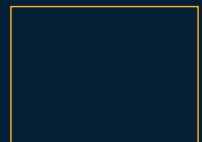
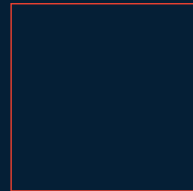




# Community Engagement Plan

Prepared for **The Harvest Foundation**





# INTRODUCTION

The purpose of this Community Engagement Plan is to establish a clear, transparent, and equitable framework for meaningfully involving residents, partners, and stakeholders in shaping the Martinsville-Henry County 25-Year Community Vision and The Harvest Foundation's Strategic Plan.

Specifically, the plan aims to:

- **Ensure Authentic Community Voice:** Create structured, accessible opportunities for residents across Martinsville-Henry County to share lived experiences, priorities, and aspirations that directly inform the Foundation's long-term direction.
- **Advance Equity and Inclusion:** Proactively engage historically underrepresented and priority populations to ensure the 25-Year Vision reflects the full diversity of the community.
- **Build Trust and Transparency:** Clearly communicate how input is collected, analyzed, and incorporated into strategies, reinforcing accountability and shared ownership.
- **Strengthen Local Partnerships:** Leverage the Community Visioning Committee, Community Liaisons, and trusted community institutions to ground engagement in local relationships and cultural context.
- **Inform Strategic Decision-Making:** Generate qualitative and quantitative insights that can be integrated with opportunity and access data to shape actionable strategies, SMARTIE goals, and measurable outcomes.
- **Close the Feedback Loop:** Return findings and draft strategies to the community for validation, demonstrating that engagement is not a one-time event but an ongoing dialogue.

Ultimately, this Community Engagement Plan ensures that the Martinsville-Henry County 25-Year Vision and The Harvest Foundation's Strategic Plan are not only informed by data and institutional priorities, but co-created with the community they are intended to serve.





## GUIDING PRINCIPLES

These guiding principles define how engagement will be designed, implemented, and adapted throughout the visioning process. They establish a consistent framework to guide decision-making and shape interactions with community members. Grounded in best practices from community engagement literature, the principles reflect Horizon 54's commitment to creating engagement processes that are culturally relevant, and rooted in trust. Community members not only have opportunities to participate, but can clearly see how their input is valued and used.

These principles will ensure that engagement is not a one-time activity, but an ongoing, community-centered process that builds relationships, elevates diverse perspectives, and supports shared ownership of the vision.

### Inclusion

Ensure that the engagement process intentionally includes a broad range of community voices, particularly those that may not typically participate in planning processes.

Key approaches:

- Prioritize outreach to communities that are often underrepresented in decision-making
- Partner with trusted community organizations, faith groups, and local leaders
- Utilize Community Liaisons who have strong relationships within different parts of the community
- Host engagement activities across multiple geographic locations and community spaces
- Design activities that allow multiple ways to participate (speaking, writing, mapping, voting)
- Create welcoming environments where people feel comfortable sharing different perspectives

### Transparency

Ensure that the engagement process is open, understandable, and clear about how community input will influence decisions.

Key approaches:

- Clearly explain the purpose of engagement activities and how feedback will be used
- Share summaries of what was heard during engagement
- Provide regular updates through the project website, newsletters, and social media



## Accessibility

Remove barriers to participation so that residents can easily engage with the process.

Key approaches:

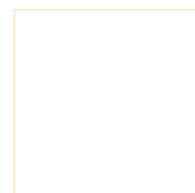
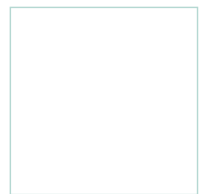
- Host events in accessible locations across the community
- Provide multiple ways to participate (in-person events, online opportunities, informal conversations)
- Use plain language and clear visuals in engagement materials
- Provide youth-friendly engagement opportunities and family-friendly activities
- Schedule events at varied times to accommodate different work schedules
- Ensure engagement tools do not require specialized knowledge or technology

## Responsiveness

Approach engagement as an ongoing learning process that adapts based on community feedback.

Key approaches:

- Regularly review engagement findings and adjust strategies when needed
- Identify gaps in participation and adapt outreach methods
- Allow emerging community priorities to shape engagement questions
- Build time for reflection among Horizon 54, Community Liaisons, and The Harvest Foundation staff





## ENGAGEMENT GOALS

1. Engage a diverse and representative cross-section of residents across all three phases of engagement by reaching participants from all geographic areas and key demographic groups, with participation tracked and adjusted to address gaps throughout the process.
2. Provide multiple, accessible, and inclusive engagement opportunities designed to reduce barriers to participation and enable meaningful input from historically underrepresented groups.
3. Ensure that engagement participants receive clear, plain-language information about the purpose of the process, how their input will be used, and how it influences outcomes, supported by ongoing engagement summaries and updates.
4. Collect and synthesize community feedback into clear themes, priorities, and recommendations that directly inform the 25-Year Vision and Strategic Plan, with documented links between input and resulting decisions.
5. Strengthen trust and relationships by maintaining consistent, two-way communication with residents, partners, and stakeholders, and by demonstrating responsiveness to feedback through visible updates and continued engagement over time.

The engagement goals for this process are intentionally designed using the SMARTIE framework, to ensure that community engagement is not only meaningful, but also accountable and actionable. Each goal clearly defines what success looks like, while embedding equity and inclusion throughout.

**S**

**Specific**  
What do you want to achieve?

**M**

**Measurable**  
How will you track progress?

**A**

**Attainable**  
Is this within your scope?

**R**

**Relevant**  
Is this relevant to your mission?

**T**

**Timebound**  
When should this be completed?

**I**

**Inclusive**  
Who needs to be involved?

**E**

**Equitable**  
How can this address current imbalances?



- **Specific:** These goals are clearly defined and aligned with the broader purpose of the engagement phase—to ensure that the 25-Year Vision reflects the lived experiences, priorities, and aspirations of the community. Each goal articulates a focused outcome, from engaging a representative cross-section of residents to strengthening trust through ongoing, two-way communication.
- **Measurable:** Each goal includes a clear metric to support tracking and evaluation. Representation will be measured by participation across all geographic areas and key demographic groups, with adjustments made if gaps are identified. Accessibility will be measured by the number and diversity of engagement formats offered and participation rates among historically underrepresented groups. Transparency will be tracked through the frequency of engagement summaries and the percentage of participants who report understanding how their input is used. The synthesis goal will be measured by documenting how community input is reflected in final themes, priorities, and strategies. Trust and relationship-building will be assessed through repeat participation, partner involvement, and participant feedback on the engagement experience.
- **Achievable:** The goals are grounded in practical engagement strategies that are feasible within the scope of the project, including a mix of in-person and virtual activities, partnerships with trusted community organizations, and the support of trained Community Liaisons. These approaches ensure that meaningful participation is attainable across different populations and settings.
- **Relevant:** The goals directly support the overall visioning and strategic planning process by ensuring that community input meaningfully informs outcomes. Collecting and synthesizing feedback into clear themes that shape the vision and strategic plan creates a direct link between engagement and decision-making, making the process both actionable and impactful.
- **Time-Bound:** All goals are structured within the project timeline. Outreach and engagement will occur from May through November, with interim checkpoints to review participation, identify gaps, and adjust strategies as needed. Final synthesis and validation of findings will be completed in time to inform the 25-Year Vision and Strategic Plan deliverables by early November, ensuring that community input is incorporated in a timely and coordinated manner.
- **Inclusive / Equitable:** The goals are intentionally designed to prioritize inclusion and equity by focusing on reaching historically underrepresented and harder-to-reach populations. Engagement strategies emphasize culturally responsive, place-based, and relationship-driven approaches, including working through trusted community networks, adapting formats and materials, and reducing barriers to participation. Ongoing evaluation of representation and participation ensures that gaps are identified and addressed in real



Below is a plain-language version of the engagement goals designed for use in public-facing materials. This version translates the goals into clear, easy-to-understand language so community members can quickly see what the process is about, what to expect, and how their input will be used. It is intended to make the goals more accessible, transparent, and relatable to a broad audience.

- Reach people from all parts of the community and of different backgrounds during every phase of engagement and keep track of who is participating so we can fill any gaps.
- Offer a variety of easy-to-access ways for people to participate, so everyone can share their ideas, especially those who are often left out.
- Clearly explain what this process is about, how people's input will be used, and how it will shape decisions, with regular updates along the way.
- Turn community feedback into clear ideas, priorities, and recommendations that directly shape the 25-Year Vision and Strategic Plan, and show how input connects to decisions.
- Build trust by staying in regular communication, listening and responding to feedback, and showing how community input is making a difference over time.





## ROLES AND RESPONSIBILITIES

### The Harvest Foundation Board of Directors

Board members will provide high-level strategic guidance and oversight throughout the process. The Board will support the visioning effort by participating in key milestones and leveraging their networks to expand community awareness and participation. Their connections and leadership will help ensure that the process reaches a broad and diverse cross-section of the community.

The Board will also play a critical leadership role in the development and adoption of the Strategic Plan. Grounded in the community-driven 25-Year Vision, Board members will help refine priorities, guide decision-making, and ensure that the Foundation's investments and actions align with the long-term vision established through engagement.

### The Harvest Foundation Staff

Staff members will play a central role in guiding and supporting the engagement process from start to finish. Staff will provide strategic direction and help coordinate with local partners, stakeholders, and community networks. They will support outreach efforts, participate in engagement activities, and help ensure that the process is responsive to community needs and opportunities as they emerge.

Staff will also serve as key partners in connecting the engagement process to the Foundation's broader planning efforts, helping to maintain alignment between the community visioning work and the development of the Strategic Plan.





## HORIZON 54



### Horizon 54 (H54)



Horizon 54 will serve as the primary lead for engagement design, facilitation, and documentation. The team will be responsible for developing and implementing a comprehensive community engagement strategy that aligns with project goals and reflects best practices in inclusive engagement.

Horizon 54 will lead the facilitation of all major engagement activities, including open house workshops, focus groups, and key community meetings, ensuring that each engagement follows a consistent structure and creates meaningful opportunities for participation. The team will also design and produce all engagement tools, materials, and facilitation guides to support these activities.

In addition, Horizon 54 will manage the Community Liaison program, including recruiting, hiring, and training liaisons, as well as providing ongoing coordination, support, and oversight. Engagement data collection and analysis will also be led by Horizon 54, including synthesizing qualitative and quantitative input, identifying key themes, and translating findings into actionable insights.

The team will be responsible for documenting the engagement process through engagement summaries and sharing findings with The Harvest Foundation and advisory groups, and ensuring that community input is directly integrated into the development of the 25-Year Vision and Strategic Plan.

### Letterpress Communications (LP)

Letterpress Communications will support the overall communications strategy for the engagement process. Their role will focus on ensuring that messaging is clear, consistent, and accessible to a wide range of audiences.

This includes helping to develop content for the project website, outreach materials, newsletters, and social media, as well as promoting engagement opportunities through digital platforms. Letterpress will also play a key role in amplifying updates and sharing engagement results, helping to maintain transparency and keep the community informed throughout the process.

## Community Visioning Committee (CVC)

The Community Visioning Committee will serve as a key advisory group throughout the engagement and planning process. Members will bring diverse perspectives, lived experiences, and local knowledge to help guide the development of the 25-Year Vision.

The CVC will provide input on engagement strategies and materials, help identify community priorities and opportunities, and review and validate emerging themes and draft vision elements. Members will also serve as ambassadors for the process within their networks, helping to build awareness and encourage participation across the community.

## Community Liaisons (CLs)

Community Liaisons will serve as trusted connectors between the project team and local communities, helping ensure that engagement efforts are grounded in authentic relationships and local context.

Liaisons will participate in trainings and regular coordination meetings to stay aligned with project goals and engagement approaches. They will play a critical role in identifying local engagement opportunities, promoting activities, and leading pop-up engagement efforts in community settings such as events, gatherings, and public spaces. Through informal conversations and on-the-ground outreach, they will help gather feedback from residents who may not otherwise participate in traditional engagement formats.

In addition to outreach, Community Liaisons will focus on building and maintaining relationships with community members, helping ensure that engagement activities are culturally relevant and responsive to local needs. They will also document their activities through engagement summaries and share insights, observations, and emerging themes with the Horizon 54 team.





## ENGAGEMENT METHODOLOGY

The engagement methodology for the Martinsville–Henry County 25-Year Community Vision is designed to ensure that the planning process reflects the lived experiences, priorities, and aspirations of residents across the community. Rather than relying on a single engagement format, the approach combines multiple methods—including workshops, focus groups, surveys, pop-up conversations, and digital outreach—to meet people where they are and provide a variety of ways to participate. This layered approach helps reach a broad cross-section of residents while also creating opportunities for deeper dialogue with specific groups and stakeholders.

Engagement will occur in three stages, each building on the previous phase. They are outlined below:

### Stage 1: Awareness and Big-Picture Visioning (April – Mid June)

This stage focuses on introducing the planning process to the community and gathering broad ideas about the future of Martinsville–Henry County. Through open houses, pop-up engagement, and early conversations, residents are invited to share their hopes, concerns, and priorities for the next 25 years. The goal is to build awareness of the project while collecting high-level input that will shape the foundation of the community vision.

### Stage 2: Vision Refinement and Deeper Dialogue (Mid- June – August)

Building on the ideas gathered in Stage 1, this stage focuses on exploring community priorities in greater depth. Focus groups and targeted conversations provide opportunities to hear from specific groups and better understand different perspectives, experiences, and potential tensions. This stage helps refine the emerging themes of the community vision and ensures that a wide range of voices are represented in shaping the vision's goals.

### Stage 3: Validation and Strategic Alignment (September – November)

The final engagement stage focuses on closing the feedback loop by sharing refined vision goals and draft The Harvest Foundation strategic priorities with the community. Town halls, surveys, and partner interviews provide opportunities for residents and stakeholders to react to the proposed direction and confirm that it reflects earlier input. This stage ensures transparency, validates the vision, and helps align the Foundation's strategies with existing local efforts and partnerships.



# ENGAGEMENT ACTIVITIES

The engagement activities designed for each stage are presented in the table below.

| Engagement Activity           | Stage       | Description   | Purpose  | Target Participants   | Engagement Tools   |
|-------------------------------|-------------|---|--|---|--|
| Pop-ups                       | 1, 2, and 3 | Informal outreach efforts integrated into existing community gatherings or hosted in trusted community spaces where residents already spend time. | Expand awareness and collect informal feedback. Bringing engagement opportunities into spaces community members are already gathering. | All community members particularly those who may not attend or be aware of formal meetings. | Conversations, quick surveys, reaction posters, and simple vision prompts.                   |
| Community Visioning Committee | 1, 2, and 3 | Structured committee meetings held in virtual, hybrid, and in person.   | Provide ongoing guidance, interpret engagement findings, and help refine vision goals and priorities.                                  | Selected sector representatives   | Visioning exercises, discussion prompts, review of engagement findings, priority discussions |
| Social Media                  | 1, 2, and 3 | Ongoing posts and updates across social media platforms to share information and invite participation.  | Increase awareness of the project and provide quick opportunities for feedback.  | General public and online audiences   | Polls, comment prompts, event announcements, engagement highlights                           |



|                                  |             |   |   |   |  |
|----------------------------------|-------------|---|---|---|--|
| Newsletter                       | 1, 2, and 3 | Project updates distributed through Harvest Foundation newsletters and partner mailing lists  | Share updates, promote engagement opportunities, and reach established community networks.  | Newsletter subscribers and partner networks                     | Project updates, engagement highlights, event invitations                                |
| Open House Workshops             | 1           | Open house style workshops hosted in multiple geographic locations. Drop-in format with interactive stations and youth-friendly activities.     | Build awareness of the planning process and gather big-picture ideas about the community's future.  | All community members   | Visioning prompts, participatory mapping, idea boards, priority voting, youth activities |
| Focus Groups                     | 2           | Small, facilitated discussions with 8-12 participants lasting 90 minutes-2 hours, hosted in locations relevant to each group or held virtually. | Explore deeper perspectives, refine emerging vision themes, and surface tensions or differing viewpoints.                                 | Affinity groups   | Guided discussion prompts, priority ranking exercises, reactions to emerging themes      |
| Town Halls                       | 3           | Large, semi-formal meetings where draft materials and major updates are presented for targeted feedback   | Serve as a feedback loop and gather detailed comments on specific parts of the vision.  | All community members   | Presentation, guided discussion, comment cards, priority voting                          |
| Stakeholder / Partner Interviews | 3           | 45-60 minute one-on-one or small group interviews conducted in-person or virtually.   | Align Harvest Foundation strategies with other local initiatives and identify partnership opportunities. Identify leads for vision goals. | Local institutions, partner organizations, and regional leaders | Semi-structured interview questions  |
| Surveying                        | 3           | Online and intercept survey distributed through digital channels, community partners, and pop-up events.  | Provide a broad opportunity for residents to react to the refined vision goals and draft strategic priorities.                            | All community members   | Structured survey questions, priority ranking, open-ended feedback                       |



# ENGAGEMENT POPULATIONS

Community engagement will be intentionally designed to reach a broad and representative cross-section of Martinsville–Henry County, while also prioritizing deeper outreach to communities that have been historically underrepresented, harder to reach, or disproportionately impacted by gaps in access and opportunity. Grounded in the Opportunity and Access Analysis, Planning Context Memo, and ongoing conversations with community members, this approach recognizes that equitable engagement requires tailored strategies, trusted relationships, and meeting people where they are.

## Priority Populations

Horizon 54 and Community Liaisons will use thoughtful, community-based approaches to ensure that priority populations are not only reached, but actively involved in shaping the 25-Year Vision. This includes tailoring engagement formats, locations, communication styles, and materials to reflect the needs, preferences, and lived experiences of different groups. Outreach will also happen through trusted community organizations and networks connected to these populations. By centering these efforts, the process aims to elevate voices that are often missing from traditional planning and ensure the final vision reflects the full diversity of the community. Below are the priority populations:

- Black Community Members
- Hispanic and Latino/a/e Community Members
- Young People
- Children and Teens (Under 18)
- Young Adults (18–25)
- People Involved in the Foster Care System
- Older Adults and Senior Citizens
- People with Disabilities
- People in Recovery and People Actively Using Substances
- Single-Parent Households and Caregivers of Young Children
- Shift Workers and Industrial Workers
- Agricultural Workers
- LGBTQIA+ Community Members
- Justice-Involved Individuals
- Residents in Rural or Geographically Isolated Areas
- Residents Without Reliable Internet Access
- Low-Income Residents and Households
- Unemployed and Underemployed Residents
- People Experiencing Homelessness



## Affinity Groups

Affinity groups represent key stakeholder groups, professional networks, and community actors who will play an important role in shaping, refining, and validating the vision—particularly in the later stages of engagement (Stages 2 and 3). These groups often have specialized knowledge, lived experience, or leadership roles that can help translate community priorities into actionable strategies.

- First responders
- Law enforcement
- Business Owners
- Educators
- Healthcare workers
- Housing and Development Stakeholders
- Transportation Stakeholders
- Economic Development Stakeholders
- Community Based Orgs
- Arts, Culture and Tourism
- Commuters
- Elected officials
- New Arrivals / Transplants
- Regional Stakeholders

## DATA COLLECTION, EVALUATION, AND ANALYSIS

Evaluating the engagement process ensures that outreach efforts reach a broad cross-section of the community and that participation opportunities are accessible, inclusive, and meaningful. Throughout the process, Horizon 54 will track participation, document feedback, and regularly review outcomes. This ongoing evaluation allows the team to identify gaps, refine outreach strategies, and ensure the process reflects diverse perspectives across Martinsville and Henry County.

### Data Collection and Feedback Methods

Engagement Activities: A range of engagement activities will serve as the primary method for gathering community input. These activities are designed to meet residents where they are and provide multiple ways to participate, from structured exercises to informal conversations. Each activity will be facilitated to capture both broad themes and detailed insights about community priorities, experiences, and aspirations.

Engagement summaries: Following each engagement activity, the lead facilitator will prepare a brief summary, documenting key takeaways, major themes raised by participants, emerging patterns across discussions, and notable quotes or stories that reflect community perspectives.



that may require further exploration in later stages of engagement. This documentation helps ensure that community input is systematically recorded and integrated into the planning process.

Event sign-ins: When appropriate, sign-in sheets or attendance counts will be used to track participation at engagement events. Participation tracking helps the project team understand who is being reached through engagement activities and whether outreach efforts are reaching different parts of the community. In addition to determining who and how many people attended, when appropriate, participants will be asked to indicate their home neighborhood and/or what job sector they may represent as part of their sign-in. This will facilitate tracking of attendance, geographic representation across Martinsville and Henry County, and participation from different sectors or community networks. Tracking participation patterns allows the project team to identify gaps in outreach and adjust engagement strategies as needed.

Online feedback opportunities: Online engagement tools will allow residents to share feedback outside of in-person events. These digital tools help expand participation by allowing individuals to contribute input at times that are convenient for them. Online feedback opportunities may include website comment forms, short surveys, social media polls, or prompts inviting residents to react to engagement summaries or emerging vision themes. These tools help ensure that residents who are unable to attend events in person still have meaningful opportunities to participate.

Meeting debriefs /internal reflection: Following major engagement activities, the project team will conduct internal debrief conversations to reflect on what was learned during the event. These discussions will include reflections from Horizon 54 staff and Community Liaisons about participation levels, engagement dynamics, and key themes raised by participants. Internal reflection helps the team identify participation gaps, evaluate the effectiveness of engagement tools, and adjust outreach strategies or facilitation approaches as needed.

CL, CVC, and The Harvest Foundation Board feedback: Community Liaisons (CLs), members of the Community Visioning Committee (CVC), and The Harvest Foundation Board will also provide periodic feedback on the engagement process. These groups bring additional perspectives from across the community and can help assess whether engagement activities are reaching a broad range of residents. Their feedback may highlight emerging themes, concerns raised within their networks, or opportunities to strengthen outreach and participation. Incorporating these perspectives helps ensure that the engagement process remains responsive and connected to community dynamics.



## Evaluation Metrics

Measuring the success of engagement will depend on both qualitative and quantitative metrics. Quantitative evaluation will be used to measure participation, geographic reach and representativeness. Metrics will include the number of participants across engagement formats and the geographic distribution of engagement activities and participants. Qualitative metrics of evaluation explore if residents and stakeholders are actively engaged and understand the wider effort and why they are being asked for feedback. They will also measure if outreach efforts are effective in garnering participation and momentum around the vision.

An engagement activity is defined as any planned event or structured interaction in which a member of the engagement team connects with community members and/or stakeholders about the Our MHC | Vision 2050 effort. These activities may serve a range of purposes, including building awareness, gathering input, testing ideas, and soliciting feedback on emerging concepts. While informal, unplanned conversations are valuable for relationship-building and insight, they will not be formally tracked as part of engagement metrics.

Each engagement goal is paired with target metrics to help evaluate the effectiveness of outreach efforts. The metrics outlined below are designed to strike a balance between feasibility and ambition, serving as baseline indicators of success rather than limits. Exceeding these targets would be welcome

| Goal   | Metrics   |
|--|---|
| <p>Engage a diverse and representative cross-section of residents across all three phases of engagement by reaching participants from all geographic areas and key demographic groups, with participation tracked and adjusted to address gaps throughout the process.</p> | <ul style="list-style-type: none"> <li>• Reaching 5,000 Martinsville-Henry County residents, representing 1/10 of the area’s population</li> <li>• Participants from every neighborhood were engaged</li> <li>• At least ¼ of the community engagement activities took place in geographic areas of concern informed by past analyses and US Census data (Philpott, Bassett, West Bassett, Leatherwood, Laurel Park, Axton, Ridgeway, Fieldale, Western Martinsville, and Uptown Martinsville). For more information, please refer to the Local Opportunity and Access analysis.</li> <li>• Participation rates of historically underrepresented groups were proportionally equal to participation rates of the wider population</li> </ul> |



| Goal   | Metrics  |
|--|--|
| <p>Provide multiple, accessible, and inclusive engagement opportunities designed to reduce barriers to participation and enable meaningful input from historically underrepresented groups.</p>  | <ul style="list-style-type: none"> <li>• A minimum of 1/4 of the engagement activities were available asynchronously</li> <li>• A minimum of 30 engagement opportunities were held</li> <li>• Each engagement opportunity was promoted through social media, the project website, email blasts, and paper flyers</li> <li>• Engagement opportunities were hosted in more than 4 different formats (workshops, focus groups, town halls, community pop-ups, surveys, etc.)</li> </ul> |
| <p>Ensure that engagement participants receive clear, plain-language information about the purpose of the process, how their input will be used, and how it influences outcomes, supported by ongoing engagement summaries and updates.</p>        | <ul style="list-style-type: none"> <li>• Engagement summaries indicate that a majority of participants understood how their input was or would be used</li> <li>• The project website was updated at least twice a month</li> <li>• Relevant project updates were shared at least twice a month on social media</li> </ul>   |
| <p>Collect and synthesize community feedback into clear themes, priorities, and recommendations that directly inform the 25-Year Vision and Strategic Plan, with documented links between input and resulting decisions.</p>                       | <ul style="list-style-type: none"> <li>• More than 60% of participants indicate that the draft themes, priorities, and strategies reflect their concerns and aspirations</li> <li>• Every recommendation has at least one action step</li> </ul>   |
| <p>Strengthen trust and relationships by maintaining consistent, two-way communication with residents, partners, and stakeholders, and by demonstrating responsiveness to feedback through visible updates and continued engagement over time.</p> | <ul style="list-style-type: none"> <li>• Over half of the engagement activities are co-hosted or integrated into existing community events with partners or stakeholders</li> <li>• All engagement activities provide an opportunity for feedback in-person and online</li> <li>• Participation rates stay consistent across all phases of engagement</li> </ul>   |



## Continuous Improvement

Evaluation findings will be used throughout the engagement process to improve outreach strategies and ensure broad community participation. By combining participation metrics, qualitative insights, and regular reflection, the engagement team will continuously refine the approach to better reach residents across Martinsville and Henry County.

## Analysis

The 25-Year Vision will be shaped by the analysis of community input. Analysis will focus on identifying key themes, patterns, and community perspectives. Notes from all engagement activities, including formal input and informal conversations, will be systematically coded to organize findings. Analysis will be structured around core priority areas—health, education, housing, economic opportunity, and transportation—with subthemes refined over time based on engagement findings, the Local Opportunity and Access Analysis, and prior planning efforts. This iterative process ensures that emerging community priorities are captured and integrated into the analysis.

The mixture of both quantitative and qualitative data will aid in prioritizing and providing context for each recommendation and action item. The third phase of engagement will be particularly important in ensuring that the recommendations of the 25-Year Vision are feasible and have buy-in from stakeholders, decision-makers, and the community. Final recommendations, priorities, and strategies will explicitly point to how community input was incorporated, highlighting that this vision is for and by the residents and stakeholders of MHC.





# Appendix A: Draft Materials



# Our MHC Vision 2050

The Harvest Foundation, in partnership with the City of Martinsville, Henry County, and the Community Visioning Committee (CVC), is leading a transformative effort to develop a 25-Year Community Vision for Martinsville–Henry County. This initiative is designed to create a shared, long-term roadmap that aligns community investments, partnerships, and programs with the needs, priorities, and aspirations of the people who live here.

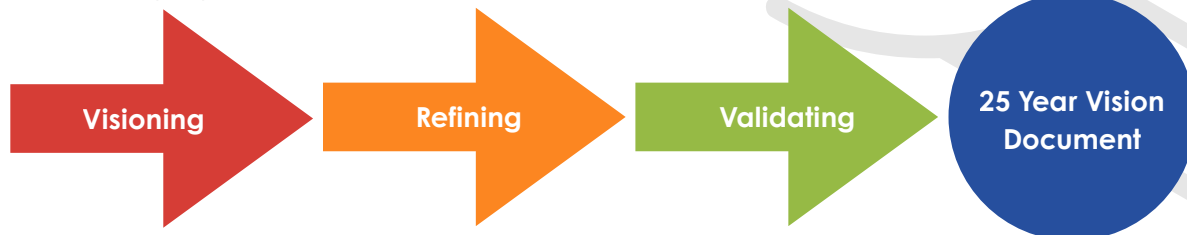
## What to Expect

Community engagement is at the heart of this process. The project will meet people where they are and create multiple ways to participate.

Residents can expect opportunities such as:

- Open house workshops with interactive activities and visioning stations
- Pop-up events at existing community gatherings, festivals, and public spaces
- Focus groups and interviews for deeper conversations
- Surveys and online tools for easy, flexible participation
- Creative activities like storytelling, mapping, and visual exercises

## Community Engagement Phases



Follow The Harvest Foundation on social media to stay updated!



Instagram



Facebook



Website





# Our MHC Visión 2050

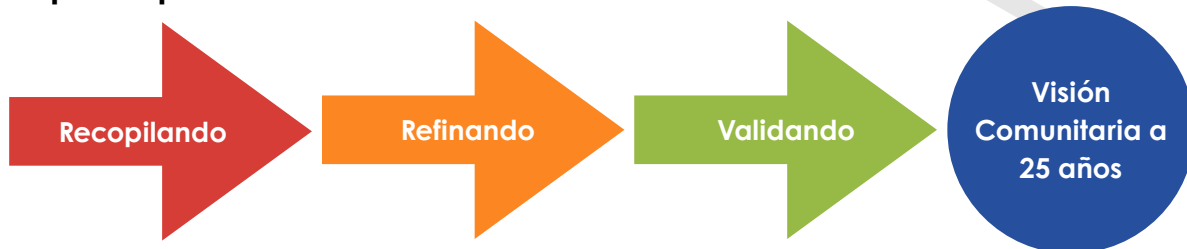
The Harvest Foundation, en colaboración con la Ciudad de Martinsville, el Condado de Henry y el Comité de Visión Comunitaria, está liderando un esfuerzo transformador para desarrollar una Visión Comunitaria a 25 años para Martinsville-Henry County. La iniciativa está diseñada para crear una hoja de ruta compartida a largo plazo que alinee las inversiones comunitarias, las alianzas y los programas con las necesidades, prioridades y aspiraciones de las personas que residen aquí.

## ¿Que puedes esperar?

La participación comunitaria es el corazón de este proceso. El proyecto se acercará a las personas donde se encuentren y creará múltiples vías de participación. Los residentes pueden esperar oportunidades tales como:

- Talleres de puertas abiertas con estaciones y actividades interactivas
- Eventos “pop-up” que se suman a reuniones comunitarias, festivales, y actividades en espacios públicos
- Grupos focales y entrevistas para conversaciones más profundas
- Encuestas y herramientas en línea para una participación fácil y flexible
- Actividades creativas como contando historias y haciendo ejercicios visuales

## Fases de participación comunitaria



¡Sigue a The Harvest Foundation en las redes sociales para mantenerte al día!



Instagram



Facebook



Sitio Web





**Our MHC**  
Vision 2050

# MAY 2026

# UPCOMING EVENTS

**WED  
13**

**4:00 PM  
6:00 PM**

**Open House Workshop**  
**The Ground Floor**  
*1 East Church St, Martinsville*

**THUR  
14**

**4:00 PM  
5:45 PM**

**Open House Workshop**  
**Collinsville Library**  
*2540 Virginia Avenue, Collinsville*

**FRI  
15**

**4:30 PM  
7:00 PM**

**Open House Workshop**  
**Smith River Sports Complex**  
*1000 Irisburg Rd, Axton*

**SAT  
16**

**8:00 AM  
12:00 PM**

**Community Canvassing**  
**Martinsville Farmers Market**  
*65 West Main Street, Martinsville*

**SAT  
16**

**3:00 PM  
7:00 PM**

**Community Canvassing**  
**Basset Cruise-in**  
*3525 Fairystone Park Hwy, Bassett*

**TUE  
26**

**3:30 PM  
5:30 PM**

**Open House Workshop**  
**Martinsville Library**  
*310 East Church St, Martinsville*

**TUE  
26**

**6:00 PM  
8:00 PM**

**Open House Workshop**  
**Ridgeway Library**  
*900 Vista View Lane, Ridgeway*



Extra

Extra

Station 3

Station 2

Extra



**Our MHC**

Engagement  
Passport

**Instructions:**

Get your passport stamped at each engagement station for a chance to win a gift card! Bring your passport back to future engagement activities for more chances to win!

Stay  
connected  
with us!



**How could life in MHC be even better?**

¿Cómo podría ser aún mejor la vida en MHC?

**What makes it harder for people to stay or**

**thrive in MHC?** ¿Qué dificulta que las personas permanezcan o prosperen en MHC?

**What do you like about living in MHC?**

¿Qué le gusta de vivir en MHC?

**What are the weaknesses of MHC?**

¿Cuáles son las debilidades de MHC?

# Community Engagement Summary Form

Please fill out a community engagement summary form for each engagement activity you've participated in. Though some questions are not required, please try to answer as many of the questions as possible, if they are relevant to your activity. The more information we have, the better we can gauge how we are doing on community engagement. If you struggle to answer a question, put in your best guess or "NA", and move on.

## 1. Name \*

First Name

Last Name

CONTEXT

## 2. Date of engagement \*

Month Day Year

## 3. What time did the engagement start? \*

Hour Minutes

## 4. What time did the engagement end? \*

Hour Minutes

## 5. Which description best corresponds to the type of engagement you participated in? \*

Spreading the word about upcoming events

Connecting with businesses

Joining or facilitating planned workshops, community pop-up events, or town halls

Social media posts

Dedicating time at personal or work-related meetings to share information and gather input

Other

## 6. Who is the target audience? \*

**7. Who, if any, are the partners involved with this event? Partners can be nonprofits, local government, religious organizations, or any organization that is community oriented.**

**8. Whom from the Visioning staff was present? Please write the names of the staff members present, which could include members of the Horizon 54 team, the Community Visioning Committee, The Harvest Foundation, or other Community Liaisons. If you are unsure, include the names you know, or insert NA.**

**9. What is the purpose of this engagement? \***

#### PARTICIPATION

**10. Number of participants at the engagement (actual or estimated). If you were spreading the word or connecting with businesses, you can type in the number of people you interacted with. If you were reviewing materials or making a social media post, you can put 0. \***

**11. Can you share anything about your demographic observations, like the diversity, age range, or other aspects that could help us gauge if we are reaching a broad range of MHC's residents?**

#### INSIGHTS

**12. What were the top 3–5 key themes or takeaways you got from this engagement? Describe what came up often or what you heard or saw repeatedly. If you are unsure, type in NA. \***

**13. How familiar were people with the 25-Year Visioning effort?**

1 2 3 4 5

Not Familiar At All

Extremely Familiar

**14. Were there barriers to participation? Select all that apply.**

Transportation (it may have been difficult for some residents to participate because they cannot get to the location easily)

Accessibility (some of the activities/materials were ableist or could pose issues for someone with disabilities)

Language (materials/activities excluded groups due to not being in participants' preferred language)

Other

**15. Please share any notable quotes or stories from the engagement.**

**16. Were there any areas of tension or lingering questions?**

**17. How effective were the tools or activities used at this engagement?**

1 2 3 4 5

Not At All Effective

Very Effective

**18. Do you think this engagement achieved its purpose? \***

Yes

No

Unsure

Not Applicable

**20. Is there anything else you'd like to add that was not covered in the form?**



## **HORIZON 54**



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