

Results

- ✓ The creation of hundreds of construction and support-related jobs for several years.
- ✓ The revitalization of Uptown Martinsville and long-term job opportunities through the launch of businesses catering to CENEC faculty, staff, students, and visitors.
- ✓ A substantial increase in the number of Virginians with college degrees.
- ✓ The opportunity to incubate ideas that have the potential to serve as models for revitalization of hundreds of economies throughout the nation that have faced similar circumstances.
- ✓ A complete transformation of local employment growth from a “top-down” to a “bottom-up” model, enabling the community to “grow its own” employment opportunities with long-term sustainability.
- ✓ Strengthened community fabric by providing opportunities for talented graduates and workers to stay in Martinsville-Henry County or return to live, work, and raise families.
- ✓ Millions of dollars in local investment for designing and constructing the Conference Center, Center for American Furniture, and other projects.
- ✓ Long-term employment at all skill and wage levels.
- ✓ Quality of life improvement for existing residents.
- ✓ Attraction and retention of top talent and businesses.
- ✓ The capacity to locate high-value companies with long-term high wage job opportunities.
- ✓ A valuable regional gateway to the Greensboro metropolitan area and FedEx mid-Atlantic hub with the completion of Commonwealth Crossing.



Perhaps most importantly, this effort provides an unprecedented opportunity to bring national attention to our community for positive changes as the result of collaboration, partnership, and a focus on the future.



Thank you to all of the partners whose dedication to the success of Martinsville and Henry County have brought us to this point. We are focused on **building on the positive results** that have emerged during the six years since the implementation of the original *Strategy*.



Martinsville-Henry County, Virginia Revitalization Strategy: Executive Summary

FEBRUARY 2010

COMMUNITY PARTNERS

- City of Martinsville
- Henry County
- Henry County Public Schools
- Martinsville City Public Schools
- New College Institute
- Patrick Henry Community College
- Dan River Basin Association
- Grace Network of Martinsville and Henry County, Inc.
- Gateway Streetscape Foundation, Inc.
- The Harvest Foundation Martinsville Area
- Community Foundation Martinsville/Henry County
- Chamber of Commerce Martinsville/Henry County
- Coalition for Health and Wellness
- Martinsville/Henry County Economic Development Corporation
- Martinsville/Henry County Historical Society
- Martinsville Uptown Revitalization Association
- Mid-Atlantic Broadband Cooperative
- Patrick Henry Community College
- Piedmont Arts Association
- Southside Business Technology Center
- United Way of Henry County/Martinsville, Inc.
- Virginia Museum of Natural History
- West Piedmont Business Development Center

...and many others!

A continuation of efforts

The *Martinsville-Henry County Revitalization Strategy* is a continuation of what the local leaders began in 2004 with a very clear vision in mind: **to implement high-impact, transformative strategies in the community.**

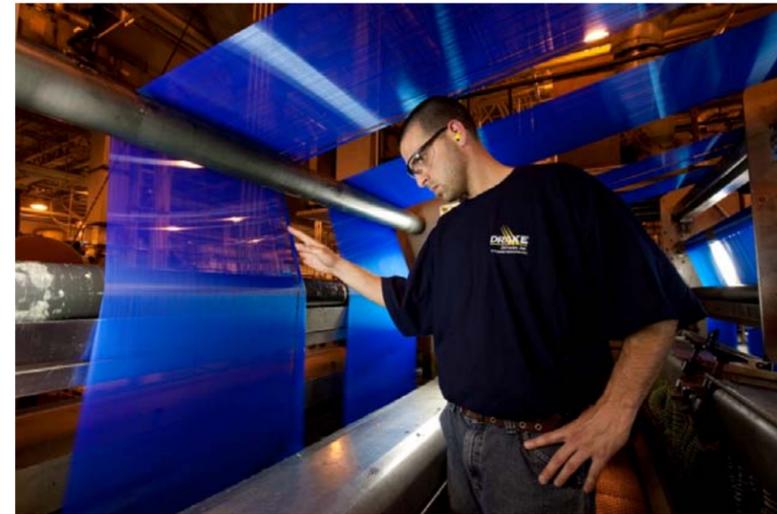
During the first effort, Atlanta-based *Market Street Services, Inc.* worked with a broad-based coalition of local stakeholders to create a *Community and Economic Development Strategy* geared towards short-term growth, long-term employment, and income sustainability. After over a year's work with extensive community input and support, a comprehensive strategy and implementation plan were unveiled in June 2004.

Through the implementation of the *Strategy*, much has been accomplished in the ensuing years. One particularly notable achievement is the doubling of the region's economic development programmatic budget and capacity through the creation of the Martinsville-Henry County Economic



Development Corporation. Implementation efforts have also led to the creation of 2,300 new jobs and \$200 million in new investments.

Now, Martinsville-Henry County finds itself at the precipice of the second phase of its reinvention. Working again with key regional stakeholders in a continuation of the original effort, four “game changing” strategies have been identified that provide a significant return on investment for the region. Inclusive of diverse strategies related

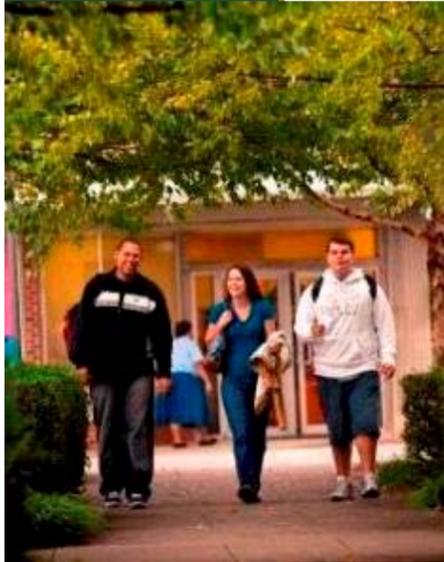


to arts, tourism, entrepreneurship, education, and workforce development, this reinvention is driven by a true redefinition of value-added manufacturing and logistics-based job growth.

The strategies and the results expected are outlined on the following pages.

New College Institute Center for the New Economy (CENEC)

A key action in the region's 2004 *Community and Economic Development Strategy* was the development of a four-year university in Martinsville-Henry County. The seed of this potential independent university – later to be named the New College Institute (NCI) – was planted mid-decade and has grown quickly in Uptown Martinsville. NCI has become a vital resource for local adults looking to obtain bachelor's and master's degrees locally through programs affiliated with a number of top Virginia colleges and universities. CENEC represents the next phase in NCI's evolution.



1. **CENEC Building**—Will house faculty offices, lecture halls, classroom space, and a number of flexible group-meeting areas.
2. **Emerging Industries Department**—Will lead the transformation of the community into the nation's "idea center" for what American manufacturing can become in the 21st century through enterprise creation programming, and services.
3. **Resource Development Department**—Will host one or more grant writers working to secure state, federal, non-profit, and foundation grants for community-wide efforts.
4. **Leadership Development**—Will enhance existing leadership development efforts with the goal of leveraging graduates to serve in ongoing community-focused roles and activities with public and private community partners.

"Community improvement in Martinsville-Henry County is a moving train, not a start-up operation."

-Community resident, from the October 2009 input phase



Small Business and Entrepreneurial Development Action Plan

Experience shows that a truly transformational development plan must contain a dynamic small business and entrepreneurship component to be most effective. While the community has a strong base of assistance, services and programs are provided by a host of agencies and entities. A single entity must be designated as the lead organization responsible for coordinating and leveraging all existing local partners, working to streamline support systems, reduce redundancies, and build additional capacity, as needed. This agency is recommended to be the Martinsville-Henry County Economic Development Corporation (EDC).

1. **Assistance**—Agencies will be co-located at a designated center and a staff of 10-15 will work exclusively to support the growth of small businesses and the launch of new enterprises.
2. **Education**—Onsite staff will provide assistance in any and all areas of small business inquiry for those interested in starting businesses in a number of viable local fields. Four-year and two-year degree programs will be available to small business owners and entrepreneurs.
3. **Capital Formation**—A Seed Capital Fund to supplement and/or supersede other funding sources will be created and managed. A Bridge Capital Fund will also be established.
4. **Networking**—A local Entrepreneurs Networking Group will be launched and managed to provide a forum for regular interaction, the exchange of ideas, exposure to national best practices, and mentoring opportunities.
5. **Youth**—Existing programs will be leveraged and integrated into a Rural Entrepreneurship through Action Learning (REAL) entrepreneurship program to be implemented in city and county schools. An annual college scholarship will be awarded to qualified local high school graduates and adults.
6. **Culture**—A coalition of local partners will design and manage programs focusing on personal and professional development, financial management, and self-esteem.

Arts and Tourism Development Action Plan

The community's rivers, lakes, forests, trails, parks, ballfields, historic districts, museums, arts and music communities, and other amenities combine to make the area a strong potential draw for visitors. Millions of dollars have been invested to enhance, upgrade, brand and market these amenities, but efforts have not been well-coordinated, integrated, packaged or implemented. In addition to the packaging of local efforts into a comprehensive Arts and Tourism Development Action Plan, enhanced personnel, product-development and coordination capacity is also needed to tap into the area's vast tourism potential. The new Action Plan would be overseen by the Martinsville-Henry County EDC's tourism staff in cooperation with all local partners.

1. **Sports Tourism**—The Smith River Sports Complex will serve as the linchpin of a directed campaign to attract regional, state, and national sports events and tournaments to the region. Future development could include residential facilities, meeting rooms, practice facilities, sports-medicine and therapy spaces, and more.
2. **Exhibit Space and Conference Facility**—Will provide the capacity to host meetings, conferences, events, exhibitions and other gatherings. The LEED-certified "West Piedmont Event and Conference Center" would be located in or adjacent to Uptown Martinsville.
3. **Uptown Martinsville Arts District**—Will centralize live theater, artist studios, galleries, "art walks," and other activities that will be vital to the attraction of complementary retail destinations in the district.
4. **Recreation Amenities**—Will leverage the construction of a new marina at Philpott Lake, the Smith River, improvements to Philpott Dam, and existing efforts to greatly enhance Martinsville and Henry County's supply of public walking, hiking, and biking trails.
5. **Furniture Tourism**—Will leverage the storied legacy of furniture manufacturing through the design and launch of the nation's only Center for American Furniture. Will also establish a Furniture District, and host an annual Artisans Festival.
6. **Training**—Will develop four-year and two-year degree and certificate programs focused on the hospitality and tourism skill sets most in demand.



"Decide what we want to be 'great' at; put it in place; and then market it."

-Community resident, from the October 2009 input phase

Commonwealth Crossing Business Centre

The Commonwealth Crossing Business Centre is Martinsville-Henry County's only potential for a large-pad, rail-served industrial park meeting advanced manufacturing and global supply-chain needs. Situated on U.S. Highway 220 and bordering Rockingham County, North Carolina, the site is approximately 30 miles north of Greensboro's Piedmont Triad International Airport and its co-located FedEx distribution hub. Over seven million dollars in local funds from a diverse collection of local partners has been committed in Commonwealth Crossing for land acquisition, master planning, engineering and wetlands delineation, water and sewer extension, and development of broadband telecommunications capacity.



Patriot Centre Industrial Park, one of Martinsville-Henry County's existing sites is the future home of RTI International Metals.

1. **Site Grading and Preparation**—Grading and preparation of the site to provide fully prospect-ready development pads, the last step in the completion of the Centre.
2. **Foreign Trade Zone Designation (FTZ)**—Designation as either a sub-zone of an existing FTZ or a stand-alone zone.
3. **Training Incentive**—A new federally-funded program to provide rapid-response training to qualified adults for key positions available at prospect companies. Local institutions would partner with the prospect company to collaboratively design, house, and implement.