attracted into town as the brand grows.

- Create a one pager to show how a business can move into Grants Pass. Make the case for small-scale producers from the Rogue Valley to locate in downtown and explain any policy and building use information they need to understand to make

the move. Work with existing businesses to attract business owners they know into downtown.

- Convene existing downtown production businesses in downtown. The convener role may be filled by one of the existing business support organizations or by the City. This group can come together to develop a marketing plan and to strengthen the network between production businesses. Different downtown production businesses can host a monthly meeting to oversee marketing, discuss upcoming events, and coordinate any other needs.
- Brand and promote the existing maker industries. This may include actively marketing all of the local businesses in downtown (not just the downtown area in general) both in print and in social media to the entire region of 500,000 customers. The marketing could promote all the different sectors of businesses in downtown (restaurants, retail...) and feature small-scale manufacturers as a key sector with the intent to show that there is much more to downtown than just antique stores. (This needs careful attention because existing investments in marketing, such as Experience GP, do not show up in a search for “downtown Grants Pass”). Showcase the amazing energy and diversity of production businesses in town and make it the top hit on all times of online and app searches.
- Identify more maker industries in the Valley. Work with the County to identify more production businesses in the region. Reach out to business owners who may be reluctant to approach governmental institutions, including people of color, ethnic minorities and immigrant populations with entrepreneurial traditions and involve them in business meetings and discussions. Work with the local business development organizations to identify diverse business leaders to help move this sector moving forward.



B.2. Clarify and promote existing incentives and business support for small manufacturing and consider other incentives. There are a number of existing programs that provide business development and capital loans to local production businesses. Many of the local small-scale production businesses are not familiar with these programs.

- Promote existing City-led programs to local producers. Put information about these programs in the places where the businesses congregate – at the markets, at downtown producers shops’ and restaurants, and other non-civic locations. Make sure to include programs such as the Enterprise Zone incentives, Chamber of Commerce programs, and the Small Business Development Center (SBDC) programs at Rogue Community College (RCC).
- Promote regional and state programs that support local producers such as the revolving loan fund at the [Illinois Valley Business Entrepreneurial Center \(IVBEC\)](#), [Southern Oregon Regional Economic Development Inc. \(SORED\)](#) programs, apprenticeship programs through [Worksource Oregon](#), training at the [Sustainable Valley Accelerator](#), promotion through [THRIVE](#), and crowdfunding through [Hatch Oregon](#).
- Promote existing programs to property owners, developers and real estate professionals. Share information about the allowable uses in buildings, any existing incentives like the Enterprise Zone and vertical housing tax credits. Clarify any requirements for change of use and/or parking both in downtown.
- Consider investing city funds in local producers through the existing Illinois Valley Revolving Loan Fund to provide an incentive for producers to locate and expand in downtown Grants Pass. The Fund is an effective way to attract targeted businesses into downtown through a low-cost structure that uses an existing administration and institutional system.



B.3. Consider low-cost investments, small policy changes, or existing budget expenditures that promote small-scale manufacturing in downtown. The small-scale manufacturing businesses are looking for leadership from the City to show that they are a priority. If the City selects this sector as a priority moving forward, then short-term investments will show that there is meaning behind the statement.

- On street lighting could be extended on specific blocks to connect downtown production businesses expanding from the initial core of historic buildings. This provides both pedestrians and drivers with the visual cues defining downtown, and attracts people to stroll to the lit areas (since the lighting helps it feel more safe).



Blocks to consider are: 5th Street between G and H Streets, H Street between 4th and 5th Streets, and G Street down to Climate City and The Glass Forge.

- General Commercial zoning could be changed to extend Central Business District zoning between J and L Streets to better connect areas with emerging production/retail businesses like Rogue Coffee Roasters to downtown. This may help to attract more production business to downtown that will knit together these growing parts of the city.

C. Long-Term Opportunities (Six months or more)

The following recommendations are ones that will require more investment of time and funding. The public or private sectors may lead these ideas, but all build upon the activities above to strengthen and expand small-scale production in downtown Grants Pass.

- C.1. Invest in a shared production facility in downtown that will be open to the public.** These types of facilities are often referred to as a “makerspace.” They are open to the public for a daily or monthly fee, and provide educational programming for local residents to learn how to use a variety of tools for work in wood, metal, and electronics. Community leaders in Grants Pass should consider connecting a space such as this with the business development and entrepreneurship programming offered by SBDC, RCC and SOREDI to teach more local residents how to create small production businesses. Access to these tools may attract more small producers from the Valley into town.
- C.2. Continue to support reinvestment in downtown buildings.** Although this is a broader effort, the lack of available and affordable space downtown is one major hurdle producers identified in Grants Pass. Retrofit costs were identified as barriers to redevelopment both by the producers and the property owners. The continued investment in downtown will benefit the production businesses, the rest of the retail businesses in downtown, and the broader Grants Pass economy.
- Provide city grants or revolving loans for investment in the historic buildings in downtown. The city should continue to invest in the seismic retrofit, sprinkler upgrade and façade renovation grants. Over a dozen buildings are benefiting from this program and making a remarkable impact on the use and energy going into downtown. If the City chooses to move forward with the Urban Renewal initiative, then some of those funds could be used for this continued investment.
 - Provide property owners with clear steps in the building rehabilitation process. Building owners noted that the “unknown” factor of seismic retrofit and sprinkler costs might inhibit some new investments in existing downtown buildings. The City should provide a clear “how to” document for property owners to understand all the required steps to change use and rehabilitate downtown buildings.

- Be a matchmaker for producers. This role may best be served by a local organization that can identify downtown buildings available for production uses. This may be buildings already serving that use, therefore requiring no retrofits, or ones going through the retrofit process. The matchmaker can serve as a one-stop shop for local producers interested in downtown.
- Adopt a design standard or form-based code for downtown so that new development is consistent with the historic character of the area and maintains the area's pedestrian friendliness. For instance, the code could require new construction built up to sidewalk, flat roofs, and pedestrian scale frontage. This effort is much broader than the needs of only the small-scale production sector, but will benefit both the businesses and the community significantly. As new construction occurs on empty lots and in place of buildings from 50-60 years ago, new development on those sites will better contribute to the feel, value and investment in downtown.



C.3. Consider a main street program for 6th Street and some of the surrounding blocks in downtown. The [Oregon Main Street](#) program works with communities on these types of incremental revitalization projects. They provide technical support and training on the four major aspects of a main street program: 1) Organization, 2) Promotion, 3) Design, and 4) Economic Diversity.

C.4. Invest in targeted transportation improvements. Similar to the investments in downtown buildings, the transportation improvements would benefit the community more broadly while also supporting the small-scale production businesses. Grants Pass has a strong base in its downtown – a grid of streets, sidewalks, and ample on-street parking. This is an asset to build upon as the community grows and the downtown continues to get stronger.

- Consider a shared bicycle system. Cities of many different sizes are adopting shared bicycle systems. Grants Pass can pilot the initiative during the tourist season to connect broader areas of downtown businesses and also link to waterfront activities. A partnership with local businesses such as Rogue Cycles or the downtown



breweries could help support the pilot project. The project can be modeled on the [new project](#) from United Way of Jackson County.

- Continue to apply principles of Complete Streets across the entire downtown. This is one of Grants Pass' great successes and should continue throughout the downtown. The City should continue its efforts to retain wide sidewalks with lighting at edge of the street, on-street parking, no off-street parking requirements for downtown businesses (CBD), and City investment in small public parking lots off the main pedestrian streets. The City might also consider changes over the long-term such as diagonal parking on the low-volume streets and narrow lanes to accommodate additional on-street parking and slow traffic for safety improvements.
- Identify any needs for freight truck deliveries in downtown. A successful program that includes the activities above will result in more small-scale production businesses locating downtown. This may translate into more van or truck deliveries in downtown. The City should consider where this type of access would take place as transportation investments happen in the future and to ensure compatibility with design and operations in relation to other businesses.





Appendix A: Summary Table of Recommendations

A. Short-Term (one to three months)	
A.1.	Decide if small-scale manufacturing in downtown is a priority for the City.
1	Discuss this sector in City Council goal-setting for 2016
2	Decide the appropriate roles for the City and other partners
A.2.	Conduct a City Council tour of local small-scale manufacturing businesses.
1	Meet with small-scale production businesses at their place of business
2	Convene a meeting in downtown of small-scale production businesses
B. Mid-Term (Three to six months)	
B.1.	Brand the small-scale manufacturing sector as a key business sector for Grants Pass
1	Create a one-pager to show how a business can move into Grants Pass
2	Convene existing downtown production businesses in downtown
3	Brand and promote the existing maker industries
4	Identify more maker industries in the Valley
B.2.	Clarify and promote existing incentives and business support for small manufacturing and consider other incentives
1	Promote existing City-led programs to local producers
2	Promote regional and state programs that support local producers
3	Promote existing programs to property owners, developers, and real estate leaders
4	Consider investing city funds in local producers through existing IVRLF
B.3.	Consider low cost investments, small policy changes, or existing budget expenditures that promote small scale manufacturing in downtown
1	On-street lighting could be extended on specific blocks to connect downtown production businesses
2	GC zoning could be changed to CBD between J and L Streets
C. Long-Term (Six months or more)	
C.1.	Invest in a shared production facility in downtown that will be open to the public
C.2.	Continue to support reinvestment in downtown buildings
1	Provide city grants or revolving loans for investment in historic buildings in downtown
2	Provide property owners with clear steps in the building rehabilitation process
3	Be a 'matchmaker' for producers
4	Adopt a design standard or form-based code for downtown so that new development is consistent with the historic character of the area
C.3.	Consider a Main Street program for 6th Street and some of the surrounding blocks in downtown
C.4.	Invest in targeted transportation improvements
1	Consider a shared bicycle system
2	Continue to apply principles of complete streets across the entire downtown
3	Identify any needs for truck deliveries in downtown



Appendix B: On Site Visit Meetings

Grants Pass “Made on Main Street” Workshop October 2015 - Meeting Schedule

Day and Time	Type	Who	Location
Tuesday 10/27			
1pm	Individual – Downtown Business (The Haul & Conner Fields Brewing)	Chad Hahn Jon Conner	The Haul
2pm	Small Group- Economic Development	Ron Goss, SBDC Tim Busald, SBDC Kenny Houck, SBDC & IVBEC Colene Martin, Chamber Larry Holzgang, Business Oregon <u>Invited, but unable to attend:</u> (some attended workshops) Rosetta Shaw, SVTG Wendy Siporen, THRIVE Ron Fox, SOREDI Colleen Johnston, SOREDI Tim Root, OMEP Jon Bowen, Experience GP	SBDC Conference Room
3pm	Individual – Downtown Business (Griess Family Brewing)	Dave Griess	Griess Family Brewing
Wednesday 10/28			
9:30am	Individual – Downtown Business (Uber Herbal)	Liz Bretko	Uber Herbal
10:30am	Individual – Ausland Group (Builders)	Kelsy Ausland, Alan Harper	Courtyard Conference Room
1pm	Small Group- Growers Market, Artisan Market, Kia's Kitchen	Kia McQueary, Bob Schaller, Tammy Serroni, Debbie King (others invited)	Kia's Kitchen
2pm	Individual – Downtown Business (Rogue Cycles)	Keith Anderson	Rogue Cycles
3pm	Individual – Downtown Business (The Glass Forge)	Lee Wassink	The Glass Forge
Thursday 10/29			
9am	Small Group – City – Asst. City Mgr., Ec. Dev., City Council Reps.	Dave Reeves, Roy Lindsay (others invited)	City Manager's Conference Room
10am	Drop-In at Rogue Roasters	(No appointment)	6 th and K
11am	Individual – Downtown Prop. Owner	Ann Bauer	6 th and K
1pm	Individual – Downtown Prop. Owner	Ward Warren	6 th and F
2pm	-	-	-
3pm	Individual – Downtown Business & Property Owner (Climate City Brewing)	Steve Baksay, Jodi Paquin	Climate City Brewing
6-8pm	Public Workshop		City Council Chambers