

MARTINSVILLE-HENRY  
COUNTY, VIRGINIA

*COMMUNITY & ECONOMIC  
DEVELOPMENT STRATEGY*

**IMPLEMENTATION PLAN**

JUNE 14, 2004

PRESENTED TO:

ADVISORY COMMITTEE

PRESENTED BY:

MARKET STREET SERVICES, INC.  
ATLANTA, GA

## OVERVIEW

The changing structures of the national and global economies have significantly curtailed employment and income growth in Martinsville-Henry County, Virginia. Beginning in the 1980s, the community began to shed jobs and see its real per capita income become stagnant. From an area that manufactured over 80 percent of the world's sweatshirts only a few years prior, Martinsville-Henry County is now a community struggling to retain the textile manufacturing jobs still remaining in the region, and also fighting to protect furniture manufacturing jobs that comprise the majority of local employment.

In order to proactively reconfigure the region's economic development infrastructure and build additional capacity for growth, the Martinsville-Henry County Chamber of Commerce's Partnership for Economic Growth (C-PEG) leveraged a grant from The Harvest Foundation to retain *Market Street Services*, a national community, economic and workforce development consulting firm headquartered in Atlanta, Georgia, to facilitate a strategic process in Martinsville-Henry County.

The creation of a community and economic development strategy for Martinsville-Henry County involves five components:

**Economic and Demographic Profile** – A detailed economic, demographic and labor force analysis that provides benchmarks on the capacity of the current economic and workforce elements to accommodate quality future economic development, and establishes the current realities influencing economic development in the area.

**Competitive Assessment** – An examination of the four key factors influencing Martinsville-Henry County's business climate, including Education and Workforce, Infrastructure, Business Costs and Quality of Life.

**Target Business Analysis** – An analysis of active business clusters in the region and opportunities for additional or companion clusters based on existing community assets.

**Community and Economic Development Strategy** – Builds on all the prior work to address critical issues for the community, including ways to enhance and develop existing strengths; also provides benchmarks and performance measures to monitor progress.

**Implementation Plan** – An assessment of the existing economic development delivery system to implement the proposed strategy, and recommendations on how to most effectively implement and sustain the strategy into the future.

This document is the culminating stage of the strategic planning process, the *Implementation Plan*. In reality, the determination of who is the "keeper of the goals" for the Martinsville-Henry County's *Community and Economic Development Strategy* is of equal, if not greater, importance to the elements included in the strategic plan itself.

## INTRODUCTION

As *Market Street* often tells our clients, after the strategy is developed the *real* work begins. Without successful implementation, a local development strategy is just another yellowing document in a file drawer. Numerous area respondents noted that previous economic plans for Martinsville-Henry County included progressive recommendations for local change, but these recommendations were not acted upon. To avoid a repeat of this scenario, local stakeholders must build consensus around Martinsville-Henry County's *Community and Economic Development Strategy* and align area resources behind the hard work needed to implement the plan's action steps.

Currently, Martinsville-Henry County's economic development programs and agencies lack the cohesion and synergy necessary to make the region truly competitive in a global economic landscape. The area's *Community and Economic Development Strategy* is a broad, comprehensive plan for local revitalization that takes into account not only economic factors, but social issues as well. Because the plan is an ambitious one, it will require an equally ambitious effort to successfully implement. In its current form, the economic development infrastructure in Martinsville-Henry County is simply not robust enough to effectively manage the strategy's implementation.

Recently, Martinsville and Henry County have made great strides in their efforts to unify behind a public-private economic development partnership. *Martinsville-Henry County Economic Development, Inc.*, a partnership between the City, County, Martinsville-Henry County Chamber of Commerce and C-PEG, will be responsible for the community's economic development activities. Martinsville-Henry County Economic Development, Inc. represents a very progressive move on the part of local leaders to unite behind a common vision for sustainable development and area wealth creation.

This *Implementation Plan* contains a draft matrix of implementing organizations, and also a first-year action plan for strategy implementation. Recommendations are based on feedback *Market Street* received from the strategy's Advisory Committee, community survey responses, and input from a March 15 Community Leadership Meeting in Martinsville-Henry County. Communication guidelines are also provided to assist officials in the rollout and public-discourse phase of initial implementation.

Martinsville-Henry County's *Community and Economic Development Strategy* contains an expansive list of benchmarks and performance measures that will enable local officials to continuously monitor and retool the plan to meet changing market conditions. The strategy goals, benchmarks and performance measures are presented in the following pages. The strategy is intended to be a living document, providing a superstructure for the community's economy, to be retrofitted as needed.

## STRATEGY OVERVIEW

**Goal 1. Economic Sustainability:** Create a climate where existing and new businesses and local entrepreneurs can effectively create quality local jobs.

- ◆ *Objective 1:* Support the development and expansion of the identified *Target Business Clusters*.
- ◆ *Objective 2:* Increase the assistance and resources supporting existing businesses.
- ◆ *Objective 3:* Promote entrepreneurial development and small business expansion.
- ◆ *Objective 4:* Build a new public-private partnership structure to ensure ongoing economic growth and stability in Martinsville-Henry County.

### GOAL 1: BENCHMARKS

- ✓ Create a unified public-private partnership for economic development in Martinsville-Henry County.
- ✓ Reduce unemployment rate to 6.5% by 2008.
- ✓ Increase labor force participation rate to 75.0% by 2008.
- ✓ Diversify local economy such that no sector contains over 25% of Martinsville-Henry County's total employment by 2008.
- ✓ Achieve an annual total employment growth rate of 2.0% by 2006.
- ✓ Increase median real per capita income to \$22,500 by 2008.
- ✓ Successfully create 20 new local businesses by 2008.
- ✓ Successfully create an Ambassadors Program for local businesses.
- ✓ Increase median per capita income of local nonfarm proprietors to \$15,000 by 2008.
- ✓ Increase percentage of labor force working in its county of residence to 70.0% by 2008.
- ✓ Approval of construction for I-73 through Henry County by 2006.
- ✓ Create an active Health Care Industry Group; Plastics Manufacturing Roundtable; Hospitality Industry Board; and, Wholesale and Distribution Industry Roundtable.
- ✓ Create a Business Calling Program.
- ✓ Create a "one-stop shop" for permitting and business assistance.
- ✓ Create a regional marketing organization.
- ✓ Create a Minority Enterprise Office for local minority-owned business development.
- ✓ Increase percentage of minority-owned local businesses by 15% by 2008.

## GOAL 1: PERFORMANCE MEASURES

- Unemployment rate as compared to Virginia and the U.S.
- Net job growth and average wage of new jobs.
- Number of net new businesses created in Martinsville-Henry County, and average number of employees.
- Amount of financial assistance obtained from private, Commonwealth and federal sources.
- Number of expansions by existing businesses annually, and net number of new jobs created.
- Number of business relocations and expansions in each Target Business Cluster and overall.
- Number of jobs and capital investment generated in each Target Business Cluster and overall.
- Percent of total Martinsville-Henry County employment held by each local economic sector.
- Vacancy rate of Martinsville-Henry County commercial and industrial properties.
- Direct infrastructure spending related to site development.
- Dollar value of new capital investment onsite.
- Percentage of local residential and commercial units with high-speed communications capacity, and usage rates.
- Number of new economic development programs created.
- Net number of new businesses and jobs resulting from economic development programs.
- Net increase in tourist visitation and local spending in Martinsville-Henry County.
- Net annual increases in tax revenue and local spending during NASCAR race weeks.
- Number of new, non-racing programming events at Martinsville Speedway, average attendance, and net tax contributions.
- Various Philpott Lake indices, including amount of new shoreline and adjacent development, and amount of new investment and jobs created in Philpott Lake area.
- Number of partnerships created between local agri-businesses and food processing companies and net number of new jobs created by these partnerships.
- Number of new courses/degree programs initiated at Patrick Henry Community College in response to local business needs and recruitment strategies.
- Number and percentage of PHCC graduates successfully placed in new employment.
- Number of firms assisted, percentage of businesses retained and total jobs resulting from assisted businesses.
- Total number of assistance requests at “one-stop” shop, and percentage of permits successfully obtained.
- Net number of new furniture jobs created in Martinsville-Henry County, and average value of new jobs.
- Number of local initiatives developed through regional marketing organization.
- Percentage of eligible local residents taking advantage of small-business development resources, and increase in participation resulting from program subsidies and revised participation requirements.

- ☑ Number of new entrepreneurship and small business training courses developed, and number of residents enrolling.
- ☑ Number of new businesses developed as a result of new small-business development courses.
- ☑ Net number of new minority-owned businesses, average annual sales per firm, and number of new jobs created.
- ☑ Amount of funds secured for entrepreneurial development, number of individuals utilizing these funds, number of new businesses created, and number of new jobs at these businesses.
- ☑ Number of small businesspeople successfully recruited to Martinsville-Henry County, and number of new jobs created at these businesses.
- ☑ Number of site-selection professionals attending annual event, and number of leads and relocations generated by attendees.
- ☑ Number of new “virtual buildings” developed.

**Goal 2. Education & Workforce Development:** Build the capacity to produce workers with the skills to benefit from the high-wage jobs of the future.

- ◆ *Objective 1:* Develop a comprehensive educational improvement program.
- ◆ *Objective 2:* Establish best-in-class workforce development resources and programs.
- ◆ *Objective 3:* Work to develop a four-year university in Martinsville-Henry County.

**GOAL 2: BENCHMARKS**

- ✓ Increase public and private funding for local schools by 2% annually.
- ✓ Create a Value of Education marketing effort.
- ✓ Increase teacher-retention rates by 2% annually.
- ✓ Increase average teacher salaries by 10% by 2006.
- ✓ Develop district-wide Pre-K programs in Martinsville and Henry County school systems.
- ✓ Increase percentage of Limited English Proficient students receiving specific programmatic attention to 90% by 2008.
- ✓ Increase percentage of over-25-year-olds with a college degree by 1.0% annually.
- ✓ Increase percentage of eligible area adults attending Patrick Henry Community College by 1.5% annually.
- ✓ Increase total local job placement from Patrick Henry Community College by 2% annually.
- ✓ Increase Patrick Henry Community College funding by 1.0% annually.

- ✓ Increase percentage of eligible adults participating in WorkKeys® program by 250% by 2007.
- ✓ Obtain legislative approval of full funding for new four-year university in Martinsville-Henry County by 2006.

## **GOAL 2: PERFORMANCE MEASURES**

- ✓ Public school dropout rates by grade and cohort.
- ✓ High school graduation rates, and number of individuals receiving GEDs.
- ✓ Student performance on Virginia Standards of Learning tests, and national standardized tests.
- ✓ Number and percentage of graduates attending two- and four-year colleges.
- ✓ Annual budget for Martinsville-Henry County district schools, including all grants and donations.
- ✓ Percentage of students whose parent(s) are involved in school-sponsored programs.
- ✓ Number of new classes and programs added in area public schools.
- ✓ K-12 teacher retention rates.
- ✓ Average teacher salaries.
- ✓ Enrollment in Pre-K program, and percentage of eligible children enrolling.
- ✓ Percentage of LEP students in Martinsville and Henry County receiving specific training.
- ✓ Net increase in number and percentage of students participating in Advanced Placement/Dual Enrollment courses in City and County schools.
- ✓ Net increase in number and percentage of minority students participating in Advanced Placement/Dual Enrollment courses in City and County schools.
- ✓ Number and percentage of Martinsville-Henry County high school students receiving industry certification in their chosen workforce-training fields.
- ✓ Number of students on track to receive industry certification within 6 months of graduation from high school.
- ✓ Enrollment rates at Patrick Henry Community College.
- ✓ Annual budget at PHCC.
- ✓ Percentage of net new PHCC students considered at or below poverty level.
- ✓ Percentage of PHCC “completers,” and the number of those at or below poverty level.
- ✓ Percentage of PHCC “completers” obtaining jobs after graduation, and average wage of those jobs.
- ✓ Percentage of Martinsville-Henry County and PHCC students remaining in the community for employment.
- ✓ Number of new programs and classes at PHCC.
- ✓ Number of participants and percentage of “completers” in WorkKeys® program.
- ✓ Percentage of WorkKeys® graduates who transition into employment within six months.
- ✓ Number of new career-focused programs and classes at Martinsville-Henry County public schools.
- ✓ Total value of the dedicated budget for career-focused programs.

- ☑ Percentage of students taking advantage of career-focused programs, and number of students graduating directly into a targeted trade.
- ☑ Number of Martinsville-Henry County students utilizing regional training opportunities.
- ☑ Number of participants and number of meetings of University Development Coalition.

**Goal 3. Leadership, Vision and Community Outlook:** Align all public, private, and community leadership behind the vision of a brighter local future.

- ◆ *Objective 1:* Streamline and unify Martinsville and Henry County departments and organizations.
- ◆ *Objective 2:* Develop increased capacity for local leadership by involving all Martinsville-Henry County constituencies in the momentum for positive change.
- ◆ *Objective 3:* Enhance the community's overall outlook and vision for the future.

**GOAL 3: BENCHMARKS**

- ✓ Consolidate at least three Martinsville and Henry County departments by 2007.
- ✓ Hold at least four community forums annually between elected officials and community groups by 2006.
- ✓ Hold at least two community meetings annually to discuss local cross-cultural issues by 2006.
- ✓ Increase minority presence in Martinsville-Henry County's Leadership Development Program to 25% by 2007.
- ✓ Create a local Youth Leadership Development Program.
- ✓ Create a Grassroots Leadership Council.
- ✓ Hold an annual Martinsville-Henry County Visioning Day by 2006.
- ✓ Develop a system-wide high school visioning contest by 2006.

**GOAL 3: PERFORMANCE MEASURES**

- ☑ Number of City and County departments consolidated.
- ☑ Annual cost savings from departmental consolidation.
- ☑ Number of community forums and work sessions held annually between elected officials and community groups.
- ☑ Number of community meetings held annually to discuss cross-cultural issues in Martinsville-Henry County.

- ☑ Number of participants in Martinsville-Henry County Leadership Development Program, Youth Leadership Program and Grassroots Leadership Council.
- ☑ Percentage of minority participants in all leadership programs.
- ☑ Amount of scholarship funding available to allay entry costs of Leadership Development Program.
- ☑ Percentage of Leadership Program graduates that commit to participating in local development efforts.
- ☑ Number of attendees at Martinsville-Henry County Visioning Day.
- ☑ Percentage of local media airtime dedicated to public-access programming.
- ☑ Number of entries in system-wide high school visioning contest.

**Goal 4. Quality of Life:** Make Martinsville-Henry County a community where people of all ages, incomes and ethnicities will feel welcome and thrive.

- ◆ *Objective 1:* Initiate a comprehensive Martinsville-Henry County *Arts Development Strategy*.
- ◆ *Objective 2:* Upgrade public spaces in Martinsville and Henry County.
- ◆ *Objective 3:* Work to alleviate local social and health issues.

**GOAL 4: BENCHMARKS**

- ✓ Recruit at least 25 artists to Martinsville-Henry County by 2007.
- ✓ Passage of a Virginia law providing tax exemptions for artists locating in converted Martinsville-Henry County buildings.
- ✓ Creation of a new zoning category in Martinsville and Henry County for Artist Lofts.
- ✓ Secure the opening of a national chain-store coffeehouse in Uptown Martinsville by 2007.
- ✓ Successfully complete the improvement programs to three major Martinsville-Henry County “gateways” by 2008.
- ✓ Implement a way-finding system in Martinsville-Henry County.
- ✓ Develop at least three new athletic playfields/parks in Martinsville-Henry County by 2008.
- ✓ Create a Martinsville-Henry County Nature Conservancy.
- ✓ Lower Martinsville-Henry County disease and “vital event” incidence rates to Virginia averages by 2015.
- ✓ Lower overall Martinsville-Henry County index of crimes per 100,000 inhabitants by 2% annually.
- ✓ Achieve passage by job applicants of 90% of drug tests by 2010.

#### **GOAL 4: PERFORMANCE MEASURES**

- Number of artists residing in Martinsville-Henry County.
- Number of net new artists' workspaces created in redeveloped Martinsville-Henry County buildings.
- Number and percentage of artists taking advantage of Commonwealth tax exemptions.
- Number of net new art galleries opened in Martinsville-Henry County.
- Total and average attendance at officially sponsored "art crawls," and other art-themed local events.
- Net number of new two-star-or-above restaurants opened in Martinsville-Henry County.
- Total funds raised or granted for Martinsville-Henry County Urban Design Initiative.
- Total dollars spent on "gateway" improvement projects.
- Number of total signs, markers and maps installed as part of Martinsville-Henry County wayfinding system.
- Total funds raised or granted for city/town center and neighborhood improvement programs.
- Total dollars spent on city/town center and neighborhood improvement programs.
- Total acres of new athletic fields/parks/playspaces developed, and annual park acreage per capita in Martinsville-Henry County.
- Average annual budget of Martinsville-Henry County Nature Conservancy.
- Average annual economic impact from nature tourism and year-to-year net increases/declines.
- Annual crimes per 100,000 residents in Martinsville-Henry County, and annual rates for each category of crime.
- Number and percentage of job applicants failing drug tests annually.
- Number of talks and information sessions regarding the importance of staying drug-free.
- Number of Martinsville-Henry County residents referred to drug-treatment programs.
- Number of neighborhood watch programs created in Martinsville-Henry County.
- Net number of new after-school programs and facilities.
- Number of youth participating in new after-school programs and facilities.
- Number of health-related public education forums and information sessions convened annually.
- Number of health and dental fairs held annually.
- Total attendance and increase/decrease year-to-year of local health and dental fairs.
- Total funds raised and granted for health-education programs.
- Total funds raised and granted for local health and human service organizations.
- Staffing levels and office square footage for health and human service organizations.
- Number of talks given by illness survivors Speaker's Bureau.
- Annual number and percentage increases in YMCA memberships.

## IMPLEMENTATION ENTITIES

Local consensus is building for a new public-private partnership structure to coordinate economic development in Martinsville-Henry County. While its structural and operational details are still being worked out, Martinsville-Henry County Economic Development, Inc. (formerly the Coalition for Economic Progress) is a very promising candidate to serve as the implementing agency for the *Community and Economic Development Strategy's* Goal 1: Economic Sustainability. As the "keeper" of Goal 1, Economic Development, Inc. will be charged with putting the plan's economic action steps into motion and monitoring the ongoing results of initiated programs and policies. As a living document, the strategy will need to be reevaluated regularly, and retooled to adapt to changing local and national economic conditions.

The existing Martinsville-Henry County economic development staffs, budgets and programs of work represent programs, partnerships and initiatives that are already "on the ground" in the region. Strategy implementation should, above all, integrate existing programmatic and staffing capacity with future goals so there is no unnecessary overlap or redundancies. Leveraging existing economic development budgets in the City and County for the strategy effort will provide the implementing organization with a financial head start, and reduce the need to raise as much money to begin moving forward with the plan.

On March 16, 2004, the Martinsville-Henry County Advisory Committee discussed a number of implementation options relating to the optimal organizational structure to advance the goals and objectives of the community's strategy. While there was consensus regarding the adoption of Goal 1 by the Coalition for Economic Progress (now known as Martinsville-Henry County Economic Development, Inc.), in partnership with the Martinsville-Henry County Chamber of Commerce and C-PEG, the responsibility for oversight of the entire strategy, including the community development components, was the cause of more prolonged discussion.

### ECONOMIC DEVELOPMENT

#### **Goal 1**

##### **Martinsville-Henry County Economic Development, Inc. (formerly the Coalition for Economic Progress)**

- As noted, the details of Economic Development, Inc.'s final structure, budget and reporting structure are still being finalized.

### COMMUNITY DEVELOPMENT

In addition to discussion regarding the implementer of Goal 1 and the overseer of the entire strategy, the Advisory Committee discussed potential lead groups charged with implementing Goals 2, 3 and 4 in the strategy.

With many varied public and private organizations currently active in Martinsville-Henry County community development, the designation of one or more existing agencies as overseers for entire strategy goals will evolve through an inclusive process of discussion, negotiation and potential expansion of current operational missions. A component of the first year of strategy implementation in Martinsville-Henry County will be the formalization of an organizational structure and flow chart for the “community development half” of the strategy, and for the “keeper” of all four strategic goals.

However, based on discussions by the Advisory Committee, it was determined that responsibilities for Goals 2, 3 and 4 would be as follows:

## **Goal 2**

### **Education Council**

- This newly formed group would consist of appointed representatives from the local entities most affected by Martinsville-Henry County’s educational performance. These organizations will most likely include: Henry County Schools; Martinsville City Schools; Carlisle School; Patrick Henry Community College; The Harvest Foundation; and the Martinsville-Henry County Chamber of Commerce. Patrick Henry Community College would be responsible for coordinating the **workforce development** component of the council.

## **Goal 3**

### **Henry County/City of Martinsville**

- These governments will coordinate the ongoing consolidation of City and County departments based on a community-wide, consensus-based program of local input and priority implementation.

### **Martinsville-Henry County Chamber of Commerce**

- Already active in local leadership-development, the Chamber will coordinate this strategic objective, as well as the enhancement of the community’s overall outlook and vision.

## **Goal 4**

### **Martinsville-Henry County Chamber of Commerce**

- The Chamber will partner with member agencies, including the Piedmont Arts Association and others, and local governments to manage the implementation of Martinsville-Henry County’s Arts Development Strategy. The Chamber will work with local governments, the Gateway Streetscape Foundation, and others, to organize the ongoing implementation of public-space upgrade projects in the City and County.

### **United Way**

- Continuing its role as a critical member of Martinsville-Henry County’s social services community, the United Way is well positioned to monitor the implementation of the *Community and Economic Development Strategy* components dealing with alleviating local social and health issues. Partnering with institutions like Piedmont Community Services, Memorial Hospital, and both local governments, along with private entities such as the Martinsville-Henry County Chamber of Commerce and Martinsville-Henry County Economic Development, Inc., the United Way will coordinate programs in health education and services, and social services enhancements designed to improve the community’s overall health, crime and quality of life statistics.

### **The “Keeper of the Goals”**

Above all, effective plan implementation will be contingent on an overarching coordinating body serving as the “keeper” of the four goals. The coordinating body must have enough influence to ensure that the implementation of the strategy progresses according to Martinsville-Henry County’s Vision Statement and comprehensive goals and objectives for area renewal. In the end, there was near unanimity among Advisory Committee members that the “keeper of the goals” should be a new entity, one free from any perceived local “baggage” resulting from prior actions, perceived slights, or past conflicts-of-interest.

In the short-term, however, the Advisory Committee felt that their 18-member body, assembled for Martinsville-Henry County’s strategy-development process, represents a viable entity to coordinate the early-stage implementation of the plan. The members felt that their committee – whether in its current incarnation, or in a modified form with additional key appointees – represents a good cross-section of the Martinsville-Henry County public, private, civic and educational communities, and has the experience of the strategy-development process to guide its future actions.

Having gone through the “birthing pains” of creating Martinsville-Henry County’s *Community and Economic Development Strategy*, the Advisory Committee has a perspective on the region’s core issues, priorities and the consensus needed to arrive at strategic goals and objectives that another existing or new group could not share. Because of this fact, the group will manage the first-year strategy implementation before passing the baton to a formalized “goal keeper” later on down the road.

**Martinsville-Henry County Strategy Implementation Matrix**

Goal	Objective	Current	Future	
		Entities Involved	Lead Agency	Agency Partners
Economic Revitalization	Support the development and expansion of the Target Business Clusters.	Martinsville Dept. of Economic Development	M-HC Economic Development, Inc.	Chamber
		Henry County Office of Commerce		Martinsville Dept. of Economic Development
		West Piedmont Planning District		West Piedmont Planning District
	Increase the assistance and resources supporting existing businesses.	Chamber	M-HC Economic Development, Inc.	Minority Enterprise Office
		Coalition for Economic Progress		Chamber
		Martinsville Dept. of Economic Development		West Piedmont Planning District
		Henry County Office of Commerce		
	Promote entrepreneurial development and small business expansion.	West Piedmont Business Development Ctr.	M-HC Economic Development, Inc.	West Piedmont Business Development Ctr.
		Longwood Small Business Dev. Ctr.		Longwood Small Business Dev. Ctr.
		SCORE		SCORE
		West Piedmont Planning District		
		Chamber		
Build a new public-private partnership for economic development.	Coalition for Economic Progress	M-HC Economic Development, Inc.	Martinsville Dept. of Economic Development	
	Martinsville Dept. of Economic Development		Henry County Office of Commerce	
	Henry County Office of Commerce		Chamber	
	Chamber		The Harvest Foundation	
Education & Workforce Development	Develop a comprehensive educational improvement program.	Martinsville City Schools	Education Council	Martinsville City Schools
		Henry County Schools		Henry County Schools
		Carlisle School		Carlisle School
		Patrick Henry Community College		Patrick Henry Community College
		The Harvest Foundation		The Harvest Foundation
				National College of Business and Technology
				Chamber
	Establish best-in-class workforce development resources and programs.	PHCC Office of Workforce Development	Education Council (Patrick Henry Community College)	PHCC Office of Workforce Development
		WIA One-Stop Center		WIA One-Stop Center
		Martinsville City Schools		Martinsville City Schools/Henry County Schools
		Henry County Schools		Carlisle School
		Carlisle School		Chamber
		Chamber		PHCC Educational Talent Search/Tech Prep programs
	Develop a four-year university in Martinsville-Henry County	The Harvest Foundation	Education Council (The Harvest Foundation)	INROADS
				The Harvest Foundation
				Chamber
				M-HC Economic Development, Inc.
				Patrick Henry Community College
	City of Martinsville			
	Henry County			

Goal	Objective	Current	Future		
		Entities Involved	Lead Agency	Agency Partners	Agency Partners (cont'd)
Leadership, Vision & Community Outlook	Streamline and unify MCH departments and organizations.	City of Martinsville Henry County	City of Martinsville/Henry County	City of Martinsville Henry County	
	Develop increased capacity for local leadership.	Chamber	Chamber	City of Martinsville	PHCC Leadership Development
				Henry County	Reynolds Homestead - Continuing Education Center
				The Harvest Foundation	
				Martinsville City Schools	
				Henry County Schools	
				Carlisle School	
				Faith-based community	
				Martinsville-Henry County Dept. of Social Services	
				<i>Grassroots Leadership Council</i>	
				<i>INROADS</i>	
	<i>Minority Enterprise Office</i>				
<i>M-HC Economic Development, Inc.</i>					
Enhance the community's overall outlook and vision.	n/a	Chamber	City of Martinsville	Martinsville Schools/Henry County Schools	
			Henry County	WHEE radio	
			Martinsville Bulletin	Martinsville Daily	
			Channel 18		
			Faith-based community		
<i>Grassroots Leadership Council</i>					
Quality of Life	Initiate an Arts Development Strategy.	n/a	Chamber	M-HC Economic Development, Inc.	West Piedmont Planning District
				Piedmont Arts Association	Fayette Area Historical Initiative
				Virginia Museum of Natural History	
				The Harvest Foundation	
				City of Martinsville	
				Henry County	
				Chamber	
	Local financial institutions				
	Upgrade public spaces.	Gateway Streetscape MURA The Harvest Foundation City of Martinsville Henry County Martinsville Dept. of Parks and Recreation Henry County Dept. of Parks and Recreation	Chamber	Gateway Streetscape	Fayette Area Historical Initiative
				MURA	
				The Harvest Foundation	
				City of Martinsville	
				Henry County	
	<i>Martinsville-Henry Co. Dept. of Parks and Rec.</i>				
	<i>M-HC Economic Development, Inc.</i>				
	Work to alleviate local social and health issues.	Piedmont Community Services Memorial Hospital United Way of Henry County and Martinsville Martinsville-Henry County Dept. of Social Services City of Martinsville Henry County Henry County Schools Martinsville City Schools The Harvest Foundation	United Way of Henry County and Martinsville	Piedmont Community Services	Lion's Club
				Memorial Hospital	Citizens Against Family Violence
				Martinsville-Henry County Dept. of Social Services	Southern Area Agency on Aging (SAAA)
City of Martinsville				Boys and Girls Clubs (opening Fall 2004)	
Henry County					
Henry County Schools					
Martinsville City Schools					
The Harvest Foundation					
<i>Grassroots Leadership Council</i>					

Note: Italicized entries are not current agencies/offices in Martinsville-Henry County.

## FIRST YEAR ACTION PLAN

By building organizational capacity, winning early victories and identifying local change agents and supporters in government and the community at large, Martinsville-Henry County leaders will pave the way for effective strategy implementation further down the road. The first year is especially important for the strategy's Advisory Committee, as its members move forward to develop consensus for more expansive local economic development.

### Community Priorities

As part of the strategy-development process, Martinsville-Henry County residents had the opportunity to complete a Community Input Survey in which they could prioritize the goals and objectives in Martinsville-Henry County's *Community and Economic Development Strategy* by ranking them on a 1 to 3, or 1 to 4 scale. The following table displays the results of this survey, which was advertised to the community in the *Martinsville Bulletin*, on Channel 18, and at a community input meeting on February 23, 2004.

**Community Input Survey Results** (36 total responses)

Goal	Rank (worth)	Votes	Score	Objective	Votes
Goal 1	1 (4 pts)	18	72	1	11
	2 (3 pts)	11	33	2	3
	3 (2 pts)	3	6	3	6
	4 (1 pt)	4	4	4	18
	<b>Total</b>			115	
Goal 2	1 (4 pts)	6	24	1	8
	2 (3 pts)	12	36	2	6
	3 (2 pts)	13	26	3	24
	4 (1 pt)	5	5		
	<b>Total</b>			91	
Goal 3	1 (4 pts)	7	28	1	27
	2 (3 pts)	12	36	2	6
	3 (2 pts)	15	30	3	5
	4 (1 pt)	2	2		
	<b>Total</b>			96	
Goal 4	1 (4 pts)	5	20	1	5
	2 (3 pts)	1	3	2	22
	3 (2 pts)	6	12	3	11
	4 (1 pt)	26	26		
	<b>Total</b>			61	

Note: The total votes for the goals and objectives vary slightly because some respondents ranked objectives, but not goals.

According to the 36 survey respondents:

- ☑ The priority goal was **Goal 1: Economic Revitalization**.
- ☑ The priority Goal 1 objective was **Objective 4: Build a new public-private partnership structure to ensure ongoing economic growth and stability in Martinsville-Henry County.**
- ☑ The priority Goal 2 objective was **Objective 3: Work to develop a four-year university in Martinsville-Henry County.**
- ☑ The priority Goal 3 objective was **Objective 1: Streamline and unify Martinsville and Henry County departments and organizations.**
- ☑ The priority Goal 4 objective was **Objective 2: Upgrade public spaces in Martinsville and Henry County.**

These responses are fairly consistent with feedback *Market Street* has received throughout this strategy-development process. Community stakeholders are very concerned about the state of the local economy, and the issues they perceive most affect this concern: the region's public and private sectors working together for growth; a four-year university to stimulate economic development; the combining of City and County departments for greater cooperation and cost savings; and the look of the community's "gateways" and public areas.

A first-year Action Plan for Martinsville-Henry County's strategy implementation should emphasize various action steps in these issue areas, and look for quality early "victories" to help build momentum and consensus behind the plan.

### **Community Leadership Meeting Exercise**

On March 15, 2004, over 100 community members gathered to discuss Martinsville-Henry County's *Community and Economic Development Strategy*. After presentation of the strategy's goals and objectives, attendees were told to come to agreement with the other persons at their table on the **one** thing that the community would need to do to ensure that the plan was effectively implemented.

The results of this exercise are presented in the following table:

**What is the one thing that needs to be done to effectively implement this plan?**

<i>Table</i>	<i>Response</i>
1	Personal involvement is key. It is fine to say things are bad, but you have to follow up and decide what you can do about it.
2	Combine governments and school systems so we are one community at the leadership level.
3	Reinstill the sense of hope and pride in the community by volunteering. Everyone can make a difference.
4	Think, act, do, as one entity. We are one community.
5	Echoed the comments of Table 4.
6	We need to develop strong, motivational, united leadership and pull the two communities together in a united effort.
7	The community does need to pull together. There also needs to be monitoring and oversight of economic development plans. There have been many local development plans, but too often, the lack of monitoring of implementation progress dooms the plan to failure.
8	Leadership needs to be emphasized all the way down to the Sunday school class. The entire community has to be exposed to improvement plans so they have the opportunity to get involved.
9	Continue the local upward trend in education. Implement a plan like the one in Patrick County.
10	Take advantage of every opportunity to combine services and agencies.
11	Inclusive, united leadership will influence a grassroots effort for commitment to positive change.
12	Merge governments and combine resources for maximum efficiency.
13	Merge governments, much like two families come together in a marriage. Improve local education and the community's sense of pride.
14	Merge governments. Cleaning up the community is something that can start tomorrow.
15	A public-private partnership for economic AND community development is needed.
16	Develop cohesive leadership that projects a positive image and leads to an inclusive community.
17	Speak with one voice. Come together as one community. A single entity is needed to take responsibility for the overall goal of implementation.
18	Cooperation, community buy-in, communication, accountability. Leverage the people who are here today that are interested in the same thing. Let's pick something and get it done. It will create good, positive momentum.

Again, these sentiments echo the Community Survey responses, and are consistent with feedback from focus groups, interviews, and an online survey *Market Street* conducted for earlier phases of the strategy process.

With such a consistent call from area stakeholders to come together for progressive change, the leadership of Martinsville and Henry County would be well served to make every effort to partner for the greater good of both communities. In the first year of strategy implementation, however, the organizations and individuals partnering to implement the community's vision should focus on capacity and consensus building, and securing key early "victories" to build positive momentum for change.

The following table is a suggested DRAFT outline of a first-year implementation plan for Martinsville-Henry County's strategy. Those charged with coordination of plan implementation should proceed purposefully, but always acknowledge the need to keep all local stakeholders informed on the process of moving forward and the consensus needed to put vision into action.

**Martinsville-Henry County Strategy Implementation: Draft First Year Action Plan**

Month(s)	Objective	Action Steps	Coordinator
1 to 3	Finalize organizational structures	Continue efforts to integrate all local economic development under the control of M-HC Economic Development, Inc.	Advisory Committee
1 to 3		Initiate contact with selected stakeholders and organizations targeted for inclusion in implementation activities.	
1 to 3	Existing program analysis	Identify existing staff and budget capacity in priority objective areas.	
4 to 5		Conduct "gap" analysis to determine programs to be continued, merged, changed or added.	
5 to 6		Determine required organizational funding/staffing needs at economic and community development levels.	
3 to 6	Initial organizational marketing	Develop state-of-the-art websites and promotional materials for Economic Development, Inc. and overall strategy implementation. Include a component for Community Input and Participation.	
3 to 6	Generate early momentum	Public "rollout" of plan	
2 and forward		Begin coordinated fundraising effort to build organizational capacity and facilitate strategy implementation.	
6 and forward	Strategy Implementation	See following chart, <b>First and Second Year Strategic Action Matrix</b>	
7 to 9	Develop structure for goal "keeper"	Formalize structure, composition, appointees, staffing and operational mandate for "keeper of the goals."	
9 to 12		Begin the process of transfer of implementation responsibilities to goal keeper.	
12 to 15	Assessment and prioritization	Evaluate prior year activity and results	Goal-Keeping Organization
		Formalize Second Year Action Plan	
		Execute Second Year Action Plan	

**First and Second Year Strategic Action Matrix**

Goal	Objective	Priority Actions	Time Frame
Economic Revitalization	Support the development and expansion of the Target Business Clusters.	Develop synergies between existing sector companies.	Short-term
		Work with existing sector businesses to develop expansion plans.	Short-term
		Actively recruit specific firms in each cluster.	Short-term
	Increase the assistance and resources supporting existing businesses.	Develop a Business Calling Program.	Short-term
		Develop a retention/expansion plan for local furniture manufacturing companies.	Short-term
		Create a local "one-stop" center for business assistance.	Medium-term
		Develop a regional marketing association.	Medium-term
	Promote entrepreneurial development and small business expansion.	Enhance, expand and effectively market local services.	Short-term
		Develop a staffed Minority Development Office.	Medium-term
	Build a new public-private partnership for economic development.	Establish an Entrepreneurial Networking Group.	Medium-term
		Formalize staffing structure and budget of M-HC Economic Development, Inc.	Short-term
		Begin recruitment of president, staff and board of directors.	Short-term
Secure office space and coordinate co-location of all local economic development functions.		Short-term	
Conduct a needs assessment of local shell buildings, and potentially pursue a Virtual Building program.		Short-term	
Education & Workforce Development	Develop a comprehensive educational improvement program.	Create and staff Martinsville-Henry County's Education Council.	Short-term
		Through the Council, coordinate a community-wide Educational Improvement Program.	Short-term
		Initiate a Value of Education marketing effort.	Medium-term
	Establish best-in-class workforce development resources/programs.	Through the Education Council, coordinate upgrades to Martinsville-Henry County's workforce development system.	Short-term
Develop a four-year university in Martinsville-Henry County	Through the Education Council (its Harvest Foundation official), continue ongoing efforts to develop a local four-year university.	Short-term	
Leadership, Vision & Community Outlook	Streamline and unify MCH departments and organizations.	Work with City and County leadership to determine feasibility of consolidations.	Medium-term
	Develop increased capacity for local leadership.	Develop a Community Inclusion Plan for Martinsville-Henry County.	Short-term
		Expand the reach of the Chamber's Leadership Development Program.	Medium-term
		Develop a Grassroots Leadership Council.	Medium-term
	Organize a local Visioning Day.	Short-term	
Enhance the community's overall outlook and vision.	Partner with local media outlets to assess their coverage of the community and determine potential scenarios for adding balance to their coverage, if necessary.	Medium-term	
Quality of Life	Initiate an Arts Development Strategy.	Develop a program to recruit artists/artisans to the community's obsolete manufacturing buildings.	Medium-term
	Upgrade public spaces.	Organize local community improvement events, including the targeting of priority action areas for early implementation "victories." Examples may include: Community-wide clean up effort; planting of a neighborhood garden; fundraising event for development of local playground, etc.	Short-term
		Develop a local Urban Design Initiative.	Medium-term
	Work to alleviate local social and health issues.	Through the leadership of the local United Way, coordinate efforts to increase local social service capacity, and coordinate existing efforts.	Short-term
		Develop a comprehensive Health Education Program in Martinsville-Henry County.	Medium-term

Short-term = Up to 1 year

Medium-term = Between 1 year and 2 years

## CONCLUSION

The process of creating a *Community and Economic Development Strategy* for Martinsville-Henry County has been a comprehensive one, involving the participation of hundreds of local residents, business leaders and government officials. But the development of the strategy goals and objectives was just the first step in the process of creating meaningful change in the community. Ultimately, successful job and wealth creation efforts will result from a coordinated, collaboration-based, unified implementation effort.

As the community proceeds with the development of a public-private organizational structure for implementation of its plan, Martinsville-Henry County leaders and elected officials should not lose sight of the significance of their actions. The current momentum for progressive change in the City and County is widespread; an effort that fails to match the community's desire for greater cooperation and forward-thinking action among its elected and private-sector leadership runs the risk that this level of optimism will not be reached again for the foreseeable future.

Regardless of Martinsville-Henry County's chosen structure for implementation, the community's strategy should always be viewed as a work-in-progress. As economic times and conditions change, the "keeper" of the *Community and Economic Development Strategy* goals should constantly monitor the plan's implementation progress, and revisit objectives and action steps annually or biannually. Only by adapting Martinsville-Henry County's plan for the changing local and national economies can community leaders ensure that the area is focused on the correct track for progressive local development.