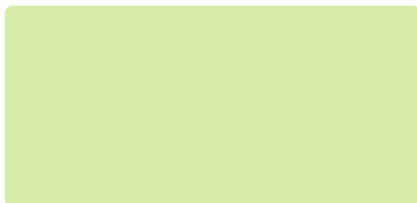
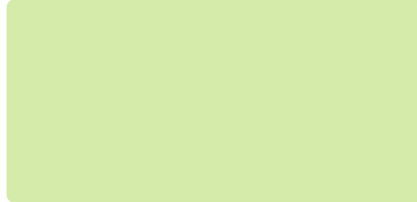
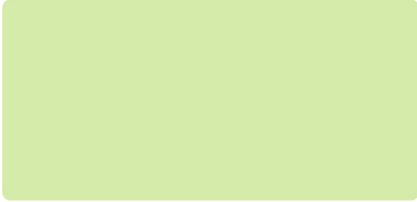




LOCAL FOODS, LOCAL PLACES

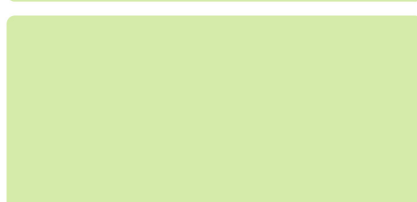
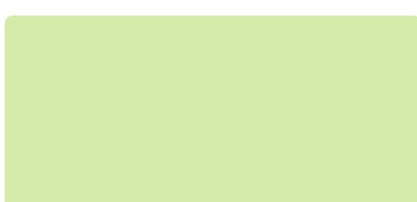
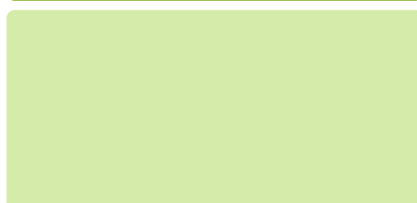
Technical Assistance Program



Building Health,
Community, and
Economy through Food
in Martinsville, Virginia



Actions and Strategies for
the Healthy Hub
July 2017



For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

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Community Story

Martinsville is a city of nearly 14,000 people in Southside Virginia with a rich tradition in the furniture and textile industries, motorsports, and outdoor recreation. Like much of Southside Virginia, traditional manufacturing industries have closed or reduced their staff, forcing communities to reinvent their economies and often their identities. Martinsville is no different and is focused on rebuilding its economy on a strong base of assets, which include a walkable and attractive downtown, its people and culture, and existing institutions.

The city's rich history is also an asset. Historically, the Pennsylvania Wagon Road, following the old Iroquois Indian War Trail, traversed through what is now Henry County. This road brought settlers during the late 1800s and early 1900s that planted tobacco, which became the county's most important agricultural product. In 1900, Martinsville was home to as many as 14 plug tobacco factories, which produced the popular chewing tobacco product at the time. However, as consumer preferences began to shift towards cigarettes by 1910, these factories were either bought out by larger tobacco companies in nearby North Carolina or went out of business. While tobacco remains an important agricultural crop in Henry County, there is also recognition of the need to diversify crops to maintain the agricultural economy and provide a future for young people interested in farming.¹ Growing fruits and vegetables for local and regional markets, and using new techniques such as hydroponics and aquaponics, are among the options.

Martinsville also had a strong manufacturing sector that came to life in the early 20th century. The city stood at the intersection of the Norfolk and Western and Danville and Western railway routes, which allowed for improved transportation and trade of many goods that helped the industry flourish. Companies like Bassett Furniture Industries, Hooker Furniture, and Stanley Furniture were established and remain in operation today.² Another important industry is stock car racing. In 1947, Mr. H. Clay Earles constructed the half-mile, oval track and opened for business on July 4th of that year. In 1948, NASCAR (National Association for Stock Car Auto Racing) formed and Martinsville became a charter member. A year later, Martinsville Raceway hosted the sixth race in the first ever NASCAR cup series.³ Today, the track draws thousands of visitors to the area and is an important tourism asset for the region.

Though Martinsville has been the center for many profitable industries, the city today faces many social and economic challenges. The city's Fayette Area neighborhood reflects both the city's history and assets, but also its many adversities. Once a thriving cultural and business hub for the city's African-American residents, the area now faces a high unemployment rate and shrinking population. Numerous establishments once served the neighborhood's needs including schools, churches, stores, restaurants,



Figure 1 – The former Paradise Inn is an important asset in the Fayette neighborhood. The city is working to strengthen its economy by focusing on assets such as the Paradise. Image Credit: Mike Callahan, Renaissance Planning

¹ Martinsville, Henry County Chamber of Commerce, "History." <http://www.martinsville.com/info/history.cfm>.

² Ibid.

³ Martinsville Speedway, "History." <http://www.martinsvillespeedway.com/The-Speedway/History.aspx>.

and medical facilities.⁴ It was also home to the well-known Paradise Inn, believed to have hosted acts like Ike and Tina Turner, Diana Ross, and Ray Charles, and is well-known for its legendary hamburgers.⁵

Today the Paradise Inn sits vacant as a visible reminder of the thriving community it once nurtured. The fond memories that residents have of living, dining, working, and socializing at the Paradise Inn have elevated it to a central role in the neighborhood's revitalization plans. A 2010 assessment of the neighborhood's needs recognized health and entrepreneurship as critical focal points.

In 2017, the city is working with many key partners, including the Martinsville-Henry County Community Development Corporation and Martinsville-Henry County Coalition for Health and Wellness, to transform the Paradise Inn into a "Healthy Hub." The city's vision for the Hub is a facility that brings together many food- and health-related enterprises and programs both private and public that provide access to healthy foods and support the creation of new jobs in the Fayette Area. Among city residents' preferred tenants of the Hub would be a restaurant serving healthy local foods, a community kitchen and cannery, community gardens, and/or office space for startup businesses or educational programs. The Healthy Hub could potentially occupy the repurposed Paradise Inn structure and/or a city-owned property just east along Fayette Street.



Figure 2 - City investments in uptown beautification, streetscape improvements, wayfinding signs, and in city-owned properties have attracted private investment to build housing, retail, and office space in some key buildings, such as this one at the corner of Church and Bridge Streets. Credit: Mike Callahan, Renaissance Planning

The proposed location for the Hub is at the heart of the Fayette Area and could support efforts to increase quality of life, improve health, and create new jobs. Many Fayette Area residents lack access to a supermarket with a wide variety of foods given the limited number nearby and the number of residents who lack access to a vehicle. As a result, the neighborhood meets the U.S. Department of Agriculture's definition of a food desert.⁶ Poor food access also likely contributes to the city's relatively high rates of obesity (33.8 percent) and diabetes (15.6 percent). Compounding the health issues is the prevalence of persistent poverty: the unemployment and poverty rates in the county and city are substantially higher than the statewide rates.⁷ The Healthy Hub, with its focus on health and entrepreneurship, could make positive contributions to both significant challenges.

In 2016, Martinsville requested assistance through the Local Foods, Local Places technical assistance program to develop an action plan for creating a vision and strategic plan for the development of the Healthy Hub on the site of the former Paradise Inn. The city's goals for the Healthy Hub are compatible with the Local Foods, Local Places program, which aims to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

⁴ New College Institute, "Once Upon a Time: A Village on Fayette Premier." March 2, 2015. <http://www.newcollegeinstitute.org/news/details/ID/30>

⁵ Martinsville Bulletin, "City trying to get history of Paradise Inn." January 3, 2016. http://www.martinsvillebulletin.com/news/city-trying-to-get-history-of-paradise-inn/article_2643701c-f807-5ae7-930f-b185c4358847.html

⁶ USDA. "Food Access Atlas." <https://www.ers.usda.gov/data-products/food-access-research-atlas/about-the-atlas/>.

⁷ Healthy Food Access Portal Mapping Tool. <http://www.healthyfoodaccess.org/get-started/research-your-community>

Local Foods, Local Places Technical Assistance

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture (USDA), the U.S. Department of Transportation, the Centers for Disease Control and Prevention, the U.S. Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority. Martinsville was one of 24 communities across the United States selected to participate in the program in 2017.

The city formed a Local Foods, Local Places Steering Committee to help the technical assistance team consisting of expert consultants and federal partners prepare for a workshop in Martinsville. The Steering Committee members listed in Figure 3 helped the technical assistance team hone in on a set of three goals for the workshop. These three goals are the framework of the action plan laid out in the final section, and are listed here:

- Clarify the Healthy Hub concept and design.
- Ensure successful management of the Healthy Hub.
- Create a walkable and safe neighborhood around the Healthy Hub.

The Local Foods, Local Places Steering Committee intends to formalize their group as the Healthy Hub Management Team and add additional perspectives as it works to implement this action plan. The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the action plan and next steps for achieving the community's goals.

Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 4 below. The assessment phase consists of three preparation conference calls with the Local Foods, Local Places Steering Committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. The convening phase includes the effort's capstone event—a two-day workshop in the community. The next steps phase includes three follow-up conference calls and preparation of this action plan.

The workshop occurred on May 2 and 3, 2017 and began on the first day with a lunch gathering with the Steering Committee members and regional, state, and federal partners; a tour of the community; and an evening community meeting at the New College Institute in uptown Martinsville. The second day entailed in-depth discussions with key stakeholders representing a wide range of perspectives from across the community and an action-planning session at the PHCC Thomas P. Dalton IDEA Center. The

LOCAL FOODS, LOCAL PLACES STEERING COMMITTEE MEMBERS

Susan McCulloch, City of Martinsville

Barbara Jackman, Martinsville Henry County Coalition for Health and Wellness

Barbara Watson, Martinsville Henry County Coalition for Health and Wellness

James Hagwood, Martinsville-Henry County Community Development Corporation

Josh Hylton, community food entrepreneur

James Wallace, Virginia Community Capital

D.J. Preston, Virginia Tech

Marcus Gravely, Hydroponics farmer

Leah Manning, West Piedmont Planning District Commission

Keri Knott, VA FFA State Officer, 2017

Elijah Ashby, FFA Alumni Member

Figure 3 - Martinsville Local Foods, Local Places Steering Committee

community meeting and all-day working session were well attended by key stakeholder groups, residents, and local leaders. The workshop sign-in sheets are provided in **Appendix B**.

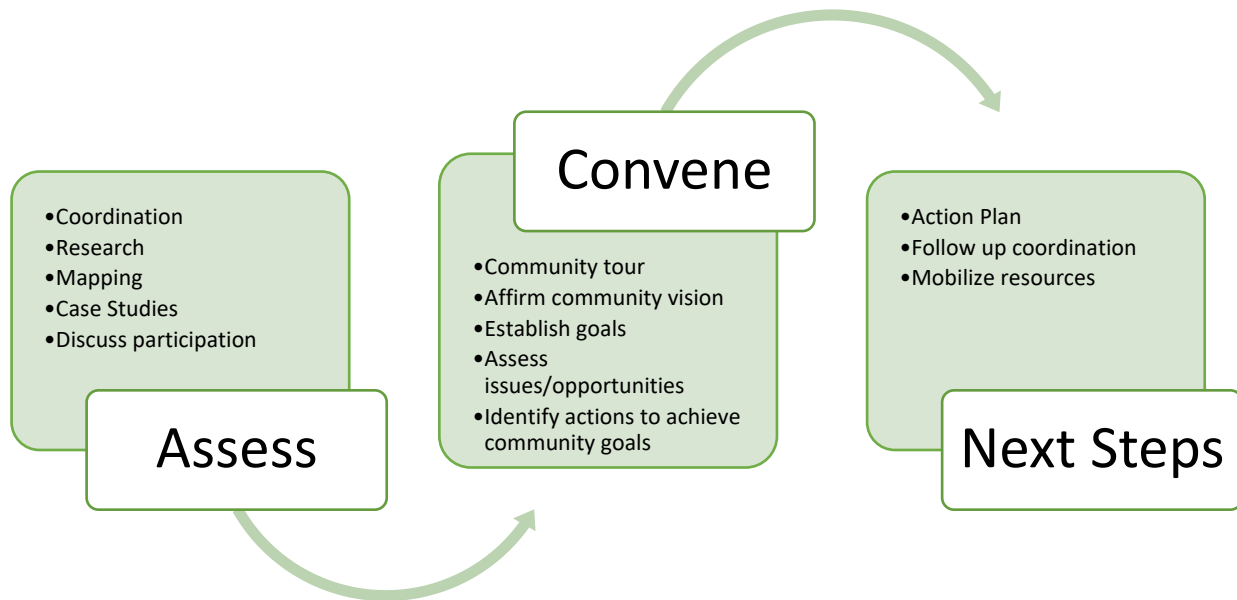


Figure 4 - Local Foods, Local Places technical assistance process diagram

Community Tour

Following the luncheon on May 2nd at Serendipity Coffee House and Bistro, the Steering Committee led a tour of key places and projects in Martinsville and the Fayette Area neighborhood, including the Uptown Connection Park & Trail, which connects to the Dick & Willie Trail System, the Albert Harris Elementary School, the Paradise Inn and adjacent city-owned vacant lot, the Fayette Area residential neighborhoods and community business district, and the Central Plaza strip shopping center. The tour provided an introduction to the city’s key assets and allowed for discussions about the importance of the Paradise Inn to both the history and future of the Fayette Area neighborhood. While the Paradise Inn is centrally located in the neighborhood, the tour revealed several challenges with the building itself, which has been standing vacant for about two decades. In addition, the surrounding neighborhood is connected to uptown Martinsville by the intersection of Fayette Street, Church Street, and U.S. Highway 220 (Memorial Boulevard), which is inhospitable to pedestrians and bicyclists. Immediately adjacent to the Paradise Inn, fast cut through traffic on Beaver Street and a wide street cross section on Fayette Street encourage fast traffic speeds that also create uncomfortable conditions for pedestrians and bicyclists. Several the locations visited are shown in **Appendix C**.



Figure 5 - The Community Tour highlighted several key challenges and assets in the community. Here the technical assistance team and local Steering Committee observe conditions near the Paradise Inn.

Vision and Values

More than 40 residents and stakeholders attended the community meeting on May 2. Susan McCulloch, community planner for the city of Martinsville, welcomed attendees to the event and spoke about the community's ongoing efforts to repurpose the former Paradise Inn into a Healthy Hub. The technical assistance team then introduced the Local Foods, Local Places program with a short presentation. The primary purpose of the community meeting was to hear from the community about their hopes for the future of the Paradise Inn property. The technical assistance team posed three questions to attendees:

1. It's 2037 and you are sent to report on how the Fayette Area has changed over the last 20 years. What do you find? What are the good things that are happening?
2. What is happening in 20 years at the Paradise Inn site to improve the neighborhood and the entire city?
3. What do you think needs to happen to achieve these great things? Think of specific steps the community or the city can take to help.

Figures 6 and 7 are a summary of the responses to Questions 1 and 2 respectively. The third question revealed several ideas that are reflected in the action plan later in this document.

On the second day, workshop attendees each voted on the three ideas they felt would best support the Healthy Hub vision by providing better access to healthy foods, supporting entrepreneurship, and connecting community members, while also physically fitting on the property and being financially feasible. The top ideas were a healthy foods restaurant, a food hub where locally grown foods and other products could be aggregated and sold to local customers, a community kitchen for training and to support local food-related businesses, community gardens, and flexible space on the second floor that could be used for educational services or offices. How

QUESTION 1 – VISION FOR THE FUTURE OF THE FAYETTE AREA

- Rebirth with local shops and businesses
- A thriving, safe, and walkable neighborhood with foot traffic
- New development, more people and jobs, more income
- Collaboration between all people, young and old
- People return, young people invest

Figure 6 – A sampling of community input on the future of the Fayette Area.

QUESTION 2 – WHAT IS AT THE PARADISE INN IN 2037?

- Healthy restaurant
- Food hub for distribution of local foods
- Community kitchen
- Educational space
- Business incubator
- History museum
- Community gardens
- Food growing business
- Culinary arts school
- Recreation/youth activities
- Cannery
- Grocery store
- Performing arts/entertainment
- 2nd floor office space

Figure 7 – A sampling of community input on the future of the Paradise Inn property

these uses might fit within the former Paradise Inn and on the adjacent city-owned property are shown in the design concepts described later in the plan.

The discussions at the community meeting and workshop also revealed several challenges and opportunities for realizing the vision of a Healthy Hub (Figure 8). They point to the importance of having a feasible management plan and program of uses for the Healthy Hub, stronger walking and bicycling connections to all parts of the neighborhood, and a strong marketing program aimed at improving perceptions of the area and for raising awareness of the Healthy Hub.

The challenges and opportunities are important because they directly shaped the actions and design concepts presented in the next two sections. The positive, forward-thinking discussion laid the foundation for the remainder of the workshop. Community input also influenced the development of a final set of goals around which the action plan revolves. They are presented later in this plan.

Design Concept

Although closed for more than two decades, the Paradise Inn remains alive in the memories of many residents of the area as a vibrant place of entertainment, community, and fellowship. A true landmark of Martinsville, the Inn leaves a cultural legacy that the neighborhood, community, and the city would like to see revived as the Healthy Hub. In pursuit of that revitalization, the Local Foods, Local Places workshop was a strong step towards the future vision of the revitalization and rebirth of the Paradise Inn and the enhancement of the whole Fayette Street neighborhood.

The workshop yielded several tangible results that can help catalyze this vision in the future. With the input of community participants, the technical assistance team and agency

specialists developed a series of design concepts, not only for the reuse of the Paradise Inn as a Healthy

KEY OPPORTUNITIES AND CHALLENGES TO IMPLEMENTING THE HEALTHY HUB

CHALLENGES

- Lack of consensus about what a Healthy Hub could be.
- Private ownership and large tax liens on the Paradise Inn.
- The potentially high cost to both acquire and improve the Paradise Inn property.
- Uncertainty about who will manage and own the Healthy Hub.
- Barriers to walking and biking between the Paradise Inn, parts of the neighborhood, and Uptown, created by Memorial Blvd (U.S. Route 220).
- Negative perceptions of crime in the area, which the local police department said are unfounded.

OPPORTUNITIES

- Grassroots desire to restore the Paradise Inn as a centerpiece of the Fayette Area.
- Positive memories of the Paradise Inn.
- Location central to the neighborhood and close to uptown.
- Good transportation access to the Paradise Inn.
- City-owned property to the east for expansion.
- Community development corporation that is interested in management and ownership of the Paradise Inn.

Figure 8 - Summary of key challenges and opportunities

Hub, but for connecting and supporting enhancements, such as streetscape improvements on the Fayette Street corridor. In summary, the draft design concepts produced during the workshop included the following:

1. Site analysis of the Paradise Inn and adjacent city-owned properties.
2. Proposed floor plans for adaptive reuse of the Paradise Inn into the Healthy Hub.
3. Proposed site plan for the redevelopment of the Paradise Inn lot and adjacent city-owned land into the Healthy Hub.
4. Road diet concept for Fayette Street.
5. Pedestrian connectivity map for Fayette Street.

As a first step in the design process, the technical assistance team analyzed the site, the existing Paradise Inn building, and the surrounding context. Thanks to the city building and fire departments, technical assistance team members were allowed access to the building and conducted a field visit of the Paradise Inn and visually inspected each floor of the structure. While the building has some water damage from holes in the roof, the structure does appear to be capable of reuse. Bringing the building up to modern building codes will likely be the biggest challenge in repurposing the building.

Site Analysis

The technical assistance team analyzed both the site and surrounding area from a professional planning perspective and sought the input of participants in the workshop (Figure 9). Among the important observations are the following:

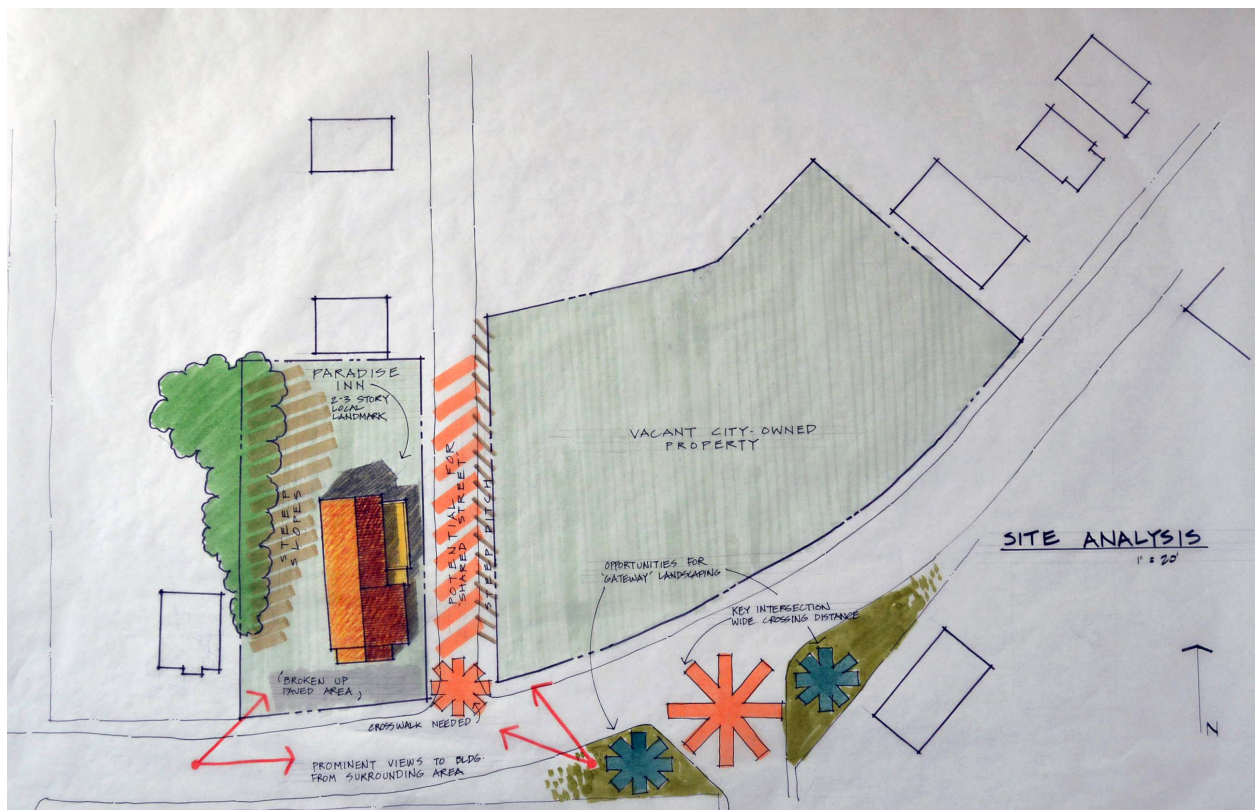


Figure 9 - Site analysis of Paradise Inn property and vacant city owned property.

Local Foods, Local Places Technical Assistance

- The Paradise Inn is a prominent visual landmark, sitting on a knoll of high ground that is two stories from the Fayette Street side with a basement that is above grade on the north side of the property.
- The Paradise Inn has prominent views from surrounding areas to the west, south, and east.
- The Paradise Inn is set back about 20 feet from Fayette Street with a broken up paved area between the front entrance and the sidewalk.
- Beaver Street is a cut through between Memorial Boulevard and Fayette Street. As such, traffic speeds are high, and neighbors have expressed safety concerns.
- The intersection of 1st Street and Fayette Street, just south of the Paradise Inn, has a long crossing distance that hinders walkability.
- The Fayette Street travel way is quite wide for the posted traffic speed, and there is potential to reduce the travel lane width to add bike lanes and a wider sidewalk.
- Beaver Street and many other side streets in the neighborhood lack visible crosswalks.
- The city has an EPA Brownfields Assessment Grant to investigate potential contamination on the city-owned property east of the Paradise Inn.

Proposed Floor Plans

Figures 10, 11, and 12 show the proposed floor plans for repurposing the Paradise Inn to the Healthy Hub. The basement could accommodate a community incubator kitchen with space for storage, offices, and a loading dock. A restaurant could occupy the first floor with its main entrance fronting Fayette Street. The first floor could also include an outdoor patio along Beaver Street. The third floor could accommodate office space to support new businesses and educational programs or host an anchor tenant. Each floor includes space for bathrooms and a staircase.

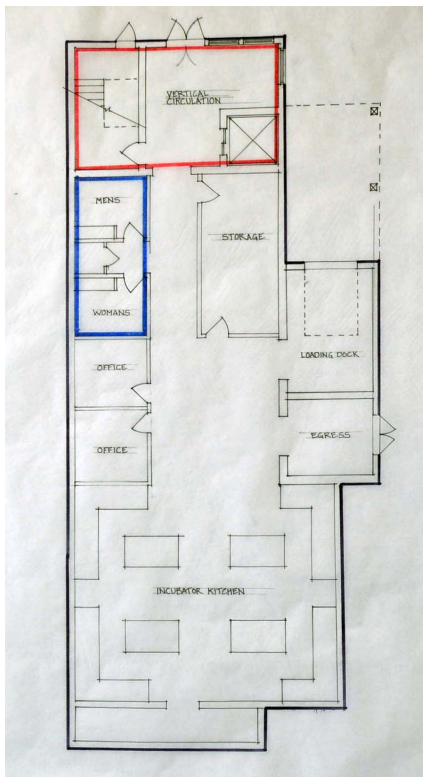


Figure 10 - Basement plan.

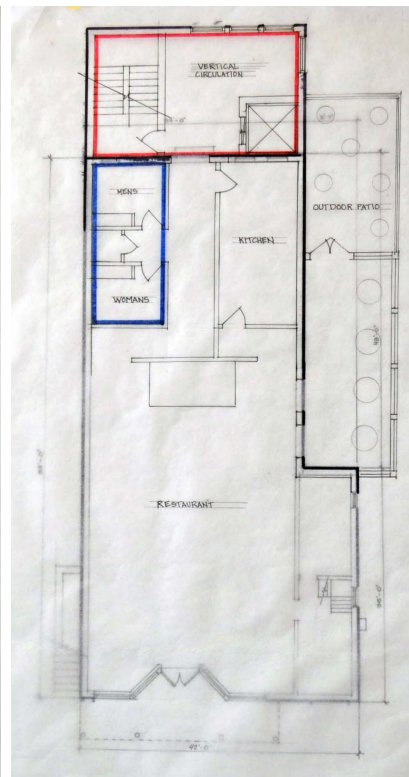


Figure 11 - 1st floor plan.

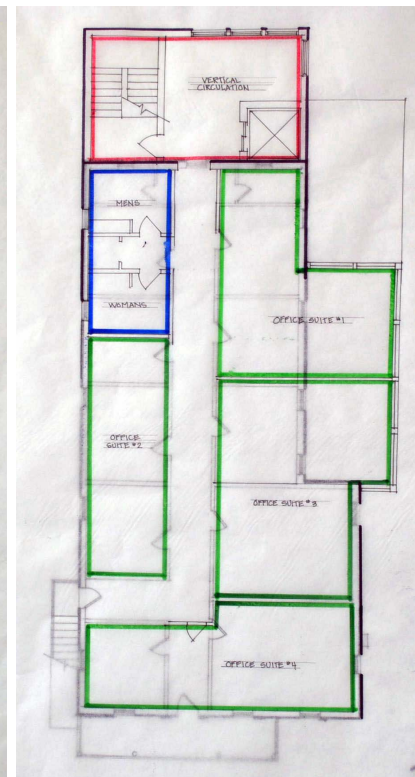


Figure 12 - 2nd floor plan.

Proposed Site Plan

The proposed site plan for the Healthy Hub (Figure 13) reflects program elements discussed during the community meeting and workshop that participants identified as priorities. It includes the repurposed Paradise Inn, which as described in the previous section, might include a restaurant, community incubator kitchen that supports new food-related businesses, and office space. Workshop participants indicated that repurposing the Paradise Inn would likely be the first priority for implementation of the proposed site plan.

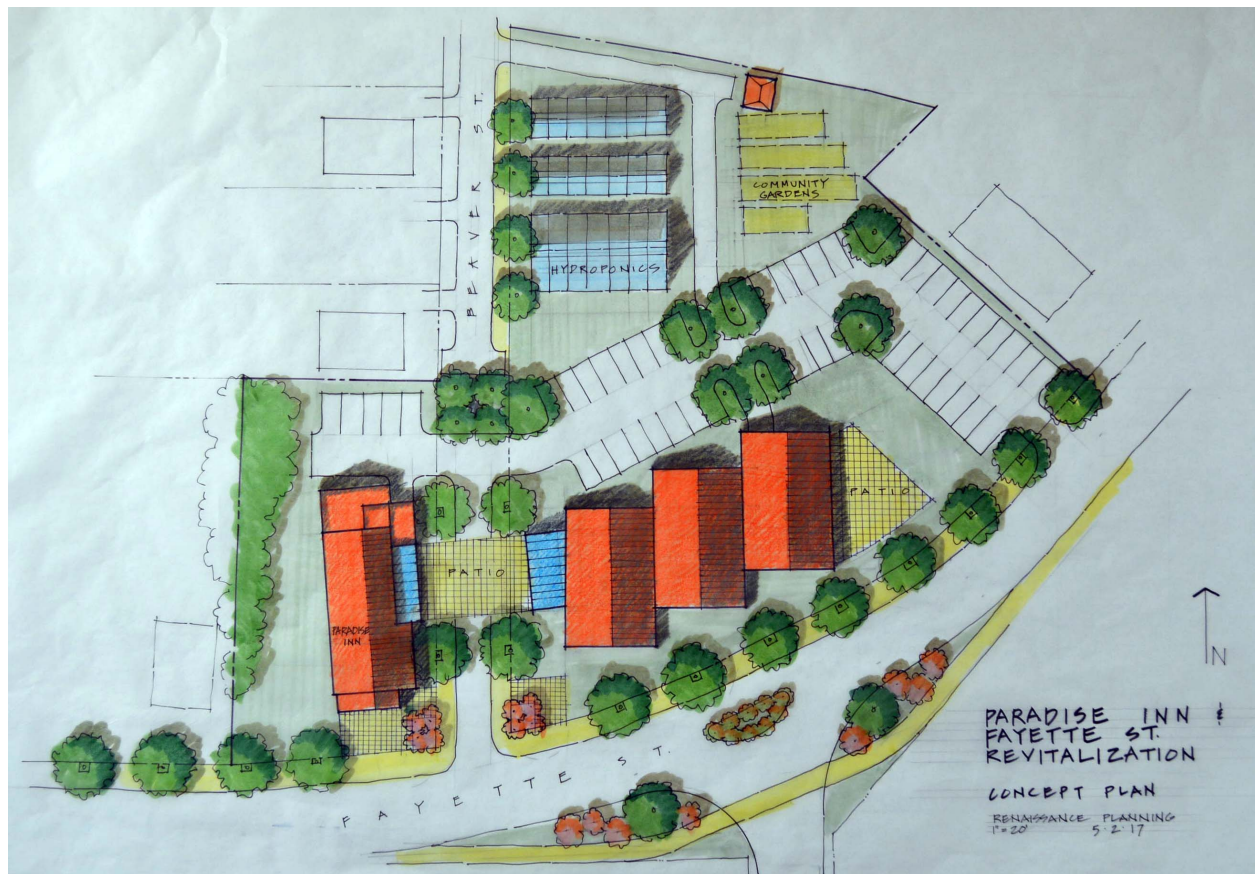


Figure 13 - Proposed site plan for the Healthy Hub

The city-owned property east of Beaver Street would likely be built out in a second phase of implementation. It includes a building fronting Fayette Street that could have several uses, including in the long-term a food hub where locally grown produce is aggregated, processed, packaged, and distributed to local consumers, such as restaurants and large institutional buyers. The back of the lot could include space for food production, including a hydroponics operation in high tunnels or greenhouses and a community garden. Parking could be located behind the buildings that front Fayette Street and connect to new parking behind the Paradise Inn. The proposed site plan shows the new building on the city-owned property as a series of smaller connected buildings rather than one large building mass to respect the traditional small-scale built character of Fayette Street and facilitate separate phases of construction.

The proposed site plan also closes the access to Beaver Street from Fayette Street with a landscaped area. This would eliminate cut-through traffic and provide additional space for development on the site. The proposed site plan shows a patio in the existing street right of way that connects the Paradise Inn to

the second phase of the Healthy Hub project on the city-owned property east of Beaver Street. Emergency vehicles and local residents could still gain access from Beaver Street to Fayette Street through the parking lot and an alley that is shown on the site plan between the hydroponics operation and the community gardens.

Fayette Street Road Diet Concept

The width of Fayette Street presents opportunities to improve the walkability of the neighborhood while strengthening connections to the Healthy Hub. A “road diet” describes the reallocation of street space among the different users to create a more walk- and bike-friendly street. Vehicles are important in this area, and the street must continue to accommodate cars, trucks, and buses. However, there is sufficient space to allocate more room to pedestrians and bicyclists without hindering vehicle flow in the area.

The travel way is about 36 feet wide from curb to curb near the Paradise Inn. At this width, there is room to accommodate a pair of 12-foot travel lanes for vehicles and an 8-foot parking lane, while adding a 4-foot bicycle lane on one side. Other configurations are possible. For example, the sidewalk width could be narrowed to 5 feet on both sides, allowing for an additional 4-foot bike lane. A streetscape plan, as described in the action plan (Action 3.2), could explore all the possible right of way configurations. The entire right of way at 50 feet could also accommodate much wider sidewalks. Figure 14 shows an 8-foot sidewalk on one side and a 6-foot sidewalk on the other. Fayette Street is under local control, significantly easing the process of implementing the road diet concept.

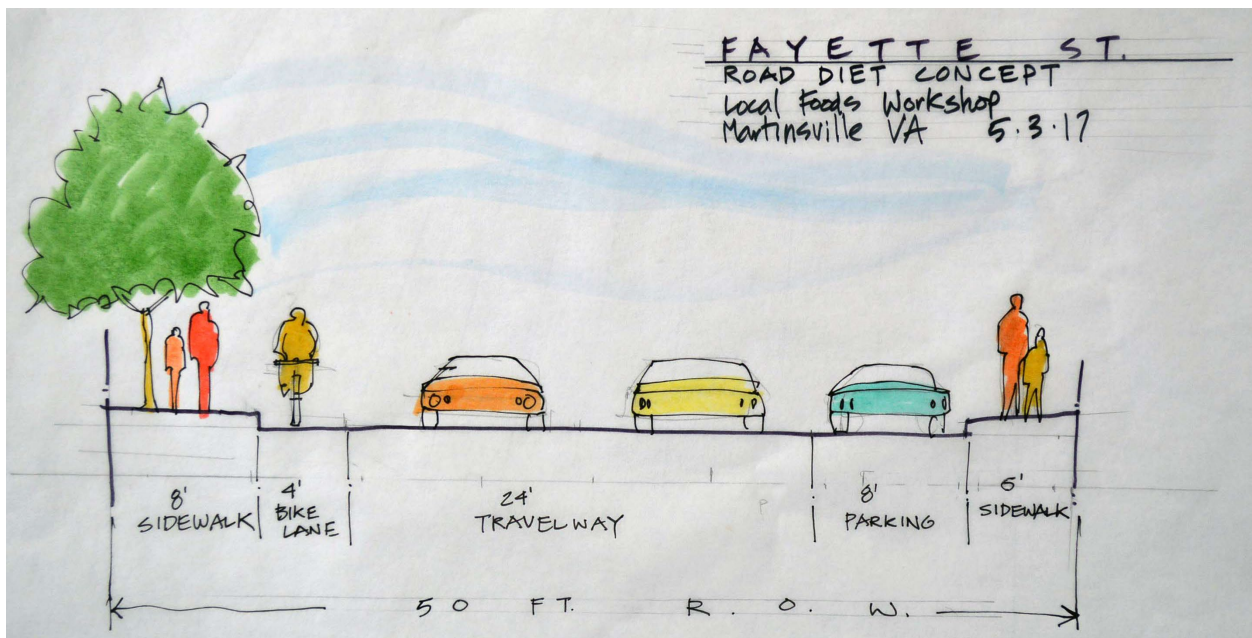


Figure 14 - Road diet concept for Fayette Street

Neighborhood Pedestrian Connectivity Analysis

Martinsville wants the Healthy Hub to be a community gathering place, as the Paradise Inn once was. While the property is centrally located in the city and Fayette neighborhood with good vehicle access, there are some critical obstacles to walking and biking to and from the Healthy Hub (Figure 15).

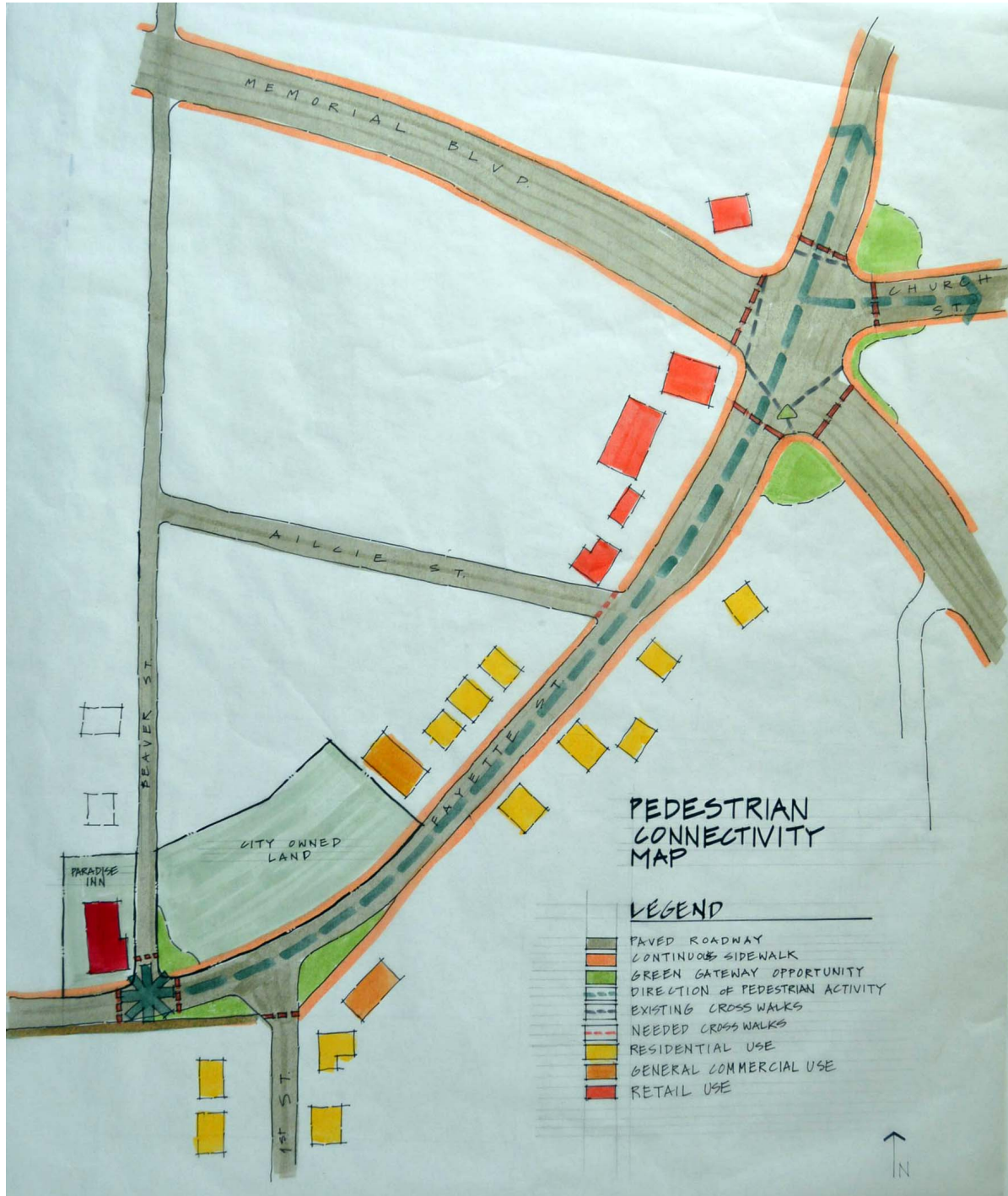


Figure 15 - Pedestrian connectivity map for key streets and intersections near the Healthy Hub.

The intersection of Memorial Boulevard (U.S. Route 220), Fayette, and Church streets is perhaps the most significant of these barriers. Memorial Boulevard is a state-controlled facility that carries more than 10,000 vehicles per day between northern and southern portions of the city. The intersection is also a key gateway to the uptown area via both Church and Fayette streets. The crossing distance of Memorial Boulevard is about 100 feet on the western approach to the intersection and 80 feet at the eastern approach. This long crossing distance, along with the high traffic speeds on Memorial Boulevard, create a treacherous crossing for pedestrians and likely discourage walking across the facility. However,

many people in the neighborhood lack access to vehicles and have no choice but to cross the road on foot, wheelchair, or bicycle. Enhanced crosswalks that improve visibility pedestrian refuge islands, and green gateway landscaping could improve pedestrian safety and calm traffic.

The analysis also highlights the potential for green gateway landscaping at 1st and Fayette streets. This would improve the appearance of the area, contribute to the sense that the Healthy Hub area is a special space in the neighborhood, and incorporate green infrastructure for managing stormwater (for example, pervious pavers, bioswales, and rain gardens). Fayette Street and many of the side streets also lack crosswalks, which are important for delineating pedestrian space and encouraging vehicles to yield to pedestrians.

The design concepts presented in this section were well received by workshop participants. The following section presents the action plan, which is a roadmap with short-term steps for implementing the concepts.

Action Plan

The culminating product of the workshop is a strategic action plan to guide implementation of the community's goals. The plan is organized around three goals and includes actions the participants identified at the meeting and during follow-up calls. The action plan matrix helps to further clarify, prioritize, and define roles and responsibilities for moving forward on these actions. The goals and actions are described below.

GOAL 1 – Clarify the Healthy Hub concept and design: Define the Healthy Hub, obtain community input and promote the vision, and identify clients and tenants that are financially sustainable and promote community, entrepreneurship, and access to healthy food.

Action 1.1: Establish a Healthy Hub Community Advisory Committee comprised of members of the Fayette Community, organizations serving the entire community, and members of the Local Foods, Local Places Steering Committee. The advisory committee will lead organization efforts with key community groups and others needed to make the Healthy Hub project successful. An early step is to identify the needed skills for the committee and make sure its community involvement role does not overlap with the Healthy Hub Management Team (see Action 2.1), which is focused more on the technical aspects of the project.

What this is and why it's important

The project's success will depend on community support. The committee would represent a wide-range of community interests and include individuals with specific, technical skills to achieve goals. It will also create buy-in among community members, establish responsibility and accountability for getting things done, promote inclusivity, and create an overarching organizational structure tasked with maintaining forward momentum of the development of the Healthy Hub.

Local Foods, Local Places Technical Assistance

Action 1.1: Establish a Healthy Hub Community Advisory Committee comprised of members of the Fayette Community, organizations serving the entire community, and members of the Local Foods, Local Places Steering Committee. The advisory committee will lead organization efforts with key community groups and others needed to make the Healthy Hub project successful. An early step is to identify the needed skills for the committee and make sure its community involvement role does not overlap with the Healthy Hub Management Team (see Action 2.1), which is focused more on the technical aspects of the project.

Measures of Success	<ul style="list-style-type: none"> • Many diverse perspectives are represented (i.e. community members, neighborhood groups, small-business owners). • There is active and consistent participation by members. • At least one-third of the committee are local citizens/representatives of Fayette – West End area. • Size of the committee is large enough to include a broad range of perspectives, but small enough to be nimble. 12 or less may be a good target size. • Formal committee structure is developed and enacted (bylaws, charter, set meeting schedules, etc.).
Timeframe	<ul style="list-style-type: none"> • Short-term: Begin immediately to start making contacts to form committee (completed in 1 to 2 months). • Mid-term: Formal committee structure is in place; regular meetings are held (3-6 months). • Long-term: Sustained commitment and movement on other action items detailed below (6-12 months, ongoing).
Taking the Lead	City of Martinsville (Susan McCulloch) and/or the Martinsville Henry County CDC, then leadership role can transfer to a chairperson from the community as the development of the board/committee structure progresses.
Supporting Cast	MHC Community Development Corporation, MHC Health Coalition, West Piedmont Planning District Commission, Fayette Area Historic Initiative, local farmers, churches, community groups, State Sentinel Virginia FAA Association, police department, and others.
Costs/Resources Needed	Low to moderate cost. In kind staff time for outreach and coordination, and donated meeting spaces (emphasizing spaces in the West End, such as churches).
Possible Funding Sources	Local donations of meeting space (churches, city properties, New College Institute, Patrick Henry Community College) and time (City of Martinsville for support, such as in-kind meeting space).

Action 1.2: Involve the community through surveys and door-to-door canvassing to obtain and incorporate input into the streetscape concepts for Fayette Street described in Goal 3, gather additional historic information about the Paradise Inn that may aid in obtaining a historic designation, and share the vision for the Healthy Hub to build excitement and support.

What this is and why it's important	Community support is key to the success of the Healthy Hub. This action is a way to make sure the community is included and represented in all aspects of the decision-making and design process. It will allow the Advisory Committee to share the preliminary vision and verify that it responds to community needs. This step is also important because it will help cultivate community ownership of the Healthy Hub design and programs. The community may also have valuable information about the historic importance of the Paradise Inn, helping the city obtain a National Register of Historic Places designation and opening access to historic tax credits for the renovation of the structure.
Measures of Success	<ul style="list-style-type: none"> • Number of engagements (canvassing, community meetings, surveys, etc.) • Number of inputs/responses to engagement (goal of 50 percent of neighborhood residents reached) • Percent of residents expressing support for the Healthy Hub. Aim for greater than 70 percent support. • Leads on information about the historic nature of the building.
Timeframe	<ul style="list-style-type: none"> • Short-term: Initial outreach/engagement (0 to 3 months). • Mid-term: Responses/feedback received (3 to 6 months). • Long-term: Incorporation of feedback into planning and implementation efforts (ongoing).
Taking the Lead	Healthy Hub Community Advisory Committee.
Supporting Cast	Community groups, faith-based organizations, schools, and others to survey the community on the streetscape concepts and share the Healthy Hub concept. Preservation Virginia or a graduate student studying history at a nearby university could assist with canvassing the neighborhood for historic information about the Paradise Inn.
Costs/Resources Needed	Low cost; volunteer time.
Possible Funding Sources	Donated time of advisory committee members and other volunteer partners.

Action 1.3: Perform a feasibility study of the preferred Healthy Hub program and design concept (considering the program presented in this action plan and community input).

What this is and why it's important	A feasibility study will help ensure that the design and program can be successful and sustained over time. It will also help attract outside attention and investment and build support of the public and elected officials.
Measures of Success	<ul style="list-style-type: none"> • Study is completed, concept is determined to be feasible, and implementation steps are identified. • Support of the community and city leadership.

Action 1.3: Perform a feasibility study of the preferred Healthy Hub program and design concept (considering the program presented in this action plan and community input).	
Timeframe	<ul style="list-style-type: none"> • Short-term: Consultant is identified and under contract (0 to 3 months) • Mid-term: Study is conducted/completed (6 to 12 months) • Long-term: If feasible, results of study are used to refine development plans.
Taking the Lead	Healthy Hub Management Team (expansion of the Local Foods, Local Places Steering Committee. See action 2.1).
Supporting Cast	VA FARES and other groups that can assist with food-related feasibility studies, VA Cooperative Extension (Martha Walker), Virginia Tech, Longwood Small Business Development Center, Patrick Henry Community College, Economic Development Corporation of Martinsville-Henry County, Small Business Administration, Virginia Community Capital (a Community Development Financial Institution); Jackie Bolden (National Albert Harris Alumni Association); UVA Weldon Cooper Center.
Costs/Resources Needed	Moderate to high cost (\$20,000 to \$100,000).
Possible Funding Sources	Collaboration with the West Piedmont Planning District Commission to seek a Virginia Appalachian Regional Commission planning grant (area development funding), Appalachian Regional Commission headquarters implementation assistance (up to \$20,000 available through Local Foods, Local Places program), USDA Rural Development Community Facilities Technical Assistance and Training Grant (due July 24, 2017), HUD's Community Development Block Grant program, Virginia Tobacco Region Revitalization Commission grants, and local contributions.

Action 1.4: Complete a preliminary architectural report (PAR) of the Paradise Inn and remedy any immediate concerns, such as covering holes in the roof.	
What this is and why it's important	A preliminary architectural report will determine if the building can be brought up to code for the proposed Healthy Hub uses, assess if new construction is needed, and identify specific interventions needed to secure the structural integrity and viability of the building before further investment. Addressing immediate concerns, such as the holes in the roof, can help maintain viability of the structure but will require the city to first determine what can be done legally in the near term given the ownership and access limitations. This action is likely not feasible while the Paradise Inn is privately owned.
Measures of Success	<ul style="list-style-type: none"> • Report completed detailing uses and allowable activities in current structure and changes needed to accommodate new programming. • Structural integrity of the building secured (e.g., roof patched).
Timeframe	<ul style="list-style-type: none"> • Short-term: Patch the roof. • Mid-term: Begin the PAR if and when the property is publicly owned, and finish within 6 months of the start date.
Taking the Lead	City of Martinsville (Susan McCulloch).

Action 1.4: Complete a preliminary architectural report (PAR) of the Paradise Inn and remedy any immediate concerns, such as covering holes in the roof.	
Supporting Cast	Planning and Zoning, Building Inspection Departments.
Costs/Resources Needed	Moderate cost for short-term fixes, moderate cost for the evaluation (\$10,000 + or -).
Possible Funding Sources	Private donations to cover critical short-term repairs (churches/community-based organizations or community fundraisers); and USDA Rural Development, or Virginia Tech School of Architecture and Design for the evaluation.

Action 1.5: Hold a signature event or festival to draw Fayette Community members to the site of the Healthy Hub and generate excitement. This may entail a small pop-up version of the Healthy Hub vision – food trucks, music, entertainment, small businesses, local growers, agri-artisans, and hoop houses.	
What this is and why it's important	An event or festival can draw positive attention to the potential uses of the property, help raise funds, and support the development of businesses that could eventually lease space in the Healthy Hub. It may help the city further assess if current visions/ideas would be received, enjoyed, and utilized by the community. The Healthy Hub Management Team could also use the event to distribute surveys.
Measures of Success	<ul style="list-style-type: none"> • Attendance. • Revenues. • Number of vendors and organizations participating. • Survey results of reactions, preferences, and desire. • Musical acts (historical, jazz, blues). • Schedule of activity.
Timeframe	Begin planning within 2 months (after the Healthy Hub Community Advisory Committee is formed – see Action 1.1). Hold the event sometime between fall 2017 and spring 2018. Consider planning around an existing community event like Brewster Walk.
Taking the Lead	Planning committee within the Healthy Hub Community Advisory Committee.
Supporting Cast	City, Healthy Hub Management Team, potential vendors and growers.
Costs/Resources Needed	Funding for speakers, temporary landscaping, security, and liability.
Possible Funding Sources	Consider raising funds through an entry fee (for example, \$5 entry fee), a vendor fee, and/or raise donations.

GOAL 2 – Ensure successful management of the Healthy Hub: Affirm ownership and define a model for management and operations of The Healthy Hub.

Action 2.1: Set up a Healthy Hub Management Team tasked with carrying the concept through to implementation. The group would be an expansion of the Local Foods, Local Places Steering Committee and consist of the Community Development Corporation of Martinsville-Henry County, the city of Martinsville, and people or groups with other critical skills needed for the successful implementation of the Healthy Hub including architecture and design, food systems planning, real estate development, community health, small business management, entrepreneurship, and agriculture.

What this is and why it's important	The group will manage the process, seeking input from the Healthy Hub Community Advisory Committee and developing the approach to financing and executing the Healthy Hub project. It will help generate buy-in and increase the number of stakeholders and ambassadors for the project. The team should be large enough to have sufficient expertise but small enough to be nimble and get things done.
Measures of Success	<ul style="list-style-type: none"> • Breadth of technical expertise on the team. • Speed of getting things done.
Timeframe	<ul style="list-style-type: none"> • Short-term: Identify key team members, specify role and responsibilities, and set team charter/expectations (0 to 3 months). • Mid/Long Term: Take actionable steps towards implementing key objectives.
Taking the Lead	Susan McCulloch and James Hagwood.
Supporting Cast	Existing Local Foods, Local Places Steering Committee, MHC Health Coalition, West Piedmont Planning District Commission, Fayette Area Historic Initiative, Martinsville-Henry County Economic Development Corporation (Valerie Harper), Virginia Community Capital, Virginia Cooperative Extension (Martha Walker), Patrick Henry Community College (Dr. Angeline Godwin), etc.
Costs/Resources Needed	Minimal.
Possible Funding Sources	Volunteers and staff time (city). Potential city support through in-kind services, such as meeting space.

Action 2.2: Identify the anchor tenant, which will influence many key aspects of the Healthy Hub including management, design, ownership, and financing.

What this is and why it's important	Knowing the anchor tenant will help the Management Team answer questions about design, ownership, and financing. It is important to know what type of anchor tenant is most feasible and ideally secure a commitment.
Measures of Success	<ul style="list-style-type: none"> • There is a tenant under contract with a viable business plan. • Food-related expert evaluates and scores tenant business plans.
Timeframe	Within 6 to 12 months.
Taking the Lead	Healthy Hub Management Team.

Action 2.2: Identify the anchor tenant, which will influence many key aspects of the Healthy Hub including management, design, ownership, and financing.

Supporting Cast	Healthy Hub manager (person/group TBD); Fayette Area community; Martinsville-Henry County Economic Development Corporation for locating tenants; Longwood Small Business Development Center; Patrick Henry Community College; Economic Development Corporation of Martinsville-Henry County; Small Business Administration; Martinsville-Henry County Chamber of Commerce; and Virginia Community Capital (CDFI).
Costs/Resources Needed	Low cost (time).
Possible Funding Sources	City staff time and volunteers.

Action 2.3: Determine the full cost to acquire and rehabilitate the Paradise Inn structure.

What this is and why it's important	Understanding the full costs and time frame is necessary to know if rehabilitation is feasible. The preliminary architecture report from Action 1.4 can serve several purposes, including implementation of this action.
Measures of Success	<ul style="list-style-type: none"> Completed preliminary architecture report, looking at code requirements and associated costs (see Action 1.4).
Timeframe	6 months at least.
Taking the Lead	Healthy Hub Management Team.
Supporting Cast	USDA Rural Development (Anne Herring), Virginia Tech Architecture or Ag Engineering to do the Preliminary Architectural Report/cost estimating, Patrick Henry Community College.
Costs/Resources Needed	Low if VA Tech students can prepare the Preliminary Architectural Report as part of a class project. Otherwise, probably \$10,000 + or - if out to bid.
Possible Funding Sources	Appalachian Regional Commission implementation support.

Action 2.4: Create a business plan for the Healthy Hub that identifies the financing, funders and funding programs, timing, and equipment needs.

What this is and why it's important	A business plan will give the city more confidence in taking the risk of acquiring and rehabilitating the Paradise Inn. This step would ideally follow the feasibility study.
Measures of Success	<ul style="list-style-type: none"> The appropriate entity or organization can acquire the building. Successful acquisition and renovation of the building. Successful and sustainable ongoing operations at the Healthy Hub.
Timeframe	1-2 years (after cost estimate).
Taking the Lead	Healthy Hub Management Team.
Supporting Cast	Appalachian Regional Commission.
Costs/Resources Needed	\$10,000 + or -

Action 2.4: Create a business plan for the Healthy Hub that identifies the financing, funders and funding programs, timing, and equipment needs.

Possible Funding Sources	Collaboration with the West Piedmont Planning District Commission to seek a Virginia Appalachian Regional Commission planning grant (area development funding), potentially packaging the business plan as a second phase of a larger project with the feasibility study happening first. Appalachian Regional Commission implementation support is another option, if and when the site is publicly owned.
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Action 2.5: Determine the best way to acquire and finance the Paradise Inn improvements, determine ownership, and actively recruit development partners who could bring patient money to the project.

What this is and why it's important	The step follows the business plan, and is aimed at lining up the funders, ownership, and management of the Healthy Hub. The project will require a developer with interest in the concept and experience in the challenges of repurposing an older building. It may be necessary for the city and community to have flexibility about the concept so that ideas capable of gaining private support can move forward. The city may also want to identify and prioritize different scenarios for acquiring, owning, and subsequently developing the property (own and manage, RFP for development, RFP for management, etc.)
Measures of Success	<ul style="list-style-type: none"> • Partners identified. • RFP issued (depending on the ownership/management model). • Contracts signed.
Timeframe	Up to 2 years.
Taking the Lead	Healthy Hub Management Team and/or Billie Coles (CDC Board Member).
Supporting Cast	Martinsville-Henry County CDC, City Council, Martinsville Community Development, and Economic Development departments.
Costs/Resources Needed	Low cost.
Possible Funding Sources	EPA Brownfields Grants (Cleanup, Revolving Loan Fund, Area-Wide Planning; adjacent property is using EPA Assessment Grant funding), patient investors dedicated to the community, Carter Bank and Trust (New Markets Tax Credits), River Community Bank, Wells Fargo, Woodforest National Bank, West Piedmont Planning District Commission, Virginia Community Capital, volunteer and staff time.

GOAL 3: Create a walkable and safe neighborhood around the Healthy Hub: Encourage investment and health by making the Fayette corridor walkable and improve safety perceptions.

Action 3.1: Organize a Fayette Community Involvement Team as a sub-committee to the Healthy Hub Community Advisory Committee	
What this is and why it's important	The purpose of the team will be to work on “lighter, quicker, and cheaper” projects to enhance public perception of the Fayette corridor and increase resident engagement through regular community events. Their work will help to demonstrate to the city that the neighborhood, Paradise Inn, and adjacent city-owned sites are viable for investment by drawing people, positive attention, and energy to the community.
Measures of Success	<ul style="list-style-type: none"> • Community-led neighborhood improvements implemented. • Number of events. • Attendance at events.
Timeframe	0 to 3 months to get started and ongoing.
Taking the Lead	Community Development Corporation of Martinsville-Henry County.
Supporting Cast	Advisory Committee members, Fayette Area Historical Initiative, local churches, local artists, and media.
Costs/Resources Needed	Low (food and supplies).
Possible Funding Sources	Local donations, Community Development Corporation, and city.

Action 3.2: Develop a streetscape improvement and beautification plan for the West End of the Fayette corridor, including Fayette Street (North Street in the west to Market Street in the east), Beaver Street, and the Memorial Boulevard 5-way intersection.	
What this is and why it's important	The city and neighborhood residents support the improvements made uptown along Fayette and see the potential for economic development by extending those improvements along the corridor into the Fayette neighborhood. Such a project could enhance property values, attract positive attention to the area, and increase walkability. The first step is a plan.
Measures of Success	<ul style="list-style-type: none"> • Increased foot traffic. • Appearance and neighborhood pride.
Timeframe	Starting in 3 months and continuing to 2 years.
Taking the Lead	City, Fayette Community Involvement Team, and local churches.
Supporting Cast	West Piedmont Planning District Commission, volunteer organizations (Boy Scouts, 4H, and police explorers), Piedmont Arts Association, academic institutions and students, work-release programs.
Costs/Resources Needed	Moderate for a formal streetscape plan; low to zero for quicker, lighter, cheaper community-led initiatives.

Action 3.2: Develop a streetscape improvement and beautification plan for the West End of the Fayette corridor, including Fayette Street (North Street in the west to Market Street in the east), Beaver Street, and the Memorial Boulevard 5-way intersection.

Possible Funding Sources	Office of Intermodal Planning and Investment Urban Development Area planning grant (due August 31, 2017), Virginia Department of Transportation and West Piedmont Planning District Commission planning funds.
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Action 3.3: Create a portfolio of options for multi-modal transportation improvements aimed at improving safety, performance, and walkability of the Fayette corridor, including Fayette Street (North Street in the west to Market Street in the east), Beaver Street, and the Memorial Boulevard 5-way intersection.

What this is and why it's important	The five-legged intersection of Route 220 and Fayette and Church streets is wide and inhospitable to pedestrians and bicyclists. While it is an important corridor for vehicles traveling across the city, it's also an important gateway to Uptown and the Fayette area and could function better for all street users. This project could improve connectivity, safety, and perception of the area while increasing foot traffic in the community.
Measures of Success	<ul style="list-style-type: none"> • Increased foot traffic. • Reduction in crashes at the intersection measured by VDOT. • Improvement in multimodal level of service, as indicated by travel demand modeling conducted for any study of the intersection.
Timeframe	Beginning in 6 months and continuing through 2 years.
Taking the Lead	City Complete Streets Coalition, Public Works, and Southern Area Agency on Aging Mobility.
Supporting Cast	Virginia Department of Transportation, Martinsville Public Works, West Piedmont Planning District Commission, elected officials, city management, bike clubs, walking clubs, organizations.
Costs/Resources Needed	Medium cost for a study (\$50K plus) and high cost for improvements.
Possible Funding Sources	Office of Intermodal Planning and Investment Urban Development Area program (due August 31, 2017), Virginia Department of Transportation funding for improvements (SmartScale, Transportation Alternatives, etc.), and local funding.

Action 3.4: Design gateway signs for the Fayette Area, and eventually pedestrian wayfinding signs pointing visitors to public destinations in the Fayette corridor (parks, Healthy Hub, etc.).

What this is and why it's important	Wayfinding signs with a unique Martinsville or Fayette area design are a way to show people they have arrived in a special place, which contributes to a positive perception of the place and helps draw in more tourism.
Measures of Success	<ul style="list-style-type: none"> • More visitors to the sites promoted through the signs. • More foot, bike, and vehicular traffic in key areas.
Timeframe	3 to 6 months.

Action 3.4: Design gateway signs for the Fayette Area, and eventually pedestrian wayfinding signs pointing visitors to public destinations in the Fayette corridor (parks, Healthy Hub, etc.).	
Taking the Lead	Martinsville Public Works.
Supporting Cast	West Piedmont Planning District Commission, Virginia Department of Transportation.
Costs/Resources Needed	Moderate cost (potentially \$10,000 for a gateway sign, and potentially much higher for a full wayfinding system).
Possible Funding Sources	Appalachian Regional Commission implementation assistance, Virginia Tourism Corporation, and city funds.

Implementation and Next Steps

The Steering Committee and agency partners participated in three post-workshop conference calls in May, June, and July of 2017. The calls helped the Steering Committee refine the action plan and identify additional implementation resources.

Appalachian Regional Commission Implementation Assistance

The Appalachian Regional Commission is making available to each of the Local Foods, Local Places communities in its service area implementation funding assistance of up to \$20,000. The funding is to be targeted towards specific actions identified in the workshop and post-workshop action planning effort. The Steering Committee identified action Items 1.3 and 2.4 as priorities for this targeted funding assistance. The community hopes to use the \$20,000 grant to leverage other possible funding sources, including a Virginia Appalachian Regional Commission planning grant (area development funding). The two projects are described briefly below.

- **Action 1.3** – Perform a feasibility study of the preferred Healthy Hub program and design concept (considering the program presented in this action plan and community input).
- **Action 2.4** – Create a business plan for the Healthy Hub that identifies the financing, funders, and funding programs, timing, and equipment need.

The feasibility study would preferably come first to understand the viability of the Healthy Hub concept and refine it based on the findings. Once the viability of the concept is confirmed, the community would begin work on the business plan. The West Piedmont Planning District Commission and city of Martinsville plan to work together to identify other funding sources that could be combined with the Appalachian Regional Commission implementation award so that both actions could be implemented.

Appendices

- Appendix A – Community Data Profile
- Appendix B – Workshop Participants
- Appendix C – Photo Album
- Appendix D – Workshop Feedback
- Appendix E – Funding Resources
- Appendix F – References