



**Smart Growth America**  
Improving lives by improving communities



# Small-Scale Manufacturing and Place-Based Economic Development: High Point, North Carolina

Next Steps Report

February 5-7, 2019

## Introduction

Smart Growth America's Small-Scale Manufacturing and Place-Based Economic Development program, a project in partnership with Recast City, is designed to help communities make strategic land use decisions that will enhance small-scale manufacturing and improve economic revitalization. This technical assistance, funded by the U.S. Economic Development Administration, guides communities to create policies and programs that will support local producers to grow their businesses in target neighborhoods.

Communities requested technical assistance and were selected through a competitive process by Smart Growth America (SGA). Selected communities received a three-day community assessment, during which the project team conducted fieldwork in the local subject area, in-depth interviews with small-scale manufacturers, and hosted presentations and brainstorming sessions with local stakeholder focus groups.

The Smart Growth America technical assistance team made a site visit to High Point, North Carolina on February 5-7, 2019. In addition to elected officials, city staff, and local producers, the technical assistance team met with property owners, business leaders, entrepreneurs, developers, and financial institutions. The site visit began with a driving tour of the focus area, a tour of Plant Seven and introduction to the catalyst project, and a kick off event with business owners and allies at Pandora's Manor. The team interviewed business owners, community leaders, bank representatives, Guilford Technical Community College representatives, and property owners on the second day. The second day also included a tour of Cohab Space, a public presentation to the High Point Economic Development Corporation, and a dinner with the Mayor and other community leaders. The final day included a discussion with farmers market vendors and the library's business center resources, tours of two local manufacturing businesses, and discussions with those business owners.

The intent of the site visit was to meet with local businesses and community leaders, share information about local opportunities and challenges, and to provide High Point with a set of steps to bring more small-scale manufacturing businesses into the southwest quadrant of the Core City—the identified focus area. The technical assistance was designed to build local capacity, support economic development and planning efforts, examine development challenges, assist in potential policy changes, and help coordinate among city agencies and partners.

This memo is a summary of the community workshop and on-site interviews. It includes an assessment of existing conditions in High Point, along with recommendations for strengthening local small production businesses and supporting investment in the southwest quadrant of the Core City as well as other parts of the city.

Recommendations are focused on actions to:

1. Create a vision for the southwest quadrant of the Core City;
2. Invest in an anchor space or catalyst project to establish the vision for the southwest quadrant;
3. Partner with the nearby residential neighborhoods and regional service providers to help more local residents become entrepreneurs and launch new businesses;
4. Launch a city-wide program to promote, train, and help scale existing small-scale manufacturing businesses; and
5. Remove policy barriers and create incentives for innovation that promotes more businesses to

launch in High Point.

These recommendations will help stakeholders prioritize next steps and engage the wider community to carry the effort forward.

## Setting the national context

Our understanding of what makes an ideal environment for manufacturing is changing. Traditional assumptions of large, sometimes polluted and isolated spaces are giving way to manufacturing infrastructure that is small, clean, sometimes shared amongst multiple firms, and integrated with other land uses. Communities benefit in a number of ways when they bring manufacturing and small production businesses into neighborhoods.

Small-scale producers and manufacturers attract people to downtowns and neighborhood centers who want to be a part of that community and support locally made products.

These businesses can occupy vacant industrial properties or storefronts and they bring vitality to neighborhood centers. Similarly, some manufacturers have found creative ways to be actively place conscious by rehabilitating properties, creating shared workspaces, and locating facilities in places that are accessible by public transportation. This strengthens the community of producers and promotes the area as an employment avenue. Some businesses provide programming to engage residents; often by making use of public spaces to create a vibrant street life and attract people to the target areas on a more regular basis.

Small-scale producers are defined as all types of small businesses producing tangible goods. This includes businesses producing goods in textile, hardware, wood, metal, 3D printing, hardware prototyping, consumer product design and prototyping, breweries and distilleries, and local food production and packaging.

Source: Recast City

Additionally, small-scale manufacturing businesses are key assets for the local job base. These jobs, as well as business ownership, provide options to residents without college or advanced degrees. They also give opportunities to minority populations who might otherwise face language or cultural barriers.

Communities 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 a concept known as economic gardening—growing the size and scale of existing local businesses—because these owners are most likely to stay in town. Additionally, small-scale manufacturing jobs pay salaries 50-100 percent higher than service and retail jobs.

As such, providing space for these local producers to grow their business in neighborhoods can help to connect more people to well-paying jobs, strengthen the small business and startup sectors, and keep jobs for a variety of education and skill levels in the community. These businesses and their owners can help bring vitality to main streets and neighborhood centers and bring economic opportunity to all. Furthermore, manufacturing employers benefit from being part of

a close-knit community with opportunities to make meaningful connections with nearby firms. Small businesses located within the community are able to respond quickly to market demands.

Communities that recognize demand for these trends and harness their power will take a key step towards diversifying their local economies, local real estate markets, and employment base. While some communities have shown promise on this front, many more struggle to effectively coordinate the ongoing public and private investments required. At the municipal level, staff, local business leaders, and community groups must understand what needs to be in place to spur a paradigm shift from the conventional economic development approach to the specifics of growing small manufacturing. Anchor institutions, such as universities and hospitals, can enhance workforce education, create demand for products, and spin off ideas that can be brought to market. State and federal governments can provide funding for training and infrastructure. Finally, the case needs to be made to the private sector that small-scale manufacturing businesses can thrive and be a real estate benefit in both a light industrial land use environment and in a commercial area. In turn, the private sector can offer partnership opportunities in neighborhood development.

SGA's initiative aims to position communities to reap the benefits of a small-scale manufacturing sector strengthening their business base, reinforcing goals for cities and neighborhoods, filling vacant properties, creating vibrant places, and building a strong pipeline of businesses to grow locally.



Plant Seven, High Point, NC



## High Point: Need for Assistance

High Point, the “Home Furnishings Capital of the World” has a high amount of underutilized commercial and industrial properties in what is known as the “Core City” due to the relocation of many manufacturers over the past 25 years and hosting of the biannual High Point Market, the world's largest home furnishings trade show. High Point is actively working to improve and bring activity to the Core City through new zoning for the downtown and investment in a new ballpark in the city.

Beginning in the 1990s and like so many other manufacturing-based economies, High Point began to experience severe job losses in the manufacturing sector as companies moved operations overseas, leaving behind vacant industrial buildings and citizens without jobs. High Point saw a 16 percent decline in manufacturing employment from 2002-2012,<sup>1</sup> while Guilford County, the county that most of High Point is incorporated within, saw a 36 percent decline in manufacturing jobs from 1990-2015.<sup>2</sup>



In an effort to bring jobs and energy back to the community, the City initiated numerous efforts to revitalize the Core City, starting with the Core City Plan that was adopted in 2007. This plan covered an 11-square mile area in the heart of the city including the downtown, industrial areas, and some of the oldest neighborhoods that supported the manufacturing base of the city. The plan emphasized the need to refocus on the urban core of the city and it pointed to the city's Development Ordinance as one of the barriers to successful revitalization due to its suburban-oriented regulations. In 2011, High Point received a HUD Community Challenge Planning Grant to rewrite the Development Ordinance to create a more sustainable community. The UPDATE (Urban Placemaking to Develop and Transform the Economy of High Point) project was completed in May 2016. The new ordinance encourages infill, mixed-use, and redevelopment in the Core City and applies use-specific development standards that encourage the reuse of older building.

City leadership wants to continue to build on these successes by focusing on additional redevelopment in a downtown-adjacent neighborhood—the southwest quadrant of the Core City—an underutilized industrial area. High Point's goals are to create more living wage jobs, improve workforce training and business development opportunities for small manufacturers, and create a vibrant addition to the city in this neighborhood. These actions will help to bring residents together from across the city's neighborhood in a way that creates more opportunity for all members of the community.

The City of High Point requested technical assistance to help create an action plan to redevelop the southwest quadrant in a way that helps to achieve these goals.

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<sup>1</sup> US Census

<sup>2</sup> The Bureau of Labor Statistics, annual averages of the Quarterly Census of Employment Wages



Building at the High Point Market

The project area covers the industrial area in southwest quadrant of the Core City. The city's downtown is adjacent to the area and is home to the world's largest home furnishings trade show, the High Point Market. The Core City Plan identified the older industrial areas southwest of the downtown as areas for smaller specialty manufacturers and entrepreneurs engaged in specialty home furnishing products, such as artists, designers, and specialty craft producers. This industrial area is also adjacent to the Southside neighborhood—a historically African-American neighborhood with a struggling economy that used to be the employee base for the businesses in the southwest quadrant industrial area.

The City of High Point is building momentum. This effort can help the city connect existing workforce and economic development programs with more of their target audiences and help to establish new incentives and support systems to encourage smaller manufacturers and place-based economic development in the southwest quadrant of downtown. With the multi-purpose stadium catalytic project opening in downtown in Spring 2019, the city can utilize that momentum to bring new revitalization efforts and business opportunities in the southwest quadrant. Ultimately, the goal is not simply to promote small-scale manufacturing, but to create a new vibrant place in which small-scale manufacturing anchors an inclusive and resilient community.

## Profiles of businesses in High Point

The team met with a number of business owners during the site visit in order to learn first-hand about the existing small manufacturing sector in High Point, to learn about their success and challenges, and to understand what actions may support them best. The following business

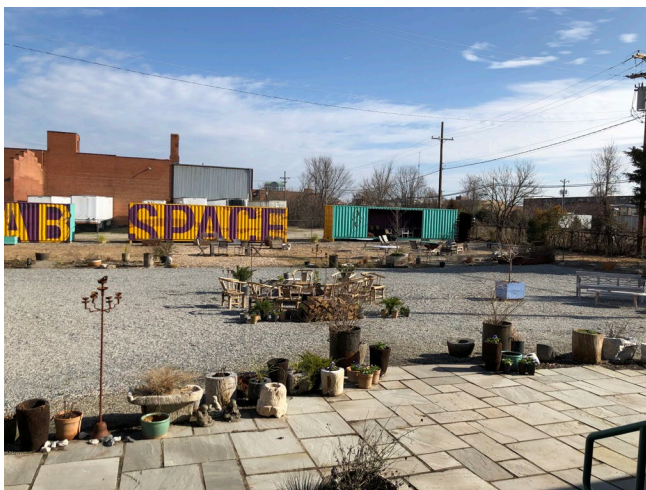


profiles are intended to illustrate the types of businesses interviewed but is in no way a comprehensive reflection of the entire small-scale manufacturing business community in the city.



**Verena:** Verena has been in the fashion business for her entire career. She opened her business in High Point in 1990 and has outlasted most of her suppliers. All of her clothing is still made by hand using the extensive sewing, design, and lace skills she taught her employees. Her employees sew clothing in her 11,000 square foot building in the southwest quadrant, and she has a retail store on Main Street.

**French Laundry Home:** Debbie started her business with one linen fabric that received national acclaim and has expanded to print designs on fabric and sew housewares for clients across the country in her 5,000 square foot space in a building where the Shakespeare Festival used to be held. Her business is built on over 20 years of experience in the sector, and a strong personal network in High Point.



**Cohab:** Cohab Space is a showroom meets café meets epicenter for the design community. In its current state, the first-floor showroom is open to the public, as is the large, decorated courtyard with reused shipping containers. They have held curated events to bring the community in to use the space and hope to add a commercial kitchen for future events and as shared space for business owners. Once the upper floors can be renovated, they plan to add artist housing, a photo studio, and additional incubator space.

## High Point's assets and successes

The team interviewed business owners, property owners, and other city leaders to collect information about the assets and successes that support small-scale manufacturing and strong placemaking, and the challenges still facing these efforts.

There are a number of existing assets in High Point that support small-scale manufacturing and strong placemaking throughout the city and in the southwest quadrant of the Core City.

1. **Historic manufacturing base:** High Point has a strong history of and deep connection to manufacturing. Some local business owners are third or fourth generation High Point makers. The furniture market has long supported the local economy by bringing tens of thousands of visitors to the Market twice a year where many local manufacturing businesses show their products.
2. **Collaborative community:** High Point's leadership is working toward the city's goals remarkably well. The political leaders are energized, savvy, and visionary. Forward High Point is supporting the transformation of downtown, and the Economic Development Corporation supports the growth of businesses and access to resources for business owners. Leaders and long-time business owners and manufacturers have strong personal networks, and there is a lot of collaboration between members of the existing production industry.
3. **Building on existing investments:** High Point is building off of each investment it makes for the future. The city's leadership in building the multi-purpose stadium as the center of the catalytic project in a central location near the train station was a key first step. The housing planned as part of the catalytic project (with a requirement of full-time occupancy) helps ensure that High Point will leverage the initial investment to develop a neighborhood centered on walkable and mixed-use development. Existing and future investments in the Core City greenway also create a new piece of infrastructure to help achieve downtown goals.
4. **Proximity of study area to key anchors:** The southwest quadrant is adjacent to downtown and is easily accessed by anyone traveling through downtown. The city is actively attracting entrepreneurs who are interested in building their businesses in this area while supporting community development and access to public space. The southwest quadrant has the potential to knit together place and opportunity—downtown to the north with Southside to the south, Cohab to the west with Guilford Technical Community College to the east.
5. **Affordability and location:** Entrepreneurs and business owners see High Point as a city with quality, affordable housing stock in a central location in the region. The city is near other regional destinations and has strong transportation access through highways and airports.
6. **Existing small business resources:** Guilford Technical Community College's small business development program, the library business center, the Economic Development Corporation and Business High Point, and the Chamber of Commerce all provide support



for small business owners looking to grow their businesses. There are many existing small product businesses in the city who provide pieces of the supply chain for home-goods production.

7. **Higher education opportunities:** Guilford Technical Community College's recently revitalized programs in upholstery and sewing training will help keep skilled furniture manufacturing jobs in High Point and create new opportunities for existing residents. High Point University attracts students from across the country—many of whom may become future entrepreneurs of the city.
8. **Existing building stock in the study area:** The southwest quadrant retains many of the industrial buildings that once housed its burgeoning business community. Many of the buildings are still in use, even if perhaps less intensively. These buildings are a major asset for any future redevelopment of the area.

## Challenges moving forward

Feedback from the interviews and site visits suggested that there are a number of obstacles facing small-scale manufacturing businesses and neighborhood redevelopment in High Point and specifically in the southwest quadrant of the Core City along with challenges that limit the ability to attract additional businesses.

1. **Missing details for strong place development:** The Market area acts as dead, empty space for ten months out of the year. The Core City's one-way streets and lack of street trees and on-street parking make the streets and sidewalks uninviting to pedestrians which in turn limits any retail attraction. There is no business improvement district or other place manager to help keep the streets safe and improve perceptions of safety.
2. **No comprehensive vision for economic development:** The area is currently an “in-between” space that lies between the downtown catalyst area and the southwest residential neighborhood. As the area emptied over time, no new economic vision was introduced to replace the lost jobs and businesses.
3. **Poor regional perception:** High Point does not currently have the same draw as Greensboro, Durham, or other nearby cities. The High Point public schools are not well-regarded, and the business community (outside of home-goods) does not see a place to set down roots.
4. **Strong divisions within the city:** There is a significant division of residents based on income, race, and language in the city. Business owners who grew up in the city, or were home-goods business owners in the past, have strong connections to investors, mentors,



and sales outlets. Startups new to the area or coming from the broader region do not have access to these personal networks.

5. **Potential for displacement:** Low-income residents in the southwest quadrant are at risk of being displaced. As development in the new downtown occurs, the draw to housing in Southside will grow. As most of the neighborhood residents are not homeowners, there is no clear path to support new investment that does not displace existing residents.
6. **Lack of small business and small-scale manufacturing support:** Small-scale manufacturers do not know that the City wants to recruit them. Existing programming for small businesses is not widely known, and there are no startup bootcamp intensives or scaling programs to help local business succeed. Current zoning prohibits small production businesses from locating in commercial and mixed-use zones, even if they include retail as an accessory use. Relocation incentives for existing production businesses are not well advertised.
7. **Extremely car-oriented:** The Core City, and especially the southwest quadrant is completely car dependent. One-way streets encourage high speed driving and impede pedestrian safety. Sidewalks outside of the Market area are not well-kept and pedestrian access and crosswalks are limited. Bus service is poor and does not support manufacturing shift commutes from the Southside, creating a barrier to employment for people without cars.

## Recommendations

The recommendations below include both short-term projects to quickly mobilize the community and its business owners, and long-term projects around which to build consensus. A number of specific tactics for each major recommendation are provided to help the city find the activities most appropriate to the community.

The city should convene diverse individuals from the public and private sectors to establish a leadership committee that will create and implement a local action plan based on these recommendations.



The recommendations fall into five major categories.

1. **Create a more comprehensive vision for economic development in the southwest quadrant of the Core City.**

The southwest quadrant of the Core City is the historic center of good jobs and business growth in the center of the city. We recommend that this focus be retained as the southwest quadrant is redeveloped, with a specific focus on small-scale manufacturing businesses that are both startups and scaling. The city should continue to build on the work completed by the Southwest Renewal Foundation to date and engage the surrounding communities to visualize the details of how this area will look and feel as a space for commerce. Some aspects to hold

up as top priorities of the vision should include:

- Focus on placing businesses in the southwest quadrant that offer good paying jobs for residents with and without college degrees.
- Build off the community's historic center for manufacturing and purposefully attract small-scale manufacturing businesses and startup product businesses to the southwest quadrant.
- Connect the southwest quadrant to the residential neighborhoods to the south and to the new downtown in the north and to the community college in the east and the commercial area around Cohab to the west. Connections can be made through investment in the greenway, wider, safer sidewalks, and investments in complete streets.
- Establish a brand, place manager, and event programming to establish the southwest quadrant identity as an "[industrial main street](#)" next to downtown.
- Create a place that all the different populations of High Point feel comfortable coming together. Purposefully build community and leadership that connects across neighborhoods so that the southwest quadrant is a new shared space in the city—across racial lines, immigrant populations, designers, producers, established manufacturers, and startups.
- Implement the vision with a specific area plan that provides guidance on how industrial buildings will approach the street to create a positive pedestrian experience, allow on-street parking that will not hinder small truck movement, support new light industrial development that is cost effective, and establish a primary corridor that promotes production with retail frontages.

## 2. Invest in an anchor space or catalyst project to establish the vision for the southwest quadrant.

The city's leadership in property development will be vital for the success of the southwest quadrant to ensure the vision is achieved and that the priority outcomes are central to any investment in the area. Many property owners in the southwest quadrant seem to be looking for direction and investment from the City to signal that the area is ready for reinvestment. Some sites may soon be priced for speculators who will hold onto vacant properties and depress the potential for redevelopment in the near term. City leadership, in the form of property purchases or redevelopment of a central site, will help push the southwest quadrant forward quickly. A few methods of investment can be allow High Point to play an active role:

- Consider purchasing target properties in the southwest quadrant by the community development corporation, the Forward High Point land bank, and/or in partnership with a mission-aligned developer to ensure affordable space for small-scale manufacturers as the area is redeveloped.
- Establish a local Opportunity Zone fund, in partnership with the churches in Southside, focused on mission-driven redevelopment in the southwest quadrant. The churches and/or their members could be investors in the fund, or the fund could partner with surrounding neighborhood leaders, including Southside residents, to determine how residents will be shared "owners" of this area.
- Promote local ownership of property by small-scale manufacturing business owners



who have successful and growing businesses so that they can control their cost of space over time.

- Consider investing in an incubator space to provide low-cost space for small-scale manufacturing businesses as they launch. This space could be a centerpiece for reinvestment in the southwest quadrant and offer fully built out, turn-key space for micro-enterprises. The project [Brick City Makes](#) is one great example of this kind of space serving both new businesses and those scaling.

3. Partner with the nearby residential neighborhoods and regional service providers to help more local residents become entrepreneurs and launch new businesses.

The surrounding neighborhoods can support a thriving local community of small manufacturers, while residents will benefit from programs to support new business owners. Partnerships within the community, and throughout the city, to promote these kinds of opportunities will help build wealth and job opportunities throughout the city.

- Start rebuilding entrepreneurship with the youth. Create a product entrepreneurship competition at Fairview Elementary School in partnership with big businesses in High Point. Consider using existing free curriculum such as [Venture Labs](#) or short-term programs. Build on the existing high school program with Guilford Apprenticeship Partners or create a paid internship program for teens living nearby in Southside to work with growing businesses in the southwest quadrant as the redevelopment occurs.
- Launch a startup training program specific to product businesses. Consider adapting existing programs as such [CO.STARTERS](#) as used by the Knoxville Urban League and Knoxville Entrepreneur Center, [We are MORTAR](#) in Cincinnati, or [EforAll](#) in Lawrence, MA to ensure that the program purposefully builds inclusive cohorts of new business owners.
- Launch a [craft entrepreneurship program](#) using the Etsy curriculum. Base the program out of the Southside Recreation Center and engage low-income creative residents to build businesses that may provide a second or third income stream to their household.

4. Launch a city-wide program to promote, train, and help scale existing small-scale manufacturing businesses.

Most small businesses do not have access to mentors, capital investment, or training to help them become sustainable and scale. Some High Point residents have decades of experience in product businesses and access to all the support they need. Many others are new to the city or the business community and do not have any way to access the plethora of experienced mentors in the community. A system to connect and support these existing businesses will be vital to build a new pipeline of growing businesses in the city. A number of key steps to consider include:

- Host regular meet-ups for micro-enterprise product businesses. Micro-enterprises, businesses with fewer than five employees, can be a strong growth market for the city by helping more businesses scale from one or two employees to ten or twelve good paying jobs. Meet-ups are a simple way to build these businesses into a network to both allow them to collaborate on new products and to help city leaders understand the major needs of these business owners. Involve existing product vendors at the High Point Farmer's Market as both meet-up participants and discussion leaders. Programs

like [1 Million Cups](#) can be a helpful structure to start discussions and build community.

- Recruit more product vendors to the High Point Farmer's Market. The market is a great way for new businesses to test out products in a low-risk environment. Current vendors noted that the market has been key to their launch. Consider creating a second farmer's market mid-week at the Southside Recreation Center and provide free vending space to graduates of the craft entrepreneurship program.
  - Invest in a fund focused on businesses owned by people of color and women to purposefully expand opportunities. A number of cities are creating funds such as this— both within city government and through partner non-profits. Many of the funds provide both investment and technical assistance to the growing business. Grant programs like [Motor City Match](#) in Detroit and [Prosperity Investment Program](#) in Portland, OR are examples of how to direct investment into both real estate and business development in target locations and to benefit target populations. The [Latino Economic Development Center](#) is a non-profit model that receives local, federal and CDFI funds for a loan and technical assistance program to benefit business owners from underserved populations.
  - Work with small business service providers in the region to create a formal mentorship program that will connect new and scaling business owners with experienced business leaders in the community. The mentorship program should provide business owners with one-on-one connections to those already in their sector or who provide a specific expertise needed. Mentors in home goods and in food production are likely to be the first categories needed.
  - Partner with Plant Seven to provide local outreach to business owners that reflect the demographic diversity of community. Work with leaders in each new initiative to set goals for inclusion and diversity so that investments benefit all populations and create true economic opportunity in the city.
  - Create a paid apprenticeship program for young adults to work in growing businesses. Consider investing in the program and matching or covering all costs for six-months on-the-job training. The [apprenticeship program in Washington, DC](#) helps people reach many types of trades through this work. This program could be created in partnership with the Market to train more diverse residents to construct the showroom build outs each year, or in other fields not covered by existing programming at Guilford Technical Community College.
  - Consider investing in a prototyping space or makerspace with the mission to both train youth and young adults for this growing job sector and to provide an accessible space for new businesses to create first products without major tool investment. The public-private partnership to create the [Tech Valley Center of Gravity](#) project in Troy, NY and [OpenWorks](#) in Baltimore, MD are both great examples of this at work.
5. Remove policy barriers and create incentives for innovation that promotes more business launches in High Point.

Entrepreneurs and business owners thrive when they are welcomed, supported, and connected with assets in a community. Both business leaders, and the property owners who can welcome them into a space, benefit from policies that make projects easy and straightforward. A number of local policies can be improved or refined to make reinvestment

easier and business launches more successful including:

- Ensure zoning, building permitting, and health and fire inspectors permit and streamline approval for commercial shared kitchens in both for-profit and non-profit spaces. The approval should allow models in which multiple users share the kitchen at the same time, such as [Frontier Kitchen](#) in Virginia, or dedicated built-out kitchens such as with [Amped Kitchens](#).
- Train local property owners and architects on the North Carolina Existing Building Code and support its use. Conduct city staff walk through visits for existing properties to support renovation and use of this code.
- Promote and train property owners to use Historic Preservation Tax Credits and New Market Tax Credits for rehabilitation of existing industrial buildings in the southwest quadrant that will create jobs both through construction and through long-term business use.
- Review and update zoning in the southwest quadrant to ensure that industrial uses are the dominant use while allowing retail, training, or other uses as accessory. Additionally, consider adding artisan manufacturing as a defined land use in the Development Ordinance and allowing it in downtown, mixed-use, and commercial areas to encourage production with retail as a new tenant type in redevelopment projects. Language from [Nashville, TN](#)'s ordinance may serve as a good model.
- Commit the City and engage anchor businesses to procurement goals that reflect the demographic diversity of the city. The program can be created by major anchors such as the Market and similar to the [Johns Hopkins Local](#) program, or it can be implemented by the city through a small business enterprise program like Washington, DC's "[green book](#)" that identifies city contracts eligible to local small business enterprises through a government certification process.

## Conclusion

High Point is poised to create a strong new downtown and a revitalized small-scale manufacturing sector. The southwest quadrant of the Core City is a wonderful location for these two efforts to come together. The area is a starting point to understand how to bring these outcomes together and can serve as a model project for other neighborhoods in the Core City. Through continued efforts to build partnerships, direct engagement with all different types of small business owners, and focused city investments on targeted outcomes, High Point will support a vibrant set of neighborhoods where people come together with good paying jobs.





## Appendix A

### Resources in report

A New Neighborhood Approach: Industrial Main Street

<https://www.recastcity.com/blog-source/2018/11/21/a-new-neighborhood-approach-industrial-main-street>

Brick City Makes

<http://brickcitymakes.com/>

Venture Labs

<https://venturelab.org/>

CO.STARTERS

<http://www.thekaul.org/opportunity-to-prosper-entrepreneurship/kaul-co-starters/>

We are MORTAR

<http://wearemortar.com/>

EforAll

<https://eforall.org/>

Etsy Craft Entrepreneurship Program

<https://www.etsy.com/craftentrepreneurship>

1 Million Cups

<https://www.1millioncups.com/>

Motor City Match

<http://www.motorcitymatch.com/>

Prosperity Investment Program

<https://prosperportland.us/portfolio-items/prosperity-investment-program-pip/>

Latino Economic Development Center

<https://www.ledcmetro.org/>

Tech Valley Center of Gravity

<https://www.tvcog.net/>

OpenWorks

<https://www.openworksbbmore.com/>

Frontier Kitchen

<https://frontierkitchenva.com/>

Amped Kitchens

<https://www.ampedkitchens.com/>

International Existing Building Code

[https://codes.iccsafe.org/content/IEBC2018?site\\_type=public](https://codes.iccsafe.org/content/IEBC2018?site_type=public)

Zoning code in Nashville, TN

[https://www.nashville.gov/mc/ordinances/term\\_2011\\_2015/bl2015\\_1121.pdf](https://www.nashville.gov/mc/ordinances/term_2011_2015/bl2015_1121.pdf)

Johns Hopkins Local

<https://hopkinslocal.jhu.edu/>

Washington, DC's "green book"

<https://dslbd.dc.gov/release/mayor-bowser-releases-fy19-green-book-announces-188-million-increase-small-business-spending>