



Community Action Plan for McCrory, Arkansas

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

August 2018

For more information about Local Foods, Local Places visit:
<https://www.epa.gov/smartgrowth/local-foods-local-places>

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COMMUNITY STORY

McCrory is a city of about 1,700 people in central Woodruff County, on the western edge of the Arkansas Delta. The region's rich soils support a robust agricultural economy focused on the cultivation of rice and soybeans. McCrory provides services for the agricultural economy, such as banking, handling and storage, and farm equipment and supplies. The community also provides health care, educational, and retail services for the county's residents.

McCrory and Woodruff County have, like many communities in the Delta region, experienced population decline and high rates of unemployment for several decades. Today the city is grappling with health issues, such as a high obesity rate, and economic contraction that has left many buildings in need of new uses. People in the community are concerned that young people will leave to pursue opportunities elsewhere and not return.

The city is looking to improve economic conditions by attracting a new tenant for a vacant 771,000 square foot warehouse and distribution facility once owned and operated by American Greetings. That building has sat empty since 2003, and the city has been marketing it to potential tenants. The city views local quality of life investments that bring more vitality to Main Street as critical to attracting another major employer to the site.

Aiding McCrory in its efforts is a strong community spirit that is visible in the care with which buildings and public facilities are maintained, its high-quality public schools, the renovated Ken Theatre, and programs such as The Warehouse that provide food and health care for people in need. These are all building blocks for a healthier and more economically vibrant future.

Mayor Doyle Fowler is among the key local champions for a "healthier and happier" McCrory. The mayor and Leigh Ann Bullington with the University of Arkansas Cooperative Extension Service are working together with the support of a grant from the Centers for Disease Control and Prevention (CDC) to address the city's high obesity rate. Their work is focused on programs and projects that will increase access to healthy foods and support active living. They are supported in their efforts by the Woodruff County Health Improvement



Figure 1 – McCrory is looking to invest in walkable streets, a farmers market, and a public gathering space as ways to bring more vitality and business to Edmonds Avenue, which is the community's primary street. Image credit: EPR



Figure 2 – ARcare is a federally qualified health center with multiple locations in Woodruff County. ARcare has invested heavily in downtown McCrory, bringing a fitness center to the ground floor of this building and developing The Warehouse across the street, which brings a food pantry, health screenings, and cooking demonstrations under one roof. The building's owner is planning to add a residence on the second floor. Image credit: EPR

Coalition, which also includes ARcare—the local federally qualified health clinic—and several other community partners.

A tangible example of the coalition’s success is The Warehouse. The city has granted ARcare, the University of Arkansas Extension Service, and several faith-based partners access to the Chappell Civic Center to bring a food pantry, clinical screening services, nutrition education classes, cooking demonstrations, and prescription assistance under one roof. The Warehouse fills such a critical need that people have walked several miles along county highways during the summer months to reach its location in downtown McCrary.

The coalition has also developed a strategic plan that calls for new community programs and infrastructure investments that will support access to healthier foods, provide spaces for physical activity, improve the local economy, and engage community members. Among the specific projects called for in the strategic plan are a farmers market, new and enhanced sidewalks, a community garden, a bicycle trail, additional food banks, a community center and public gathering space, a pool, and Main Street improvements.

In 2017, the city partnered with the University of Arkansas Cooperative Extension Service to request assistance through the Local Foods, Local Places program to develop an action plan that would help the city advance a few of the high-priority projects it had already identified. The coalition’s strategic plan is well-aligned with the goals of the Local Foods, Local Places program, which are 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.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), CDC, and the Delta Regional Authority. McCrary was one of 13 communities across the United States selected to participate in the program in 2018.

The city and University of Arkansas Cooperative Extension formed a Local Foods, Local Places steering committee in preparation for the technical assistance award. It is comprised of a variety of community partners listed in Figure 3. They were supported by a technical assistance team comprised of consultants and multiple federal and state agency partners (Figure 4).

Local Foods, Local Places Steering Committee

- **Leigh Ann Bullington**, UA Cooperative Extension Service
- **Doyle Fowler**, Mayor, City of McCrary
- **Kelly Peebles**, Peebles Organic Farms
- **Frank Swanson**, Woodruff County Quorum Court
- **Beth Breckenridge**, Merchants and Planters Bank (Market President)
- **Carrie Fortune**, ARcare
- **Lauren Fields**, ARcare
- **Dr. Jennifer Conner**, University of Arkansas Cooperative Extension Service
- **Caitlin Palenske**, University of Arkansas Cooperative Extension Service

Figure 3 – Steering committee members.

The steering committee expressed a desire to further develop several of the projects listed in the Woodruff County Health Improvement Coalition’s strategic plan, including the development of a farmers market, planning for a central gathering space that would connect people and inject life into a vacant space downtown, construction of new sidewalks and general walkability improvements, and long-term strategies for building a stronger local food system. The remainder of this report and appendices document the engagement process, workshop activities, and most importantly, the outcome: a community action plan to achieve McCrory’s goal of a healthier and happier community.

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases (Figure 5). The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort’s capstone event—a two-day workshop in the community. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain the momentum generated during the workshop.

Local Foods, Local Places Technical Assistance Team

- **Luctrician Hamilton**, EPA HQ
- **Suzanna Perea**, EPA Region 6
- **Mary Kemp**, EPA Region 6
- **Gloria Vaughn**, EPA Region 6
- **Gregory Dale**, USDA Rural Development
- **David Guthrie**, CDC
- **David Blick**, HUD
- **Christina Wade**, Delta Regional Authority
- **Mike Callahan**, EPR (consultant)
- **Vlad Gavrilovic**, EPR (consultant)
- **Alan Steinbeck**, 3TP Ventures (consultant)

Figure 4 – Technical assistance team.

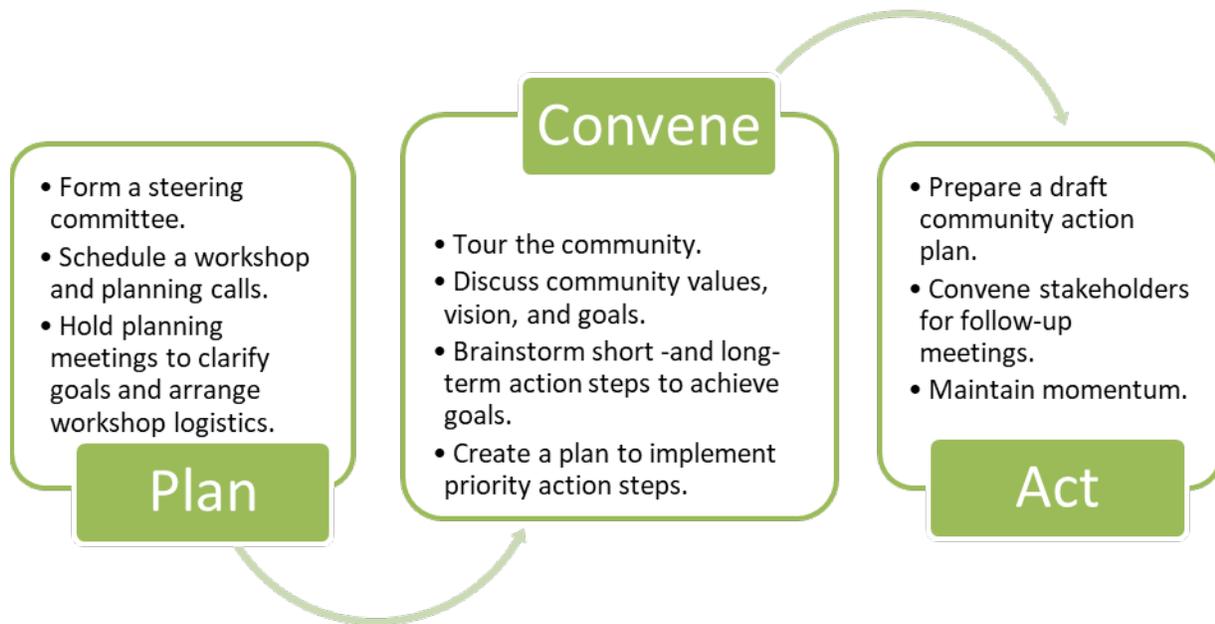


Figure 5 - Local Foods, Local Places technical assistance process diagram.

The community workshop was held on July 12 and 13, 2018, and the activities are described below. Workshop activity results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

COMMUNITY TOUR

The workshop began with lunch downtown at Pizza Plus among a subset of the community steering committee and the technical assistance team. Following lunch, the group spent the afternoon visiting key places and learning from community members about their significance to McCrory's efforts to create a healthier and happier community. The first part of the tour focused on downtown and was conducted on foot.

First, the group toured the city-owned Chappell Civic Center, which houses The Warehouse. The Civic Center is a beautiful historic building that needs infrastructure repairs, particularly to its roof. Across Main Street from the Civic Center is Thompson's Lot. This vacant space downtown is privately owned, but has accommodated public events, such as the city's annual Mosquito Festival. The city has expressed interest in setting up the farmers market on this property and developing it over the long-term into a public space that could host a wide array of events. The workshop included a design activity that helped bring to life some of the community's ideas for developing the space. The initial concepts are presented later in this plan.

McCrory has maintained most of its public facilities in the downtown area, which attracts people and helps maintain a good mix of businesses between the railroad tracks and 3rd Street, the heart of the central business district on Edmonds Avenue. One of the new public facilities is the McCrory Fitness Center, which is operated by ARcare. The city is also looking to move the public library to a space downtown.

Perhaps the most impressive story that reflects the community's spirit is the Ken Theatre. The theatre opened in the 1950s on 2nd Street but eventually fell into disrepair and closed like many small-town movie theatres across the country. But unlike most similar theatres, McCrory's residents banded together and raised funds and resources needed to restore it as a regional performing arts center. Mayor Fowler led the initial effort to save the theater. A non-profit named the Ken Theatre League manages programming and facility maintenance.

The tour also featured the former John B's Restaurant (Figure 7). The restaurant occupied a prominent house on the north end of downtown. The house is vacant, although the bank that owns the property has maintained it well. The steering committee identified a culinary school, community kitchen, or bed and breakfast as potential viable uses for the property that would support downtown revitalization.



Figure 6 – Woodruff County in 2012 had 217 farms producing nearly \$170 million in agricultural products annually. Most of the farms grow commodity crops, such as rice and soybeans. The community is looking to increase the production of local foods and agritourism, which Peebles Farm just west of McCrory has done with success. Credit: EPR

Establishing a farmers market is another important community goal. The tour included stops at both the Thompson's Lot and the Methodist Church Pavilion, which are candidates for hosting the market. Steering committee members expressed an interest in setting up a pop-up market as soon as the summer of 2018 at the church pavilion. The pavilion has good shade and is located downtown. However, the steering committee felt that the Thompson's Lot would be a better long-term market location because it has much better visibility from the pedestrian and vehicular traffic on Edmonds Avenue. The church pavilion is tucked away on an alley with some visibility from Jackson Street, but fairly poor visibility from Edmonds Avenue. Steering committee members talked about the need for signage on Edmonds Avenue that would encourage people to visit the market if it were to be located at the pavilion.



Figure 7 - The former John B's Restaurant is a bookend of downtown on the north end and has a well maintained commercial kitchen that could set up the property nicely for new uses such as a community kitchen, culinary school, or bed and breakfast. Image credit: EPR

The tour shifted to a van to visit the school district's facilities and the Elizabeth Swanson Sports Complex on the east end of the city. The school district's high school and elementary school are both located in the heart of the city on 5th Street. The city's streets are laid out in a grid pattern and are well-shaded by trees. But most, including 5th Street, lack sidewalks. The lack of infrastructure is partly why very few students walk to school according to the district's superintendent, who met with the tour group. 5th Street also connects the city's downtown and residential areas to the Elizabeth Swanson Sports Complex. The sports complex has fields for baseball and football and a walking track that is popular with residents. However, its location about a mile east of Edmonds Avenue is difficult to access on foot. Steering committee members talked about their hopes to see the schools and sports complex connected by a new sidewalk on 5th Street.



Figure 8 - The city's efforts to bring more vitality to downtown through a farmers market, sidewalk improvements, and a public gathering space also support the city's efforts to attract a new tenant to the former American Greetings warehouse and distribution facility. Image credit: EPR

Next the tour moved along to the city's new water treatment facility on Atkinson Street. Just south of the new water plant is about 50 acres of city-owned land that the school district is planning to use in partnership with Arkansas State University – Newport for a farm training program. This program would complement the school district's effort to establish a community garden on their property, which would help supply the proposed farmers market. The tour also included a stop at the Three County Fairgrounds, between McCrory and Patterson. A community kitchen has been proposed at this site, and the group discussed the tradeoffs between locating such a facility outside of the city relative to a location such as the former John B's restaurant, which could drive more people and investment to the downtown area.

The final tour stop featured the former American Greetings warehouse and distribution facility southeast of the city. The building is more than 17 acres in size and sits on an 80-acre parcel. American Greetings employed more than 300 people at the facility before it closed in 2003. The Union Pacific railroad serves the facility directly through a spur and storage tracks that were added in an effort to attract a new tenant. This tour stop prompted a discussion about economic development and the importance of creating a thriving Main Street and nurturing a healthy population and workforce as valid economic development techniques in addition to the more traditional infrastructure and incentives approaches. McCrary's approach to recruiting a tenant covers all of the above, and the connection between the Local Foods, Local Places technical assistance and the city's economic development efforts was widely acknowledged.

VISION AND VALUES

The workshop began with a community meeting attended by more than 70 people at the Chappell Civic Center. The purpose of the community meeting was to hear first-hand from residents what they value about McCrary, what they would like to see happen in the future, what they believe is working well that can be built upon, and what could use attention.

The facilitation team led two activities aimed at drawing out what people value about McCrary and what they would like to see it become in the future. The first is an activity called "This I Believe" in which residents stand and share something they believe about their city and its future. The second is an activity called "Our Future McCrary" where each attendee developed a story and headline about a future event that reflects their hopes. The ideas generated by these two activities are captured in summary form in Figure 9.

OPPORTUNITIES & CHALLENGES

The community meeting also included discussions that revealed many of the challenges and opportunities related to the community's goals of improving access to healthy foods, walkability, and downtown revitalization. The specific questions posed to the community attendees and their summarized responses are described below. These questions revealed not only challenges and opportunities, but specific steps that McCrary can take to achieve its goals.

Vision and Values

- A nice place to raise children, and a place they want to come back to.
- A healthy and happy community.
- The cultural arts center of the Delta.
- The economic heart of Woodruff County.
- A region that uses its highly fertile soils to produce more food.
- Population and job growth including a new employer at the American Greetings facility.
- People working together towards a shared vision for their city.

Figure 9 -- Vision and values activity results showing what participants value about McCrary.

A Walkable and Bikeable Community

The workshop facilitators asked community meeting attendees to discuss and share their ideas with each other about what would entice people to walk more often to the downtown area. The question helped define specific improvements that will create a more walkable community, with a focus on the downtown area due to the city’s desire to increase activity and business there. Their responses provided direction to the Walkable McCrory Conceptual Plan and the action plan, both of which are presented in following sections.

Table 1 - Challenges and opportunities to a more walkable McCrory.

Challenges	Opportunities
Deteriorated or overgrown sidewalks	Investment in better sidewalk and bicycle facilities
High traffic speeds downtown	Traffic calming downtown with crosswalks and curb bump-outs
Heat and lack of shade trees downtown	Increase shaded areas, especially on Edmonds Avenue
Not enough shops downtown	Clean and beautiful storefronts, greater variety of shops, art venues and book clubs
Few students walk to school	Sidewalk construction on 5 th Street
Lack of local funds for infrastructure	State Transportation Alternatives Program (TAP) grant
Lack of a public gathering space	Central park with a market, gazebo, benches, and a dog park
Feeling that walking is not safe	Improvements to the streetscape and street/sidewalk lighting

A Central Gathering Space Anchoring a Thriving Main Street

Community meeting attendees also shared their ideas about what features would help create a popular gathering space downtown that would attract people and events year-round. Their ideas, shared during the community meeting, are listed below. These features informed the conceptual design that is presented in the next section. **Appendix A** also includes a list of possible events that the space could host during each season.

Table 2 - Desired features for a central gathering space suggested by community members.

Desired Features for a Central Gathering Space	
Green space and quiet spaces	Playground
Park with seating	Stage for live music and entertainment
Movies in the park	Wi-Fi
Fountain	Local artists displaying art
Indoor air-conditioned spot	Vendors and refreshments
Bathrooms	Landscaping
Water fountains and cooling station	Pavilion with lights

Access to Healthy Foods and Healthy Places

McCrory has moved quickly through the Woodruff County Health Improvement Coalition to launch initiatives aimed at improving access to healthy foods. Community meeting attendees expressed strong support for the continued development of The Warehouse. The table below lists other opportunities to improve access to healthy foods and active living by expanding on existing successful programs and facilities.

Table 3 - Community meeting attendees identified the following programs and facilities that are working well and represent opportunities for the city and its partners to build upon.

Opportunities to Expand on What’s Working Well	
The Warehouse	Sports fields & Swanson Sports Complex
Country Market	ARcare Fitness Center in downtown McCrory
Downtown flower pots	Trees in the city’s neighborhoods
The people	Methodist Church playground
Walking track at Swanson Sports Complex	Support from the faith community

People also shared their thoughts on what else can be done to support healthier eating and active living. A summary of the responses is below.

Table 4 - Community meeting attendees identified ideas to support healthy eating and active living.

Opportunities to Try Something New	
Farmers market	Healthy living tips once a week on Facebook
Community gardens	Collaboration between the schools and UA-Extension
Agritourism	Splash pad or pool
Expansion of warehouse hours to the evening	Farm to table event
New and improved sidewalks, reduced traffic speeds	Repaving of the football field track
Buy Local campaign	Assistance to renovate downtown buildings
Increased public involvement	

The challenges, opportunities, and ideas summarized in this section informed the design concepts and the action plan presented in the following sections.

WALKABLE MCCRORY CONCEPTUAL PLAN

During the community meeting, McCrory’s citizens and elected officials expressed a strong desire to create a more walkable community. The workshop provided McCrory with an opportunity to develop a conceptual plan for accomplishing this goal. During the workshop’s second day, a group of steering committee members and citizens worked together around a city map to identify key walking routes, concerns and improvements needed to support more walking, and a three-phase improvement plan for extending sidewalks.

This plan builds on the city's recent grant application to the state's Transportation Alternatives Program (TAP), which requested funding to replace downtown sidewalks. The figure below shows how many of the city's key assets are connected along the north-south axis of Edmonds Avenue and along the east-west axis of 5th Street.

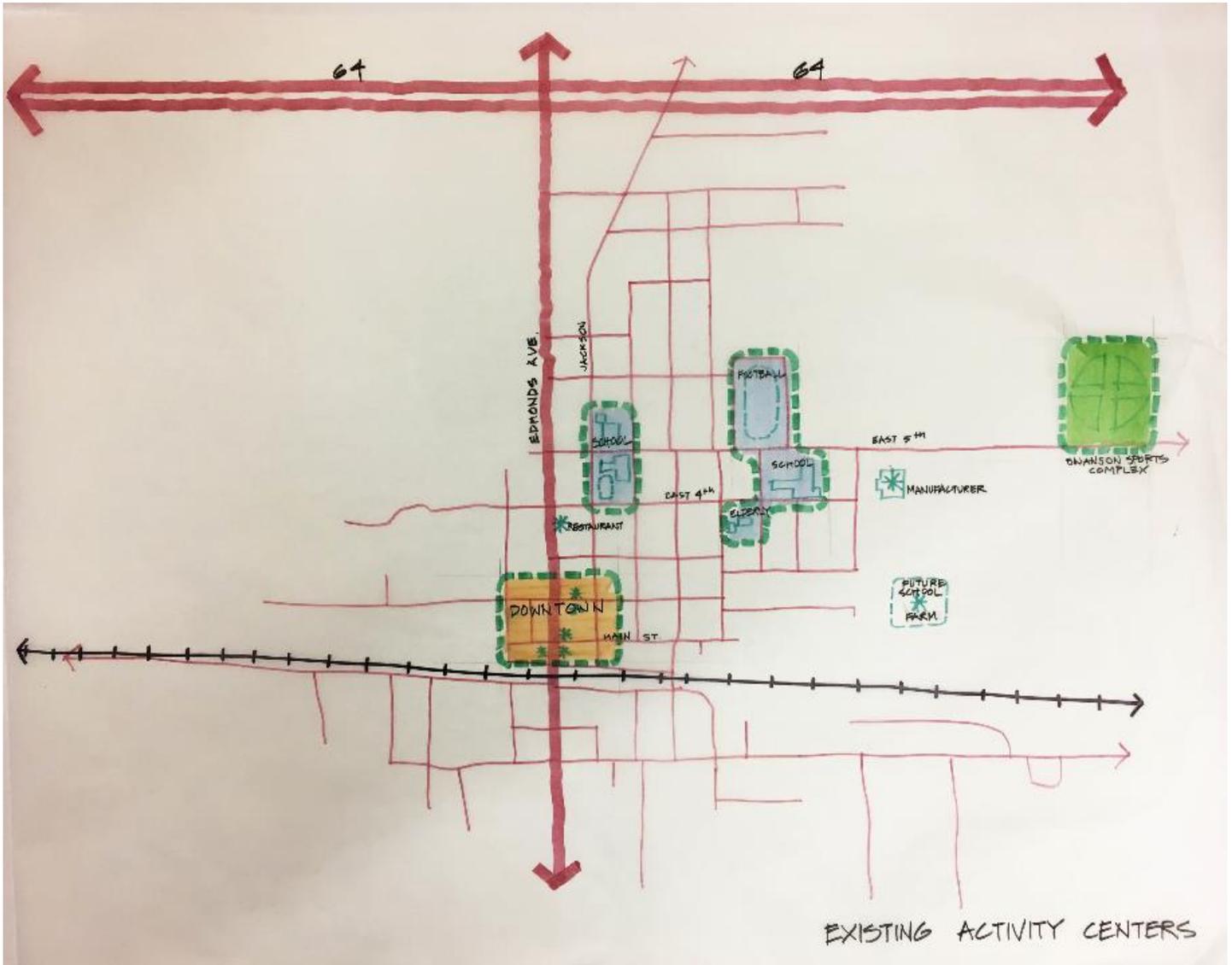
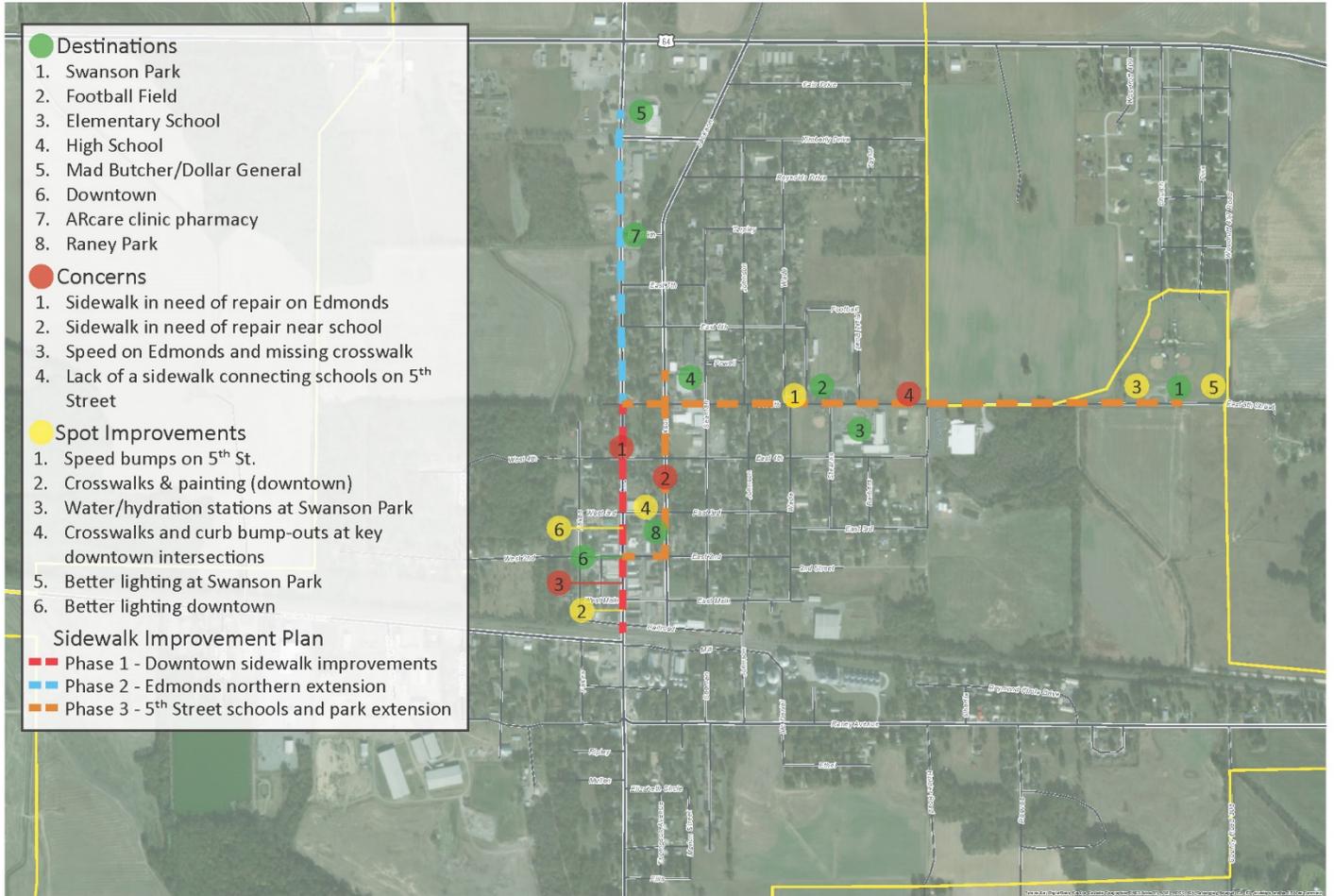


Figure 10 - The city's key assets are aligned on Edmonds Avenue and 5th Street.

The conceptual plan developed through the workshop includes three phases. The first phase would cover the downtown sidewalk improvements included in the TAP grant. The second phase would extend or improve sidewalks along Edmonds Avenue to the north, connecting residents to the city's only grocery store (the Mad Butcher) and the Woodruff County Health Center. The third phase would extend a sidewalk down 5th Avenue, connecting the high school, elementary school, and the Elizabeth Swanson Sports Complex.

Walkable McCrory Plan



Technical Assistance Workshop June 12-13, 2018



Figure 11 - Workshop participants worked together to develop a plan for making McCrory a more walkable community.

During the workshop meetings, participants affirmed the importance of Edmonds Avenue as a “main street” and as the main spine for walking and biking activity because it connects so many important destinations. Key future improvements that were discussed included repair and enhancement of the sidewalk network, street furniture and amenities and safety enhancements such as new crosswalks and “bump-outs” or curb projections to narrow the crossing distance for pedestrians. Figure 12 is a vision of Edmonds Avenue in the future after sidewalks have been repaired, pedestrian-scale lighting is installed, and street furniture is installed.

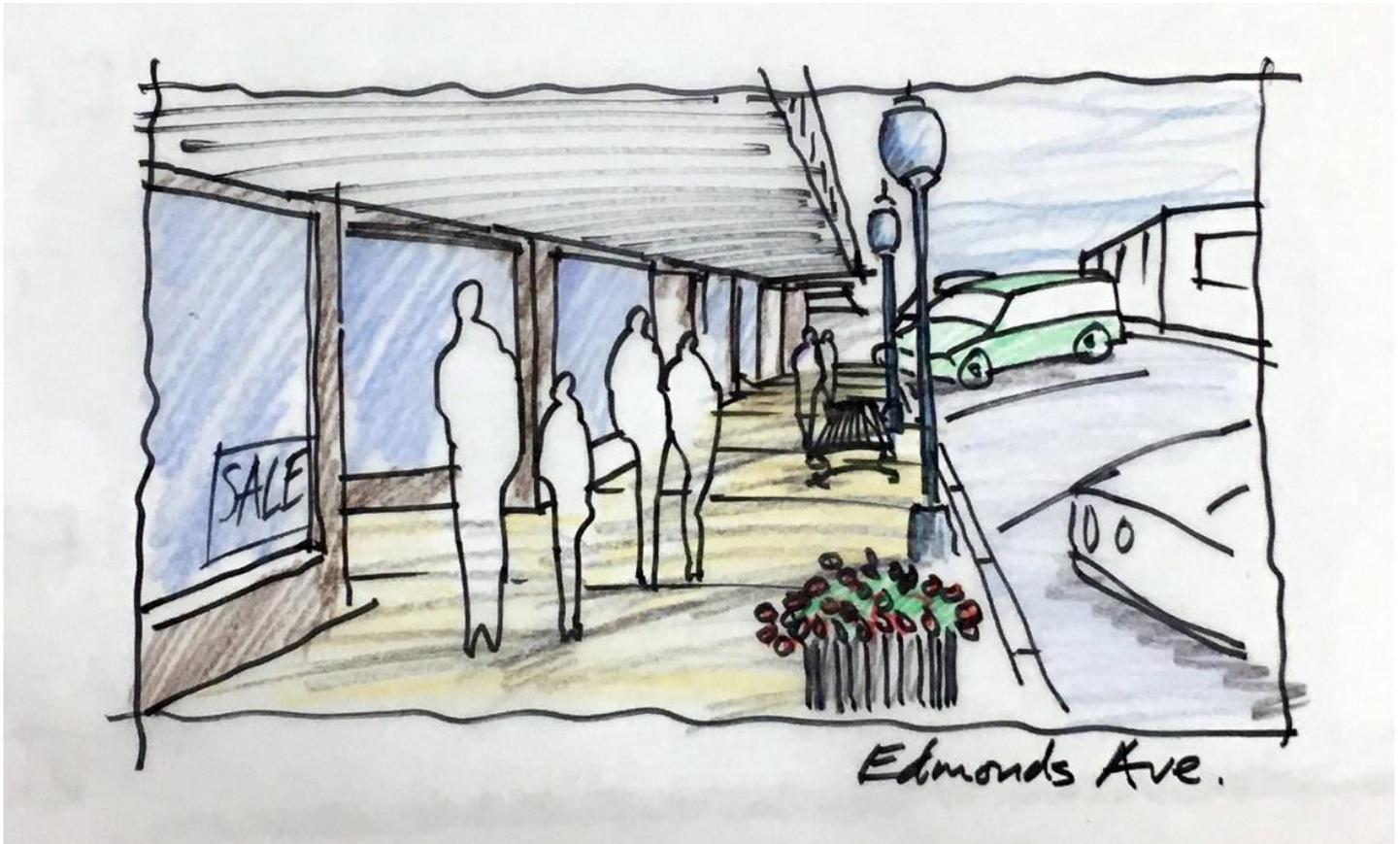


Figure 12 – Depiction of Edmonds Avenue with improved sidewalks, pedestrian scale lighting, and new street furniture

PUBLIC GATHERING SPACE DESIGN CONCEPTS

Another key city goal is to develop a public gathering space that would bring people together around the future farmers market and provide a space for events such as the Mosquito Festival and concerts. The city would prefer to use a private parcel at the corner of Edmonds and Main Street for this purpose and has held initial conversations with the property owner. The owner allows public use of the space on a case-by-case basis and allowed the Merchants and Planters Bank to set up a trailer and grill to prepare food for the Local Foods, Local Places workshop community meeting. But the city is looking for a space on Edmonds Avenue to accommodate a permanent public gathering space. The owners of the Thompson's Lot gave permission to the technical assistance team to sketch a concept for what a gathering space could look like on the lot but have not decided on whether they will sell or grant the land to the city for the purpose of developing any of the concepts presented in this section. Therefore, these are intended as inspiration and could be developed, with modifications, on a different lot downtown if the preferred site does not become available.

The Thompson's Lot is depicted in figure 13 in relation to the streets, other buildings, and solar orientation of the downtown area. The lot is in an ideal location for a highly visible and accessible gathering place, with good circulation to the rest of downtown and other key anchors, such as the Ken Theatre. The lot also gets abundant sunlight from the south, which will make shade important, especially for events during the hot summer months.

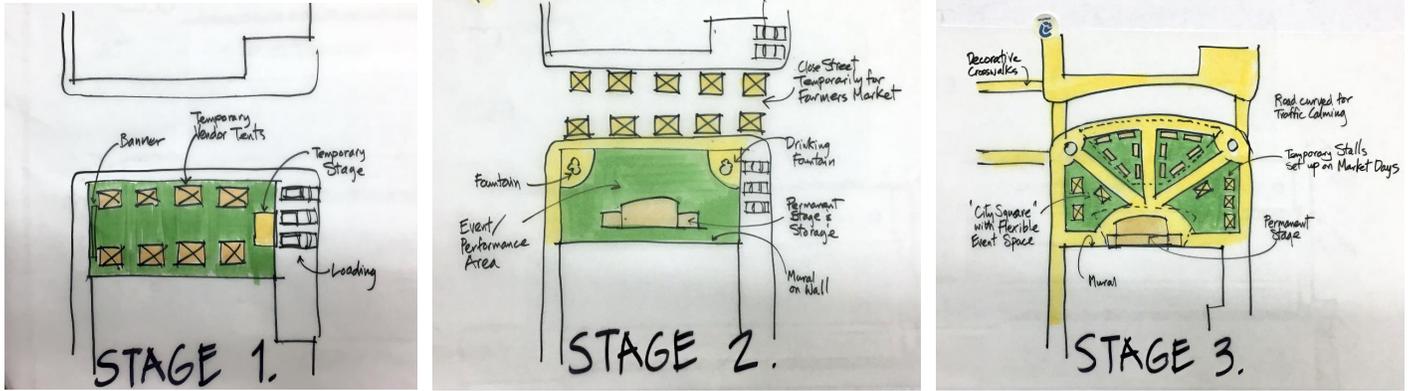


Figure 14 – The public gathering space could be developed in phases beginning with a simple farmers market using tents to a permanent structure with shade, a stage, and landscaping.

The full build-out is depicted in a large format in Figure 15, followed by Figure 16 showing a possible street-level view of what the space could look like to a pedestrian walking on Edmonds Avenue. The last two figures show the site's present conditions followed by a rendering of the proposed site plan.

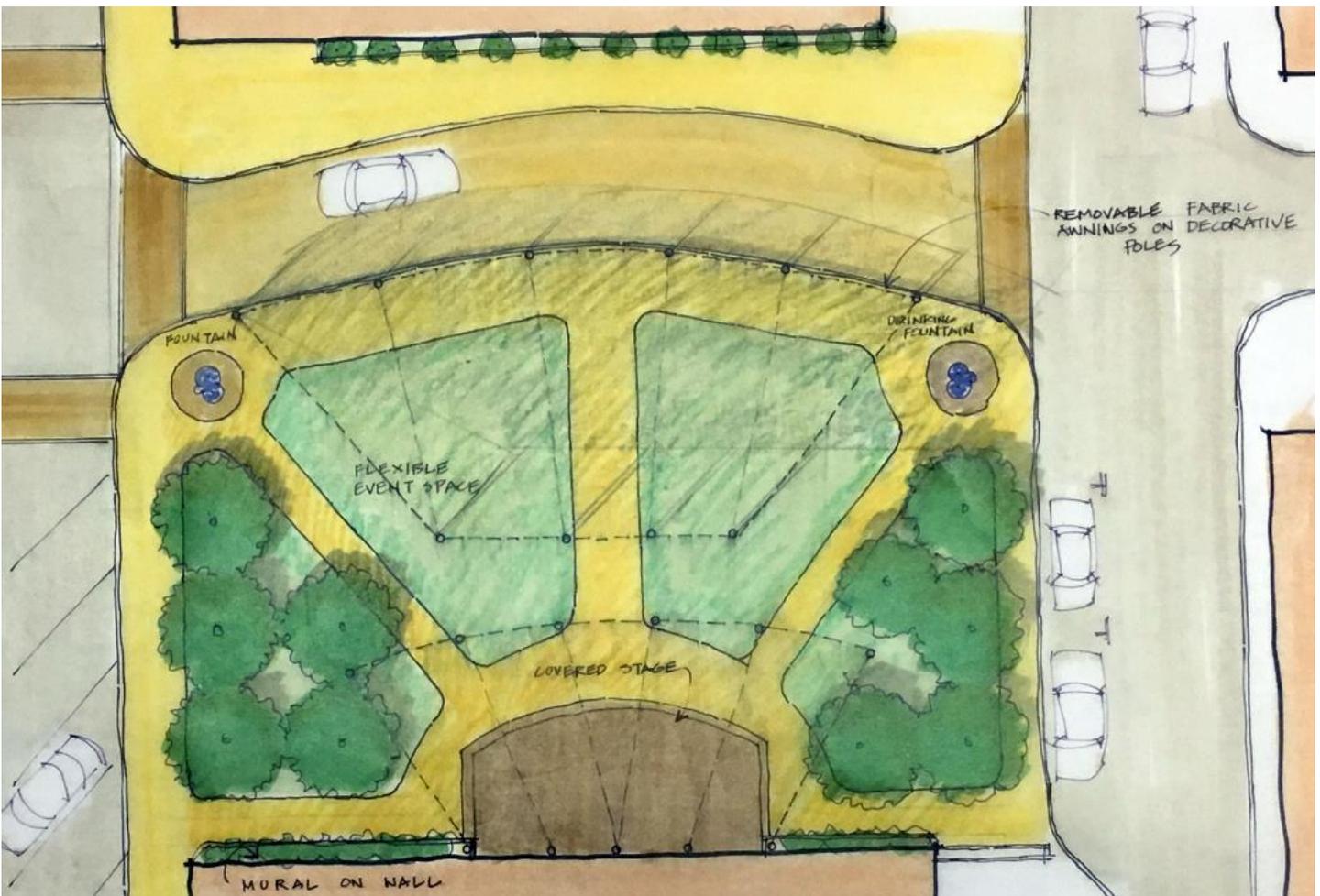


Figure 15– Build-out concept for a potential public gathering space featuring a stage, farmers market, shade canopies, landscaping, and water features.



Figure 16 - A street-level view of the potential public gathering space.



Figure 17 - The potential public gathering space before.



Figure 18 - The potential public gathering space after.

An important aspect of the design of the gathering space will be to “localize” it to McCrary. Figure 18 shows an idea for a mural of a historic photo of McCrary in the 1950s on the side of the building facing the gathering space. Historic and local touches like this will be important in the design of the gathering space to build civic pride in the place and to make the space unique. One of the points made by the property manager of the former American Greetings plant is that when prospects come to town to look at the building, they always spend some time walking or driving around town to “see the sights.” An attractive gathering space in downtown McCrary could not only enhance the quality of life for nearby residents but could also be a positive reflection of the city’s commitment to promoting recreation, events, and beautification that is tangible to visitors and future business prospects.

ACTION PLAN

The technical assistance helped the community coalesce around four high priority goals, which are listed below. Each goal includes a set of four or five supporting actions, which are concrete steps the city and its partners can take in the near term to advance towards the goals. The tables that follow provide additional detail for each action.

- **Goal 1** – A thriving farmers market that improves access to healthy, local foods.
 - *Action 1.1* – Form a farmers market committee.
 - *Action 1.2* – Call and recruit producers to gauge their interest in the farmers market.
 - *Action 1.3* – Secure a long-term location for the farmers market.
 - *Action 1.4* – Create a farmers market brand and promotional materials.
 - *Action 1.5* – Recruit and hire a farmers market manager.
- **Goal 2** – A central gathering place that anchors a thriving Main Street.
 - *Action 2.1* – Secure a preferred location for the public gathering space.
 - *Action 2.2* – Secure the best alternate location.
 - *Action 2.3* – Find volunteers and get commitments for developing the public gathering space.
 - *Action 2.4* – Design the public gathering space and related facilities for maximum utilization.
 - *Action 2.5* – Develop a management plan for the space, develop rules, and plan a budget.
- **Goal 3** – Walkable and bikeable streets that connect community assets and healthy places.
 - *Action 3.1* – Ask Arkansas DOT to approve the city’s request to paint crosswalks on Edmonds Avenue at intersecting streets.
 - *Action 3.2* – Request funding from the Chamber of Commerce and the city to fund paint for installing highly visible crosswalks.
 - *Action 3.3* – Approach the EAST Initiative class to design curb bump-outs on Edmonds Avenue and intersecting streets in order to shorten the crossing distance and increase pedestrian visibility.
 - *Action 3.4* – Approach the ARcare afterschool program director to determine if and how kids may be able to help with the crosswalk and bump-out painting project.
 - *Action 3.5* – Paint crosswalks and bump-outs along Edmonds Avenue at key intersecting streets.
- **Goal 4** – A strong local food economy that all people may access and benefit from.
 - *Action 4.1* – Build upon the Health Improvement Coalition to form an umbrella organization called the Local Food Policy Council.

- *Action 4.2* – Create a food system development plan with capital and operating budgets for elements.
- *Action 4.3* – Define the functions of a potential food hub and study the feasibility of establishing one in Woodruff County.
- *Action 4.4* – Update and expand the community’s web presence both for the city and the health- and food-related projects that are underway.

GOAL 1: A thriving farmers market that improves access to healthy, local foods

McCrory is working to establish a farmers market downtown as a way to improve access to healthy, locally grown foods for people living in the community and to increase business activity in the downtown area. The workshop also highlighted the importance of a farmers market for supporting a higher quality of life in McCrory, which can help attract new tenants to vacant commercial and industrial sites, such as the former American Greetings facility that has been vacant since 2003. As such, the farmers market is a strategy for improving not just health, but the economic development of the community.

Action 1.1: Form a farmers market committee.	
What this is and why it is important	This committee would bring local leaders and expertise together to effectively lead the development of a farmers market in downtown McCrory.
Measures of success	<ul style="list-style-type: none"> ● Committee participation ● Committee member feedback
Timeframe	<ul style="list-style-type: none"> ● Immediate: Have follow-up meetings to plan the committee. ● Short-Term: Establish committee. ● Short-Term: Clearly articulate the committee’s purpose and timeline.
Lead	Woodruff County Health Improvement Coalition working closely with the community
Supporting cast	<ul style="list-style-type: none"> ● Food growers ● School district ● Community members
Costs and/or resources needed	<ul style="list-style-type: none"> ● Low cost to organize a committee ● Moderate cost to establish the market
Possible funding sources	<ul style="list-style-type: none"> ● Grants (USDA Farmers Market Promotion Program) ● Vendor table fees ● Percentage of sales

Action 1.2: Call and recruit producers to gauge their interest in the farmers market.	
What this is and why it is important	The farmers market depends on producers that will offer a range of products. This action will provide input on what it will take for producers to participate. Prior to taking this step the committee might also want to discuss and agree on the ratio of various types of vendors (for example, a ratio of food to craft vendors).

Action 1.2: Call and recruit producers to gauge their interest in the farmers market.

Measures of success	The number of people contacted will be compared with the number of people who attend planning meetings for the farmers market.
Timeframe	<ul style="list-style-type: none"> • Short-term: Identify all possible vendors/producers. • Short-term: Contact each to introduce the farmers market concept and invite them to participate in the planning. • Medium-term: Obtain commitments for producers to participate in the farmers market.
Lead	<ul style="list-style-type: none"> • Committee organized in Action 1.1
Supporting cast	<ul style="list-style-type: none"> • Food producers • Others with farmers market experience • University of Arkansas Cooperative Extension
Costs and/or resources needed	<ul style="list-style-type: none"> • Time
Possible funding sources	<ul style="list-style-type: none"> • N/A

Action 1.3: Secure a long-term location for the farmers market.

What this is and why it is important	A farmers market has the potential to attract more people to the downtown area, which can have positive spillover effects for nearby businesses. Using the Thompson Lot adjacent to the Civic Center (Edmonds Avenue at Main Street) could contribute to positive economic benefits for downtown and help make the market sustainable. The city and farmers market committee might also need a second location where the market could be located in the short-term.
Measures of success	<ul style="list-style-type: none"> • Ability to use the lot for a farmers market is secured. • Customer and vendor attendance. • Sales by businesses near the market.
Timeframe	<ul style="list-style-type: none"> • Short-term: Farmers market committee meets within 30 days to set a schedule. • Medium-term: Discussions with property owners regarding the potential to host a market on their property. • Medium-term: Secure an agreement to host the market at preferred location • Long-term: Permanent facilities installed at the location
Lead	<ul style="list-style-type: none"> • Farmers market committee
Supporting cast	<ul style="list-style-type: none"> • Property owners • City leaders • University of Arkansas Cooperative Extension • Churches • Food producers

Action 1.3: Secure a long-term location for the farmers market.

Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Lease, donation, or purchase of property • Legal cost of transaction
Possible funding sources	<ul style="list-style-type: none"> • Local funding • Delta Regional Authority

Action 1.4: Create a farmers market brand and promotional materials.

What this is and why it is important	Creating awareness of the market will be a key to its success. This action is focused on creating a brand (logo, slogan, etc.) and promotional materials (flyers, signage, website, etc.) for the farmers market.
Measures of success	<ul style="list-style-type: none"> • The number of inquiries about the market • Participation by vendors • Attendance for a pop-up market in the fall
Timeframe	<ul style="list-style-type: none"> • Short-term: Promote the market in the newspaper and Facebook through posts and flyers within 30 days • Medium-term: Establish the key elements of a brand, such as a name, logo, and slogan
Lead	<ul style="list-style-type: none"> • Farmers market committee
Supporting cast	<ul style="list-style-type: none"> • Newspaper • Local leaders • Business owners • EAST Initiative
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Cost for marketing materials and promotion
Possible funding sources	<ul style="list-style-type: none"> • USDA Farmers Market Promotion Program • Food Trust

Action 1.5: Recruit and hire a farmers market manager.

What this is and why it is important	Once the committee provides planning guidance and helps get the market established, it will be important to delegate day-to-day responsibilities to an individual charged with the market's success. This step will help the market become sustainable.
Measures of success	<ul style="list-style-type: none"> • Dedicated professional is hired • Vendor participation and satisfaction • Customer and vendor attendance at the market
Timeframe	<ul style="list-style-type: none"> • Short-term: Begin to recruit potential managers • Medium-term: Hire a manager
Lead	<ul style="list-style-type: none"> • Farmers market committee
Supporting cast	<ul style="list-style-type: none"> • Volunteers

Action 1.5: Recruit and hire a farmers market manager.

Costs and/or resources needed	<ul style="list-style-type: none"> • Time to recruit and interview • Monthly stipend/wage for manager
Possible funding sources	<ul style="list-style-type: none"> • Local funds, table fees • County economic development fund

Goal 2: A central gathering place that anchors a thriving Main Street

McCrory’s downtown is a hub of activity in Woodruff County and has a wide range of businesses and civic uses, including city hall, the post office, and the Ken Theatre. Community leaders are looking to build on the success and potential of downtown by adding a public gathering space that can bring people together around events, including the farmers market. The Local Foods, Local Places workshop helped advance this community goal by providing graphics depicting what this space might include if the city were able to acquire a long-term lease or ownership of the Thompson Lot at Edmonds Avenue and Main Street. The lot, which is privately owned, is simply a vacant lot with a lawn that the city has used for events, such as the Mosquito Festival. This goal provides a set of initial, short-term steps for developing the Thompson Lot or another downtown property with features such as a stage, shade, public art, and space for a farmers market.

Action 2.1: Secure a preferred location for the public gathering space.

What this is and why it is important	The first step is to identify possible locations and a preferred location. This will help the city and its partners design the public gathering space, seek funding, and begin to program it with events.
Measures of success	<ul style="list-style-type: none"> • Signed agreement with property owner, if necessary
Timeframe	<ul style="list-style-type: none"> • Short term: Contact owners of the potential sites
Lead	<ul style="list-style-type: none"> • Mayor • City Council
Supporting cast	<ul style="list-style-type: none"> • Local Foods, Local Places steering committee
Costs and/or resources needed	<ul style="list-style-type: none"> • Low cost for identifying sites • Moderate cost for acquiring the preferred site or permission to use the site
Possible funding sources	<ul style="list-style-type: none"> • Donations • County Economic Development Fund • The city of McCrory • Delta Regional Authority

Action 2.2: Secure the best alternate location.

What this is and why it is important	The city has identified the vacant Thompson Lot at the corner of Edmonds Avenue and Main Street as a preferred site for the gathering space. However, this property is privately owned and may not be available for development as a public gathering space. This action will ensure that the project continues even if the preferred site is not available.
Measures of success	<ul style="list-style-type: none"> • Signed agreement with owner of an alternative site
Timeframe	<ul style="list-style-type: none"> • Short-term: Within 90 days if preferred site is unavailable
Lead	<ul style="list-style-type: none"> • Mayor • City Council
Supporting cast	<ul style="list-style-type: none"> • Local Foods, Local Places steering committee
Costs and/or resources needed	<ul style="list-style-type: none"> • Low cost for identifying sites • Moderate cost for acquiring permission to use the site
Possible funding sources	<ul style="list-style-type: none"> • Donations • County economic development fund • The city of McCrory • Delta Regional Authority

Action 2.3: Find volunteers and get commitments for developing the public gathering space.

What this is and why it is important	The aim of this project is to provide a space where the community can come together. McCrory has a small population and the success of the project will depend on volunteers to help plan it, seek donations, and obtain funds or supplies to develop it.
Measures of success	<ul style="list-style-type: none"> • At least six reliable volunteers are recruited
Timeframe	<ul style="list-style-type: none"> • Immediate: Contact potential volunteers
Lead	<ul style="list-style-type: none"> • Local Foods, Local Places steering committee
Supporting cast	<ul style="list-style-type: none"> • ARcare • Woodruff County Health Improvement Coalition
Costs and/or resources needed	<ul style="list-style-type: none"> • Low cost to recruit volunteers
Possible funding sources	<ul style="list-style-type: none"> • N/A

Action 2.4: Design the public gathering space and related facilities for maximum utilization, and incorporate cultural arts.

What this is and why it is important	McCrory is looking to use the gathering space for events, such as the Mosquito Festival, a farmers market, and concerts. This action is about designing a facility that is suitable for these events and satisfies the desires of the community. The design also will need to take into consideration features that will attract people to the events, such as shade, bathrooms, parking, water fountains, and a stage. A design that is well-supported in the community will also help motivate volunteers and potential donors/funders.
Measures of success	<ul style="list-style-type: none"> • A design is received and approved • Community support
Timeframe	<ul style="list-style-type: none"> • Medium-term: Begin design after a location is secured
Lead	<ul style="list-style-type: none"> • The city of McCrory • Woodruff County Health Improvement Coalition • White River Planning and Development District
Supporting cast	<ul style="list-style-type: none"> • Citizens • Vendors • Ken Theater League
Costs and/or resources needed	<ul style="list-style-type: none"> • Moderate cost to hire a design firm to prepare a design and cost estimate
Possible funding sources	<ul style="list-style-type: none"> • National Endowment for the Arts Our Town grant • Delta Regional Authority • White River Planning and Development District • The city of McCrory • Woodruff County • Donations

Action 2.5: Develop a management plan for the space, develop rules, and plan a budget.

What this is and why it is important	The public gathering space can be an everyday amenity for downtown where people may relax, enjoy a meal, or meet up. To realize its full potential, it will be important to have a person or entity that establishes a schedule of events, fields requests for its use, addresses maintenance needs, and promotes it.
Measures of success	<ul style="list-style-type: none"> • Plan completed and approved • Person or entity assigned responsibility for its management is identified
Timeframe	<ul style="list-style-type: none"> • Medium-term: Location is acquired • Long-term: Space is designed, built, and functioning with a management plan
Lead	<ul style="list-style-type: none"> • The City • Coalition • White River Planning and Development District

Action 2.5: Develop a management plan for the space, develop rules, and plan a budget.

Supporting cast	<ul style="list-style-type: none"> • Citizens • Vendors • Ken Theater League
Costs and/or resources needed	<ul style="list-style-type: none"> • Low to moderate cost to develop a plan, rules, and budget
Possible funding sources	<ul style="list-style-type: none"> • Delta Regional Authority • State and other grants • USDA Rural Development Community Facilities program • White River Planning and Development District • The city of McCrory • Woodruff County • Donations

Action 2.6: Bring the Chappell Civic Center up to a state of good repair.

What this is and why it is important	<p>The Chappell Civic Center is an important building for McCrory’s government and its residents. The Civic Center hosts The Warehouse, supports events on Main Street, and is the meeting location for the City Council. The roof needs to be recoated, the back room that hosts The Warehouse needs to be remodeled, and the interior walls and ceiling need repair. These improvements will allow the Civic Center to meet the community’s needs for many years to come.</p>
Measures of success	<ul style="list-style-type: none"> • Improvements are completed • The Civic Center continues to host The Warehouse
Timeframe	<ul style="list-style-type: none"> • Short-term: The roof is recoated • Medium-term: Interior walls, ceiling, and back room are repaired or remodeled
Lead	<ul style="list-style-type: none"> • The City
Supporting cast	<ul style="list-style-type: none"> • Citizens • Students
Costs and/or resources needed	<ul style="list-style-type: none"> • \$17,000 to recoat the roof, which has an anticipated life of 10 years. Additional moderate to high cost to remodel and repair the interior.
Possible funding sources	<ul style="list-style-type: none"> • Delta Regional Authority • USDA Rural Development Community Facilities program • The city of McCrory • Woodruff County

Goal 3: Walkable and bikeable streets that connect community assets and healthy places

McCrory has several components needed for a highly walkable community. It has a network of streets that provide pedestrians with many different route options for walking, its neighborhoods have a tremendous tree canopy that offers shade during hot Arkansas summer days, and most key walking destinations are in close proximity to one another and residential areas. The primary obstacle to walking is the lack of infrastructure, such as sidewalks and crosswalks. The city also lacks bicycle facilities, such as bicycle lanes and bicycle racks. Workshop participants expressed a strong desire to improve walking and biking conditions in McCrory. They developed a vision that entails building or rebuilding sidewalks and crosswalks on Edmonds Avenue and 5th Street, which would connect the downtown, schools, key community facilities, and residential areas. The next steps listed below are intended to show short-term progress to the long-term vision of a highly walkable community.

Action 3.1: Ask Arkansas DOT to approve the city’s request to paint crosswalks on Edmonds Avenue at intersecting streets.

What this is and why it is important	Several intersections downtown lack crosswalks on Edmonds Avenue, which is the city’s Main Street. It appears that when the street was repaved the crosswalks were not reinstalled on the new paving. Crosswalks indicate to drivers that pedestrians can be expected to cross there. Their effectiveness can be bolstered with signage or flashing beacons that indicate the presence of a pedestrian waiting to cross the street. The first step is to determine if the city can go ahead and repaint the crosswalks.
Measures of success	<ul style="list-style-type: none"> • The city has Arkansas DOT approval in writing or verbally
Timeframe	<ul style="list-style-type: none"> • Immediate: Within 1 week
Lead	<ul style="list-style-type: none"> • The Mayor
Supporting cast	<ul style="list-style-type: none"> • City Council • Kim Sanders, Bicycle-Pedestrian Coordinator, Arkansas DOT
Costs and/or resources needed	<ul style="list-style-type: none"> • N/A
Possible funding sources	<ul style="list-style-type: none"> • N/A

Action 3.2: Request funding from the Chamber of Commerce and the city to fund paint for installing highly visible crosswalks.

What this is and why it is important	Crosswalks are a relatively low-cost treatment to improve conditions for pedestrians. Yet they do come with a cost for paint and labor. This action will cover the cost of paint. The City may also consider consulting with an engineer to ensure the crosswalks are properly designed and placed.
Measures of success	<ul style="list-style-type: none"> • City has approval in writing or verbally

Action 3.2: Request funding from the Chamber of Commerce and the city to fund paint for installing highly visible crosswalks.

Timeframe	<ul style="list-style-type: none"> • Short-term: Within 1 week to 30 days
Lead	<ul style="list-style-type: none"> • Beth Breckenridge, Merchants and Planters Bank
Supporting cast	<ul style="list-style-type: none"> • Other Chamber of Commerce members • Kim Sanders, Bicycle-Pedestrian Coordinator, Arkansas DOT
Costs and/or resources needed	<ul style="list-style-type: none"> • Cost of durable paint that is appropriate for a high traffic area, such as Edmonds Avenue
Possible funding sources	<ul style="list-style-type: none"> • Chamber of Commerce • Arkansas DOT • Delta Regional Authority

Action 3.3: Approach the EAST Initiative class to design curb bump-outs on Edmonds Ave and intersecting streets in order to shorten the crossing distance and increase pedestrian visibility.

What this is and why it is important	<p>The EAST (Environmental and Spatial Technology) Initiative is a program in the McCrory School District that is oriented towards community service projects with a science or technology component. Through this action the McCrory EAST Initiative program could work with the city to develop designs for bump-outs (curb extensions) at key intersections on Edmonds Avenue downtown. Bump-outs shorten the crossing distance by extending the sidewalk into the parking lane at intersections.¹ This action will also bring the school and students into the implementation of the Local Foods, Local Places Community Action Plan, which is important for meeting the community’s goal of encouraging young people to invest in the community and remain after their education.</p>
Measures of success	<ul style="list-style-type: none"> • Design for temporary (paint) and permanent (concrete) bump outs is finalized and presented to the City
Timeframe	<ul style="list-style-type: none"> • Short term: Initiate project within 60 days
Lead	<ul style="list-style-type: none"> • ARcare (Lauren Fields and Carrie Fortune)
Supporting cast	<ul style="list-style-type: none"> • Kim Sanders, Bicycle-Pedestrian Coordinator, Arkansas DOT • Chamber of Commerce members • City Council • Arkansas DOT
Costs and/or resources needed	<ul style="list-style-type: none"> • Low to moderate cost to provide professional assistance and needed software for students
Possible funding sources	<ul style="list-style-type: none"> • TBD

¹ Pedestrian and Bicycle Information Center. “Curb Extensions.” http://www.pedbikeinfo.org/planning/facilities_crossings_curbextensions.cfm. Accessed June 22, 2018.

Action 3.4: Approach the ARcare afterschool program director to determine if and how kids may be able to help with the crosswalk and bump-out painting project.

What this is and why it is important	The proposed crosswalk and curb extension improvements on Edmunds Avenue are an opportunity to involve local students in the design and execution of the project. This is important to the community because it represents an opportunity to build commitment to the community among students and could encourage them to remain in McCrory and invest in the community after their formal education ends.
Measures of success	<ul style="list-style-type: none"> • Temporary bump-outs are painted.
Timeframe	<ul style="list-style-type: none"> • Short-term: Within 75 days to discuss the opportunity with the ARcare program director • Medium-term: Students help paint the crosswalks and temporary curb extensions
Lead	<ul style="list-style-type: none"> • Carrie Fortune (ARcare)
Supporting cast	<ul style="list-style-type: none"> • Laurie Fields (ARcare)
Costs and/or resources needed	<ul style="list-style-type: none"> • Low cost (time)
Possible funding sources	<ul style="list-style-type: none"> • N/A

Action 3.5: Paint crosswalks and bump-outs along Edmunds Avenue at key intersecting streets.

What this is and why it is important	Highly visible crosswalks and bump-outs (curb extensions) improve pedestrian visibility for drivers. This contributes to safer and more attractive streets and signals to people that downtown is a pedestrian district where slower vehicle speeds are encouraged. ²
Measures of success	<ul style="list-style-type: none"> • Painting is complete.
Timeframe	<ul style="list-style-type: none"> • Short-term: Within 90 days
Lead	<ul style="list-style-type: none"> • Local Foods, Local Places steering committee
Supporting cast	<ul style="list-style-type: none"> • Kim Sanders, Bicycle-Pedestrian Coordinator, Arkansas DOT
Costs and/or resources needed	<ul style="list-style-type: none"> • Low cost for paint and volunteer labor
Possible funding sources	<ul style="list-style-type: none"> • Local donations or funding • Arkansas DOT • Delta Regional Authority

² Bicycle and Pedestrian Information Center. "Crosswalks." http://www.pedbikeinfo.org/planning/facilities_crossings_crosswalks.cfm. Accessed June 22, 2018.

Goal 4: A strong local food economy that all people may access and benefit from

The Arkansas Delta region has rich soils that support a strong agricultural economy. However, much of the agricultural land is used for growing commodity crops, such as soybeans and rice. The region has great potential to provide more food for local and regional markets, but the local food economy with a few exceptions is underdeveloped. Supporting the development of farms growing food for local consumers is an important step towards helping the farmers market thrive and supporting other economic development ventures that involve food, such as a local food hub, processing facilities, or a community kitchen geared towards supporting the development of new food-related businesses.

Action 4.1: Build upon the Health Improvement Coalition to form an umbrella organization called the Local Food Policy Council.

What this is and why it is important	This action will provide a financial organization that allows the Coalition to receive funds and will establish a central group that has authority and can coordinate efforts to grow the local food economy.
Measures of success	<ul style="list-style-type: none"> • Board assembled • Articles of incorporation (State of Arkansas) • 501(c)3 status (IRS) • Bank account • Employer Identification Number • Bylaws/officers • Board meeting
Timeframe	<ul style="list-style-type: none"> • Short-term: Begin immediately and to be completed by October 1st, 2018
Lead	<ul style="list-style-type: none"> • Coalition sub-committee
Supporting cast	<ul style="list-style-type: none"> • Arkansas Healthy Life • Community developer • Advisors (elected officials, business owners, etc.)
Costs and/or resources needed	<ul style="list-style-type: none"> • \$10,000 to \$15,000 budget to start up <ul style="list-style-type: none"> ○ Branding and marketing ○ Website ○ Documentation
Possible funding sources	TBD

Action 4.2: Create a food system development plan with capital and operating budgets for elements.

What this is and why it is important	This plan will provide a long-term vision with a business plan that demonstrates the feasibility of various potential enterprises for growing the local food economy and facilitate the acquisition of funding and donations.
Measures of success	<ul style="list-style-type: none"> • Plan is published on the Council’s website • Public can access the plan and people are familiar with it

Action 4.2: Create a food system development plan with capital and operating budgets for elements.

Timeframe	<ul style="list-style-type: none"> • Short-term: Business plan within 6 to 9 weeks – first project after the board forms
Lead	<ul style="list-style-type: none"> • Coalition sub-committee
Supporting cast	<ul style="list-style-type: none"> • Local attorneys • Business owners • Banks and financial advisors • Insurance agents
Costs and/or resources needed	<ul style="list-style-type: none"> • Medium cost for advice and a professionally-developed plan
Possible funding sources	<ul style="list-style-type: none"> • USDA Local Food Promotion Program • University of Arkansas Extension CED resources

Action 4.3: Define the functions of a potential food hub and study the feasibility of establishing one in Woodruff County.

What this is and why it is important	<p>A food hub brings together aggregation, distribution, and marketing of local agricultural products to retail, institutional, and commercial markets. The purpose of a feasibility study is to help the community understand if a food hub is a viable enterprise now or in the future, and it can help the community understand how to connect the dots in the local food economy. This action will help the community create a comprehensive vision, study, and plan.</p>
Measures of success	<ul style="list-style-type: none"> • Community members can talk about and explain McCrory’s local food system. • The feasibility of a food hub is understood.
Timeframe	<ul style="list-style-type: none"> • Short-to-Medium term: Concurrently with Action 4.1
Lead	<ul style="list-style-type: none"> • Coalition sub-committee
Supporting cast	<ul style="list-style-type: none"> • Project manager with a strong understanding of the food system
Costs and/or resources needed	<ul style="list-style-type: none"> • Moderate cost for professional assistance with the study
Possible funding sources	<ul style="list-style-type: none"> • Arkansas Community Foundation and other foundations • USDA Local Food Promotion Program • Private investors

Action 4.4: Update and expand the community’s web presence both for the city and the health- and food-related projects that are underway.

What this is and why it is important	Increasing the amount of information that is easily accessible on the internet about the city of McCrory and the Woodruff County Health Improvement Coalition will help draw positive attention to the good things underway in the community. Updating the community’s public websites is an opportunity for the community to tell its story.
Measures of success	<ul style="list-style-type: none"> • Updated website is published • Number of unique visits to the website • Number of community members who are familiar with the Coalition’s plans
Timeframe	<ul style="list-style-type: none"> • Medium-term: By 2019
Lead	<ul style="list-style-type: none"> • Local government and non-profit marketing and civic organizations to form a committee
Supporting cast	<ul style="list-style-type: none"> • EAST Initiative (preliminary assessment) • Web developer
Costs and/or resources needed	<ul style="list-style-type: none"> • Moderate cost to develop content, hire someone to develop the website, and ongoing service fees
Possible funding sources	<ul style="list-style-type: none"> • County economic development fund • Delta Regional Authority

IMPLEMENTATION AND NEXT STEPS

In the weeks following the workshop, McCrory maintained the momentum generated through the Local Foods, Local Places workshop and quickly advanced several of the goals and actions described in the previous section. Among the community’s early successes are the following:

- A committee formed to plan for the farmers market held its first meeting on July 13, 2018. Among the attendees of the meeting were members of the Local Foods, Local Places Steering Committee, workshop attendees, and potential vendors. Bryan Mader and Tyler Brown of the University of Arkansas Cooperative Extension Service presented information about how to start a farmers market.
- The city’s design consultant visited McCrory on July 19, 2018 to present plans for reconstructing the city’s downtown sidewalks. The plans will support a Transportation Alternatives Program grant application submitted by the city to the Arkansas Department of Transportation.
- ARcare’s community development officer attended the McCrory City Council meeting on July 9, 2018 to learn more about McCrory’s plans and show support for the city’s efforts to improve health and well-being through food access and walkability improvements.
- The farmers market committee decided to hold the city’s first market on October 27, 2018 in conjunction with a farm-to-table dinner event and a production at the Ken Theatre.

Additionally, the Delta Regional Authority made available \$15,000 in assistance for McCrary to implement elements of this action plan. The project steering committee met prior to the last conference call associated with the Local Foods, Local Places technical assistance and identified three priorities for using the assistance:

1. Equipment to support the farmers market (Goal 1). Funds would go towards purchasing a cooler or refrigeration unit for use at the farmers market to store and keep fresh items such as eggs.
2. Equipment to support the development of a public gathering space downtown (Goal 2). The steering committee as of August 2018 was continuing to work towards securing a permanent site for a downtown public gathering space. The committee intends to request support to use the assistance from the Delta Regional Authority for equipment that would support a temporary pop-up park and recycle the equipment for storage once a permanent location is secured. Among the equipment that would support this objective is a customized steel shipping container that would be used at a temporary site for a community gathering and farmers market space downtown. The container would be outfitted with a lift side door to transform into a stage for community events with an awning providing shaded space for the farmers market or a stage. It would also provide storage for tables, chairs, umbrellas, tents, and other items essential for the public gathering space. Once a permanent location is secured the container would continue to serve as a stage until funds are secured to build a permanent structure. After that time the container would be used as storage on the permanent location. The committee also intends to seek funding for ground cover to establish a patio area around the stage and farmers market and outdoor commercial grade metal tables and chairs with umbrellas.
3. Design and installation of walkways, curb bump-outs, and signage (Goal 3). The EAST Initiative instructor and students at McCrary High School have offered to help design and install painted walkways, curb bump-outs, and signage on 5th street from Edmonds Ave to the Elizabeth Swanson Sports Complex as a community service project. This will require assistance and guidance from an engineer, as well as supplies to implement any approved designs. The funds could support the purchase of paint (thermoplastic is preferred by many communities for its longevity and visibility), painting supplies, and signage.

APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Sign-in Sheets
- Appendix C – Workshop Photo Album
- Appendix D – Community Data Profile
- Appendix E – Funding Resources
- Appendix F – Reference