

GENERAL PRECEDENTS

Industrial sites with new community life

prepared by
Shannon Rentner

Operating projects with different combinations of work, culture, recreation and gathering.



Photo source: Susan P. Murray / Discover Durham

American Tobacco Campus [1]

Durham, North Carolina

Offices, dining, events and public gathering in a former tobacco factory.

Mixed-use space and major nearby venues

Canton idea: Blend employment and community life.



Photo source: Saxapahaw Rivermill

Saxapahaw Rivermill [2]

Saxapahaw, North Carolina

Former textile mills with homes, food, music, businesses and riverside trails.

A small-community riverfront example

Canton idea: Connect local commerce and river access.



Photo source: ArtsQuest

SteelStacks [3]

Bethlehem, Pennsylvania

Former steelworks grounds support performances, learning and community events.

10-acre arts and community campus

Canton idea: Keep industrial identity visible.



Photo source: Evergreen

Evergreen Brick Works [4]

Toronto, Ontario, Canada

Former brickworks with markets, nature play, environmental learning and events.

500,000+ annual visits reported

Canton idea: Combine river ecology and enterprise.



Photo source: The Plant

The Plant [5]

Pittsboro, North Carolina

Food, beverage, art and small businesses share an eco-industrial village.

17 acres; nearly two dozen businesses

Canton idea: Grow a cluster of local enterprises.

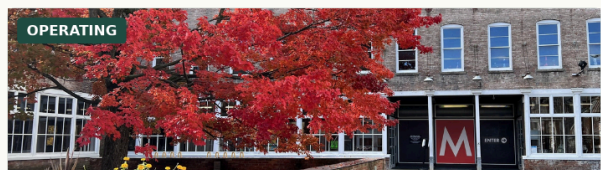


Photo source: MASS MoCA

MASS MoCA [6]

North Adams, Massachusetts

A former factory campus combines art, performance and creative businesses.

More than 40 creative businesses

Canton idea: Link an arts anchor with making.

Photographs show actual projects. Status and activity figures are not measures of owner profitability.

Canton community visioning / Sources checked October 11, 2026 / Full credits in the Word document

b. Former Paper Mills

New purposes for former paper mills

Four operating examples spanning recreation, enterprise, innovation and learning.



OPERATING

Photo source: Spooky Nook Sports

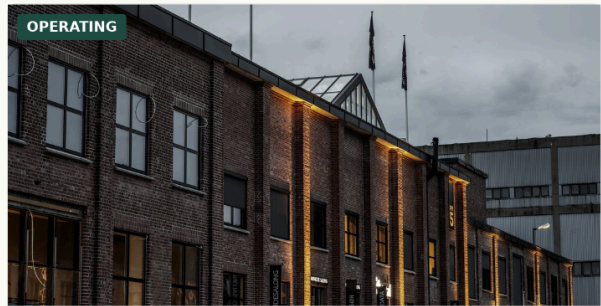
Spooky Nook Champion Mill [7]

Hamilton, Ohio

Former Champion paper mill with indoor sports, conferences, hotel and dining.

233 hotel rooms; sports and event space

Canton idea: Test recreation and events as an anchor.



OPERATING

Photo source: Hunsfos Business Park

Hunsfos Business Park [8]

Vennesla, Norway

A former paper mill now accommodates industrial companies and smaller businesses.

30,000 square meters rehabilitated

Canton idea: Diversify employers and tenant sizes.



OPERATING AND EXPANDING

Photo source: University of St Andrews

Eden Campus [9]

Guardbridge, Scotland

Former paper mill campus with university workplaces, research and business tenants.

450+ existing staff housed, not new jobs

Canton idea: Partner on training and applied research.



OPERATING

Photo source: TGA / Türkiye Culture Portal

SEKA Museum and Science Center [10]

Izmit, Türkiye

Former paper factory with a paper museum, science exhibits and nearby waterfront park.

About 250 experimental exhibits

Canton idea: Connect mill history and hands-on learning.

Photographs show actual projects. Status and activity figures are not measures of owner profitability.

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Paper mill redevelopment and riverfronts

prepared by
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Two operating or partly built examples, plus One North and tumwata village in progress.



Photo source: Visit Bergamo

Spazio Fase [11]

Alzano Lombardo, Italy

Historic Pigna paper mill spaces host markets, design, culture and creative activity.

Reuse of a former paper-mill building

Canton idea: Support makers, markets and paid events.



Photo source: The Current of Kimberly

The Cedars [12]

Kimberly, Wisconsin

Former NewPage mill riverfront is becoming homes, parks, overlooks and trail connections.

Community listening sessions informed plans

Canton idea: Protect river access while adding new uses.



Photo source: ORPC / 2022 site photograph

One North [13]

Millinocket, Maine

Community nonprofit is developing a bio-industrial campus at the Great Northern mill site.

1,400-acre site; outcomes still developing

Canton idea: Recruit production and technical ventures.



Photo source: Confederated Tribes of Grand Ronde

tumwata village [14]

Oregon City, Oregon

Tribal-led reuse of the Blue Heron mill site combines housing, riverwalk and habitat restoration.

First phase expected June 2027

Canton idea: Connect development and river restoration.

Photographs show actual projects. Status and activity figures are not measures of owner profitability.

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d. Alternatives to “super data centers”

EMPLOYMENT PRECEDENTS

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Jobs and owner income

Six models to investigate as alternatives to a large data center. Income pathways are ideas to test.



Photo source: Hunsfos Business Park

Hunsfos Business Park [8]

Vennesla, Norway

Jobs: Production, trades and business services.

Owner income: Industrial and commercial building leases.



Photo source: Business NH Magazine / 2017

Groveton Industrial Park [15]

Groveton, New Hampshire

Jobs: Machinists, welders, assemblers and supervisors.

Owner income: Industrial leases or buildings for signed tenants.



Photo source: University of St Andrews

Eden Campus [9]

Guardbridge, Scotland

Jobs: Technicians, engineers and tenant staff.

Owner income: Leases backed by an institutional anchor.



Photo source: Hope and Main

Hope and Main [16]

Warren, Rhode Island

Jobs: Food production, packaging and kitchen management.

Owner income: Property lease to a viable shared-kitchen operator.



Photo source: Spooky Nook Sports

Spooky Nook Champion Mill [7]

Hamilton, Ohio

Jobs: Facility operations, coaching, hospitality.

Owner income: Lease to a qualified sports or hotel operator.



Photo source: Brooklyn Navy Yard

Brooklyn Navy Yard [17]

Brooklyn, New York

Jobs: Manufacturing, engineering and fabrication.

Owner income: Industrial leases; public ownership differs.

FY25: 13,000+ jobs supported.

Owner income pathways require tenant demand and financial testing. Private-owner ROI is not established.

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5. By the Numbers: Metrics for Consideration

Measure	What to establish
Lasting employment	Ongoing full-time-equivalent jobs; wages, benefits, and realistic hiring pathways for local residents.
Employment efficiency	Ongoing jobs per developable acre and per megawatt of electricity demand.
Owner return	Net lease income or sale proceeds after cleanup, construction, financing, maintenance, and vacancy costs.
Commercial credibility	Identifiable customers, operators, tenants, and willingness to sign commitments.
Public return	Tax revenue after incentives, infrastructure spending, and continuing service costs.
Site compatibility	Flood exposure, permitted uses, power, water, wastewater, traffic, noise, and environmental requirements.
Delivery and resilience	Time to first income and jobs; ability to develop in phases and replace a departing tenant.