



SOUTHWEST MILL DISTRICT AREA PLAN

High Point, North Carolina

Adopted March 24, 2025



DOVER, KOHL & PARTNERS
town planning

I. BACKGROUND

A. Plan Purpose

The Southwest Mill District (SMD) Area Plan provides the foundation for the continued revitalization of Southwest High Point while supporting a walkable, connected, mixed-use district that embraces modern-day industry, jobs, and commerce along the Heritage Greenway.

The SMD Area Plan is a direct outcome of High Point 2045 Comprehensive Plan. Adopted by City Council in May 2024, the comprehensive plan is an innovative plan that is the result of residents, business owners, and policy makers coming together to shape a vision for the future of High Point. The plan outlines a series of priorities and actions to embrace a new growth framework that focuses on in-town development organized around a series of walkable, mixed-use centers. The Southwest area is identified as a Town Center and the comprehensive plan showcases the area as a representative example of a district that should have a mix of commercial, residential, and employment uses within two- to five-story buildings along multi-modal streets that favor pedestrians and bikes.

“One of the activity centers recommended in this comprehensive plan is located in the heart of the southwest quadrant – the 300 Oak Street block – and is an essential component of the overall success of the area’s revitalization efforts. This area will serve as a litmus test to demonstrate what can be accomplished when the City and the Southwest Renewal Foundation collaborate – the success of this catalyst project is critical to recommended revitalization efforts outside of the downtown, specifically relative to those activity centers that require retrofitting, or redevelopment efforts. The updated Development Ordinance should reflect some of this area as Transitional Industrial – a place type aimed at reusing and repurposing former industrial buildings.” (High Point 2045 Comprehensive Plan)

With its location adjacent to Downtown, existing infrastructure, vacant parcels, historic fabric, public and private investment, and dedicated property owners, the Southwest Mill District is ripe for redevelopment. The district has the ability to become a proud example of revitalization that both preserves neighborhood character and accommodates strategic infill development. As properties are repurposed and the lost spaces between buildings are reclaimed, public improvements and private investment can work in partnership to stitch this area of High Point back together in an orderly, smart, and flexible way. The intent of the district is to:

- Preserve the physical character of the mills in the district by promoting adaptive re-use of historic structures and encouraging new construction to be consistent with the size, scale and/or character of those buildings.
- Support strategic infill so that underutilized real estate in the Southwest can be re-purposed with a range of building types and mix of uses.
- Promote the economic benefits of environmental enhancement to support sustainability, attract business, create jobs, increase real estate values, and improve health.
- Maximize air and water quality by supporting tree planting, green infrastructure, adequate stormwater runoff, greenspaces and watershed protection.
- Encourage alternative forms of transportation, such as walking and bicycling, by prioritizing pedestrian safety over automobile dependence.
- Provide a mix of building and housing types with street-oriented architecture to shape memorable public spaces, walkable streets, expand the range of options to live and work in the area, and foster community pride and prosperity.
- Improve quality of life, health, and safety by bettering connections to nature, education, employment, services, and multi-modal transportation.
- Connect public and private improvements to honor and support the existing community while growing a more complete neighborhood, with opportunities to live and work in a park-like setting along the Heritage Greenway.

Strategies for implementation are included in the area plan with a focus on updating the land development regulations to achieve desired results. In particular, plan recommendations work to protect industrial opportunity while building a more complete district with a mix of uses. It is anticipated that an industrial mixed-use zoning district (Southwest Mill District, SMD) will be needed to accommodate the type and style of development that is desired for the area. After adoption of the Southwest Mill District Area Plan, the City Council can initiate the process to establish the Southwest Mill District (SMD) zoning district.

B. Study Area

The study area consists of approximately 171 acres and is generally bounded by West Green Drive to the north; the railroad tracks to the west; West Ward Avenue to the south; and Tomlinson Street to the east. As shown on Map 1, the study area

Map 2. Southwest Mill District Aerial, 2022



C. History

With its close proximity to Downtown, the southwest quadrant of the City of High Point has long been a center of industry, commerce, and trade. For more than a century, the furniture and textile mills of Southwest High Point were home to a robust industry of production. As economic and market factors have changed over the years, today, many of the once active mills sit empty. Recognizing that the industry of today is far different from the industry of the past, small-scale manufacturing and non-toxic, clean trades where people can make, create, live, and work is the vision for Southwest High Point's next generation of industry.

The collection of 20th century mills along the rail line form a historic landscape linking the Southwest area's roots to classic American industrial architecture. The striking architecture of former industrial buildings provides a unique backdrop for new destinations and work spaces. Opportunities for preservation, adaptive re-use, and re-purpose of these proud buildings showcase High Point's response to changing market conditions and continued investment centered in creative strategies.

D. Planning Process

The plan was prepared by Dover, Kohl & Partners in consultation with the City of High Point, Southwest Renewal Foundation (SWRF), local leaders, stakeholders, and property owners. This plan was funded by a grant to the SWRF from the North Carolina Regional Economic Development Fund. The planning process for the Southwest Mill District was an extension of the positive community engagement achieved during the High Point 2045 Comprehensive Plan (2024) as well as property owner input gathered during the design workshop for the Blueprints for Southwest High Point (2023). The process included a physical analysis of the study area, meeting with key stakeholders and property owners, illustrating design concepts, and drafting recommendations.

II. EXISTING CONDITIONS

A. Land Use

The study area consists of approximately 171 acres with right-of-way and 139 acres without right-of-way. The area has a variety of land uses including industrial, residential, and commercial. The predominate land use is industrial with 62 properties totaling 51% of the developable land within the study area.

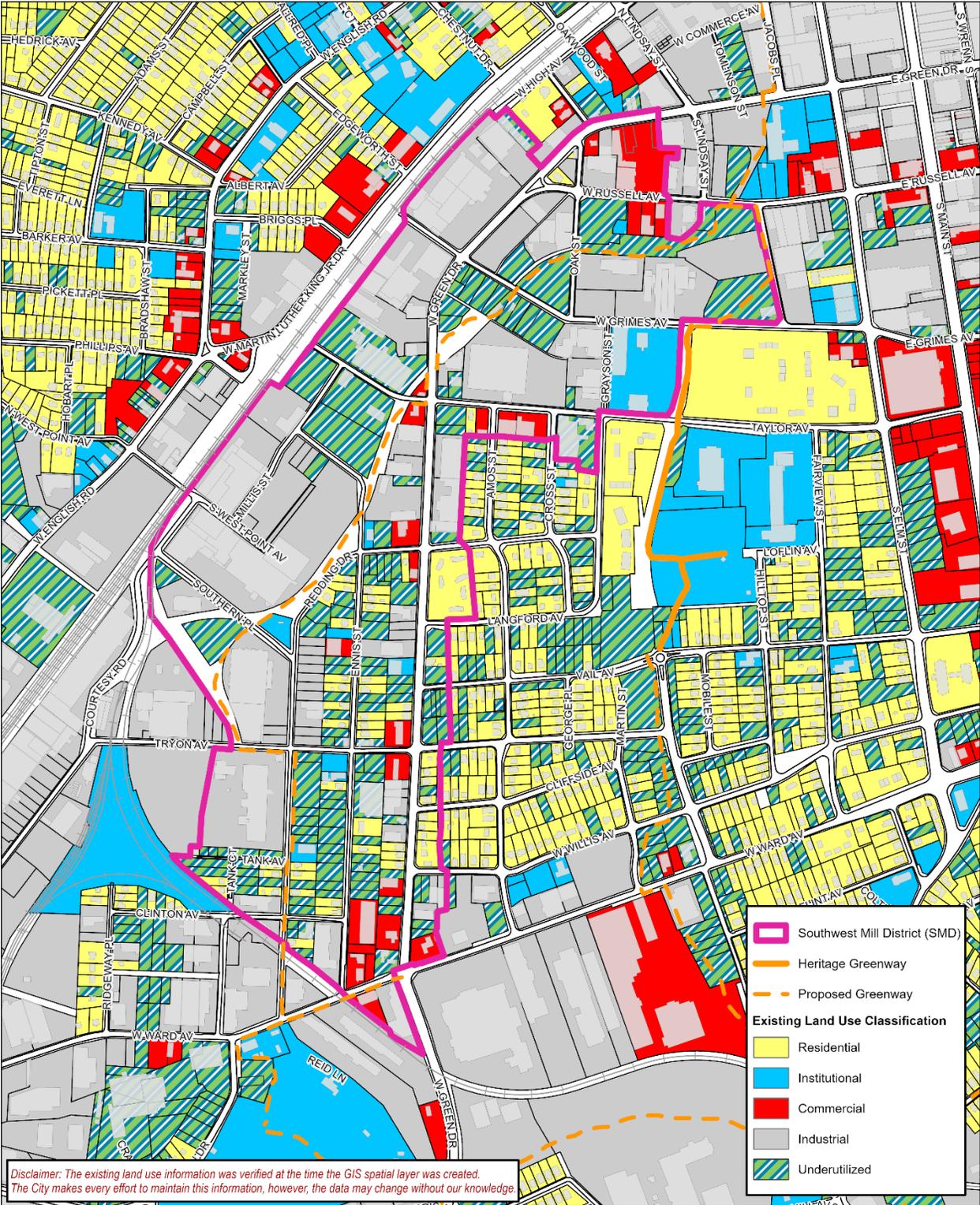
While industry is the predominate land use, the greatest number of properties in the study area fall under the vacant, undeveloped, and parking lot category which have been combined and are considered underutilized properties. The parking lots in this category do not include the surface parking lots that serve land uses on the same property. There are 117 underutilized properties totaling 29% of the developable land within the study area. There is approximately 1,135,338 heated square feet of buildings in the study area of which 281,287 square feet or 24% of the total building square footage is vacant.

Table 1: Existing Land Uses

Existing Land Uses	Number of Properties	Percentage of Total Properties	Acres	Percent of Total Area without right-of-way
Industrial	62	23%	+/- 70.5	51%
Underutilized properties (vacant buildings, parking lots, undeveloped property)	117	44%	+/- 40.1	29%
Commercial	23	9%	+/- 6.2	4%
Institutional	8	3%	+/- 10.8	8%
Residential	50	19%	+/- 10.2	7%
Unclassified (data not available)	5	2%	+/- 1.5	1%
TOTAL	265	n/a	+/- 139.3	n/a

Source: City of High Point GIS, 2024

Map 3. Southwest Mill District, Existing Land Use



B. Zoning

The existing zoning includes Heavy Industrial (HI), Light Industrial (LI), General Business (GB), Residential Multi-family (RM-16), and Residential Single-family (R-7). Mostly, the study area is dominated by HI with small areas of LI and GB, RM-16, and R-7 districts. Heavy Industrial (HI) is the predominant zoning in the district; the permitted uses and standards of HI are not representative of the level of industry found in the area today. As market forces have shifted, the industry occurring in the district in modern-day is more light industrial focused. The industry of today and tomorrow, in keeping with the character and economic viability of this area, is small-scale manufacturing and non-toxic, clean trades where people can make, create, live, and work. The changing conditions of production make the area a viable option to continue to foster and support light industry while allowing a wider range of permitted uses to achieve an industrial mixed-use district.

Table 2: Zoning

District Name	Number of Properties	Percentage of Total Properties	Acreage (excluding right-of-way)
Heavy Industrial (HI)	238	90%	129.2
Residential Single-family (R-7)	16	6%	3.7
Light Industrial (LI)	8	3%	1.8
General Business (GB)	2	0.7%	2.0
Residential Multi-family (RM-16)	1	0.3%	2.6
TOTAL	265	n/a	139.3

Source: City of High Point GIS, 2024

C. Southwest Heritage Greenway

Located along the old High Point, Thomasville Denton Railway, the Heritage Greenway will provide improved connections to Downtown and surrounding neighborhoods while attracting new businesses, enhancing quality of life, better utilizing existing industrial and environmental spaces, and engaging children with nature along the greenway. The greenway is a catalyst project that will transform the once-active rail corridor into a bike and pedestrian trail. Expanded economic development and redevelopment opportunities for properties adjacent to and within walking distance of the Heritage Greenway will support the continued revitalization of the Southwest Mill District while providing a network of green within the City of High Point.

III. EXISTING PLANS, POLICIES, DEVELOPMENT REGULATIONS, AND INCENTIVES

The Southwest Mill District is not a new concept. City policy, plans, and recent initiatives support the revitalization of the area while private investment and non-profit support continue to actively build momentum for the successful transformation of the area. The Southwest Mill District Area Plan builds upon existing plans, policies, and incentives and provides strategies for modifications to the land development regulations to support an industrial mixed-use district.

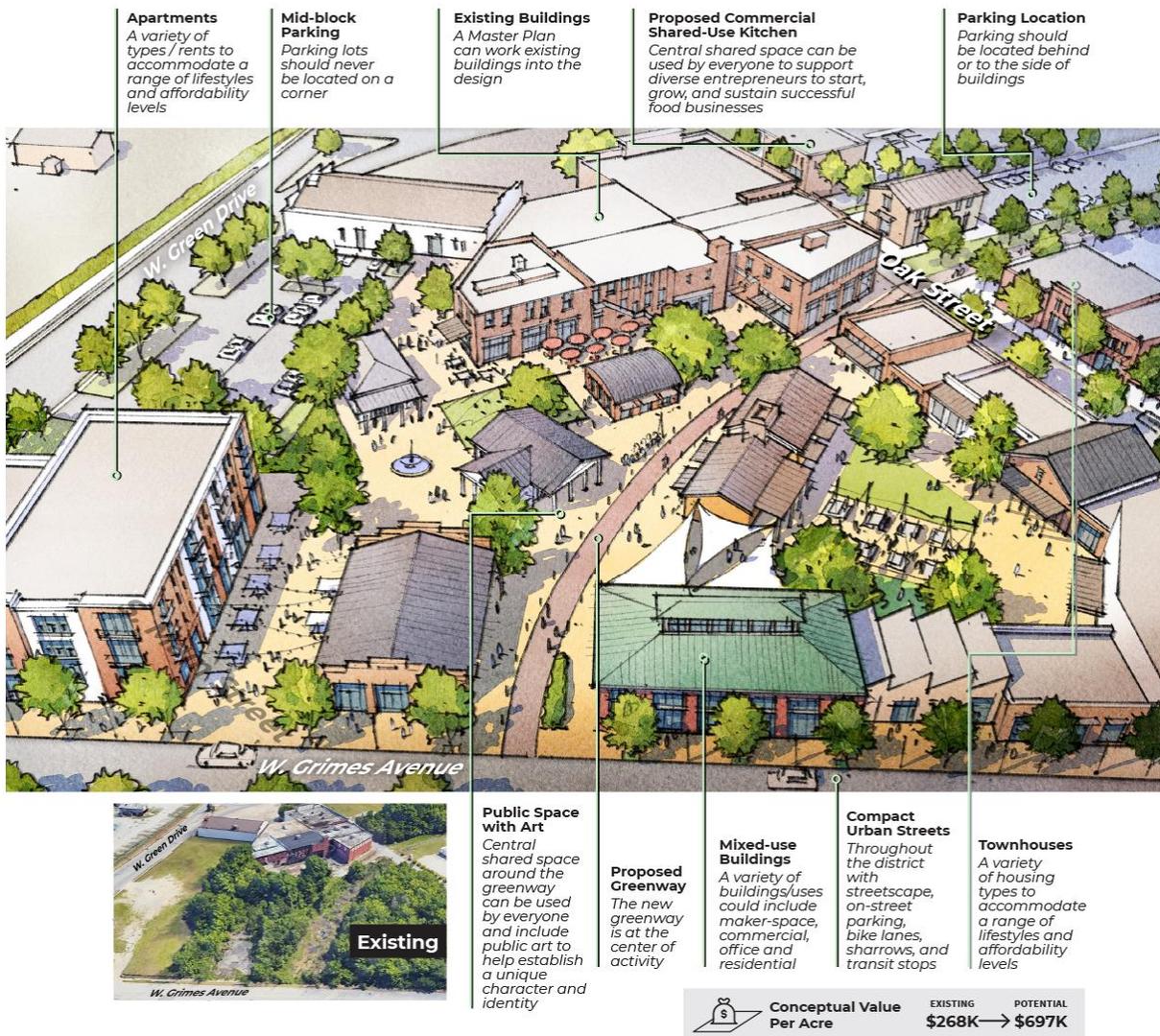
A. High Point 2045 Comprehensive Plan

In a planning process from January 2023 through April 2024, High Point set forth their comprehensive plan. The process embraced involvement from much of the community, including local residents, business owners and civic leaders. The plan looked to be intentional and flexible creating a vision that is extensive and effective. Priorities of the plan include Cultivate a Sense of Community and Unity, Strengthen the Sense of Place and Economic Vitality of Downtown, and Diversify and Integrate Housing with Other Land Uses and Transportation Options.

A component of the growth framework for the city is to direct future growth to activity centers. The plan refers to creating a *“unique brand for each”* to be easily identified and given its own character by *“incorporating arts”*. By creating these mixed-use districts, it will attract people to commercial centers to further social, entertainment and work activity. After identifying these centers, each can become unique and create its own aesthetic. The Southwest area was identified as a Town Center. The High Point 2045 Comprehensive Plan describes the area having *“eclectic character that will allow for different developers/owners to collectively contribute”*. With this strategy, the Southwest area can be identified by having its own unique

character. The plan represented the incorporation of a mix of uses including commercial, residential, industrial and entertainment. With the Southwest Heritage Greenway running through the Town Center, it becomes the “center of activity”, as the plan describes. The comprehensive plan clearly illustrates that the Heritage Greenway should be surrounded by uses like existing and mixed-use buildings, mid-block parking, and interior courtyards. Key suggestions in the comprehensive plan include the addition of mixed-use buildings, a variety of housing types, celebrating public spaces with art, and incorporating existing buildings with redevelopment.

Image 1. Strategic infill adjacent to 300 Oak demonstrates how street-oriented buildings with a mix of uses can form a vibrant Town Center in Southwest High Point.



B. Blueprints for Southwest High Point

The Blueprints for Southwest High Point are a collection of ideas and strategies created by the Southwest Renewal Foundation to guide the revitalization of Southwest High Point. An over-arching theme of the Blueprints for Southwest High Point is improved connections: physical connections in the form of walkability and great streets; historic connections celebrated in building rehabilitation and reuse; community connections in the form of education, training, and neighborhood pride; and, environmental connections centered on the greenway, parks, and green spaces. The Blueprints promote economic development through environmental enhancement while building upon the momentum of existing revitalization and reinvestment initiatives.

The Blueprints for Southwest High Point are the result of on-site analysis, stakeholder input, technical review, and community conversations. From February 28 to March 5, 2023 the Dover, Kohl & Partners team of urban designers and town planners worked in Southwest High Point at a temporary design studio located at Pandora's Manor. By working in-town, the team was able to sketch various design scenarios, quickly gather feedback, and work interactively with local leaders to further shape a vision for the future of the district.

Using four locations of focus (300 Oak Town Center, Mill District, Southside neighborhood, and S. Main Street), the plan creates a vision that demonstrates key ideas and transferable strategies. The plan presents the opportunity to make investments in the refurbishment of land and historic buildings. Places like 300 Oak Street have already had the City's investment in the plan to transform the property into a facility to support small-scale manufacturing. Other land near the properties and many others in the area could benefit from strategic infill. The Blueprints emphasize street improvements such as incorporating wider sidewalks, on-street parking, and street trees. This strategy is universal throughout the plan with a particular focus on transforming W. Green Drive into a "green street". By adding rain gardens and other modern-day tools to manage stormwater and clean it before eventually running into Richland Creek, improvements to Green Drive can serve as a model of green infrastructure not only for High Point but the State of North Carolina and nation as a whole. Changes to the space between buildings have the potential to not only improve stormwater management, but also create an aesthetically beautiful and adaptable street space connecting the Southwest Mill District and Southside neighborhood with Downtown.

W. Green Drive and surrounding streets should be made more walkable and safer with sidewalks, street trees, reduced travel lane widths, and appropriate lighting. Right-size streets to encourage and welcome walking and biking will instill confidence and serve as a catalyst for additional improvements in the Southwest. By redesigning over-sized travel lanes and wide right-of-way and orienting new buildings to line sidewalks and the greenway (with parking to the rear) will improve the experience for pedestrians and cyclists while increasing mobility, connectivity, and access.

Image 2. W. Green Drive is reconfigured so as to not only improve stormwater management but also create a pedestrian-oriented street space.



Blueprints for Southwest High Point

C. High Point Greenway Plan

The greenway plan was completed in 2021 looking to expand High Point’s existing greenways to provide connectivity, economic, environmental and health benefits to the city. The High Point Greenway, Bicentennial Greenway and the Southwest Heritage Greenway are the three existing greenways. The master plan shows expansions of the greenway to prominent destinations around High Point. The plan recommends connecting the existing 0.4-mile Southwest Heritage Greenway in multiple phases to create a 4-mile loop in Southwest High Point and to extend the greenway to the north up Elm Street to connect to the existing High Point Greenway.

D. High Point Core City Master Plan

High Point's Core City Plan was adopted in 2007. The plan covers 11 square miles, including downtown and the various neighborhoods, commercial districts, industrial areas, and corridors that surround the downtown. The plan concluded that one of the barriers to investment in the Core City was that the regulations in the City's Development Ordinance supported a more suburban model of development with a focus on separation of uses rather than regulations that supported a more urban model of development that provides for a mix of uses. As a result of the Core City Master Plan, the City's Development Ordinance was revised in 2016 to address this barrier and support desired development in the Core City. Another policy that has shifted relates to a so-called Showroom District identified in the Core City Plan. While the northern portion of the Southwest Mill District is located within this area, beginning in 2017 when the Downtown Mixed-Use Area Plan was adopted, a change to the zoning regulations limited the establishment of new Market showrooms to the Central Business (CB) zoning district. In conjunction with the comprehensive plan, the Southwest Mill District Area Plan reinforces that where it overlaps with the Core City Plan Showroom District, the City's adopted policy guidance is for the Southwest Mill District to be a mixed-use center with year-round activity.

E. Small-Scale Manufacturing and Place-Based Economic Development

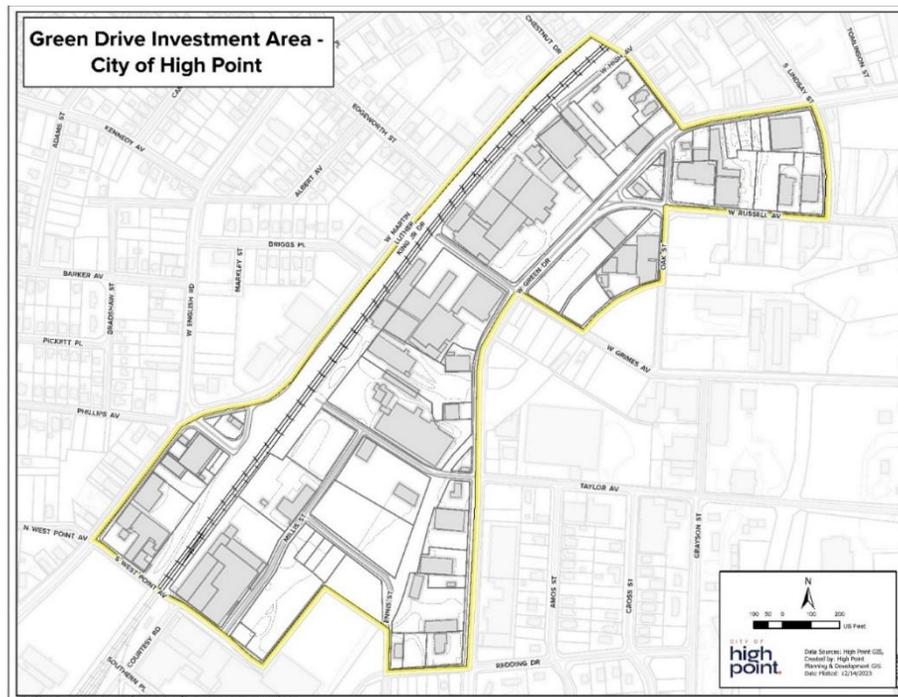
In 2019, High Point brought forth their Smart Growth America industry report that provides recommendations to enhance small production businesses that support investment specifically in the southwest quadrant. The evaluation began with a site visit to explore local opportunities with business owners and community leaders. Nationally, many businesses are located in close proximity to public transportation. These businesses are engaging due to their use of public spaces and attractive streetscapes. The report also addresses how state and federal governments can provide funding for training and infrastructure. By highlighting successful spaces in High Point such as Cohab and Verena, the report provides models to the overall approach and assets that the city can build upon. These assets include how High Point has already been building on existing investments and incorporating small business resources, education opportunities, a collaborative community, close proximity to downtown, and a history of manufacturing as a base to build on small-scale manufacturing. The goal of the report is to create places that are anchored by small-scale manufacturing to create a complete neighborhood. Their recommendations were to: create a vision by investing in a catalyst project to establish this vision, partner with nearby neighborhoods, launch a city-wide program

to help existing businesses, and remove any policies that hinder the growth of these businesses.

F. Economic and Community Development Incentives

In December 2023 the City of High Point adopted a Targeted Investment Areas Incentives Policy to increase employment opportunities, increase the tax base, and continue the redevelopment of the downtown and Green Drive areas. The policy was adopted to lower the barriers for businesses leasing space to enter the downtown and Green Drive areas by lowering entry costs and providing inducements. The policy applies to job creation and taxable investments for office, retail, restaurant, and similar commercial leasing located in the Green Drive Investment Area. Applicants may receive grants to assist in payment of rents for up to four (4) years. The Targeted Investment Areas Incentives Policy is effective through June 30, 2025 and includes many of the mills along the rail line and W. Green Drive, as well as properties adjacent to 300 Oak.

Map 5. Green Drive Investment Area



IV. GOALS

The following is a list of goals that will be used to guide the growth and redevelopment of the study area.

- A. Create a vision for the future growth and redevelopment of the area**
- B. Provide land use concepts that illustrate the desired industrial mixed-use development style**
- C. Provide development standards for private property that protect existing and future investments and attract future investment that support and shape desired development**
- D. Provide a design for the public realm that creates a sense of place and improves access for residents to live, work, learn, and connect**
- E. Continue infrastructure planning along W. Green Drive and the Southwest Heritage Greenway to prepare the area for redevelopment**
- F. Explore incentives and other opportunities to encourage private investment**

V. RECOMMENDATIONS

A. Establish a Southwest Mill District (SMD) Zoning District

As recommended by the High Point 2045 Comprehensive Plan, an update to the City's zoning designations is necessary to achieve desired in-town development as High Point continues to grow. The comprehensive plan outlines a growth strategy that includes higher density mixed-use Activity Centers (like the Town Center designation for the properties adjacent to 300 Oak Street) as well as Place Types that would convey both land use and character. A Place Type defines the general development pattern of an area based on the layout, design and intensity of land uses and other physical elements. An update to the City's Development Ordinance is scheduled for 2025 to ensure City regulations reflect the desired intent and direction of the comprehensive plan.

The High Point 2045 Comprehensive Plan recommends the introduction of a Transitional Industrial Place Type to blend Light Industrial and Transitional Office with a greater mix of uses to provide for opportunities to live and work in former single-use industrial and office zones. As defined by the High Point 2045 Comprehensive Plan:

Transitional Industrial place types are former active industrial districts that are transitioning to mixed-use. Older industrial structures have been or will be adaptively reused for new purposes. They tend to be live-work districts where housing and workplaces are near each other, providing residents with convenient access to employment. They typically include a mix of makerspace, light manufacturing, assembly, and design-oriented services, along with multi-family

residential and commercial uses. Industrial facilities in these areas do not include uses that handle hazardous materials or cause pollution, odors, excessive light, or heavy truck traffic. The Transitional Industrial areas typically have smaller buildings than the Mixed Employment Centers and Heavy Industrial place types. Parks, plazas, and neighborhood serving retail enhance the character and livability of the area. Primary uses include live-work, light industrial, and makerspace while secondary uses include multi-family residential, commercial, and retail. Transportation and infrastructure feature a rectilinear street pattern, walkable blocks, variety of transportation modes - auto, bike, pedestrian, access to transit, sidewalks on both sides of the street, and access to greenways and trails.

The Southwest Mill District Area Plan builds upon the policy and direction of the comprehensive plan to establish regulations for a new Southwest Mill District zoning district that includes provisions to support a walkable Town Center and Transitional Industrial development patterns in Southwest High Point. With a shift to small-scale manufacturing and clean industry, the opportunity to support a broader mix of uses is possible. To create a cohesive district that encourages light industry with a mix of uses, the establishment of a Southwest Mill District (SMD) is needed.

The study area currently has five different zoning districts with different dimensional standards and permitted uses. With much of the district currently being zoned Heavy Industrial, many of the requirements of that zoning designation are no longer representative of the desired character for the area.

The purpose of the Heavy Industrial (HI) zoning district is:

“To accommodate heavy manufacturing, assembly, fabrication, processing, distribution, storage, research and development, and other industrial uses that may be large-scale or otherwise have extensive exterior movement of vehicles, materials, and goods, and greater potential for adverse environmental and visual impacts.”

The purpose of the Light Industrial (LI) zoning district is:

“To accommodate light manufacturing, assembly, fabrication, processing, distribution, storage, wholesales sales, research and development, and other industrial uses that are small-scale and result in minimal exterior movement of vehicles, materials, and goods, and have minimal visual impacts. The district also allows commercial activities intended to serve the primary businesses in the

districts and their employees as well as multi-family, retail, and personal services establishments as adaptive re-uses of existing buildings within the Core City.”

The study area currently has over 40 acres of underutilized properties (vacant buildings, parking lots, and undeveloped property). Available land coupled with historic mills contribute to the area’s potential for reinvestment opportunities that maintain the industrial character of the place while providing expanded options for use. By shifting from a Heavy Industrial classification to standards, specifications, and permitted uses that support light industry, retail, institutional, residential, office, and other neighborhood services, the Southwest Mill District can maintain High Point’s legacy of industry while shaping more complete redevelopment along the Heritage Greenway.

The City’s Development Ordinance includes a Mixed-Use District that can be applied to areas to encourage a mix of urban-scale uses in close proximity to one another. The district has general standards that apply to all mixed-use districts and it allows for the creation of specific dimensional standards and other standards to be added to encourage new development that fits the desired character of the area. The Southwest Mill District creates a new district unique to High Point that captures valuable components of the City’s Mixed-Use District while merging applicable components of the City’s Light Industrial zoning district.

The purpose of the Southwest Mill District is to allow a broad mix of uses that include mixed-use, residential, commercial and light industrial settings; improve connectivity within the district, to adjacent neighborhoods and to the Southwest Heritage Greenway; and build a more complete Southwest High Point by reclaiming lost space and energizing public spaces. The Southwest Mill District is organized into two sub-districts: Southwest Mill District, Town Center (SMD-TC) and Southwest Mill District Transitional Industrial (SMD-TI).

The Southwest Mill District Town Center (SMD-TC) sub-district is centered on properties at W. Green Drive, Oak Street, and W. Grimes Avenue and is intended to shape redevelopment into a walkable mixed-use neighborhood center that capitalizes on the area’s close proximity to downtown, encourages incremental infill development, provides continued opportunities for industry and commerce in a walkable urban form, and supports improvements to the public realm (in particular along W. Green Drive and the Southwest Heritage Greenway). The Southwest Mill District Transitional Industrial (SMD-TI) sub-district continues to promote Southwest

High Point’s long history of industry, allowing a mix of uses to support modern-day manufacturing, industry, and trade production while expanding opportunities for adaptive re-use and options for living near workplaces. Site design standards reinforce walkability and connectivity to the Town Center and adjacent neighborhoods.

The SMD includes Dimensional Standards, General Standards, Site Standards, Building Standards, and Permitted Uses. There are no minimum parking requirements and properties are required to maintain a pedestrian frontage (that includes sidewalks) to provide for walkability. To enhance the pedestrian experience and to maximize impact of planned street design improvements along West Green Drive, the specific standards are included that apply in the Town Center Sub-District and any parcel facing West Green Drive. Building Standards for the district are provided to shape development in a walkable, mixed-use form that reflects and complements the materials, configurations and general scale of Southwest High Point and employs techniques that will result in long-lasting structures both in durability and design expression. Standards for properties adjacent to the existing and proposed Southwest Heritage Greenway acknowledge that the greenway will become an important public space and pedestrian street and provide regulations for parking setbacks, screening, and building facade standards. Locally or nationally designated individual historic structures, and contributing structures within a locally or nationally designated historic district, do not need to follow these standards, provided such structures comply with the Secretary of Interior's Standards for Rehabilitation or are issued a Certificate of Appropriateness. Permitted uses include a range of housing options, including live/work, multi-family, and single-family, as well as civic, institutional, educational, retail, office, recreational, and light industrial classifications.

Table 3: Zoning District Changes

District Name	Number of Properties	Existing Acreage (excluding right-of-way)	Proposed Acreage (excluding right-of-way)
Heavy Industrial (HI)	238	129.2	-
Light Industrial (LI)	8	1.8	-
General Business (GB)	2	2.0	-
Residential Multi-family (RM-16)	1	2.6	-
Residential Single-family (R-7)	16	3.7	-
Southwest Mill District (SMD)	-	-	139.3
TOTAL	265	139.3	139.3

B. Market the Greater Area to Support Investment in the Southwest

While the focus of the Southwest Mill District Area Plan is centered on properties along W. Green Drive and the Southwest Heritage Greenway, it is important to recognize that the Southwest Mill District is part of a larger collection of mills in Southwest High Point. From Cohab along W. English Street in the West End to Highland Cotton Mill along Mill Avenue south of the railroad tracks, investment in the adaptive reuse of mills expands beyond the Southwest Mill District. Connectivity with the West End, Highland Mills, and surrounding neighborhoods is essential to creating a cohesive and vibrant area. The Southwest Mill District is an area defined for planning, zoning, and land use purposes, not for marketing or branding. As property owners, the design community, and local leaders continue to come together to invest in the restoration and re-use of former industrial buildings, the area as a whole should be marketed as a mill district. Revitalization efforts led by both the public and private sectors, or in partnership, can unlock redevelopment potential while considering funding incentives, branding strategies, tax credits, and other tools to leverage implementation. By solidifying a cohesive vision for the area and marketing the many unique properties that comprise the greater mill district, a vibrant center of design, industry, and activity can be fostered in the Southwest.