



## Mill Owners Association: Mission & Vision

July 2011

High above the mills of Fall River, Massachusetts



# MISSION STATEMENT

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**The Association of Mill Owners** has been initiated in Fall River, yet constituted to embrace caretakers of historic industrial properties across the Commonwealth for the purpose of building new prosperity in Gateway Cities by becoming hubs for new American enterprise.

The association will:

- **Establish mills as national resources**, as business magnets for high-tech, manufacturing and other kinds of sustainable start-ups, emerging and established companies.
- **Gather and share information** on architectural retrofit and restoration, tax credits, technology, strategy, financing, business planning; in short, how to work together to sustain and strengthen the historic assets that are the mills of New England.
- **Form a collective, strong voice** calling for municipal, State, and Federal legislation that will permit mills their legacy of production and the employment of local residents.

As an example, the MOA has recently helped draft the Mill District Revitalization Program, a bill before the state legislature that will provide incentives for capital investments in our historic factories. We believe strongly and will lobby that Federal legislation create the Infrastructure Bank to recognize that improvements to publically-held urban framework must be accompanied by concomitant revitalization of privately-held sites woven into it, i.e., mills and factories.

- **Help to define and contribute best-practices**, accumulated thoughts and ideas expressed to serve mill owners well in the rebuilding and restructuring of older cities by helping to raise standards, influence opinion, and enlist the support of organizations like the Green Council, the Urban Land Institute and LEEDs for the purpose of improving the economic viability of our mills in the new century, and new economy.
- **Continue to develop promote a comprehensive, state-of-the-art Internet presence** as a scalable platform for organizing and delivering essential data about each mill in every city in order to enlist support, raise funds, drive marketing and sales, and adapt new web-practices and technology as these become available. Ultimately, the website will become the face and voice of the mill owners of Massachusetts, an experiential, interactive repository for all data pertaining to such industrial buildings of the Commonwealth that will be used for research, marketing, and promotion.
- **Conduct an inventory of mills.** Gather and organize all pertinent information; floor and site plans, use(s),



tenant occupancy, history, building systems, and more, to produce a profile of every mill for the purpose of building an interactive, expandable database.

This information is to be used by mill owners, economic development offices, planners, real estate agencies, developers, and other professionals as a tool to make decisions vital to the economic health of our mills. This survey will start in Fall River and, eventually, encompass all the Gateway Cities - in the end it will have a major role in the utility of the MOA website and represent a comprehensive census of historic factories in the Commonwealth.

- **Encourage precepts of Smart Growth and sustainability**, a formula we believe will bring back life and commerce to our cities. The MOA encourages enrichment, renewal and repopulation of older city centers by the judicious use of mixed-use zoning and incentives. We advocate policies that will diminish the waste of resources that we know to be sprawl.
- **Forge imaginative, resilient and strong bonds** with lending agencies, grant resources (at local, State, Federal levels) and banks that reflect realities of the “new economy,” devoted to steadfastly cultivating prosperity in mill-centered communities
- **Contribute to tenor and pitch of urban life** by working collaboratively with each municipality to help create long-term prosperity based on the rich history of mills in New England and their continued importance to the future of historical factory towns and cities.
- **Leave a legacy of reconstruction, renewal, financial vigor** in the mill districts of our region, a legacy that will be passed on to the following generations.
- **Form professional bonds (real and virtual) among mill owners** based on common interests and purposes that may help create a new prosperity in Fall River and the other traditionally industrial centers – the Gateway Cities - of Massachusetts. Those cities are:

- |              |              |               |               |
|--------------|--------------|---------------|---------------|
| • Barnstable | • Fitchburg  | • Lynn        | • Revere      |
| • Brockton   | • Haverhill  | • Malden      | • Salem       |
| • Chelsea    | • Holyoke    | • Methuen     | • Springfield |
| • Chicopee   | • Lawrence   | • New Bedford | • Taunton     |
| • Everett    | • Leominster | • Pittsfield  | • Westfield   |
| • Fall River | • Lowell     | • Quincy      | • Worcester   |



## V I S I O N

**The Mill Owner's Association believes mills** built over three centuries to create prosperity during the robust manufacturing era can be effectively reconstituted and redeployed in the 21st century. Mills are an intrinsic part of the fabric of our urban centers and as such, must be renewed as generators of goods, services, employment, good health, and housing.

**Offering multiple advantages** not found in new architecture, the MOA will work to enable mills to seed and grow new enterprise such as is happening across a wide variety of business sectors at this moment.

We believe that in an era of increasing population, decreasing economic stability, increased competition for natural resources, generally rising prices and abundant pressures on all of us to live smartly, economically and in harmony with our environment, mills offer great hope and possibility by their central locations and adaptive re-use.

In particular, the MOA believes in the eventual viability of rapidly evolving technology that will support:

- **Solar:** Advance the cause of solar energy in Fall River and the other Gateway Cities and, specifically, our historic industrial sites.
- **Wind:** Adapt wind technology where possible and suitable, and use mills to service that industry.
- **Hydro and geothermal:** Reawaken and utilize the supply of flowing water that has historically powered mills so as to use it with contemporary technology to generate energy.
- **Mill restoration and renovation:** Pull our mills into the 21st century by the embrace of new technology, the promotion of tax incentives for re-capitalization, and encouragement mixed-use, live/work communities that will provide housing and employment and an agreeable, sustainable quality of life in our beleaguered industrial centers.

*The MOA vision will evolve as we gather new ideas from our growing membership.*



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To:

