

Comprehensive Economic Development Strategy



Campbell County, Virginia
Department of Economic Development

2012 Update

Respecting the Past, Attending the Present, Concentrating on the Future

The original Comprehensive Economic Development Strategy (CEDS), completed in 2003, was created by the consulting firm of Thomas Point Associates, Inc., under contract to Campbell County. Subsequent updates, in 2007 and 2012, have been conducted by the Campbell County Department of Economic Development. The 2012 update utilizes information from the 2007 document compiled and edited by the 2007 CEDS Committee staff, along with current data attained from State and Federal resources. Funding for the 2012 update came from the Campbell County General Fund.

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The Department of Economic Development also wishes to acknowledge Herbert Guthrie, a lifelong resident of the Town of Brookneal, located in Campbell County, and member of many boards and commissions, including the 2012 CEDS Committee. Mr. Guthrie passed away during the CEDS update process; he will be missed by the community which he dearly loved.

Staff support for the 2012 CEDS Update Committee was provided by J. Michael Davidson, Director of Economic Development, Brandon S. Turner, Program Manager, Sarah Johnson, Administrative Assistant, Christy Holt, Administrative Assistant and Cathy Moore, Administrative Assistant. Special recognition is also given to David Smith, summer intern, for early preparation/collection of demographic data.

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Campbell County Historic Courthouse, Rustburg.

Campbell County Comprehensive Economic Development Strategy – 2012 Update Table of Contents

SECTION	DESCRIPTION	PAGE NUMBER
ES	Executive Summary	
	ES.1 Overview	ES-1
	ES.2 The First Step – Data Collection	ES-1
	ES.3 The Second Step – Review of the SWOT Analysis	ES-2
	ES.4 The Third Step – Public Informational Meetings	ES-3
	ES.5 The Final Step – CEDS Update Committee Review	ES-3
	ES.6 Conclusion	ES-5
1	Introduction	
	1.1 Overview	1-1
	1.2 Economic Analysis	1-2
	1.3 Goals and Objectives	1-3
	1.4 Agriculture	1-3
	1.5 Conclusion	1-3
2	CEDS Goals and Objectives	
	2.1 Goals and Objectives	2-1
	2.2 Project Funding and Completion	2-2
	2.3 Projects and Programs	2-2
	2.4 Implementation of 2007 Update Goals	2-5
3	Performance Measures to Evaluate 2012 Update	
	3.1 Overview	3-1
	3.2 Performance Measures	3-1
4	Strengths, Weaknesses, Opportunities, and Threats	
	4.1 Overview	4-1
	4.2 Strengths	4-2
	4.3 Weaknesses	4-6
	4.4 Opportunities	4-10
	4.5 Threats	4-14
	4.6 Conclusion	4-17
5	Agricultural Economic Development Initiatives	
	5.1 Economic Contributions of the Sector	5-1
	5.2 Central Virginia Value Added Beef Initiative	5-1
	5.3 Central Virginia Commodity Grain Storage Initiative	5-2
	5.4 Central Virginia Livestock Improvement Program	5-2
	5.5 Agriculture Marketing	5-2

SECTION	DESCRIPTION	PAGE NUMBER
6	Altavista and Brookneal	
	6.1 Overview	6-1
	6.2 Town of Altavista	6-1
	6.3 Town of Brookneal	6-2
7	Marketing Campbell County	
	7.1 Introduction	7-1
	7.2 Current Marketing	7-1
	7.3 Target Markets	7-2
	7.4 Conclusion	7-2
EX	Exhibits	
	EX 1.1 2012 CEDS Update Timeline	1-1
	EX 2.1 Goals and Objectives Ranked by Committee	2-1
	EX 2.2 Goals and Objectives Final Ranking	2-1
	EX 2.3 Goals and Implementation Strategies	2-6
	EX 3.1 Evaluation of 2012 CEDS Goals and Objectives	3-1
	EX 4.1 SWOT Analysis	4-1
	EX 5.1 Grant Expenditures and Reimbursements	5-2
Appendix A	Demographic and Economic Update: April 2012	
	Campbell County Profile	A-1
	Population Trends	A-2
	Education	A-4
	Income	A-5
	Employment	A-7
	Economy	A-9
	Agriculture	A-11
	Tourism	A-12
	Commercial/Retail Development	A-13
	Industrial Development	A-14
Appendix B	CEDS Public Informational Meetings	
	CEDS Public Informational Meetings – Press Releases	B-1
	CEDS Public Informational Meetings – Flyers	B-3
	CEDS Projects and Programs – Handout	B-5
	CEDS Industrial Properties/Marketing – Display	B-6
	CEDS SWOT Analysis – Display	B-7
	CEDS Campbell County Major Employers - Display	B-8
Appendix C	Supporting Documents	
	Altavista EDA Action Plan Executive Summary	C-1
	Region 2000 – 2011 CEDS Executive Summary	C-2

Executive Summary

ES.1 Overview: A Comprehensive Economic Development Strategy

The Campbell County Department of Economic Development retained Thomas Point and Associates, Inc. in January 2003 to work with County staff and a steering committee to prepare the County's first Comprehensive Economic Development Strategy (CEDS). Following U.S. Department of Commerce guidelines, which require a CEDS update every five years, an updated document was created in 2007 utilizing in-house staff resources and a new steering committee. This plan was supported by the Campbell County Board of Supervisors, and approved by the U.S. Department of Commerce, that year. Building on lessons learned from the previous update, the Department of Economic Development again utilized in-house staff, along with a diverse steering committee of 33 members representing the demographic make-up of the County, to complete the 2012 CEDS update. This document was to be originally completed in 2011; however, it was delayed a year to allow for the completion of the Virginia's Region 2000 Partnership Regional CEDS project.

ES.2 The First Step – Data Collection

The first step in the CEDS process was to collect and update demographic data that reflect current conditions within Campbell County. Data were collected from a number of resources, including the recently-released U.S. Census, Virginia Employment Commission, and Virginia Department of Education among others. All data presented in this report is current as of April 2012; however, due to some timelines in which some organizations collect data, the information may be several years old; staff compiled data from the most current and accurate information available.

Population

- Campbell County experienced steady population growth of about 7.2% since the 2000 Census, and the 2010 Census reports a population count for the County of 54,842.
- Faster growth continues in the northern section of the County (north of U.S. Highway 24), while population in southern areas is holding steady or decreasing. Altavista's population has increased by 0.7% since the 2000 Census, while Brookneal's has decreased by 11.7%.
- There are 500+ residential units either under construction or have their planning approval process completed. A significant number of these units are multi-family dwellings located in the northern section of the County; this is due largely to the increasing population of college students in the area.

Income

- Campbell County's median household income has increased by 14.2% since 2003 to \$44,983 per year, whereas Virginia's rate has increased by 15.7% to \$59,372 per year.
- The average hourly wage in Campbell County is \$19.58 per hour.

Economy

- Campbell County's overall economy remains strong and diversified. Growth has been strong in areas north of U.S. 24; additionally, Altavista's economy is rebounding with several industrial

expansions and new projects. Brookneal continues to struggle economically, but has witnessed some small successes since the 2007 CEDS Update.

- A new hotel, SpringHill Suites, has opened near Lynchburg Regional Airport since the last CEDS update. Another hotel, Hampton Inn, is to be constructed adjacent to SpringHill Suites and should be complete in 2013.
- Manufacturing jobs remain the largest employment sector in the County, representing 30.4% of the workforce, and makes up a larger sector of the County's economy than that of the Lynchburg area (15.1%) and Virginia (6.6%).
- Other key sectors of employment in Campbell County include construction (10.7%), retail (9.7%), and education (9.7%).

Infrastructure

- Campbell County has continued the development of utility services by extending a water line along U.S. 24 from Rustburg to Concord, and a soon-to-be completed water line from Concord to the Town of Appomattox in Appomattox County. Additionally, sewer has been extended from Yellow Branch Elementary School into Seneca Commerce Park.
- The Campbell County Board of Supervisors has recognized broadband Internet connectivity to be one of the basic infrastructure needs. A comprehensive broadband report has been conducted, and the County is constantly seeking opportunities to expand coverage.
- Campbell County has three industrial parks; Seneca Commerce Park, Dearing Ford Business and Industrial Park, and Brookneal Industrial Park. Additionally, the County assists with marketing industrial and commercial properties scattered across the County and in Altavista and Brookneal.
- There continues to be excellent workforce training programs at the Campbell County Technical Center, Central Virginia Community College's site in Altavista, and at the newly opened Virginia Technical Institute in Altavista.
- Transportation continues to be a key concern for Campbell County, especially in terms of limited funds to maintain and expand roads, along with the appearance of a transfer of the State of Virginia's responsibilities and cost from the Virginia Department of Transportation to local governments for secondary road maintenance and construction.
- Campbell County is witnessing impact from significant growth at Liberty University. There are approximately 13,000 students attending Liberty's main campus, with an anticipated growth to 25,000 students within the next two decades. This is already impacting growth in the County; a number of multi-family residential units are planned or under construction to handle the growth of the student population. Additionally, with campus growth comes opportunity for further retail/hotel growth along the Wards Road and Simon's Road corridors, and a planned medical school will be constructed on university-owned land within Campbell County.
- As the region's population ages and retires, it will provide numerous challenges in terms of available workforce, transportation, and healthcare. Economic opportunities also abound with these changes; a new assisted care facility is being constructed on Candler's Mountain Road. This facility, in addition with a corresponding senior community, will eventually house 300-400 senior citizens and create up to several hundred jobs.

ES.3 The Second Step – A Review of Strengths, Weaknesses, Opportunities, and Threats

Overall, the CEDS Steering Committee recognized the continued validity of the 2007 CEDS Update SWOT Analysis findings. A few items were deleted from the list, such as the availability of industrial buildings

as a strength (many buildings are outdated and difficult to market), and a few items were added, primarily focusing on government responsibilities and budget concerns. Some findings from the SWOT analysis include:

- **Strengths:** workforce training, school system, healthcare network, regional tourism marketing effort, local economic development programs, and quality of life.
- **Weaknesses:** industrial sites, limited air service, demographic changes, regional marketing, declining population/industrial base in towns, and lack of infrastructure at key locations.
- **Opportunities:** Brookneal/Campbell County Airport, major employers, regional collaboration, expansion of higher education system, and Altavista's Main Street program.
- **Threats:** state/county funding impacts on schools, declining government resources, aging workforce, suburbanization, and shift in responsibilities to local governments.

ES.4 The Third Step – Public Information Meetings

A decision was made to collect public comments through a series of public informational meetings rather than through individual meetings or a mass mailing of surveys; this would save both time and monetary resources. Initially, three public informational meetings were to be held in Altavista, Brookneal, and Rustburg, but citizen interest in a meeting held in the northern section of the County warranted a fourth meeting at the Brookville-Timberlake Library. Each meeting was held between the hours of 4:00 – 6:30 P.M. and was designed to allow citizens to come-and-go as they please while interacting with Economic Development staff. Several displays were in place for the public; a PowerPoint with information on the CEDS process along with demographic and economic information, and charts with information such as the SWOT Analysis, Goals and Objectives, largest employers, and marketing information. Meetings were lightly attended; only 16 citizens attended the four meetings, with CEDS Committee members making up approximately half of the total. Those citizens who attended found the information pertinent and important, and were thankful for the opportunity to offer feedback on this process.

ES.5 The Final Step – CEDS Update Committee Review and Revisal of the Original Data and Analysis Completed During the 2007 Update

The 2012 CEDS Update will address the following elements:

- Goals and objectives.
- Performance measures to evaluate the goals and objectives.
- Agricultural economic development initiatives.
- Updates on the towns of Altavista and Brookneal.
- Marketing program for the County.

Goals and Objectives

This CEDS Update contains ten "Goals and Objectives" as identified by the Steering Committee. Initially, 23 goals and objectives were identified; however, it was determined that, with limited funding and staff

resources, the list was too large to effectively handle. In addition, several items on the list could be combined into one project. The list was voted upon and limited to the top ten goals and objectives.

Performance Measures

The 2012 Campbell County CEDS Update lists a number of performance measures to evaluate outcome from the list of Goals and Objectives created by the Steering Committee. These performance measures may be evolved in upcoming years depending on economic and budget changes. Due to the highly variable nature of the Goals and Objectives, it is difficult to measure the amount of investment required to implement each goal, nor is it easy to predict the number of jobs saved or generated.

Agricultural Development

Campbell County's agricultural sector remains vibrant even as it continues to change from largely tobacco-based to a diverse range of products including grapes, livestock, and soybeans. While updated Agricultural Census numbers will not be available until 2013, existing data show the total number of farms in Campbell County increased by 8.0% from 2002 to 2007, while the average size of a farm decreased by 7.7% during that timeframe. Total land in farm production is 140,359 acres, representing a 1.2% increase over 2002. Total agricultural sales in the County increased dramatically from 2002 to 2007; \$15.6 million to \$25.3 million respectively, with livestock production responsible for the majority of this increase.

The Department of Economic Development continues to work with County partners, other localities, and the Virginia Tobacco Commission to administer agriculture-related grants to producers. Since 2007, three grants have been awarded: Value-Added Beef Initiative Grant, Commodity Storage Grant, and Central Virginia Livestock Improvement Grant. Combined, these grants have provided reimbursement of over \$200,000 to Campbell County farmers.

Altavista and Brookneal

Due to their significance as regional economic centers, updates on the statuses of Altavista and Brookneal are contained in this document. Both towns have made significant strides at stabilizing and growing their economic bases; the towns have both received, and are at various stages with, CDBG grants for downtown revitalization projects.

Altavista's economy has stabilized from the closure of Lane and Klopman Mills, and has had success with landing a major customer service center and several existing business expansions. Additionally, with the help of its active Chamber, Council, and Altavista on Track, the Town has created a comprehensive economic development strategy to further grow its economy. Brookneal, which was devastated by plant closures in the 1990's and early 2000's, continues to struggle to attract industry, largely due to transportation issues. There have been a few successes, such as Sanfacon Virginia, and town leaders are confident a rebound is taking foot in Brookneal. The recent acquisition of the former Dan River plant by a local citizen provides greater opportunity for the reuse of the facility than when it was owned by a foreign company.

Marketing Campbell County

Campbell County's marketing efforts have been constrained by budget reductions due to the ongoing effects of the Great Recession. The Department of Economic Development continues to partner with the Region 2000 Economic Development Council for regional marketing; membership dues for the Region 2000 EDC were \$59,892 in FY 2012, representing approximately 75% of economic development marketing funds. The remaining \$15,000 is allocated for website maintenance and upgrades, limited

print advertising, and the partnership with the World Economic Development Alliance consulting group. The County continues to participate in a successful business visitation program.

Tourism funding is also extremely limited, with \$14,800 allocated in FY 2012. Because of limited funds, the County has entered a partnership with the Lynchburg Convention and Visitor's Bureau to allow these limited funds to reach a maximum number of visitors and tourists. An anticipated transient and occupancy tax, which could be approved in 2012, will significantly help with tourism marketing efforts.

ES.6 Conclusion

Overall, Campbell County continues to maintain a strong and diverse economy; this was demonstrated during the Great Recession when the County's unemployment rate peaked at 8.6%, far below the U.S. rate of nearly 10%. As of February 2012, the unemployment rate had decreased to 6.3%, mirroring economic recovery trends witnessed across the state and U.S. The implementation of this strategy will assist the County as it continues to recover from the recession and adjust to the new and changing economic environment of the global economy.

Similar to the 2007 CEDS Update, a major economic development theme for Campbell County continues to be workforce training and education, which is imperative to the Economic Development Department's ability to recruit and retain businesses. A number of issues raised in this document relate to budget concerns, ranging from unfunded State and Federal mandates to lingering effects of the recession. These budget issues will play a significant role in what goals and objectives are able to be funded, and how quickly they may be addressed. It will be a challenge to find the solutions and resources to accomplish the goals contained in this document and provide the best opportunity to enhance the quality of life for Campbell County citizens.



Avoca Museum, Altavista.

Section 1 - Introduction

1.1 Overview

In January 2003, the Campbell County Department of Economic Development retained the consulting firm of Thomas Point Associates, Inc. to work with department staff and a steering committee to prepare the first Comprehensive Economic Development Strategy (CEDS). A final document was produced that summarized the strategy, its findings, recommendations and implementation. In compliance with U.S. Department of Commerce guidelines, an update was completed in 2007, which was well within the guidelines requiring updates no more than every five years. Unlike the original CEDS document, this update was completed using in-house County staff and resources along with a steering committee comprising 33 members of the community.

Due to Virginia's Region 2000 Partnership conducting a regional CEDS project in 2011, Campbell County decided to push back completion of its update one year. As with the previous update, the 2012 CEDS document was created utilizing in-house staff and resources along with a diverse steering committee of 33 members that represented the demographic make-up of the County. The update began in July 2011 and was completed in May 2012; the following table displays the CEDS Update Timeline.

Exhibit 1.1 2012 CEDS Update Timeline

Date	Agenda
July 28, 2011	Organizational meeting; review 2007 CEDS document; review current demographic data and conditions; confirm meeting dates/times.
August 18, 2011	Review and update SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis.
October 27, 2011	Review and update Goals and Objectives; rank Goals and Objectives, Economic Development Commission normal business.
December 8, 2011	Review and update strategic projects, programs, and activities.
February 21, 2012	Public Informational Meeting – Brookneal Town Hall.
February 23, 2012	Public Informational Meeting – Rustburg Government Complex.
February 28, 2012	Public Informational Meeting – Altavista Train Station.
March 13, 2012	Public Informational Meeting – Brookville/Timberlake Library.
March 15, 2012	Review public informational meetings input; discuss community and private sector participation; identify Performance Measures to evaluate CEDS implementation.
April 19, 2012	Review final draft and recommend approval of the 2012 CEDS Update to the Board of Supervisors.
June 5, 2012	Present the completed 2012 CEDS Update to the Board of Supervisors.

Information generated through the Steering Committee and in-house research has been compiled into this report and divided into six sections and three appendices. A summarization of each section is listed on the following page:

Section 2: CEDS Projects and Programs – deals with the County’s short and long-term objectives and implementation strategies.

Section 3: Performance Measures – details how goals and objectives will be evaluated.

Section 4: Campbell County Strengths, Weaknesses, Opportunities, and Threats – in-depth SWOT Analysis of the County’s assets.

Section 5: Agricultural Economic Development Initiatives – analysis of agriculture-related issues.

Section 6: Altavista and Brookneal – findings on development within the County’s two towns.

Section 7: Marketing Campbell County – recommendations for marketing the County and project a business-friendly image.

Appendices A and B provide demographic and economic data for the County, as well as information presented at the four CEDS Public Informational Meetings held during February and March 2012. Appendix C provides executive summaries of the Altavista EDA Action Plan and the Region 2000 – 2011 CEDS document.

1.2 Economic Analysis

Campbell County’s economy is comprised of more manufacturing jobs than the region as a whole. Manufacturing comprises slightly less than a third (30.4%) of all jobs in the county, as compared to 15.1% for the greater Lynchburg MSA and 6.6% for the Commonwealth of Virginia. There was a 19.3% increase in the number of manufacturing jobs in Campbell County since the last CEDS update, compared to a decrease of 23.2% in the Lynchburg MSA and a decrease of 20.9% for the Commonwealth. The seeming gain in manufacturing employment in the County is partially due to a reclassification of a business. For years, the Virginia Employment Commission listed a major employer in the County, due to having a Lynchburg mailing address, as being a Lynchburg-based company and their employees were inaccurately calculated in the City’s employment numbers. Beginning in 2010, this employer was reclassified in Campbell County, thus increasing the County’s employment and income numbers. There have also been two significant plant closures/realignments since the 2007 CEDS Update; Archer Creek Foundry was shuttered due to the recession’s impact on the auto industry, and Areva closed a facility on Mt. Athos Road. Combined, these closures resulted in the loss of approximately 300 jobs in the County. The recession also forced several other businesses, such as Timken and Schrader-Bridgeport, to conduct lay-offs as business waned. Fortunately, Intersections Inc. opened a customer service center in Altavista in 2010, providing over 200 jobs for the community.

Campbell County continues to lag significantly behind the state in median household income. This figure was \$43,478 for the year 2010, in increase of 8.1% since 2005. In comparison, the median household income for the Commonwealth in 2010 was \$61,406, an increase of 13.3% over 2005’s figure. The income gap between the County and Commonwealth is presently \$17,928, whereas in 2005 the gap was \$13,977. Continued decreases in manufacturing jobs in Campbell County, along with a significant number of high-paying jobs in Northern Virginia, accounts for this large gap.

1.3 Goals and Objectives

The CEDS Steering Committee overwhelmingly identified the top priority for Campbell County as workforce development and education. Initially, these two items were separate goals; however, because of the overlapping nature of both topics on the overall workforce, committee members decided to combine these goals into one category. Great strides have been made in the County in regards to workforce development and education, and new programs, such as an education advisory committee, are in the works. Budgeting challenges will be a major issue in terms of future funding for this category.

The Committee also gave high marks to other important goals, including business recruiting and promotion, transportation/airport development, and economic gardening (entrepreneurship). Overall, the Committee identified 22 goals for the CEDS update, but it was determined by the Committee to prioritize these goals and focus valuable resources on the top 10. Cooperation with local, state, and federal governments, as well as businesses, organizations, and committees throughout the region, will be imperative to attain these goals during these lean budget times.

1.4 Agriculture

It is important to mention the valuable role agriculture plays on the economy of Campbell County. An anomaly occurred as agriculture sales in 2007 were -\$459,000, compared to \$2,206,000 in 2002. The deficit is due to a prolonged drought in the region in 2006-2007 which caused significant harm to crops and forced farmers to rely on insurance payments to survive the season. The amount of land in farms has increased in the County by 1.2% during that timeframe, up to 140,359 total acres. The number of farms in the County has increased 8.7%, but the average size of each has decreased by 7.2%. Agriculture data is somewhat limited due to the timeframe in which the U.S. Department of Agriculture releases the Agriculture Census. An updated census will be released to the public in 2013.

Tobacco was once the primary source of agricultural income for the County; within the past decade that has changed substantially with the Federal tobacco quota buyout. This has spurred a number of new farming ventures in the County, including cattle, vineyards, and even shrimp farming. Campbell County has worked closely with the Virginia Tobacco Indemnification and Community Revitalization Commission, along with the Virginia Tech Extension Office, to administer three successful grants to Southside Virginia localities that once benefitted significantly from tobacco farming. These grants have aided to offset costs to farmers in the transition from tobacco to other products. Established alliances will continue to seek funding, educational opportunities, and marketing support for the agriculture community as they continue to find cost-effective methods of producing and selling products.

1.5 Conclusion

Campbell County, when compared to many parts of the United States, offers a strong, steady, and diverse economy. The effects of the Great Recession, along with the lingering effects of manufacturing offshoring in the 1990's and early 2000's, continue to offer economic challenges to the County, primarily in the rural areas farthest from Lynchburg. Growth in the northern end of the County, primarily from Liberty University and the growing nuclear and retail sectors, offers tremendous economic opportunity for County residents. Implementation of this plan is critical in the continued recovery of the County from globalization and the Great Recession.

Section 2 – CEDS Goals and Objectives

2.1 Goals and Objectives

Exhibit 2.1

<u>Votes</u>	<u>Goals/Objectives</u> <u>(Ranked by Committee)</u>
24	Workforce Development
19	Business Recruitment and Promotion
17	Broadband Access
16	Transportation/Airport Development
15	Education
14	Economic Gardening
11	Funding – Local and State
9	Long-Term Planning
7	Airport Industrial Park
7	Dearing Ford - Communications
6	Brookneal Industrial Park Improvements
6	Tourism and Project Development
5	Seneca Commerce Park
5	Sewer Extension – Route 29 South
5	Small and Minority Business Development
3	Housing
3	Seneca Park – Flex Space Building
2	Brookneal 501 Waterline Extension
2	Downtown Revitalization
1	Agricultural Land Planning Initiative
1	Farm Partnership Program - Alliances
0	HUB Zone Designation
0	Marketing for Agriculture

Exhibit 2.2

<u>Rank</u>	<u>Goals/Objectives</u> <u>(Final Ranking)</u>
1	Education and Workforce Development
2	Business Recruitment and Promotion
3	Broadband Access
4	Transportation/Airport Development
5	Economic Gardening
6	Funding – Local & State
7	Long-Term Planning
8	Develop Marketable Properties
9	Tourism and Project Development
10	Housing

*Sources: Campbell County CEDS Steering Committee, 2012;
Campbell County CEDS 2007 Update.

These lists contain all goals and objectives determined by the Committee; some items were carried over and/or removed from the 2007 CEDS Update. Please note that the list on the left separates workforce development and education as different goals; the Committee later agreed to combine these two into one important goal due to the overlapping importance of each. It is important to note that the final agreed upon list, on the right, differs from the original in several areas:

- The Airport Industrial Park was removed as a priority due to the considerable time that has been invested into this project over a number of years. The project, which would require joint cooperation with the City of Lynchburg, may not be feasible until an Airport Authority can be created to govern Lynchburg Regional Airport and this property.

- Dearing Ford – Communications was a goal from the 2007 update; this entailed connecting the park to high-speed Internet. This project has been completed.
- Several mentions of industrial park enhancements (Seneca Commerce Park, Brookneal Industrial Park Improvements) have been rolled under the new category “Develop Marketable Properties”.
- The Downtown Revitalization from the 2007 Update has largely been achieved (Brookneal) or is underway (Altavista) thanks to partnerships between the County, the towns, Virginia’s Region 2000 Partnership, and the Commonwealth of Virginia.

Local, state, and federal budgets continue to be reduced as lingering effects of the Great Recession continue. With the certainty of more stringent budgets in the future, the Committee felt it would be important to focus only on the top 10 goals and objectives. Additionally, this will allow Economic Development Department staff to place more focus on a smaller number of key goals.

2.2 Project Funding and Completion

The CEDS 2012 Update Committee ranked each goal according to its importance to Campbell County. Initially, with 23 goals identified by the committee, each member was allocated six votes to disburse among the list; members could vote on up to six individual goals or cast multiple votes on fewer goals. The Committee also felt that it would be important to place focus on the top ten goals, once ranked, due to limited funding and resources. While the remaining goals are not considered the focus of this CEDS update, they have been listed within the document as they make up an important component of the County’s Economic Development plan. Prioritization of the goals into “long-term” and “short-term” was not deemed important by the Committee; each goal will be addressed as funding is made available.

2.3 Projects and Programs

Goals identified by the 2012 CEDS Update Steering Committee are listed below in order of importance as voted upon by the Committee.

Educational and Workforce Development

Initially two separate goals, the CEDS Steering Committee felt that many components of each category overlap, and because of their importance they should be rolled into one goal. A large, well-educated and qualified workforce is key to a business retention and relocation program. Campbell County has a strong K-12 and vocational system, and collaborates with local colleges on AP and technical programs. Future budget issues will present challenges to maintaining and/or creating programs to maintain the quality of the local workforce.

Business Recruitment and Promotion

This is an ongoing process for the Department of Economic Development. Since 2007, Campbell County has attracted a new Marriott Hotel, Intersections, Inc., New River Packaging, and a soon-to-be-constructed Hampton Inn. Budget issues has resulted in the scaling back of marketing efforts in recent years, yet the Department of Economic Development continues to reach prospects through print media, the Economic Development website, and various partnerships with consultants, Region 2000, and the Commonwealth of Virginia.

Broadband Access

As a major priority for the Board of Supervisors, broadband access is viewed as a necessary infrastructure need equal to electricity, water, and sewer for business. Large rural sections of the County lack true high-speed Internet, and in some cases areas along major routes lack the bandwidth and speeds at affordable rates required by businesses. The County has created a Broadband Implementation Plan, and is actively seeking public-private partnerships to expand broadband coverage and access.

Transportation/Airport Development

A viable transportation network is essential to recruiting and retaining businesses. The County is at a disadvantage because of a lack of access to the Interstate Highway System; additionally, the Town of Brookneal is at a disadvantage due to its distance from a major 4-lane divided highway. Burdens on transportation will continue to increase as future transportation funds remain limited and maintenance is shifted to localities from Virginia. The County is home to two small airports; Lynchburg Regional Airport and the Brookneal/Campbell County Airport. Lynchburg Regional is home to US Air Ways Express, whereas Brookneal is a general aviation airport. The only air connection from Lynchburg Regional is to Charlotte; there is no Northern connection from this area. Regional organizations and governments continue to pursue another carrier and/or a Northern connection. Additionally, there is vacant industrial land on the airport property; Campbell County will continue to pursue a partnership with the City of Lynchburg to develop and market this prime location.

Economic Gardening (Entrepreneurship)

A growing trend, localities are working to foster an entrepreneurial environment and promote local start-up businesses. The County works with the Region 2000 Small Business Development center, and partners with local organizations, such as the Altavista Chamber of Commerce, to sponsor entrepreneurship events.

Funding – Local and State

Campbell County's budget will become more constrained in the future due to increases in unfunded state and Federal mandates, rising costs, and healthcare/retirement contributions. Shifting responsibility of secondary road maintenance from the State to the County will also create a significant impact to the County's budget. The County is also looking into a potential partnership with the Virginia Technical Institute in Altavista in regards to establishing a small business incubator facility.

Long-Term Planning

Planning to ensure the most efficient use of limited resources is imperative to success. Additionally, with growth forecast to continue into the future, planning must direct this growth into sections of the County that have the infrastructure in which to handle it, while protecting agriculture and green space interests. The CEDS process, along with the County's Comprehensive Plan, continues to be key resources in long-term planning; these documents will continue to be updated on a regular basis.

Develop Marketable Industrial/Commercial Properties

Marketing is ineffective if a locality does not have readily available sites and/or facilities that meet modern project criteria. The County has three marketable industrial parks; Dearing Ford and Brookneal (both shovel ready) and Seneca (sewer to be installed by the end of 2013). While a number of vacant industrial/commercial structures exist in the County and towns, many do not meet modern industrial/commercial specifications. Virtual building plans have been created for both Dearing Ford and Seneca industrial parks; however, limited funds have curtailed any plans to construct these buildings in the near future.

Tourism and Project Development

This recommendation recognizes the growing importance of tourism in Campbell County's economy. The number of visitors to the County continues to increase thanks to enrollment growth at Liberty University, as well as increasing visitors to the County's and region's numerous historical sites, award-winning vineyards, and outdoor attractions. The County continues to work to capitalize on these visitors by printing tourism brochures and working closely with the Lynchburg Convention and Visitor's Bureau to promote our attractions. Should a transient occupancy tax be approved by the Board of Supervisors, additional funds will be available to aid in further marketing and partnership activities.

Housing

Almost any type of housing option is available within the County; however, the Steering Committee's concern is some areas lack large stocks of modern homes, apartments, and/or townhomes. Altavista and Brookneal in particular see a strong correlation between quality housing and economic growth; more and better housing will encourage the labor force to want to live in town, thus increasing real estate and sales/meals tax revenue, and give those employees a vested interest in town affairs.

Several goals fell outside of the Steering Committee's top ten priorities; however, they are important enough to strive for as resources are available. These goals include:

Route 29 South Sewer Extension – Sewer has been extended along U.S. 29 from the City of Lynchburg to the intersection of Routes 29 and 24, and is also being extended into Seneca Commerce Park through 2013. As growth continues south from Lynchburg, additional sewer capacity will be necessary along the highway.

Small and Minority Business Development – The County has incentive policies in place to promote the growth and development of small and minority-owned businesses. The Committee recommended continued promotion of this program, and possibly consider what changes could be made to the policy.

Brookneal 501 Waterline Extension – This was identified in the 2007 CEDS Update as a major priority due to the possible expansion of a major employer. While the expansion is no longer anticipated, a 1-mile extension of the waterline could be a catalyst for growth.

Downtown Revitalizations – Identified as a major issue during the 2007 Update, both Altavista and Brookneal have received Community Development Block Grants to revitalize their downtown districts. Brookneal's revitalization is largely complete, and Altavista's will continue for several more years. Continued collaboration between the County, the Commonwealth, business owners, and organizations such as Altavista on Track are imperative to continue to revitalize and maintain the towns' business districts.

Agricultural Land Planning Initiative – This is a long-term goal that is continually updated as land use and growth issues arise. Protection of agricultural interests is of growing concern to the Board of Supervisors growth in the County continues.

Farm Partnership Program/Alliances – Another ongoing goal, Campbell County continues its cooperation with neighboring localities and organizations for the promotion of agriculture. The County has acted as fiscal agent for a number of agriculture grant programs, and works closely with the Virginia Tech Extension Office to implement these grants.

HUB Zone Designation – A Historically Underutilized Business (HUB) Zone program encourages people to locate in and hire from the nation's most blighted areas. Companies located in a HUB Zone have competitive advantages when procuring federal/government contracts. Due to difficulty in attaining, and debate as to whether Altavista and/or Brookneal qualify for, this designation, the Steering Committee did not view this as a key goal for the County.

Marketing for Agriculture – Developing a mechanism for assisting farmers in maximizing their resources has been viewed as an important economic goal. This can be accomplished through a variety of means, including a marketing cooperative or a farmers market. There are considerable obstacles to overcome, including budget issues and the size and disbursement of the County’s population. The County, in partnership with the Virginia Tech Extension Office, is working to assist with a “Family Farm Day” and a Farmer’s Market in 2012.

2.4 Implementation of CEDS 2007 Update Goals

Campbell County Economic Development has achieved success with a number of goals identified in the 2007 CEDS Update. The list below shows a selection of goals identified in 2007 and the successes the County has witnessed.

<u>Goal</u>	<u>Implementation</u>
Business Recruitment and Promotion	Expansions at Wards Crossing West, Jet Broadband, Abbott Nutrition, etc.; new businesses including Intersections, Inc., SpringHill Suites, New River Packaging, etc. Market the County through various trade journals, as well as the County’s Economic Development Website.
Tourism Project Development	Continuation of printing/dispersing tourism brochures; formed an alliance with the Lynchburg Convention and Visitor’s Bureau; completion and adoption of a Campbell County Tourism Plan.
Seneca Commerce Park	Completion of a “virtual building” plan for the site; ongoing work to complete a sewer line throughout the park by 2013.
Downtown Revitalization	Worked with the Altavista and Brookneal on the successful CDBG applications that bought streetscape and façade improvements to their downtown areas.
Agricultural Marketing/Alliances/Promotion	Partnered with a number of localities on several successful agriculture grant initiatives; assisting the Extension Office with farm events.



Shentel (formerly Jet Broadband).



SpringHill Suites by Marriott.

Exhibit 2.3 Goals and Implementation Strategies

<i>Goal</i>	<i>Strategy</i>
1. Educational and Workforce Development <ul style="list-style-type: none"> • Identify and support programs that promote workforce training. • Work with the Workforce Investment Board to provide for employment needs of local employers within the parameters of their program. • Through business visitation and other means, identify & understand present and future training needs of local business. • Identify and work with local educational partners to provide needed training. • Support expansion of existing incubator facilities. • Identify, monitor, and provide future workforce trends to public schools so appropriate curriculum and programmatic changes can be made to address the trends. • Assist schools in counseling students and parents on career and technical opportunities as part of the development of the students' Academic and Career Plans. 	<ul style="list-style-type: none"> • Work to provide schools with appropriate human resources and capital to enhance career and technical education to meet the demands of business. • Promote awareness, monitor capacity, and support Adult Education centers to reach the adults in the region who lack a GED. • Encourage special programs in the public schools and Community College for entrepreneurs and small business development. • Promote life-long learning through schools and businesses/industry, such as retraining/retooling, licensure, certifications, and degrees to address the changing demands of the workforce. • Develop educator/business partnerships. • Network with educational institutions to share information and encourage communication. • Provide support and current ongoing training and professional development for career and technical education instructors.
2. Business Recruitment and Promotion <ul style="list-style-type: none"> • Recruit new companies in targeted sectors by marketing, working with site location consultants and regional and state partners. • Assist in promoting advanced technology within the Region. • commerce and industrial parks with modern sites and buildings for prospects • Continue to support effective local, regional, and state economic development organizations • Develop, obtain approval and implement an annual county marketing plan • Work with Industrial Consultants to develop prospect activity • Continue and strengthen alliance with the Lynchburg Economic Development Office • Recognize "transferable" skills when determining industry targets 	<ul style="list-style-type: none"> • Promote and encourage the development of tourism in the region; continue alliance with Lynchburg Tourism & Convention Bureau. • Continue to promote retail, commercial, and industrial growth throughout the County. • Evaluate need for a revolving loan fund to assist business locations and expansions. • Consider the use of social media such as LinkedIn, and Face book to promote the County. • Evaluate target industries regularly with respect to the changing local and national economy. • Identify methods of promoting foreign exchange programs and informing students/business leaders of foreign trade and conducting business in new markets. • Identify and evaluate policies that may impede commercial and/or industrial growth through business visitation program.

<i>Goal</i>	<i>Strategy</i>
3. Broadband Access	<ul style="list-style-type: none"> • Work with the Information Technology Department to assist with the County Broadband implementation plan. • Work with the Mid Atlantic Broadband Cooperative to assist in deployment of Broadband to business • Assist in developing public private partnerships for the deployment of last mile broadband • Identify potential sources of grant funding to assist in the deployment of additional broadband capabilities.
4. Transportation/Airport Development	<ul style="list-style-type: none"> • Keep abreast of the latest plans of the state legislature regarding transportation funding. • Track legislation dealing with road construction and maintenance funding formulas. • Lobby local legislatures for favorable transportation legislation. • Continue working with local officials on the creation of a regional airport governing authority. • Be aware and track measures to shift transportation cost to local governments. • Build regional coalitions to support transportation policies favorable to local government. • Work with airport officials to promote additional carriers and/or destination cities, especially a "northern connection".
5. Economic Gardening	<ul style="list-style-type: none"> • Work with the Center for Advanced Engineering and Research; keep abreast with research at the facility and work with any potential start-ups. • Work with local organizations, such as Altavista on Track , the Altavista and Brookneal Chambers, on business expansion and development opportunities in the downtown areas. • Nurture new business formation and new spin-off activities. • Work with VTI in Altavista on establishment/ promotion of an industrial/small business incubator. • Small and Minority Business Development. • Continue to support Region 2000's entrepreneurship research and studies.
6. Funding Local & State	<ul style="list-style-type: none"> • Monitor State Legislative initiatives. • Keep our Legislative Delegation informed of our needs. • Inform the public on the correlation of reduced taxes to reduced services. • Downtowns Commercial Revitalization. • Work with allies such as Chambers of Commerce and other civic and professional groups to promote our legislative Agenda. • Identify what public services citizens are willing to pay for.
7. Long-term Planning	<ul style="list-style-type: none"> • Review, monitor, and update the CEDS. • Agricultural Land Planning Initiative.

Goal	Strategy
8. Develop Marketable Industrial-Commercial Properties	<ul style="list-style-type: none"> • Continue site preparation at existing industrial sites to make them competitive. • Rehabilitate vacant, underutilized buildings for industrial development purposes. • Identify, acquire, and develop property for industrial use that can compete favorably on a global basis. • Work with and promote privately owned industrial properties. • Continue to develop public water and wastewater systems in all areas where such systems are deemed economically feasible to meet the needs of existing and planned residential, commercial and business developments. • Seek out funding/grant opportunities to develop/redevelop industrial properties and industrial structures.
A.) Airport Industrial Park	<ul style="list-style-type: none"> • Proceed with development of the Joint Airport Park, working with the City of Lynchburg as appropriate • Work with local and state offices to acquire funding for engineering/infrastructure development.
B.) Seneca Commerce Park	<ul style="list-style-type: none"> • Re-masterplan lot size-development • Clear and grade lots • Move forward with the Seneca Commerce Park Flex building (Virtual Building design plans)
C.) Dearing Ford Business & Manufacturing Center	<ul style="list-style-type: none"> • work to upgrade Dearing Ford Communications • Continue promoting Dearing Ford as one of the County's key industrial properties. • Acquire funds to complete Phase II, including grading, road construction, and infrastructure improvements.
D.) Brookneal Industrial Park	<ul style="list-style-type: none"> • More promotion of this site to applicable prospects. • Brookneal 501 Waterline Extension up US Rt. 501.
9. Tourism & Project Development	<ul style="list-style-type: none"> • Work with tourism stakeholder groups to identify Tourism issues and initiatives. • Work with the Lynchburg Regional Convention and Visitors Bureau Tourism Alliance to promote county sites • Market travel and tourist related activities as well as industrial sectors. • Continued collaboration with regional/state tourism alliances, such as Fish Virginia First. • Promote tourism through the Dept. of Economic Development and VTC (Virginia Tourism Corp.) • Seek special designations/zones to promote development of tourism assets/infrastructure/supporting businesses in specific areas of the county. • Continue and strengthen alliance with Discover Lynchburg to nurture and grow the county's tourism program. • Work to implement a transient occupancy tax of 5% to support tourism efforts
10. Housing	<ul style="list-style-type: none"> • Work with County and Town planning offices to identify issues that may impede residential growth. • Identify key areas where specific housing is desired (ex. apartments, high-income, etc.).

Section 3 – Performance Measures to Evaluate Goals and Objectives

3.1 Overview

As required by the U.S. Department of Commerce, the 2012 Campbell County CEDS Update lists a number of performance measures to evaluate outcome from the list of Goals and Objectives created by the Steering Committee. This list of performance measures is by no means complete; items on the list may be revised with more or fewer measures depending on how the economy changes within the next few years. Due to the highly variable nature of the Goals and Objectives adopted by the Committee, it is difficult to measure the amount of investment required to implement each goal, nor is it easy to predict the number of jobs saved or generated.

3.2 Performance Measures

The following list was approved by the Steering Committee as an evaluation tool to measure success of the 2012 CEDS Update.

Exhibit 3.1 Evaluation of 2012 CEDS Goals and Objectives

<u>Goal</u>	<u>Performance Measures</u>
1. Education and Workforce Development	<ul style="list-style-type: none">- Review list of workforce training programs.- Track numbers of employees receiving WIB assistance with workforce training.- List of identified present and future workforce training needs.- Document promotion of adult education centers and track number of GED's.- List formation of educator/business partnerships.- Track number of students pursuing career paths as a result of intensified efforts in the school system with counseling.- Track changes in school curriculum as a result of providing workforce trends to school system.
2. Business Recruitment and Expansion	<ul style="list-style-type: none">- Track attraction of new businesses.- Provide annual report on marketing/promotion activities.- Track, analyze, and report annually on the effectiveness of local, regional, and state economic development organizations.- Evaluate effectiveness of industrial consultants in developing prospect activity.- Track, analyze, and report the outcomes of the alliance with the Lynchburg Convention and Visitor's Bureau.- Report on outcome of revolving loan fund analysis.- Report the outcome from research on social media; if enacted, provide annual report on outcomes.- Report on identified outcome from policy impediment evaluation.

<u>Goal</u>	<u>Performance Measures</u>
3. Broadband Access	<ul style="list-style-type: none"> - Track and complete an annual report on all broadband expansion projects. - Assist Information Technology with completion and eventual implementation of the County Broadband Master Plan.
4. Transportation/Airport Development	<ul style="list-style-type: none"> - Annual report on transportation issues dealing with funding, devolution, and transportation legislation. - Be proactive and promote the development of a Regional Airport Authority to govern and manage the Regional Airport.
5. Economic Gardening	<ul style="list-style-type: none"> - Annually identify new business creation. - Track and report on new minority and small business creation. - Track and report on business expansion and development in downtown areas. - Track, review, and evaluate policies and inducements that foster start-ups.
6. Funding – Local and State	<ul style="list-style-type: none"> - Report annually on efforts to inform public of funding issues and priorities. - Provide feedback on what the public is willing to support.
7. Long-Term Planning	<ul style="list-style-type: none"> - Report on CEDS priorities with annual Economic Development Report to the Board of Supervisors.
8. Develop Marketable Industrial and Commercial Properties	<ul style="list-style-type: none"> - Report the development of industrial properties during the annual Economic Development Department's update to the Board of Supervisors. - Track and report on the development of infrastructure (water and sewer). - Provide annual updates on the status of attractiveness and development of county-owned industrial properties as outlined in the 2012 CEDS Update.
9. Tourism and Project Development	<ul style="list-style-type: none"> - Provide annual report on tourism activity in Campbell County to include but not be limited to promotion efforts, new attractions, and tourism alliances.
10. Housing	<ul style="list-style-type: none"> - Report on collaboration with the County and Towns' planning offices on residential growth. - Modify County and/or Town zoning and permit issues that may be detrimental to developing desired housing stock.



Hat Creek Golf Course, Brookneal.

Section 4 – Strengths, Weaknesses, Opportunities and Threats

4.1 Overview

The 2007 CEDS Update analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was built on the foundation of the original CEDS document, where the SWOT Analysis was based on demographic and economic data of the County and region, interviews with community leaders, and a survey of the business community. The 2007 Update formed the base for the 2012 SWOT Analysis; the Steering Committee felt the 2007 list was still pertinent, while a few new items needed to be added, primarily under the “Threats” category. Some elements of the SWOT Analysis are interrelated; for example, a strength may also be weaknesses depending on how it is viewed. Listed below are the County’s strengths, weaknesses, opportunities, and threats as approved by the 2012 CEDS Steering Committee; detailed descriptions follow in the corresponding sections.

Exhibit 4.1 Campbell County Strengths, Weaknesses, Opportunities, and Threats

<u>Strengths</u>	<u>Weaknesses</u>
Higher Education	Technology/Income/Housing/Skills Divide
Quality of Life	Inadequate Broadband Deployment
Workforce Training	Specialized, Skilled Workforce
School System	Quality and Quantity of Housing
Downtown Revitalization/Main Street Program	Lack of Modern Industrial Buildings/Industrial Sites
Strong Regional Collaborations	Sustainability of Emergency Services
Local Economic Development Programs	Loss of Leadership
Mass Transit – Altavista Bus	Regional Marketing
Regional Tourism Marketing Effort	Lack of Infrastructure at Key Locations
Favorable Government Environment	Lack of Widespread Rural/Agricultural Protection
Major Corporations Located in County	Limited Air Service
Overall Economic Health of the County	Limited Historic/Cultural Attractions
Accessible Healthcare Network	Limited Road Network
Brookneal/Campbell County Airport	Declining Industrial/Population Base in Towns
Renewable Energy Potential	Demographic Changes
Available Buildings	Expectations of Government Services
Overall Workforce	Localized Economy
Utility Network and Capacity	Manufacturing Sector

Exhibit 4.1 Campbell County Strengths, Weaknesses, Opportunities, and Threats (Continued)

<u>Opportunities</u>	<u>Threats</u>
Tourism/Merritt-Hutchinson Property	State/County Funding Impacts on Schools
Main Street Program – Altavista	Declining Government Resources
Broadband/Mid-Atlantic Broadband Cooperative	Economic Dev./Tourism Marketing Budgets
Expansion of Higher Education System	Decline of Manufacturing/Globalization
Brookneal/Campbell County Airport	Aging Workforce
Lynchburg Regional Airport	Shift in Transportation Responsibilities
Growing Senior Population	Political Environment
Industrial Site Upgrades	Suburbanization
Available Land	Competitive Environment
Cultural/Arts Development	Competition for Scarce Resources
Mass Transit – Altavista and Lynchburg	Shift in Responsibilities to Local Governments
Regional Collaboration	Uncontrolled Growth in the U.S. 29 Corridor
Green and Renewable Energy – Sustainability	
Water/Sewer Capacity	
Communications	
Corridor Development	
Major Employers	
Schools/Impact on Workforce	
Regional Market	

4.2 Strengths

Accessible Healthcare Network

Centra Health, which operates two hospitals in Lynchburg, is the primary healthcare provider within the region, and consistently ranks as one of the nation’s top cardiac healthcare facilities. The organization operates several affiliated medical facilities throughout the County, including in Altavista, Rustburg, and Brookneal. Additionally, a number of other private and consortium-owned physician facilities are located throughout the County.

Available Buildings

The decline of textile and furniture manufacturing in the 1990’s and 2000’s left the County with an inventory of large buildings that are conducive to landing large manufacturing projects. Additionally, a number of smaller commercial structures were vacated during the recession, giving those in the commercial sector plenty of opportunity to find a structure to meet their needs. There are issues with the ages, sizes, and locations of some of these buildings, and this can be detrimental to finding occupants; this will be covered more under the “Weaknesses” section.

Brookneal/Campbell County Airport

This airport, located on U.S. 501 between Gladys and Brookneal, was established in the 1970's to quickly shuttle business leaders from headquarters outside of the area to local manufacturing facilities. With the decline of manufacturing, the airport fell into disuse. Campbell County, along with the Brookneal/Campbell County Airport Authority, has acquired a number of grants to upgrade the facility, and in turn has generated new business for the Airport. Work is progressing nicely on a fuel storage facility; once complete, the Airport will sell jet fuel to bring in revenue. Additionally, new partnerships with Liberty University's School of Aviation allow students to utilize the facility. With an eventual goal of constructing hangars on site, and additional partnerships with Liberty and other organizations, there is tremendous potential to continue to develop this site.

Downtown Revitalization/Main Street Program

Since the 2007 Update, both Altavista and Brookneal have been awarded Community Development Block Grants aimed at streetscape and façade improvements for their downtown areas. Brookneal's revitalization has been completed, and Altavista's is well underway; the results have been positive with improved sidewalks, landscaping, and structural improvements. The hope is these beautification and accessibility improvements will make the downtown areas more desirable and business friendly, resulting in more and diversified businesses. Additionally, Altavista has been recognized as a Virginia Main Street Community and has seen several positive developments recently in the arts and antique fields.

Favorable Government Environment

Campbell County continues to receive positive feedback from existing businesses and industry regarding government services. The County also continues to be responsive to business needs as efficiently and effectively as possible. Campbell County government operates conservatively in regards to fiscal policy, and has worked to keep business costs, taxes, and fees low while providing excellent service. Anticipated budget reductions could threaten the effectiveness of services and cost of doing business in the future.

Higher Education

Campbell County, located in the Lynchburg MSA, is within close proximity of a number of colleges and universities, including Lynchburg College, Sweet Briar College, Randolph College, Liberty University, and Central Virginia Community College. These institutes of higher education are home to approximately 20,000 students and teach a large variety of fields, from engineering to business and the arts. This represents a tremendous pool of talent for local employers to tap. In addition, Altavista is home to a satellite campus of Central Virginia Community College, and a number of courses are offered through this site to local residents.

Local Economic Development Programs

Campbell County has in place a strong support system to coordinate economic development processes, beginning with the County's Department of Economic Development. The Department works closely with other County departments to make sure business expansion/relocation processes are completed as efficiently and quickly as possible. In addition, the County's Economic Development Commission provides general support and input on economic policy to the Board of Supervisors. The Industrial Development Authority works to analyze, support, and finance projects. Campbell County's incentive policy is competitive with other localities in the region. The County also works closely with other assets, including Virginia's Region 2000 Economic Development Council and the Virginia Economic Development Partnership, in planning, marketing programs, and client attraction.

Major Corporations Located in the County

Abbott Nutrition, Progress Printing, First National Bank, and B&W are just a few of the major operations located in Campbell County. These companies provide a significant range of employment opportunities, thus aiding to shelter the County from severe economic downturns. Additionally, many of the County's employers contribute significantly to their communities, providing invaluable volunteer services and charitable giving.

Mass Transit – Altavista Bus

Altavista was awarded a Federal Transportation grant in 2011 to establish a bus network throughout the Town. The Altavista Community Transit System is operational six days per week, and offers access to the Town's top destinations and stops without utilizing a private vehicle. Some in the Steering Committee expressed hope of one day connecting the town's bus system to the Greater Lynchburg Transit Company in Lynchburg, thus creating a more regional mass transit system.

Overall Economic Health of the County

With considerable economic diversity, a well-trained and adaptable workforce, and a strong education system, Campbell County fared the Great Recession relatively well compared to many localities. The County's unemployment rate peaked at 8.4% in January 2010 and has fallen down to 6.1% as of December 2011. Campbell County typically runs within a point or two above the State average, and usually between one and three points below the national average. We are also a slow growth community that is somewhat immune to "bubbles" that may form in economic sectors around the country. As the saying goes for this area "our highs may not be as high as some parts of the country, but our lows are never as low either".

Overall Workforce

It was universally agreed that Campbell County has a strong and skilled manufacturing workforce. This stems from the County's history as a major hub of textile manufacturing. As previously mentioned, there also exists a significant network of workforce development programs and facilities in the region, thus businesses and employees are able to easily access programs to advance their skill sets. The Committee mentioned drawbacks to workforce, including lack of technical skills and the aging workforce, and this will be covered further under the "Threats" section.

Quality of Life

Residents of Campbell County are awarded an unparalleled quality of life, with low costs, a low crime rate, short commutes, ample green space, and close proximity to city amenities. In addition, the region's diversified economy offers protection from significant economic turmoil, and an open, collaborative government makes doing business within the County easy and efficient.

Regional Tourism Marketing Effort

As previously mentioned, Campbell County works closely with the Lynchburg CVB (Discover Lynchburg) to better leverage scarce marketing dollars. A major benefit to this partnership is the ability to reach millions of potential tourists through Lynchburg's marketing efforts in the American Northeast and the United Kingdom. These marketing efforts include both print and television, as well as through websites and "QR Codes". Discover Lynchburg also distributes the County's tourism brochures to prospective visitors who request information through their tourism website; these brochures are mailed to numerous states and several countries around the world. Campbell County also participates in the "Fish Virginia First" initiative, which markets central and western Virginia's fishing efforts and has been featured on national television.

Renewable Energy Potential

Campbell County is blessed with abundant, fertile soil that is ideal for growing fuel crops such as switchgrass, pine, etc. Proximity with several biofuel research facilities in the state also makes the County a prime location for renewable energy research and development, both in terms of automotive fuel and electric generation. Additionally, with a thriving nuclear sector and proximity to undeveloped uranium deposits in Pittsylvania County, the potential exists for significant economic gains should a nuclear renaissance occur.

School System

Campbell County has a strong history of providing comprehensive education system for its residents. The School Board has invested considerable money in the past decade in school renovations, technology upgrades, and implementation of programs to better prepare students for the future. Students within the county rank highly in standardized tests and graduation rates. Despite great strides in the education system, some Committee members feel the schools still do not offer the programs students need to compete with graduates of other districts. Additionally, with limited resources and decreasing budgets threaten programs; this will be mentioned under “Threats”.

Strong Regional Service Collaborations

Since the 2007 CEDS Update, Campbell County has worked closely with Virginia’s Region 2000 Partnership, and other localities in the region, to consolidate certain programs and services to reduce overall costs for each locality. The Blue Ridge Regional Jail, Region 2000 Services Authority, and several joint ventures between Campbell County libraries and those of other jurisdictions, are a few of the collaborative programs implemented that save the County millions of dollars annually. Additionally, Economic Development has successfully formed a partnership with the Lynchburg Convention and Visitors Bureau to better utilize limited tourism marketing dollars. As future budgets will become leaner, more creative collaboration will be required to maintain specific levels of service.

Utility Network and Capacity

Campbell County Utilities and Services Authority provides water and sewer for the more densely populated northern sections of the County and several major highway routes via a 3 MGD water treatment plant, a number of wells, and service agreements with the City of Lynchburg. Altavista and Brookneal each provide their own water and sewer utilities. The County has extended water along U.S. 29, connecting to Lynchburg, and along U.S. 460 to Appomattox County, which has agreed to purchase water from the County.

Workforce Training

The ability to grow and maintain an effective workforce is a key to economic success. Programs in this area, such as the Region 2000 Workforce Development Center, Central Virginia Community College, and the newly established Virginia Technical Institute, assist residents in developing the most up-to-date workforce skills. These organizations work closely with local businesses to address employment and workforce trends and prepare students for the next generation of jobs.

4.3 Weaknesses

Declining Industrial/Population Base in Towns

Altavista and Brookneal are quaint small towns that are rich in history. Both owe their founding to industries that have seen significant decreases in recent years; Altavista with textiles and furniture, and Brookneal with textiles, furniture, and tobacco. With off shoring of many of these industries, both town were significantly impacted with job losses in the late 1990's, early 2000's. While Altavista was adversely affected, its economy is well diversified and was able to absorb the economic hit much better than Brookneal, which was almost completely dependent on textile and furniture manufacturing. The result was a loss of 600+ jobs in Brookneal alone, which has a population of less than 1,200 people. Due to the economic downturn, and issues such as housing stock and amenities, the towns saw a decrease in population from 1990 to 2000. Since the 2000 Census, Altavista's population has increased 0.7% to 3,450, showing that the town's economy may have stabilized and is improving. Brookneal, however, continues to loose population, decreasing by 11.7% to 1,112 residents in the 2010 Census. While Altavista has had economic success with company expansions and relocations, Brookneal has struggled. While a few businesses have opened in town, they are small and have absorbed only a fraction of the jobs lost in the past few decades.

Demographic Changes

Campbell County faces an issue that many localities in the nation face; a graying workforce and lack of young, experienced employees to replace retirees. As more youth in Campbell County go to college outside of the region, many do not return upon graduation; instead, they are moving in large numbers to bigger cities for better social and economic opportunities. This has created a decrease in the number of workers to solve another problem; the graying workforce. Campbell County's workforce is growing older, and a large wave of retirements will be hitting local companies within the next decade. Once this demographic shift occurs, many business leaders express concern that they will struggle to find experienced workers. Local colleges, Liberty University in particular, have retained a number of young graduates to this area, and organizations such as the Young Professionals of Central Virginia are working to promote the region and stem the tide of young professionals leaving the area.

Expectations of Government Services

Local, state, and federal budgets continue to be squeezed by the effects of the Great Recession and significant levels of debt; meanwhile, citizen expectations of government services continue to increase. Despite this increase in demand from the government, there is a lack of willingness to pay for these services (such as taxes and/or increases in fees). The results have been cutbacks in education, healthcare, and emergency service funding. While Campbell County has long practiced fiscal responsibility, unfunded mandates handed down from the state and federal levels are placing significant strains on the budget. It is likely that future budgets will require higher taxes and/or fewer services provided.

Inadequate Broadband Deployment

Broadband availability has increase in Campbell County since the 2007 Update; coverage areas have expanded in the U.S. 501 corridor and in western sections of the County. Additionally, new providers have moved into the Brookneal area, along with several other parts of the County, offering residents more broadband choices. Mid-Atlantic Broadband Cooperative is presently working to connect all schools in Campbell County with high-speed Internet access, and possibilities exist to tap into this backbone to provide more coverage for residents. Despite these strides, broadband coverage is a major

priority to the County; it is viewed in business terms as essential as water and electricity. While most businesses have access to high-speed Internet, there are some complaints of lack of choice in terms of providers, bandwidth availability, and pricing. The major concern is broadband availability to homes in rural sections of the County. It is virtually impossible for rural households to start up a small, home-based business, or attend college/training courses online, without high-speed Internet.

Lack of Infrastructure at Key Locations

Water/sewer/broadband services are generally located in the northern part of Campbell County and in the towns, but it is scattered throughout the rest of the County. Water is available along the U.S. 29 corridor to Altavista, and the U.S. 460 corridor to Appomattox; however, sewer is only available along U.S. 29 to Seneca Commerce Park and along U.S. 460 to the Mt. Athos area. As mentioned in a previous section, broadband coverage is spotty in many parts of the County, and where it is available in many cases choices of providers, bandwidths, and pricing is limited. Two of the County's industrial parks, Seneca and Dearing Ford, have all utilities available (Seneca will have sewer by 2013); however, the Brookneal Industrial Park only has public water. Providing water, sewer, and broadband is a slow, capital intensive process that places limits on where industrial sites may be established.

Lack of Modern Industrial Buildings/Industrial Sites

A strength the Committee mentioned is the number of vacant buildings within Campbell County. A large variety of industrial and commercial buildings exist; however, many of these buildings were constructed decades ago and are not up-to-date with modern industrial specifications. Several issues raised by prospective clients who were unhappy with the available buildings in the County include low ceiling heights, limited docking, unappealing layouts, and environmental concerns. Additionally, some of the better industrial properties in the County are far away from 4-lane highways and/or vital infrastructure. And while the County has several industrial parks, the largest parcel available to a prospect is 27 acres in Seneca Commerce Park. A prospect requiring a large parcel may not be accommodated by Campbell County at this time.

Lack of Widespread Rural/Agricultural Protection

Campbell County is largely a rural county, with growth concentrated in the northern section and in/around the towns of Altavista and Brookneal. The County is growing at a steady rate, and this growth will continue into the future as the entire region continues to benefit from an economic revival along with anticipated growth from Liberty University, the nuclear energy and healthcare sectors. Several Committee members expressed a desire to protect the rural environment of most of the county and work to keep farms in business. With increased land values and equipment/operating costs, farmers in some sections of the County are witnessing more benefit in developing their land as housing as opposed to retaining the land for agriculture. This places additional strains on the county to provide services, and leads to undesirable effects of urban sprawl and increased traffic. The County has a comprehensive zoning plan in place, and this has been upheld by the Board of Supervisors, but challenges to the Comprehensive Plan will arise as growth continues to move into more rural areas of the County.

Limited Air Service

Commercial air service is available at Lynchburg Regional Airport; however, service is limited to only one southern route to Charlotte by United Airways. The airport lost a provider in 2011, Delta, and its route to Atlanta. Local business leaders have expressed frustration in air service in the region, especially to those flying north. Airport staff members have been working to bring another carrier to the airport to establish a northern connection to either Washington D.C. or New York. Few carriers are interested in smaller airports due to increased costs associated with flying smaller planes; several carriers have expressed interest in Lynchburg Regional Airport only if a significant incentive package is provided by

the airport. Additionally, flights from Lynchburg tend to be significantly higher than larger airports within a few hours radius; many residents find it cheaper to drive to a larger airport and pay for parking than fly from Lynchburg. Limited connectivity to larger markets is a significant hindrance to bringing new business into the area. One potential remedy to address concerns would be the creation of a regional airport authority; this has been bogged down for years and still does not appear likely in the near future. The creation of a regional authority rests with action from Lynchburg City Council.

Limited Historic/Cultural Attractions

Campbell County is a place with a long, rich history with a number of significant historical sites and structures, including Avoca (home of Colonial Charles Lynch) and Red Hill (last home and burial site of Revolutionary War hero Patrick Henry). Despite this rich history, the County does not have a major historical draw to attract tourists, such as Appomattox Court House or Historic Williamsburg. And while there are a number of historic sites and homes in the County, most are privately owned and access to the general public is restricted or prohibited.

Limited Road Network

Generally speaking, Campbell County has a good road network; U.S. 29 bisects the County connecting Washington D.C. to Atlanta, and U.S. 460 running through the northern section of the County, connecting the County to I-81 and the Hampton Roads. Both of these highways are 4-lane and divided, with bypasses around Altavista and Lynchburg. Despite good highways, the County does not have direct access to an Interstate highway, and this is detrimental to attracting manufacturers and distribution centers. U.S. 501, from Lynchburg to Brookneal, is a major hindrance to Brookneal's economy; the road is 2-lane and deals with significant traffic concerns at certain times of the day. Added to this, large numbers of tractor trailers hauling lumber to processing plants near Brookneal, farm vehicles on the road, long stretches of highway where speeding is common, and this has made U.S. 501 a very dangerous highway. Solutions to problems on 501 have been discussed, but there is currently limited funding from V-DOT to address these concerns. Travel around the County is also a concern; for example, there is no direct road to go from Altavista to Brookneal, only rural roads with numerous curves and hills. Congestion is also a rising threat in the northern end of the County along U.S. 29. A bypass has been proposed around this area; however, with many road projects in the Commonwealth funding will be a significant hurdle to overcome.

Localized Economy

While the overall economy of Campbell County is relatively strong and stable, there are parts of the county which struggle economically. Parts of the County north of U.S. 24, and along the U.S. 29 corridor, have quick access to Lynchburg and Altavista; these localities offer a diversity of jobs and services. Western and eastern/southeastern parts of the County, including Brookneal, do not have as many economic opportunities due to its rural nature and lack of infrastructure (roads, water, etc.). Plant closures in Brookneal have had the trickle-down effect of affecting small retail business and restaurants, thus limiting shopping and dining amenities within the town. This has resulted in a lack of growth for these areas, which is forcing people to relocate to more prosperous areas. Conversely, the northern part of the County is growing fast, with plans in the next few years to add hundreds of new apartment units and private dwellings to areas near Liberty University. This is translating into demand for new hotels, restaurants, and shops in the area as well.

Loss of Leadership

This was a key concern for the towns of Altavista and Brookneal. The towns fear that, because of a lack of housing, shopping, and amenity options, higher educated employees in their jurisdictions are choosing to live closer to Lynchburg/Forest. Because these employees do not live in the community, nor

are their families involved in local schools, churches, and/or civic organizations, they are not as vested in Altavista or Brookneal as where they reside. This is a contributing factor to having smaller pools of resources for local civic and governmental organizations.

Manufacturing Sector

For many years, manufacturing provided a long-term, stable source of income for a large percentage of the County's residents. Even today, Campbell County has a higher proportion of workers in the manufacturing sector (30.4%) as compared to the Lynchburg MSA (15.1%) and the Commonwealth of Virginia (6.6%). Existing manufacturing facilities, such as B&W and Abbott Nutrition, still provide residents with solid middle-income wage producing jobs; however, some smaller manufacturers, and many that are looking to expand in the future provide wages in the \$8-\$12 range. For workers who lost jobs in the past, these wages may be more than 50% less than they once made. Additionally, should the County lose one or more of its large manufacturers, it will be difficult to find jobs for many of these workers, as their skills do not match the jobs currently available and most industrial expansions/relocations rely on technological innovations to hire smaller workforces than in the past.

Quality and Quantity of Housing

Housing was determined to be a major weakness based on feedback mainly from Committee members from the towns of Altavista and Brookneal. Campbell County has a large diversity of housing in areas adjacent to Lynchburg, including single-family homes, apartments, and townhomes. This section of the County also has a good, stable supply of housing, and will see a large influx of housing with continued growth from Lynchburg and Liberty University. Altavista and Brookneal state they do not have the same diversity of housing, and a lot of the housing stock in the towns is old and not up to modern desires of homebuilders. Representatives from the towns state that it is difficult to retain middle and higher income residents due to the lack of large, modern housing.

Regional Marketing

This is an issue raised by the Department of Economic Development. The Region 2000 Economic Development Council, which is funded in-part by Campbell County, was created for the purpose of marketing the region's economic assets to prospective clients. Over the years their focus has shifted to other areas, delegating marketing lower on the priority list. Presently the marketing/attraction focus has been shifted to the Virginia Economic Development Partnership in hopes of landing new business. There has been a lack of attention to other marketing channels, such as through consultants, trade shows, and print publications/trade journals by Region 2000 EDC. Additionally, Campbell County does not have funds to adequately provide large-scale marketing efforts and programs; which could be handled more efficiently on a regional basis.

Specialized, Skilled Workforce

Campbell County has a strong manufacturing workforce. The Steering Committee felt that, while this is a strength, it is also a weakness; many workers are trained for only one type of job and do not have transferrable skill sets that benefit them should their job no longer be available. This is especially a concern with older workers (50-65 years old) who went directly from high school, with or without a diploma, into a factory. Years ago those jobs provided a solid income; with the outsourcing of labor in the 1990's and 2000's, many of those jobs disappeared from the County. The result is a large population that does not have skills to work in modern manufacturing facilities, which may require knowledge in areas such as math and computers. In fact, several manufacturers in the County strongly desire a minimum of an Associate's Degree to be considered for employment. Despite the availability of workforce development programs, a large segment of the population is either unaware of or continues to not take advantage of additional training.

Sustainability of Emergency Services

Campbell County is fortunate to have competent, hard-working emergency services staff comprised of paid and volunteer members. Through contributions from the County, fees assessed to patients, and donations, this staff has been able to keep the emergency services infrastructure (buildings, equipment, and vehicles) up-to-date and ready to handle any emergency. Budget issues will push fiscal strain on emergency services for the County, and will require new and creative means to keep the services at the same level. Some Committee members worry that service will decrease, and that will have a severe detriment to the area's quality of life. Additionally, as fewer people volunteer for ambulance services in rural areas, more calls for assistance may go unanswered or will go longer before being fulfilled, thus placing strains on the health and wellbeing of local residents.

Technology/Income/Housing/Skills Divide

Steering Committee members note that, while Campbell County has a strong education sector and qualified workforce, the County falls behind other parts of the State in terms of technology, income, housing, and skills. This is best demonstrated by looking at median household income, which for the County is \$43,478 (2010), an 11.2% increase over 2003. However, the Commonwealth of Virginia witnessed an 18.5% increase during that time period, up to \$61,406. The growing income gap between Campbell County and the rest of the State (primarily driven by Northern Virginia) demonstrates a significant gap in skills and technology. Campbell County lags the more prosperous regions of the state in terms of broadband availability, graduation rates, college attainment, and technical skills, all of which can be a detriment to future economic development activities.

4.4 Opportunities

Available Land

Campbell County has ample undeveloped land that is well-located and suitable for industrial and business development. Even in the more densely populated northern section of the County there is an abundance of land, with a number of large tracts within close proximity to utilities and infrastructure. Outside of the northern section of the County, infrastructure and utilities become more scattered, and the land may not be as valuable for business/industrial use. Additionally, much of the county is comprised of rolling hills and numerous creeks, streams, and wetlands; grading and perking sites for development is expensive and time consuming due to environmental regulations.

Broadband/Mid-Atlantic Broadband Cooperative

Despite limited coverage and/or selection of broadband in large sections of Campbell County, the area is fortunate to have a significant presence of Mid-Atlantic Broadband Cooperative. Mid-Atlantic was formed in the early 2000's to expand, enhance, and promote middle-mile high-speed Internet access to the former tobacco producing localities in Southside and Southwest Virginia. To date, Mid-Atlantic has laid hundreds of miles of fiber optic lines, connecting towns, schools, and industrial facilities that previously had non-existent or limited access to broadband. This has led to several large economic development projects choosing Mid-Atlantic's coverage area over competing states. With their fiber lines following major routes in Campbell County, there is tremendous opportunity to tap these lines provide broadband for sections of the County where it does not presently exist.

Brookneal/Campbell County Airport

As mentioned in the "Strengths" category, Brookneal/Campbell County Airport has the potential to be an economic benefit to the southern end of the County. With the soon-to-be completed fuel farm, the

airport will be able to provide Av-gas for small aircraft. The airport hopes to construct hangars onsite in the near future, thus generating another source of revenue and lessening its dependence on government funding. With Liberty University's aviation program anticipating significant growth, there are opportunities to expand the current partnership between the university and Brookneal/Campbell County Airport.

Communications

While gaps exist, great strides have been made within Campbell County to cover as much of the population as possible with broadband. This has had tremendous impact on the ability of residents to operate small businesses from within their homes, in many cases located in very rural parts of the County. The Campbell County Board of Supervisors has made it a priority to find solutions to bring broadband to more of the business community and emergency services; this may require public-private partnerships as there is significant cost in bringing broadband to rural areas.

Corridor Development

The Route 29 corridor presents an excellent opportunity to facilitate commercial development in a central location. As development along Wards Road in Lynchburg is mature, and with limited space remaining, Campbell County is well positioned to see spillover commercial growth from the City. This is being witnessed with the expansion of Wards Crossing West and plans to develop more of Simon's Run; additionally, SpringHill Suites has opened across from the airport, and Hampton Inn will open within a year. The corridor is still largely undeveloped, and utilities are in place. Developing the corridor to maximize economic benefit while not increasing already heavy traffic congestion will present challenges.

Cultural/Arts Development

This is an opportunity the Steering Committee feels should be added to the 2012 CEDS Update. Cultural and artistic venues have witnessed a surge of interest in recent years as visitors/residents crave more authenticity. Altavista has had success in assisting with the creation and promotion of an Arts Council; several other successful ventures include a little theater group and promoting visual arts through a variety of displays around town. Additionally, Altavista on Track has created an arts incubator where artists/crafters rent space and sell their products. This effort has been successful, as the leased building downtown makes a small profit most months. Both Altavista and Brookneal are actively working to promote their newly refurbished downtowns as sites for antique stores, art venues, and restaurants.

Expansion of the Higher Education System

While most of the Lynchburg MSA's institutes of higher learning are expanding, the two that have the most impact on Campbell County are Central Virginia Community College and Liberty University. Since the 2007 Update, CVCC has partnered with the Center for Advanced Engineering and Research, the University of Virginia, and Virginia Tech to offer two- and four-year engineering degrees, along with a master's program, at their Lynchburg site. Liberty University is anticipating tremendous growth; currently there are nearly 13,000 students on campus, with expansion plans projecting 25,000 students within the next decade. Liberty has recently added/ expanded programs in fields such as aeronautics and engineering, and will soon break ground on a life sciences school in Campbell County. This growth is fueling strong demand for additional support industries, such as retail, construction, and hospitality. Additionally, this growth is adding more higher-skilled workers to the workforce, giving local employers an outstanding pipeline to a future workforce.

Green and Renewable Energy – Sustainability

As petroleum costs continue to increase with no significant decrease forecast, renewable energy and sustainability have become major sources of investment throughout the nation. Campbell County can

directly benefit from this trend in two ways: biofuels and nuclear energy. With tremendous acreage in farmland, the County is a prime location for the growth and production of biofuels. Add to that a significant rail network, and it is easy to transport this fuel throughout the nation. Proximity to a biofuel research company in neighboring Pittsylvania County, along with the construction of a recycling refinery by Lawyers Road Energy near Lynchburg, makes Campbell County a prime location to process biofuels. Dominion Power has plans to restart its power plant in Altavista using bio-mass, primarily from forest products. Campbell County will be able to supply this plant thanks to its already robust timber industry. Nuclear energy has a significant presence within Campbell County; both B&W and Areva operate manufacturing and research and development facilities in the County. With global demand for nuclear power forecast to grow, Campbell County is well positioned to take advantage of this economic benefit.

Growing Senior Population

Campbell County is home to a rapidly growing number of senior citizens, with 15.8% of the County's residents being 65 years or older. Anticipated growth in the senior population will create a number of challenges, from transportation to healthcare, but will also create a number of business opportunities. In order to handle projected growth, a new nursing home/retirement community is under construction on Candler's Mountain Road; once complete, approximately 400+ seniors will call this site home. Healthcare providers, such as hospitals, medical facilities, and in-home health organizations, will require additional employees and structures to handle more patients. A newly planned medical school at Liberty University will provide a crucial asset to meet the increased demands of this growing demographic.

Industrial Site Upgrades

The Steering Committee agreed that the lack of vacant modern industrial buildings is a weakness for prospect recruitment; however, these sites, along with Campbell County's industrial parks, offer tremendous opportunities should they be upgraded. The County, along with the towns of Altavista and Brookneal, continue to work with the owners of some of these properties to create ideas to upgrade and develop the sites. Funding is a major impediment to redeveloping these structures; oftentimes repairs are costly due to the age, layout, and environmental concerns of a property.

Lynchburg Regional Airport

Despite the recent departure of Delta Airlines and the loss of direct access to Atlanta, Lynchburg Regional Airport is still an asset to the region. With ample terminal space, the airport can easily accommodate another carrier, and a connection to a major Northeastern hub would be a huge benefit to businesses in Campbell County. There also exists a large amount of undeveloped land that is zoned Industrial owned by the airport. With direct access to the airport, U.S. 29 and 460, and close proximity to residential and commercial areas, this land is in a prime location for development. Work needs to be undertaken to master plan and develop this property. This will require significant investment, whether through grants, government funding, or an airport authority.

Main Street Program

Altavista and Brookneal have had great success in the renovations of their downtown areas, thanks to attaining Community Development Block Grants. With the downtown areas more accessible and visually appealing, the hope is small businesses will move into the vacant storefronts, thus bringing in more tourists and promoting a desire for residents to shop local. Altavista has also had success in creating a downtown revitalization organization, Altavista on Track, which continues to spearhead downtown redevelopment efforts.

Major Employers

Campbell County is fortunate to have a diversity of national and international employers, including companies such as Abbott Nutrition, B&W, Moore's Electric, and BGF among others. Many of these companies occupy large tracts of land that are conducive to expansion opportunities; the Steering Committee feels efforts should be made to encourage our employers to expand, and work to reduce the bureaucracy to ease the process. Additionally, these major companies support a number of smaller firms in the community, such as suppliers, support services, and end users. These networks represent a marketing opportunity to communicate the County's business support systems and location.

Mass Transit – Altavista and Lynchburg

As mentioned in the "Strengths" section, Altavista has successfully inaugurated a bus system for the town. Presently Altavista Community Transit System covers only the town and immediate areas. Greater Lynchburg Transit Company operates a bus system in the City of Lynchburg and Madison Heights; presently it has limited routes in Campbell County covering Wards Crossing West only. There have been talks of linking the two systems together for commuters to travel between Altavista and Lynchburg. Additionally, with the northern part of the County quickly growing, there is potential to eventually establish bus service into the densely populated areas adjacent to Lynchburg. This would help those residents who do not use a private vehicle for transportation, and can help reduce traffic congestion in the areas serviced.

Regional Collaboration

The localities that make up the Lynchburg MSA (Virginia's Region 2000) are among some of the most collaborative in the Commonwealth. The Blue Ridge Regional Jail and the Region 2000 Services Authority are just two examples of regional collaboration that are saving participating jurisdictions considerable money. Additionally, Campbell County works closely with the Lynchburg CVB to promote tourism; other localities' tourism offices work closely together combine resources to reach a maximum number of visitors. Regional collaboration is being considered for other areas as well, such as library services and public water/sewer.

Regional Market

Campbell County is well positioned in regards to the Lynchburg MSA and its corresponding residents and businesses. Lynchburg is easily accessible to large sections of Campbell County via the road network; this network is also responsible for growth that is spilling out of the City and into the County. Growth will continue in this area, as well as along major corridors, due to the lack of land within the City. Additionally, Campbell County is well positioned on the East Coast; over half of the nation's population is within a twelve hour drive of the County. Located within four hours of high-technology centers such as Washington D.C. and the Research Triangle Park, Campbell County may be able to capitalize on this strategic location as an attractive site for data centers and/or other high-technology operations.

Schools – Impact on Workforce

Despite challenges facing Campbell County schools, the education system works hard to deliver well-rounded students to the workforce. In collaboration with Central Virginia Community College, Virginia Technical Institute, and other partners, students are able to complete a comprehensive technical education and attain an associate's degree by the age of 18, well positioning them for the future workforce. An education advisory committee is being created by the schools to bring local economic and business leaders to determine what expertise is necessary for the future workforce, and determine how the school district can best produce students with these skills.

Tourism/Merritt-Hutchinson Property

Campbell County has recognized the importance of tourism to our economy, and has also realized that this is a growing sector. The County's partnership with the Lynchburg CVB has allowed visitors from across the nation, who would have never heard of the County, to receive travel and tourism information spotlighting our attractions. Since the previous CEDS update, two vineyards/wineries have opened, both of which are recipients of the Governor's Cup Award for 2011. These two assets alone bring visitors from around the world. Continued partnerships with the Lynchburg CVB, along with other tourism organizations, are key to continued marketing opportunities. Additionally, the growth of Liberty University will continue to bring thousands of parents and family members into the region annually, and Campbell County recognizes this as a great way to reach a large number of people who are looking for activities. The Merritt-Hutchinson Property, which was initially to be a resort for the wealthy, would be a true asset should it be developed. Comprised of hundreds of acres in the Leesville section of the County, ideas have been floated to turn this into a resort/camping facility, but to date no exact plan has ever materialized. Studies are also underway to determine whether the Lynchburg region is able to support a convention center, with a strong possibility (if constructed) that it would be located in Campbell County. If so, this would be a strong catalyst to bring thousands of additional tourists annually into the County, through conferences, concerts, and trade shows.

Water/Sewer Capacity

As mentioned under the "Strengths" category, Campbell County and the Town of Altavista have available water and sewer capacities. The Town of Brookneal has available water but limited sewer capacity. Water and sewer are available to most major industrial properties and sites within the County (except no sewer at the Brookneal Industrial Park), and there exists excess capacity within the system. Water has been expanded along U.S. 29 to Altavista and along U.S. 460 to Appomattox; and sewer service runs along U.S. 29 to Seneca Commerce Park.

4.5 Threats

Aging Workforce

Campbell County has a strong manufacturing workforce, but this workforce is rapidly aging. With more young adults attending college, and eventually settling, outside of the area, concern is rising that there will not be enough workers in the future with the skills to replace the Baby Boomer generation. This generation is largely anticipated to retire out of the workforce within the next ten years, and studies show there will not be enough workers to replace them. This is a phenomenon that is affecting many small and rural localities in the nation. If businesses cannot find a large, capable workforce, they will have to pay higher salaries to lure scarce qualified workers, and at some point it will no longer be economical to operate in the area.

Competitive Environment

Businesses in Campbell County identify the competitive environment as a threat; cost-cutting and related reductive strategies due to market demands make it more difficult to operate effectively. Businesses are forced to confront several possibilities; reduce costs through efficiencies, reduced labor force, decrease wages, and/or relocate to a lower cost area. Competition in this environment comes from large firms that can reduce marginal costs and undercut smaller competition as well as small businesses that accept reduced profits in order to survive. This current economic environment is the toughest that businesses have faced in generations.

Declining Government Resources

While it took a few years for the full effect to hit local governments, Campbell County is seeing its greatest budget challenge in many decades due to the lingering effects of the Great Recession. The County is fortunate that it was not impacted as severely as many counties in the State; however, these impacts required action. Campbell County reduced operating budgets, consolidated offices, and left specific positions unfilled, all of which resulted in significant savings. Budgets will only get tighter in the next several years, and this will necessitate in department spending being further reduced, positions cut, and possible loss of some services. The State and Federal budgets are facing an equally tough future; as their budgets are reduced to deal with declining revenue and massive debt, services such as transportation, education, and healthcare will be affected. Couple this with increased demand in services from large numbers of unemployed, and it is impossible to retain the current levels of funding for programs. Additionally, funding for community revitalization, energy, and research grants may be in jeopardy as budgets continue to tighten.

Decline of Manufacturing/Globalization

The world's economy has changed significantly in the past two decades; whereas many countries were isolated until the 1980's, opening their borders to foreign trade has shifted global manufacturing patterns. The United States was once a manufacturing powerhouse, but with production costs in developing nations being a fraction of those in the U.S., many manufacturers moved operations overseas. Manufacturers in the U.S. are constantly pressured by the market to reduce costs, yet rising production costs, tax rates, insurance costs, and environmental regulations are dramatically increasing the cost to do business. Countries such as Mexico, China, and Vietnam have absorbed many of these jobs, including thousands from Campbell County manufacturers such as Lane Furniture, Dan River, and Tarkett. Due to increased transportation costs, some of these jobs have migrated back to the U.S. in recent years; however, experts state this is not a trend and will not replace all of the jobs lost in previous decades. Globalization does offer opportunities for Campbell County; many foreign companies are investing in the United States due to a weak dollar and the desire to be closer to the U.S. market, and the County's low cost and business friendly environment make for an appealing location.

Economic Development/Tourism Marketing Budgets

Declines in government funding were voted by the Steering Committee as the biggest threat to Campbell County's economic development strategy. The Economic Development Department's budget has been reduced by more than 15% since 2010, and further reductions may be required in the future. These cuts have significantly affected areas such as travel, conferences, and marketing, all of which are important means of establishing and building networks key to business recruitment and expansion. In terms of tourism, the marketing budget has always been limited; that is the primary reason the County has partnered with the Lynchburg CVB to gain more visibility. The Board of Supervisors is considering implementing a 5% transient occupancy tax for the County; if implemented the first 2% goes into the County's general fund, with the remaining revenue utilized for tourism marketing. This will bring a significant boost to marketing efforts if enacted.

Political Environment

Governments across the nation have become much more polarized in the past decade, and this does not appear to be diminishing anytime soon. Many elected officials are viewed by citizens to be more concerned about representing their party than making difficult leadership decisions. The results have created gridlock in the government; issues such as energy, transportation, debt, and social programs are not being solved. Long term, this gridlock threatens to severely disrupt economic activity; lack of

investments in infrastructure, education, and debt service will make the U.S., along with Campbell County, less of an attraction for economic investment.

Shift in Responsibilities to Local Governments

Transportation is one of many resources that may be shifted from the State and Federal governments to local governments within the next decade. Additional retirement funding, increased environmental regulation in terms of storm water runoff, and education mandates are all being passed down on localities, with no source of funding, at alarming rates. With the Chesapeake Bay storm water mandate passed down by the Environmental Protection Agency, the County will be required to contribute approximately \$200,000 annually in additional monitoring of farms and waterways. Because many of these mandates are unfunded by the State or Federal governments, it is up to the locality to determine funding sources. With budgets already lean, this will require additional service cuts, higher taxes/fees, or a combination of the two.

Shift in Transportation Resources

The Commonwealth of Virginia has identified approximately \$20 billion in road and mass transit projects that are backlogged. Despite this, there has been no comprehensive transportation plan to come out of Richmond since the 1980's. It is anticipated that within the next decade, provided existing revenue sources are not increased or new ones created, the State will only be able to fund maintenance of existing roadways, and will not be able to fund new projects. Local governments fear Virginia will shift the burden of maintaining secondary roads onto localities, thus freeing the State to continue funding new projects. This shift to localities will significantly increase the cost of government in Campbell County. This could threaten existing road infrastructure in the County; limited funds may require less frequented roadways be maintained less, creating potentially hazardous travel situations on the County's many miles of rural roads.

State/County Funding Impacts on Schools

As has been previously mentioned, Campbell County schools face significant challenges from a budget standpoint. Lingering effects of the Great Recession, along with increased pension costs, have decreased government revenues; the results have been to slash education budgets for the County. This has resulted in the closing of one school, Gladys Elementary, and a number of open positions not being filled. Schools will continue to face budget challenges over the next few years; teachers may lose their jobs and another school may be forced to close. This will have an effect of larger class sizes and fewer programs being offered. Most school districts in Virginia face this same challenge; it is imperative that Campbell County find creative ways to continue offering courses that prepare students to meet the challenges of a changing workforce.

Suburbanization

Growth is a mixed blessing for Campbell County; while it offers residents more housing, shopping, and economic opportunities, and helps increase the tax base to provide government services, it also comes at a cost. If residential growth outstrips that of industrial/commercial, it can have a detrimental effect by increasing costs associated with providing public goods and services, particularly education. In most cases, households generate more public sector costs than they contribute in taxes such as personal property and real estate. In addition, rapid and unplanned growth places strains on infrastructure, such as water/sewer and roads. Once these are overburdened and congested additional capacity must be established, often at significant cost.

Uncontrolled Growth in the U.S. 29 Corridor

As previously mentioned, growth is a double-edged sword; it creates economic benefits if properly implemented, but causes congestion, pollution, and higher costs if improperly handled. The U.S. 29 corridor is an area where growth is already having a detrimental effect. The roadway is heavily congested during rush hour from Lynchburg south to U.S. 24; this is an area with numerous residential developments, commercial centers, and traffic lights. Future growth along this corridor will continue to add residents and commercial facilities, along with corresponding traffic, thus increasing congestion. Plans exist to create a bypass from U.S. 460 to south of U.S. 24; this would divert through-traffic onto limited-access highways, thus allowing more capacity on existing U.S. 29 for local traffic. As previously mentioned, with the lack of a comprehensive transportation policy by the State, funding for this bypass is questionable in the near future.

4.6 Conclusion

Campbell County has appears to have more strengths and opportunities than weaknesses and threats; this is a testament to the residents, businesses, and leaders of the community working together create a growing, thriving community. A strong education sector, diversified economy, strong workforce, and excellent quality of life are among many categories that give the County significant advantages over many localities. But the County's numerous hurdles, including unfunded state and federal mandates, lack of Interstate access and small airports, and budget concerns will create significant economic challenges. Fortunately for Campbell County, many of these hurdles are similar to those faced by most localities, and the County is better positioned than most on these challenges.



Liberty Mountain Trail System.



English Park, Altavista.



Long Island Park, Brookneal.

Section 5 – Agricultural Economic Development Initiatives

5.1 Economic Contributions of the Sector

Agriculture is a major component of Campbell County's economy and is well diversified between crops and livestock. Total agricultural sales have grown from \$15.8 million in 2002 to \$25.3 million in 2007, with \$22.1 million coming directly from livestock production. The number of farms increased from 664 in 2002 to 722 in 2007, yet the average size of a farm dropped from 209 to 194 acres. The U.S. Department of Agriculture updates its Census of Agriculture every five years; data for the 2012 Census will be released in 2013.

Significant changes have affected agriculture in the County since 2000; the end of federal tobacco quotas and guaranteed pricing caused a significant reduction in the acreage of tobacco planted. Farmers began switching to other products in order to supplement or replace tobacco; these include livestock, soybeans, and even niche product areas such as wine and aquaculture. Campbell County is well suited for grazing and forages, has experienced farmers, a strong livestock market, and excellent support infrastructure in place. Additionally, mirroring the explosive growth of the wine industry in Virginia, Campbell County's soil and climate are excellent for quality wine production; in fact, the County's two vineyards both placed in the Virginia Governor's Cup Top-10 in 2011, which celebrates the quality of their product.

Agriculture in Campbell County does face several important issues. Increasing farm costs are a major concern; with land values increasing it becomes difficult for farmers to acquire large tracts of land imperative to producing a living income. Additionally, increased costs of fertilizer, pesticides, and costs related to environmental regulations are squeezing farm profitability. Farmers, for the most part, are adjusting from tobacco to new crops and products, but this has not been an easy transition and some farmers continue to struggle learning new production methods. Access to markets and getting producers to work together are two additional issues agriculture faces. Campbell County Department of Economic Development has worked in the past, and continues to do so, to form partnerships and alliances in assisting farmers with overcoming these hurdles.

5.2 Central Virginia Value-Added Beef Initiative Project

Campbell County partnered with several of the local Virginia Tech Extension Offices in 2006 and was awarded a grant from the Tobacco Indemnification and Community Revitalization Commission (TIC) for the purpose of implementing a value-added/higher-quality beef stock in the County. Two critical components of the grant included genetic improvements of the herds along with the construction or improvement of cattle handling facilities. Farmers in five counties were eligible for this grant: Appomattox, Bedford, Buckingham, Campbell, and Cumberland. Because of the initial success of the grant, a second phase was implemented; in total, Campbell County farmers invested \$659,060.97 into increasing farm productivity, and were reimbursed \$126,338.46. This grant project was well received by producers not only in Campbell but also in other participating localities, and was deemed successful. Economic Development's push to seek funding for agriculture improvements is a direct result of a recommendation in the 2003 CEDS report.

5.3 Central Virginia Commodity Grain Storage Initiative

Campbell County was awarded another grant from the Tobacco Commission in 2009; the purpose of the Central Virginia Commodity Storage Initiative grant is to improve the feed and/or storage efficiency of commodities for livestock and grain producers in tobacco dependent communities. Producers can apply for a reimbursement of 30% of their total cost of materials/construction of a qualifying structure up to \$3,300. Thirteen counties participated in the initial round of this grant; to date, total producer expenditures have totaled \$2,020,852, with a reimbursement of \$495,973 of the \$500,000 grant. This initiative was so successful that a second-phase grant was awarded in the total of \$400,000 in 2010, and four additional counties joined the initiative. To date, approximately \$53,000 has been reimbursed from Phase Two to participating localities, and it is anticipated the grant will be maxed out by 2014. Combined, Campbell County farmers have received reimbursement of \$90,669.42 from this grant program.

5.4 Central Virginia Livestock Improvement Program

In 2011, Campbell County again partnered with the Virginia Tech Extension Office and received the Central Virginia Livestock Improvement Program grant from the Virginia Tobacco Commission. The grant, totaling \$700,000, will be disbursed among 14 participating localities, and will offer producers an opportunity to apply for a cost share incentive of up to \$3,300 per producer for practices that improve the management, marketing, safety and production capabilities of cattle, dairy, sheep, and goat producers. The overall goal is to enhance farm profitability with corresponding benefits to the region's overall economy. As of April 2012, grant eligibility requirements are being finalized, and the first applications will be taken later in the year. Campbell County will continue to take an active role in assisting farmers to bring increased value and profitability to their land.

The chart below shows actual expenditures and reimbursements to Campbell County farmers from the two grants, completed to-date, broken down by phases.

Exhibit 5.1	Actual Expenditures by Farmers	Reimbursement to Farmers
Central Virginia Beef Initiative, Phase I	\$271,249.98	\$106,838.46
Central Virginia Beef Initiative, Phase II	\$45,884.81	\$19,500.00
Commodity Storage, Phase I	\$277,151.73	\$74,169.42
Commodity Storage, Phase II*	\$64,774.45	\$16,500.00
Totals	\$659,060.97	\$217,007.88

*Phase II of the Commodity Storage Grant is open; figure is accurate as of May 2012.

Source: Campbell County Economic Development, 2012.

5.5 Agriculture Marketing Programs

Campbell County Department of Economic Development continually seeks partnerships as it explores new ways to market agriculture. The Department is working closely with the Virginia Tech Extension

Office to assist in planning and promoting events. Several area farmers have expressed interest in holding events on their properties, such as pick-your-own berries or family farm days, and the County is working with farmers to plan and promote such events. Additionally, the County is assisting the Extension Office with planning, organizing, and promoting a Farmer's Market in spring/summer 2012, which will be held at Brookville High School in the heavily-populated northern section of the County. Campbell County has also spoken with Lynchburg Grows, and urban farm in Lynchburg, to explore partnerships between the organization and local farmers. These talks were not fruitful as issues such as education and promotion are difficult and time-consuming to overcome; however, a future partnership with this organization may be a venue to further market agriculture within the County.

The Board of Supervisors has expressed strong support for the agriculture community, and the Department of Economic Development is currently working on a report focusing on agritourism, promotion of green space, and support structure for farmers (advisory committee, staff position, etc.).



Campbell County Farmer's Market.



Campbell County Beef Farm.

Section 6 – Altavista and Brookneal

6.1 Overview

Campbell County supports the considerable efforts made in recent years by the towns of Altavista and Brookneal as they have undertaken opportunities to revitalize their communities and strengthen their quality of life. The vitality of the two towns is important to the County, as both Altavista and Brookneal function as important job and commercial centers for the southern part of the County. Both towns have suffered from manufacturing offshoring, but Brookneal has been hit hardest as all of its large employers left the Town over the past few decades. This loss of manufacturing jobs is a national trend that has appeared to stabilize in recent years, but it is highly unlikely that a large-scale influx of low skill manufacturing jobs will ever return to the United States.

The CEDS Committee believes that, in order to revitalize and grow Altavista and Brookneal, collaborative efforts between the towns, county, state, businesses, and private sector must be established. As will be mentioned in following sections, great strides have been made since the 2007 CEDS Update, including successes with Altavista on Track, business expansions and relocations, and downtown revitalization programs. Building upon recommendations from the previous CEDS update, Altavista has developed a comprehensive economic development strategic plan, and will begin implementing this plan in 2012. Despite these successes, challenges remain for both towns, including heavy dependence on manufacturing, transportation issues, and budget concerns.

6.2 Town of Altavista

Altavista's Community Development Committee, Altavista on Track (AOT), was founded to rebuild Altavista's downtown economic vitality by creating an attractive, safe, friendly place to conduct business. Through AOT's affiliation with the Virginia Main Street Program, Altavista has officially been designated a Virginia Main Street community, which provides funding assistance for design and architectural consultation, technical training, and marketing support for the downtown area. AOT has also been instrumental in assisting the Town with successfully applying for two grants to complete a master plan and market survey for downtown. In 2009, Altavista was awarded a \$1 million Community Development Block Grant to go towards façade improvements, upstairs residential rental space renovations in specific buildings, marketing the town, streetscapes, and a loan pool to be used for business growth. Altavista has completed the first phases of their downtown redevelopment, with an additional phase beginning in 2012. This project has breathed fresh air into downtown and made it a much more beautiful, accessible area for business and residents.

Altavista Town Council adopted an economic strategic plan for the Town in 2011 that was a collaborative effort between a consultant, AEDA, and the Town. The Altavista Economic Development Authority's Action Plan is a comprehensive plan that pulls together a number of studies, plans, and community input from the past decade and presents its findings in a single document. This plan outlines an aggressive, systematic implementation of the strategies adopted by the Town Council in the Comprehensive Plan in 2010. Assisting with growth among existing businesses, recruiting businesses to town, and guiding Town Council to foster a business friendly environment are a few of the goals of this plan. Six components to this plan have been developed (please see Appendix C for more information):

- Capacity Building – establish a full-time economic development position.
- Networking – build relationships with local, regional, and state organizations.
- Existing Business Retention and Expansion – create an aggressive business visitation program.
- Develop Products – consider purchasing sites/buildings; work with existing vacant building owners.
- Marketing – determine target market and potential prospects; develop marketing materials including a website, branding effort, and fact sheet.
- Encourages Entrepreneurism – work with partners to identify vacant space and support structures to aid new or early-stage businesses.

6.3 Town of Brookneal

Brookneal has successfully completed a downtown revitalization project since the 2007 CEDS Update, thanks largely to the awarding of a Community Development Block Grant. The grant assisted with façade and streetscape improvements, along with infrastructure upgrades, in the downtown area, with the goal of making the area more attractive to businesses and visitors.

Prior to 2007, major employers such as Dan River and Tarkett Wood closed, resulting in the loss of 600+ jobs and severely damaging the town's economy. The loss of machinery and tool revenue, along with the closure of a number of supporting businesses (restaurants, shops), have created serious budget constraints. Residents are also moving out of town; the lack of jobs in Brookneal has forced many people to commute long distances for employment. With gas prices continually increasing, it no longer becomes economical for people to drive 30+ miles for work, so they relocate from Brookneal. This continues the downward spiral of decreased demand for service-based businesses, thus reducing dining/shopping opportunities and further increasing unemployment. Despite this, the town's residents and leaders continue to pull together to bring in business and revitalize the economy of their town.

Brookneal has seen improvements in its economy since the last CEDS update, with Sanfacon U.S.A. establishing a small manufacturing facility in town, hiring approximately 25 people. A local developer has acquired the old Dan River building, thus putting the future of this building in local hands. This structure, along with the hundreds of acres of land surrounding it, could be a major catalyst in revitalization efforts for town, and a number of ideas continue to be floated for this site. In addition, the Town received a number of grants in 2009-2010 to upgrade its water system, thus improving the efficiency and quality of water delivered. U.S. 501, despite being a 2-lane road, is slowly being improved to offer more turning lanes and passing zones, thus making travel to Brookneal safer and more efficient than in years past. Brookneal has a long way to go to return to the thriving economy it once realized, but many leaders feel the worst is behind and the town has laid a solid foundation for revitalization and growth in the future.



Downtown Brookneal.

Section 7 – Marketing Campbell County

7.1 Introduction

This section will cover marketing efforts for the Campbell County Department of Economic Development, building upon recommendations from both the 2003 CEDS and 2007 Update. While emphasis continues to be maintaining and growing companies that are already present in Campbell County, the Department works hard to attract prospects and has had success with companies such as Intersections, Inc. The Department of Economic Development continues to look outside of the region to bring jobs that will continue to diversify the County's economy.

7.2 Current Marketing

Campbell County continues to market itself as part of the Lynchburg region by supporting the work of the Region 2000 Economic Development Council, contributing \$59,892 in dues in FY 2012. This a decrease in funding of 6.2% over 2007; funding was decreased due to the Great Recession's impact on Campbell County's budget and subsequent reduction to marketing funds. Advertising funds have been scaled back to \$15,000 in FY 2012, which is \$3,000 below FY 2011's budgeted amount.

Despite significant budget cuts, marketing does continue primarily through two sources; the County's Economic Development website (www.campbellvirginia.com) and through a private consulting firm. The website has been reformatted since the 2007 CEDS Update to include a "Tourism" section, and large amounts of data were streamlined for easier access. Industrial and commercial properties that are currently available are listed on the site, along with links to the Virginia Economic Development Partnership to give more specifics on each listing.

The Department of Economic Development has partnered with the World Economic Development Association (WEDA), a private consulting firm located in Dallas, Texas. Long gone are the days when top-leaders in a business made relocation/expansion decisions based specifically on geography; today, consultants advise companies on relocation/expansion efforts based on geography, infrastructure, and primarily cost. By partnering with WEDA, the County is better able to be viewed by interested prospects. The Economic Development Department contributes \$4,000 to WEDA, and beginning in 2011 the County partnered with the Lynchburg Economic Development Department to upgrade this package. Lynchburg contributes an additional \$4,000, which gives the area greater visibility at trade shows and in marketing/promotional material.

The Campbell County Department of Economic Development will concentrate on accomplishing the following marketing goals over the next five years:

- Utilization of the economic development website as a primary means of marketing/advertising.
- Consider the effectiveness and practicality of advertising through social media (LinkedIn, Facebook, etc).
- Continue limited advertisement in selected print media such as trade journals.
- Continue the partnership with the World Economic Development Alliance, and seek to further strengthen this partnership as possible.

- Work with partners to maximize limited marketing funds (Lynchburg's Economic Development Office, Virginia Economic Development Partnership, Region 2000 Economic Development Council, Lynchburg Convention and Visitor's Bureau).
- Maintain and provide electronic and printed marketing material for Campbell County industrial properties.
- Attend tradeshow whenever possible.
- Re-establish production and distribution of electronic newsletters from the Department to select consultants and industrial brokers.
- Continue periodic printing of the County's tourism brochure and update/revise as necessary.
- Increase partnerships with local agriculture programs to further promote agritourism within Campbell County.

7.3 Target Markets

Campbell County has a strong, diverse economy comprised of businesses from numerous industrial sectors. The County wishes to continue further diversifying its economy; this helps add insulation for the local economy during times of recession. In order to maximize scarce marketing funds, it is imperative to target industrial sectors that are a good match for Campbell County based on geography, infrastructure, and available workforce. Currently, industrial sectors that are marketing targets include:

- Pharmaceuticals
- Customer Service Centers
- Agriculture Processing/Biofuel Production
- Nuclear (Supporting Industries)
- Advanced Manufacturing
- Plastics
- Machinery
- Wood Processing

The Region 2000 Economic Development Council's 2011 CEDS identified the creation of a regional target market as an important goal. Should this goal be undertaken, Campbell County will take a proactive approach to determine what industries are the best fits for prospecting opportunities. Please see Appendix C for more information on the Regional 2011 CEDS.

7.4 Conclusion

In summary, Campbell County continues to rely on partnerships with regional, state, and private assets to provide new business attraction support. The marketing budget has been slashed in recent years to approximately \$78,000 (including funding for the Region 2000 Economic Development Partnership, advertising, and conference/trade show attendance), far below the \$171,696 recommended budget from the 2007 CEDS Update but above the \$50,000 budget recommended by the 2003 CEDS. The reduced funding means that the Economic Development Department cannot promote and market the County on a significant level. Tourism marketing may see an increase should a proposed transient occupancy tax be approved, but industrial marketing funds will remain limited for the foreseeable future. Despite this, efforts will continue to maintain a presence in both print and online media by targeting key industries that will be a suitable match for Campbell County.

Appendix A

Demographic and Economic Update: April 2012

Comprehensive Economic Development Strategy ***Demographic and Economic Update: April 2012***

Campbell County Profile

Campbell County is situated in the scenic foothills of Virginia's breathtaking Blue Ridge Mountains. Comprised 511 square miles of land, the County is bordered to the north by the City of Lynchburg and the James River, and to the south by Leesville Lake and the Staunton (Roanoke) River. The County is situated approximately 115 miles from the state capital in Richmond; 200 miles southwest of Washington D.C., and 200 miles west of Norfolk.



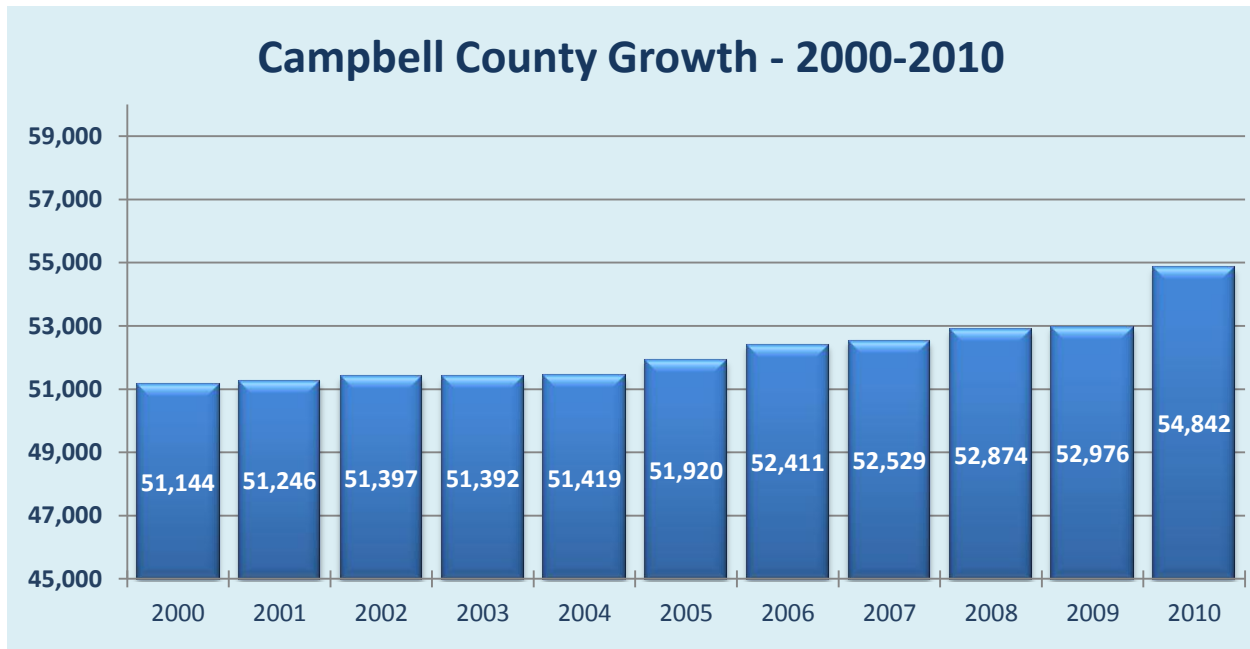
Source: Virginia Economic Development Partnership, Community Profile, 2012.

Average Temperatures		Average Annual Precipitation	
January:	37° F	Rainfall:	40.66"
July:	77° F	Snowfall:	18.80"

Source: Campbell County Economic Development, 2012.

Population Trends

The 2010 U.S. Census reported a steady population growth of 7.2% over the 2000 Census. Most of this growth has come within the past five years, largely due to Liberty University and growth in the northern section of the County. Campbell County's growth is shown below:



Source: U.S. Census Bureau, 2012.

Altavista and Brookneal have seen mixed results since the 2000 Census. Altavista's population, which decreased by 7.1% between 1990 and 2000, saw a modest increase of 0.7% between 2000 and 2010. Brookneal's population loss accelerated during the last decade: from 1990 to 2000 the Town's population decreased by 6.3% and from 2000 to 2010 it decreased a further 11.7%. Population changes are a reflection of the economic environment of an area; as Brookneal suffered severe economic hardships from the loss of most manufacturing jobs, a number of people moved from town seeking other employment opportunities.

	2000 Census	2010 Census	Percent Change
Altavista	3,425	3,450	0.7%
Brookneal	1,259	1,112	-11.7%

Source: U.S. Census Bureau, 2012.

Campbell County is part of the Lynchburg Metropolitan Area, which is comprised of the cities of Lynchburg and Bedford and the counties of Amherst, Appomattox, Bedford, and Campbell. The region as a whole experienced a strong 10.3% growth rate over the last decade, with Lynchburg leading the growth. Campbell County is the fourth fastest growing locality in the Lynchburg area; only Amherst is growing slower and Bedford City actually lost residents during that decade. The following table displays growth rates for the Lynchburg region, along with the Commonwealth of Virginia.

	2000	2010	% Change 2000 - 2010
Amherst County	31,882	32,353	1.5%
Appomattox County	13,691	14,973	9.4%
Bedford County	60,606	68,676	13.3%
Campbell County	51,144	54,842	7.2%
Lynchburg City	65,281	75,568	15.8%
Bedford City	6,350	6,222	-2.0%
Lynchburg MSA	228,954	252,634	10.3%
Virginia	7,104,533	8,001,024	12.6%

Source: U.S. Census Bureau, 2012.

As has previously been mentioned, growth in the County is centered primarily north of U.S. 24 in areas adjacent to the City of Lynchburg, with some growth concentrated near Altavista. The following list was collected from the Department of Community Development, and shows the largest residential projects in the County. These projects are in various stages construction/approval; some have been approved while others are at various stages of the construction process.

Name of Development	Number of Units	Type of Units	General Location
Braxton Park	88	Townhomes	English Tavern Road
Leesville Road Estates	41	Single-Family	Leesville Road
Liberty Ridge Apartments	448	Apartments	Candler's Mountain Road
Smith/Packett Development	150+	Multi-Purpose/Retirement	Candler's Mountain Road
Tavern Grove	88	Townhomes	English Tavern Road
Waterlick Road Apartments	144	Apartments	Waterlick Road

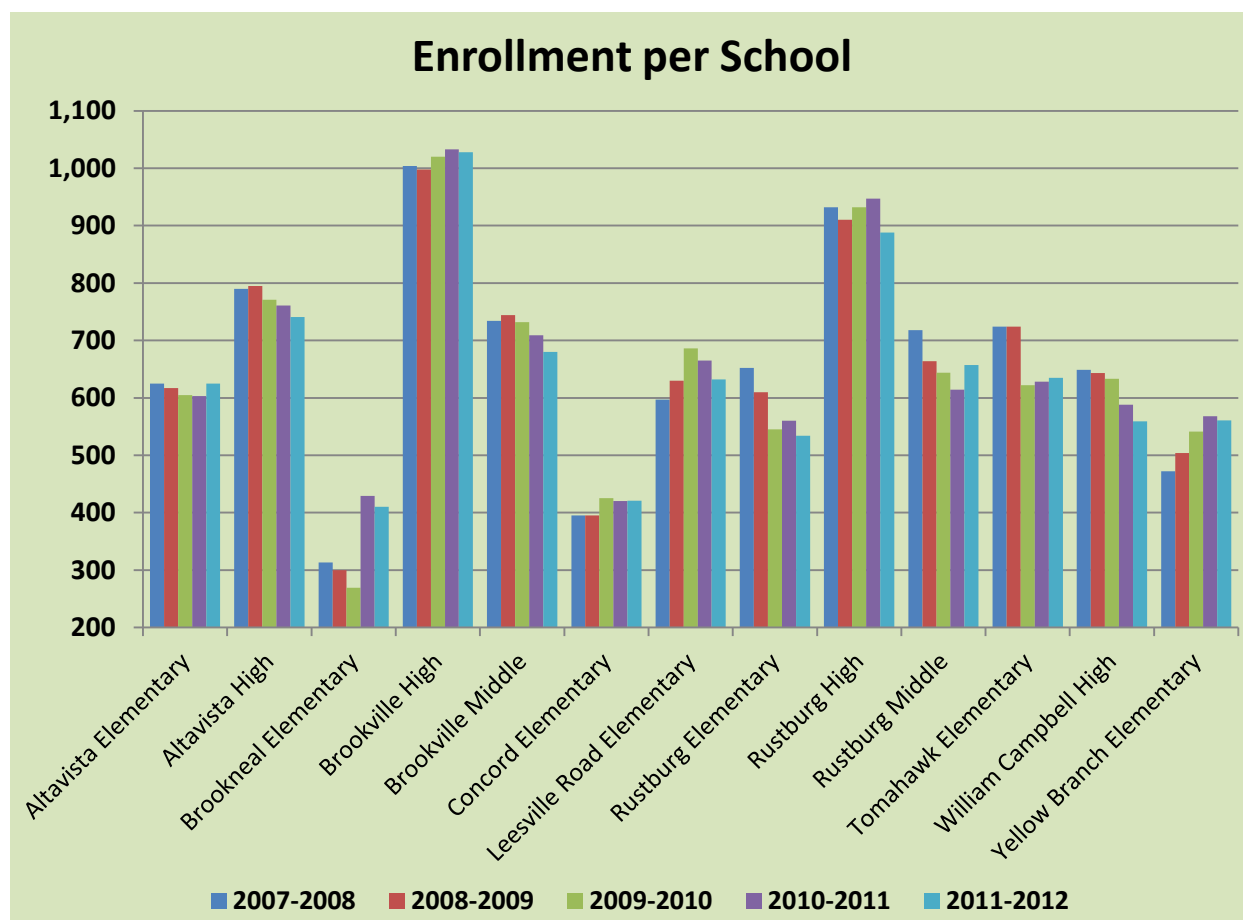
Source: Campbell County Department of Community Development, 2012.



Tavern Grove Townhomes.

Education

Public school enrollment has also fluctuated since the 2007 CEDS Update. The following chart shows enrollment trends within the County's 13 schools:



Source: Virginia Department of Education, 2012.

Overall, total county school enrollment has decreased 5% between 2007 and 2012; from 8,813 to 8,371 students respectively. Due to budget cuts, Gladys Elementary school (not represented on the chart) was closed in 2010; those students were transferred largely to Brookneal Elementary School, which explains their significant jump in enrollment. According to the Campbell County School Administration, the County spends \$2,645 per child per year on education, with a further \$5,169 in funding from the State and \$1,078 from the Federal level.

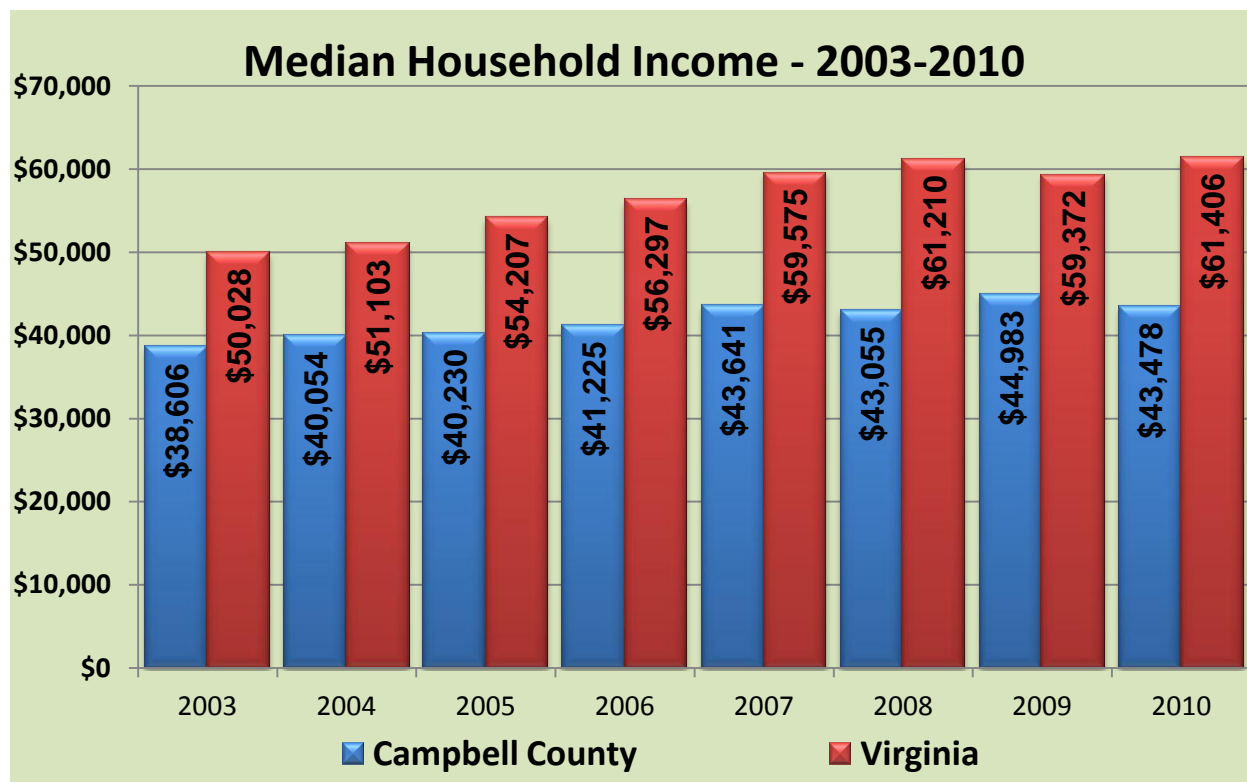
Below, education attainment is compared between Campbell County and the Commonwealth of Virginia. While the number of graduates with a high school diploma is slightly lower for Campbell County, there is a significant difference between the County and State in terms of those with a Bachelor's Degree or higher:

	Campbell County	Lynchburg MSA	Virginia
High School Graduate, age 25+	82.6%	82.7%	86.1%
Bachelor's Degree or Higher, age 25+	16.3%	21.5%	33.8%

Source: U.S. Census Bureau, Virginia Economic Development Partnership, 2012.

Income

Campbell County's median household income grew by 11.2% from 2003 (\$38,527) to 2010 (\$43,478). The County still lags significantly behind the State, which increased by 18.5% from 2003 (\$50,028) to 2010 (\$61,406). Campbell County's median household income is the second lowest in the region (only Lynchburg's, at \$37,058, is lower), and has grown at the lowest rate of any surrounding locality.



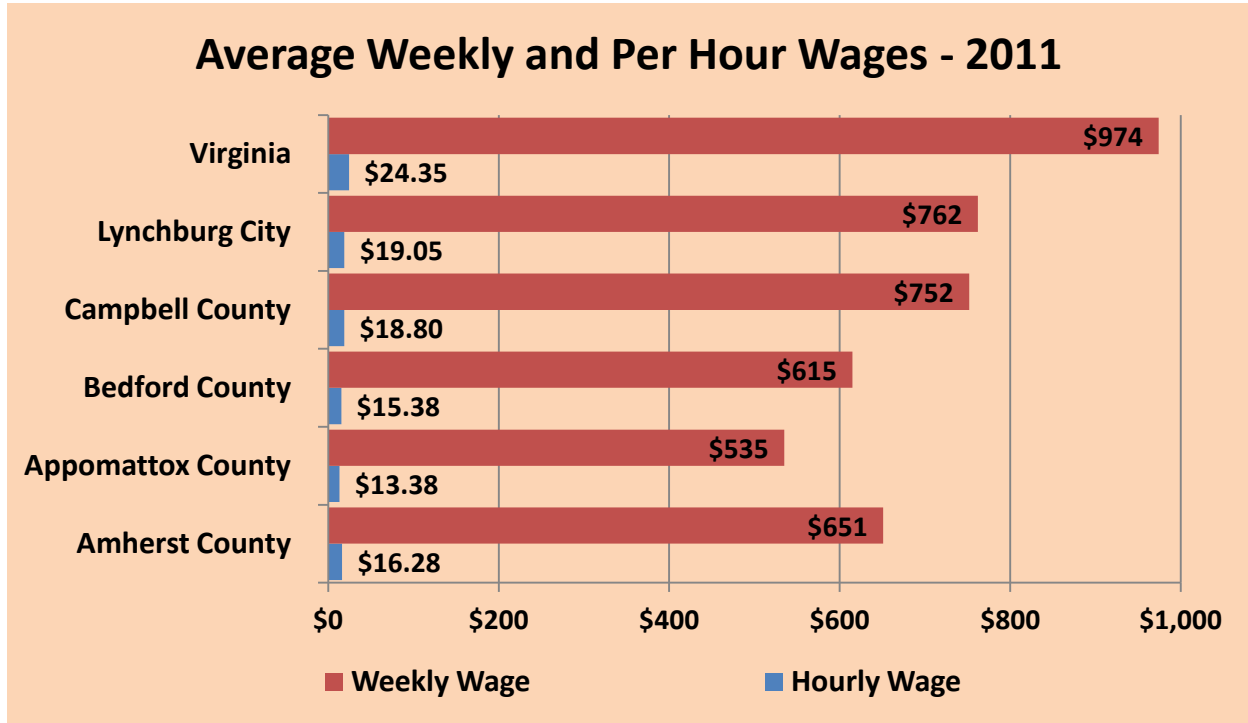
Source: Virginia Employment Commission, 2012.

	2003	2010	% Change 2003 - 2010
Amherst County	\$37,349	\$44,757	16.6%
Appomattox County	\$36,939	\$49,224	25.0%
Bedford County	\$47,263	\$54,110	12.7%
Campbell County	\$38,606	\$43,478	11.2%
Lynchburg City	\$31,973	\$37,058	13.7%
Virginia	\$50,028	\$61,406	18.5%

Source: Virginia Employment Commission, 2012.

Despite Campbell County's median household income being low compared to the rest of the region, average weekly and per hour wages in the County are among the highest in the region. This is largely due to the presence of a large number of skilled, high-paying manufacturing jobs, primarily in the pharmaceutical, nuclear, and metalworking/steel fabrication industries. At \$18.80 per week, the County's 2011 average weekly wage is 22.9% higher than in 2005 (\$15.30), and the average weekly wage

is also 22.9% higher than in 2005 (\$612). The following chart displays wage data for Campbell County and surrounding areas.

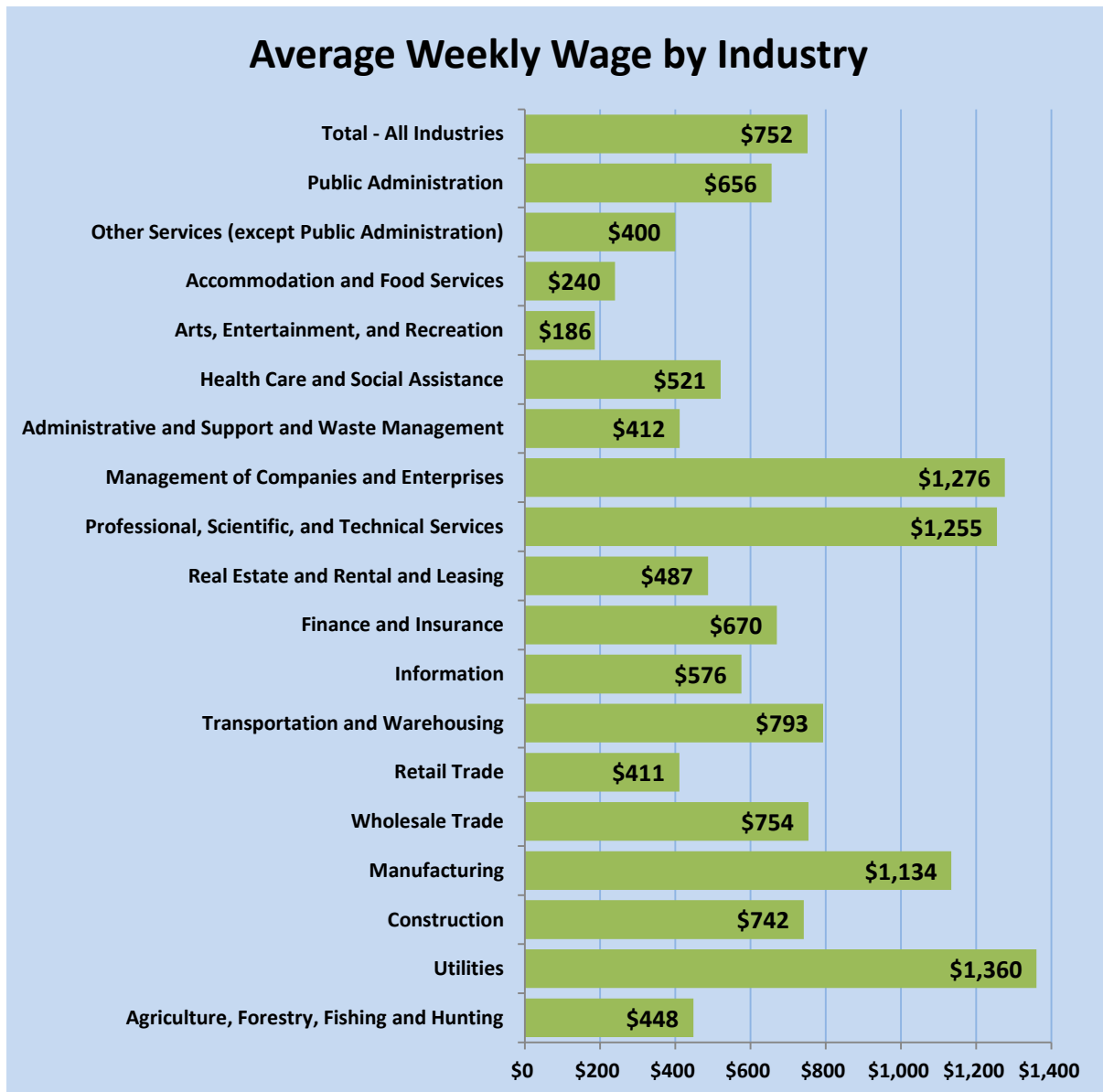


Source: Virginia Employment Commission, 3rd Quarter 2011.

Wages vary greatly between different industrial sectors. Management, utilities, and professional/scientific/technical positions average above \$1,200 per week, while wages are below \$300 per week for those in the arts and accommodation/food service industries. The following chart displays average weekly wages by industry in Campbell County.



Progress Printing.

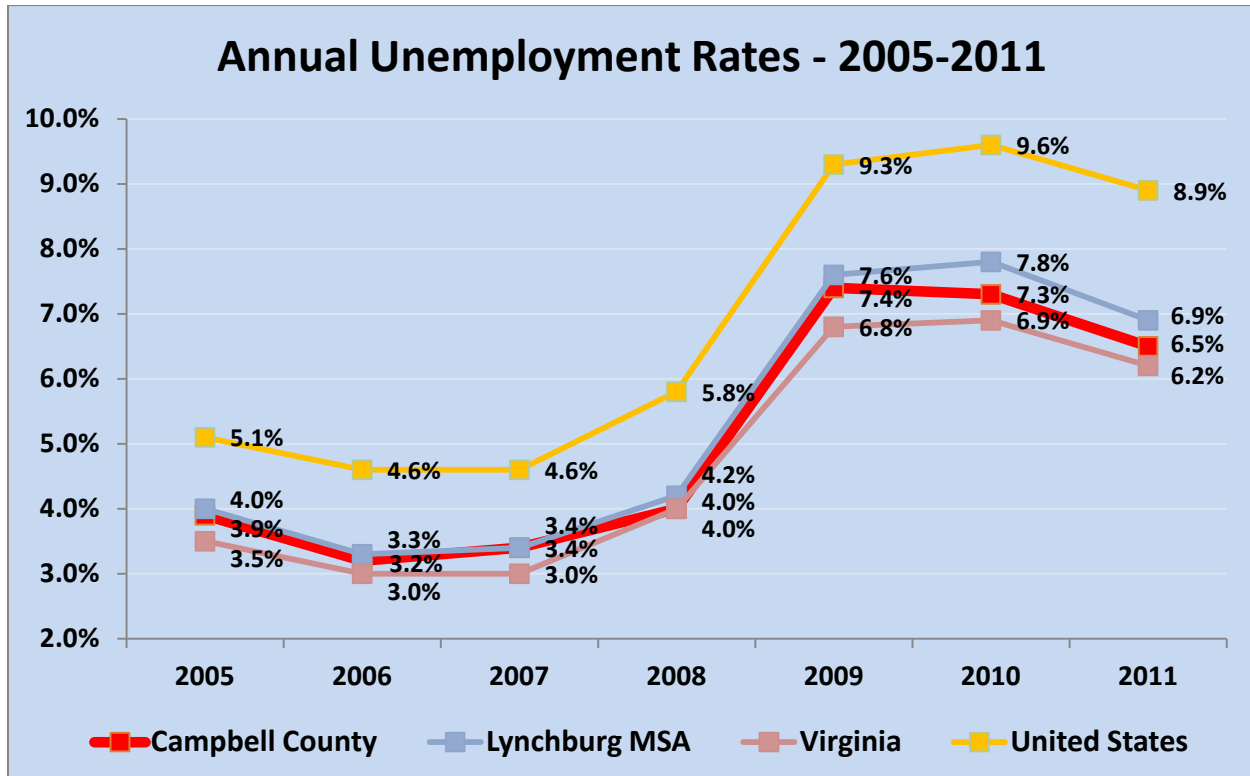


Employment

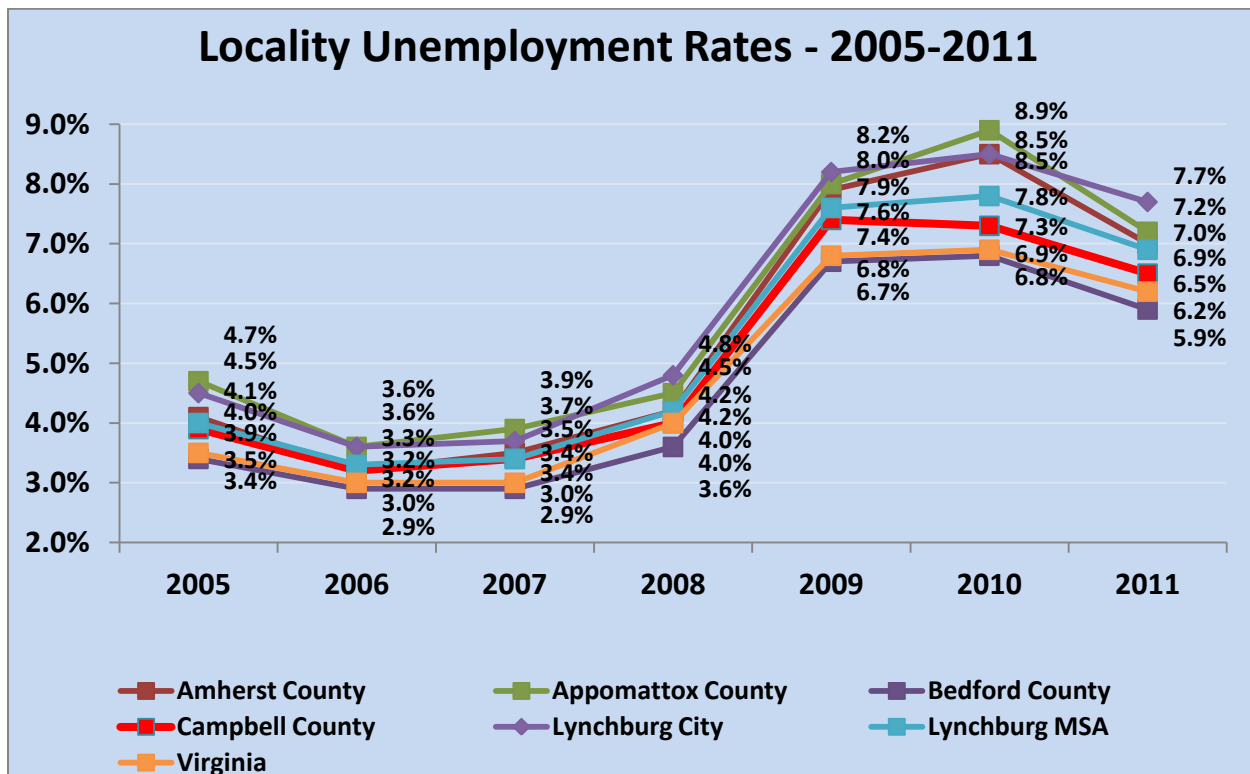
According to the Virginia Employment Commission, Campbell County's annual labor force in 2010 was 27,317, an increase of 1.8% since 2005. During this time, average number of unemployed changed from 1,053 in 2005 to 1,993 in 2010, representing an increase of 89%. The minor increase in labor force and significant increase in unemployment is consistent with neighboring localities.

Since the 2007 CEDS Update, Campbell County, along with the rest of the nation, witnessed a significant increase in the unemployment rate due to the Great Recession. The County's average annual unemployment rate increased from a low of 3.2% in 2006 to a peak in 2009 at 7.6%, and has decreased to 6.5% in as of 2011. Campbell County consistently runs a slightly higher unemployment rate than the state, but is usually slightly below the Lynchburg MSA's rate, and is significantly below the U.S. unemployment rate. From a regional standpoint, Campbell County consistently has one of the lowest

unemployment rates, with only Bedford County having a lower overall rate. The following two graphs display Campbell County's unemployment compared to the region, Virginia, and the U.S.



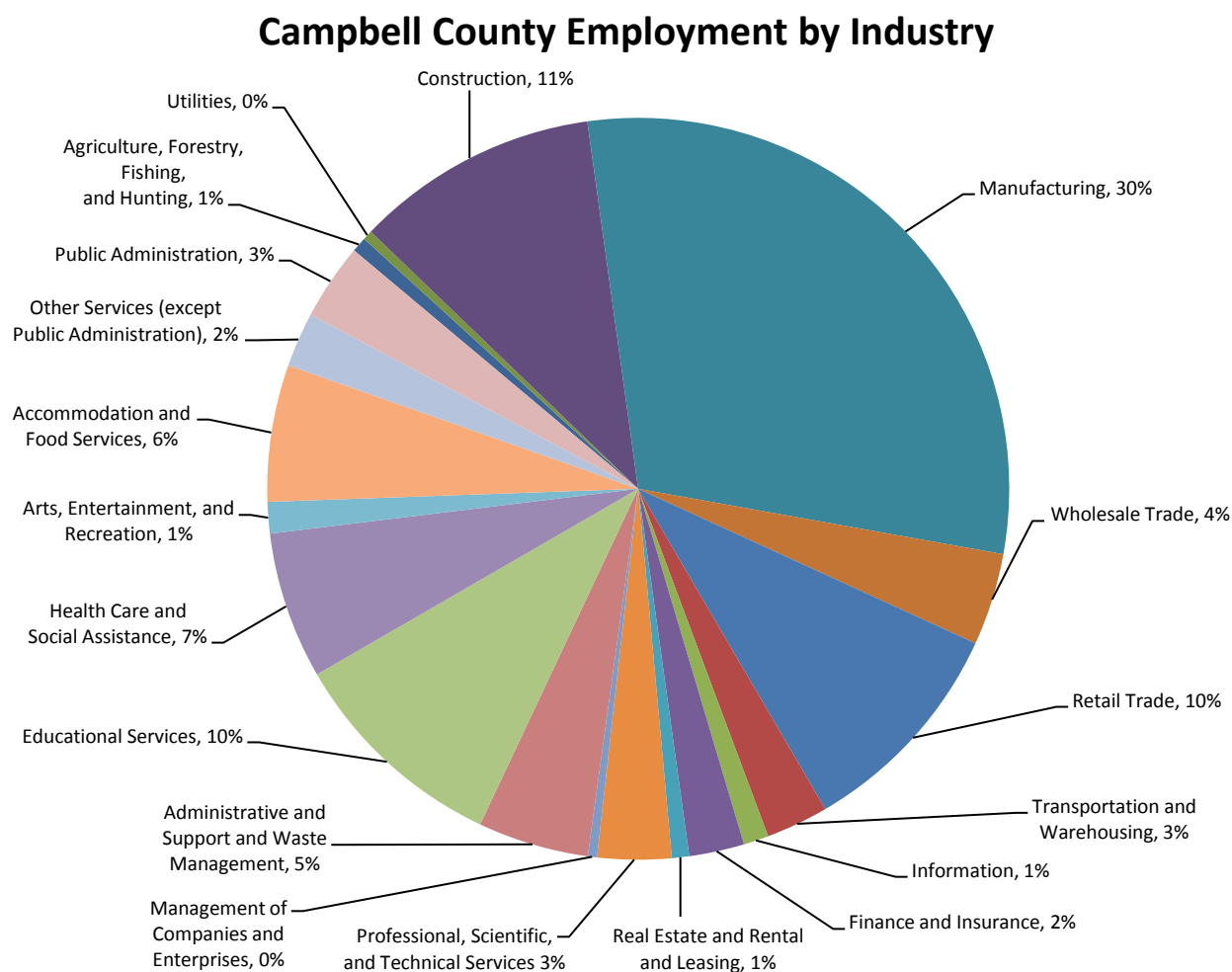
Source: Virginia Employment Commission, 2012.



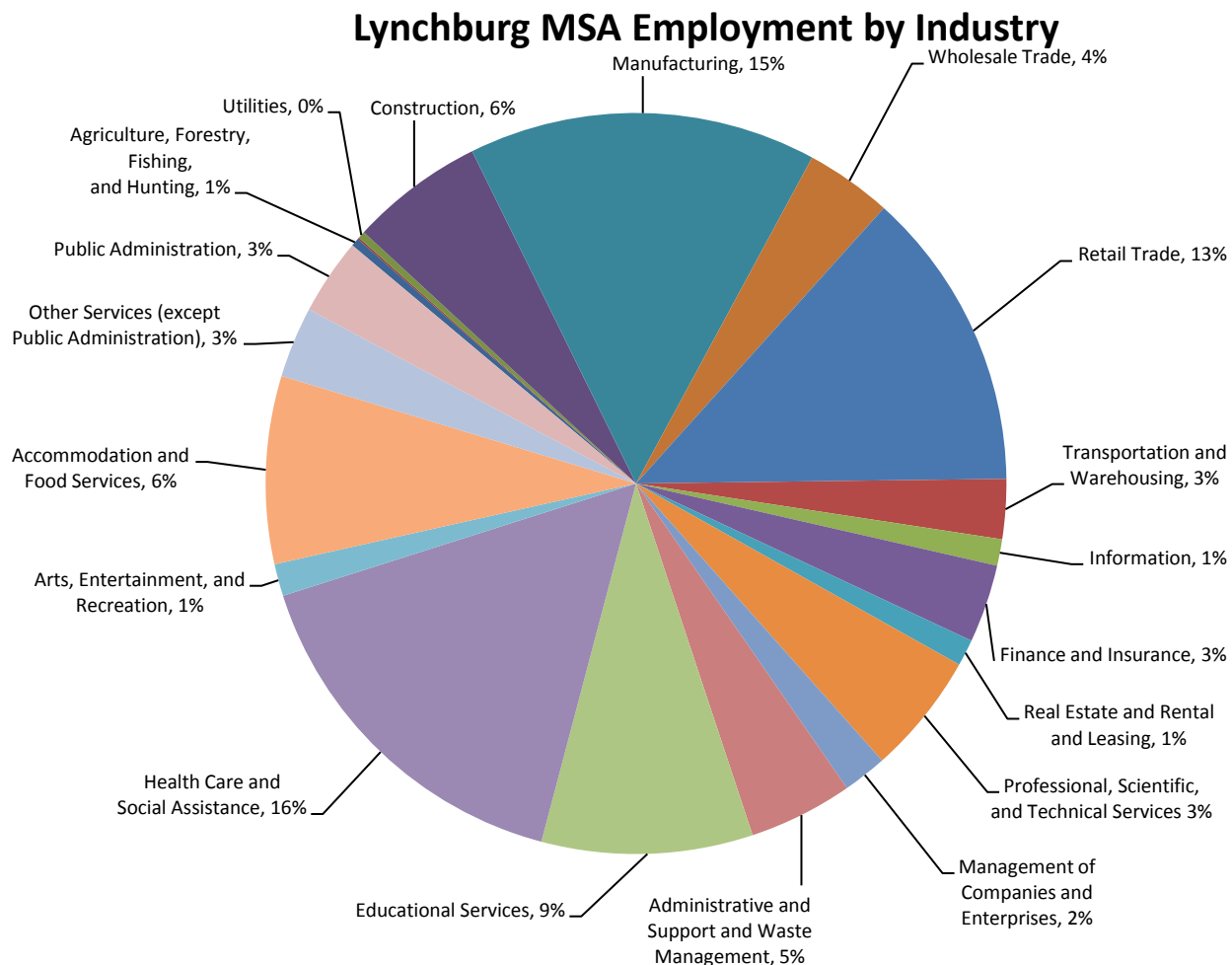
Source: Virginia Employment Commission, 2012.

Economy

Campbell County's economy continues to be dominated by the manufacturing sector, which employs approximately 30% of the workforce. This is a far greater percentage than those employed in manufacturing in the Lynchburg MSA (15%) and nearly four times the rate of Virginia (7%). Despite massive losses in manufacturing employment in most of the United States, Campbell County has actually seen an increase in manufacturing employment, which was 28.7% of the workforce in 2005. Other large sectors of the County's employment by industry include construction, retail, and education, all of which employ approximately 10% of the workforce. The following charts display employment by industry for both Campbell County and the Lynchburg MSA.



Source: Virginia Employment Commission, 2nd Quarter 2011



Source: Virginia Employment Commission, 3rd Quarter 2011.

Campbell County's economy is comprised of a diverse list of major employers ranging from pharmaceuticals to nuclear to banking. The County's ten largest employers are listed below:

Employer	Product/Service	Estimated Employment
Babcock & Wilcox Company	Industrial Machinery/Nuclear	1,500 - 2,499
Abbott Laboratories	Pharmaceuticals	300 - 599
BGF Industries, Inc.	Fiberglass Fabric	300 - 599
BAT Masonry Company	Contractor	100 - 299
First National Bank	Banking/Finance	100 - 299
Georgia Pacific	Oriented Strand Board	100 - 299
Intersections, Inc.	Identity Theft/Customer Service	100 - 299
Moore's Electrical and Mechanical	Contractor	100 - 299
Progress Printing	Commercial and Catalogue Printing	100 - 299
Schrader Bridgeport International	Industrial/Automotive Products	100 - 299

Source: Virginia Economic Development Partnership, Campbell County Department of Economic Development, 2012.

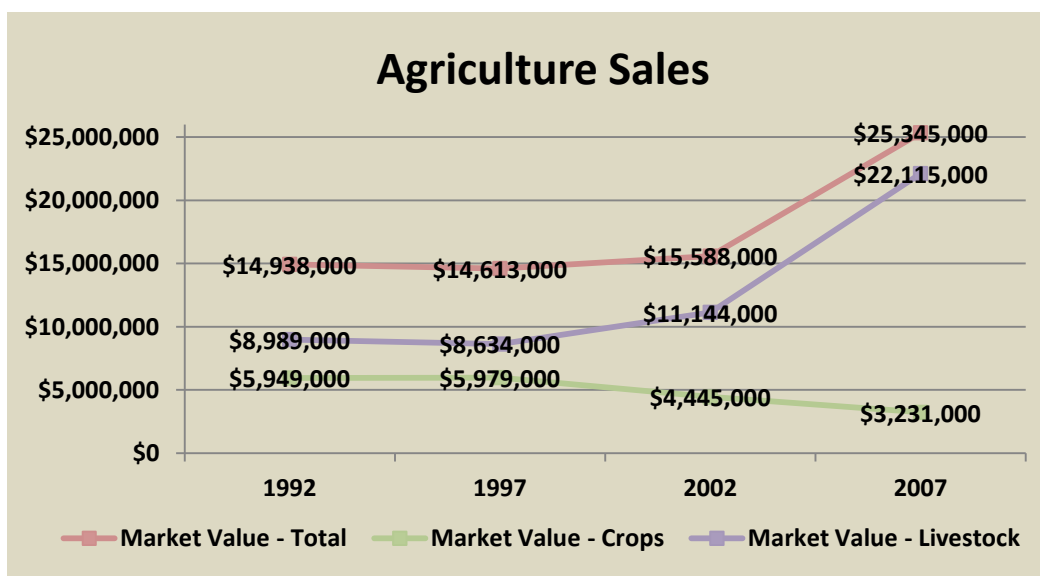
Agriculture

Campbell County continues to work closely with the Virginia Tech Extension Office on agriculture priorities identified in previous CEDS documents. The County realizes the value of agriculture in regards to economic activity, and actively works to promote agricultural programs throughout the County. The following charts and graphs give further look into the state of agriculture in Campbell County, including positives and challenges that farmers face:

State of Campbell County Agriculture	
Positives	Challenges
Well adapted to grazing and forages.	Marketing of new (different) crops.
Strong local livestock market.	Access to markets.
Experienced farmers.	Producing a living with farm size.
Agriculture infrastructure still in place: <ul style="list-style-type: none"> - Seed and fertilizer dealers. - Farm equipment. - Seedstock producers. 	Farmland acquisition: <ul style="list-style-type: none"> - Buying land. - Renting land.
Land use taxation.	Forestry is a long-term investment.
	Getting a group of producers to work together.

Source: Campbell County Extension Office, 2012.

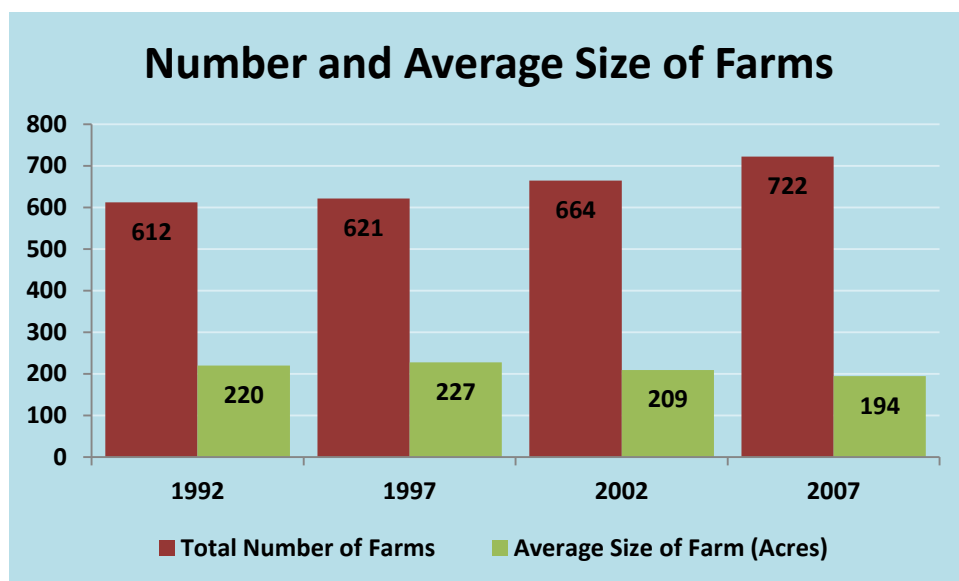
Agriculture sales in Campbell County increased a dramatic 62.6% between 2002 and 2007, up to \$25,345,000. The following chart displays the changes the County has faced in the past few decades; as tobacco and other crops decrease, sales of livestock have significantly increased, making up 85% of total agriculture sales. Increased global and national demand for meat, primarily beef, is a major factor in the growth of livestock sales in Campbell County.



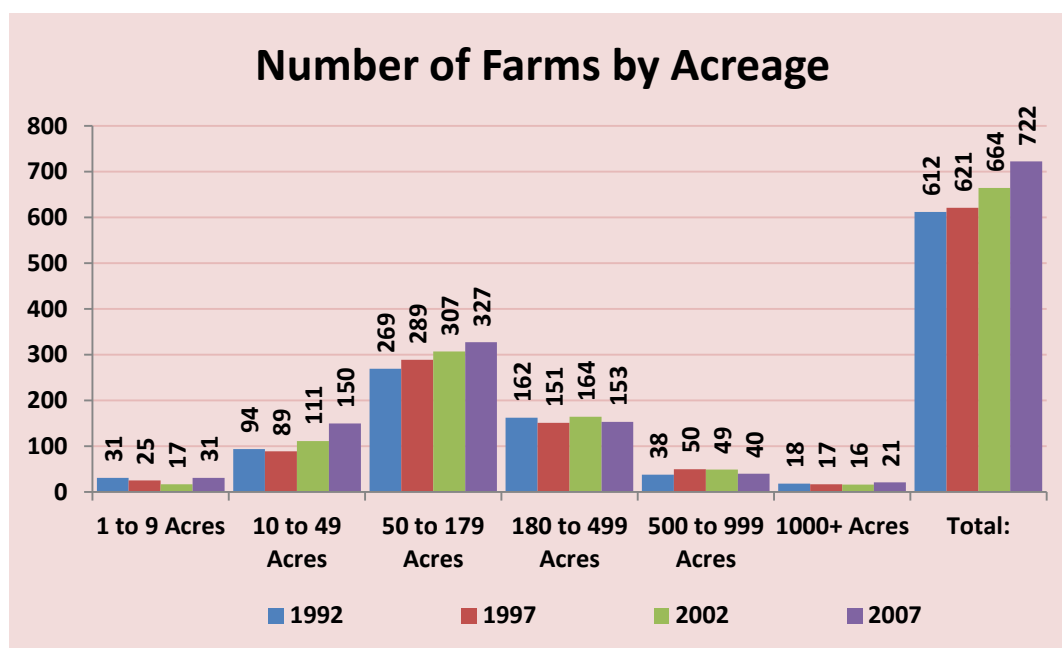
Source: U.S. Department of Agriculture Census, 2007.

The following graphs display the number and average size of farms in Campbell County over the past few decades. While the number of farms has increased by 17% since 1992, the average size of a farm

has decreased 12%, from 220 to 194 acres. Rising land value has made it more cost prohibitive to establish and maintain a large farm; in addition, an increasing number of residents farm as a part-time job, thus reducing the size of the farm they are willing to manage.



Source: U.S. Department of Agriculture Census, 2007.



Source: U.S. Department of Agriculture Census, 2007.

Tourism

Campbell County has identified the importance of tourism and continues to seek ways to better promote the assets located within the County. According to Virginia Tourism Corporation, tourist expenditures have increased in the County by 19% from 2005 to 2010; this, in turn, is responsible for

nearly 400 jobs in the community. In addition, both local and state tax receipts have witnessed significant increases in the past five years. Liberty University is a key player in the County's tourism efforts, as the University annually brings tens of thousands of students, family, and alumnae to the area. Additionally, award-winning vineyards and nationally-recognized historic sites continue to bring in visitors from around the world. The table below gives an idea of the impact of tourism on Campbell County's economy.

Category	2005	2006	2007	2008	2009	2010	Percent Change
Tourism Expenditures (in thousands)	\$29,505	\$31,389	\$32,931	\$33,409	\$33,130	\$35,101	19.0%
Payroll (in thousands)	\$6,051	\$6,223	\$6,241	\$6,307	\$6,615	\$6,792	12.2%
Employment	381	381	381	377	394	390	2.4%
State Tax Receipts (in thousands)	\$1,393	\$1,447	\$1,486	\$1,47	\$1,559	\$1,603	15.0%
Local Tax Receipts	\$478,316	\$503,863	\$526,120	\$538,818	\$540,420	\$558,467	16.8%

Source: Virginia Tourism Corporation, 2012.

Commercial/Retail Development

Commercial and retail was witnessing strong growth until 2009, when the full effects of the Great Recession hit this region. This growth was primarily along the U.S. 29 corridor around Lynchburg Regional Airport, as well as in the Altavista area near the U.S. 29 bypass centered on the new Wal-Mart. Because of the recession, a planned significant retail establishment of 200+ acres near the intersection of U.S. 29 and U.S. 460 bypass has been cancelled: this would have bought in over one million square feet of commercial space to the County. Despite the recession, there has been some retail/commercial growth in pockets of Campbell County, including the following items:

Altavista Commons – anchored by a Wal-Mart Supercenter on Clarion Road in Altavista. Since the last CEDS update, 20,000 square feet of retail space has been developed and largely leased adjacent to Wal-Mart, with several available outparcels that are shovel ready. Wendy's has also recently announced it will construct a restaurant on an outparcel of this site, and should have it complete by summer 2012.

Wards Crossing West – anchored by Kohl's, Old Navy, Ross Dress for Less, and A.C. Moore, and is bordered by Lynchburg Regional Airport, Wards Road, Wards Ferry Road, and the newly-opened Simon's Run. This facility has been completed since 2007 and contains over a dozen businesses. Several commercial ventures have been proposed for land along Simon's Run, but development has been slow. Still, there is available room and infrastructure for an additional 1 million square feet of retail space in the area.

Airport East – located on the east side of U.S. 29 and south of U.S. 460 near Lynchburg Regional Airport. This site was developed with the construction of a new road into Liberty University's campus, providing direct access with U.S. 29. While a major shopping center for the site has been cancelled, a 100+ room new hotel (SpringHill Suites) has been constructed and another (Hampton Inn) is under construction. There is also available space for additional commercial usage. A vacant site adjacent to Liberty University will be the site of a future medical school which is proposed to open in 2013.

Industrial Development

Over the past five years, Campbell County has witnessed eight existing expansion projects, attracted four new companies and witnessed two existing industry closures. Expansion and new projects have created more than 350 jobs during that time period and a capital investment of \$72,577,500; this is significant considering the County was in a recession during most of this time period.

Campbell County's unemployment rate has fluctuated from a five-year low of 3.0% in October 2007 to a high of 8.7% in January 2010 and back down to 6.3% in February 2012. Based on national predictions, unemployment rates are forecast to continue to decrease over the next five years as the economic recovery becomes stronger. Industry in Campbell County will continue to be affected by a number of issues, including an older workforce, high energy costs, and bureaucracy that will continue to drive innovation to be cost competitive. While the future of some industries in the County remains cloudy, especially those dealing with the automotive industry, some such as Abbott and B&W forecast growth over the next decade.

Campbell County's existing industrial parks are mainly located along the U.S. 29 corridor: Seneca Commerce Park and Dearing Ford Business & Manufacturing Center. There is also 20 acres of property in the Brookneal-Campbell County Industrial Park near Brookneal, and 200+ acres of undeveloped land adjacent to Lynchburg Regional Airport that is zoned Industrial.



Former Dan River Facility in Brookneal.

Appendix B

CEDS Public Informational Meetings

Campbell County



Public Informational Meetings

The Campbell County Economic Development Department will host three public informational meetings on the 2012 Comprehensive Economic Development Strategy (CEDS) update.

These meetings will provide citizens with an opportunity to comment on the CEDS update. Feedback from the public meetings will provide input as to what current projects citizens feel are most important, along with understanding what other industrial/commercial activities people wish to see the County's involvement. Information for the 2012 CEDS update, along with the 2003 CEDS document and 2007 CEDS update, is available at <http://campbellvirginia.com/pages/comp-eco-dev.htm>.

The public informational meetings will be informal and interactive, with citizens free to come and go as they please while being given ample opportunity for their input. Information on current and planned Economic Development initiatives and conditions will be available for citizen review. The priority initiatives approved during the CEDS 2007 update will also be on view. In addition, various hand-outs on the CEDS update will be available. The locations, dates, and times of the three public information meetings are as follows:

Brookneal Town Hall – Council Chambers
Tuesday, February 21st, 2012
4:00 – 6:30 PM

Rustburg Government Complex – Citizen Services Building
Thursday, February 23rd, 2012
4:00 – 6:30 PM

Altavista Train Station
Tuesday, February 28th, 2012
4:00 – 6:30 PM

For more information, please contact the Campbell County Department of Economic Development at (434) 592-9595, or email econdev@campbellcountyva.gov.

Campbell County *Virginia*
Economic Development



Campbell County



Public Informational Meetings

The Campbell County Economic Development Department will host a public informational meeting on the 2012 Comprehensive Economic Development Strategy (CEDS) update.

This meeting will provide citizens with an opportunity to comment on the CEDS update; the county's comprehensive blueprint for Economic Development. Feedback from the public meeting will provide input as to what current projects citizens feel are most important, along with understanding what other industrial/commercial activities people wish to see the County's involvement. Information for the 2012 CEDS update, along with the 2003 CEDS document and 2007 CEDS update, is available at <http://campbellvirginia.com/pages/comp-eco-dev.htm>.

The public informational meeting will be informal and interactive, with citizens free to come and go as they please while being given ample opportunity for their input. Information on current and planned Economic Development initiatives and conditions will be available for citizen review. The priority initiatives approved during the CEDS 2007 update will also be on view. In addition, various hand-outs on the CEDS update will be available. The location, date, and time of the public information meeting is as follows:

Campbell County Library - Timbrook Branch
Tuesday, March 13, 2012
4:00 pm – 6:00 pm

For more information, please contact the Campbell County Department of Economic Development at (434) 592-9595, or email econdev@campbellcountyva.gov.

Campbell County *Virginia*
Economic Development





Campbell County ***Public Informational Meetings***

The Campbell County Economic Development Department will host three public informational meetings to gain feedback from citizens regarding the updated 2012 Comprehensive Economic Development Strategy (CEDS). The purpose of these sessions is two-fold in that economic development leaders seek input to determine not only which current projects are a priority, but likewise to identify additional industrial/commercial activities in which Campbell County may become involved.

Current and planned Economic Development initiatives and conditions as well as priority initiatives approved during the CEDS 2007 update will be available for public review. Various hand-outs pertaining to CEDS updates will also be provided on-site.

These open meetings will be informal and interactive with citizens given ample time to review materials and share feedback and suggestions. Residents may attend at any time during the scheduled sessions and are free to arrive and depart at their convenience.

The three public information sessions are scheduled as follows:

- ♦ *Brookneal Town Hall – Council Chambers*
Tuesday, February 21, 2012
4:00 p.m. – 6:30 p.m.

- ♦ *Rustburg Government Complex – Citizen Services Building*
Thursday, February 23, 2012
4:00 p.m. – 6:30 p.m.

- ♦ *Altavista Train Station*
Tuesday, February 28, 2012
4:00 p.m. – 6:30 p.m.

For more information, please contact the Campbell County Department of Economic Development at (434) 592-9595, or email econdev@campbellcountyva.gov.

Campbell County *Virginia*
Economic Development



FOR IMMEDIATE RELEASE

March 1, 2012

Campbell County to Hold a Public Information Meeting

-County Seeks Citizen Input on the Comprehensive Economic Development Strategy Update-

RUSTBURG, VA – The Campbell County Economic Development Department will host a public informational meeting on the 2012 Comprehensive Economic Development Strategy (CEDS) update. These meetings will provide citizens with an opportunity to comment on the CEDS update. The desire is to know what current projects citizens feel are most important, along with understanding what other industrial/commercial activities people wish to see the County's involvement. Information for the 2012 CEDS update, along with the 2003 CEDS document and 2007 CEDS update, is available at <http://campbellvirginia.com/pages/comp-eco-dev.htm>.

The public informational meeting will be informal and interactive, with citizens free to come and go as they please while being given ample opportunity for their input. Information on current and planned Economic Development initiatives and conditions will be available for citizen review. The priority initiatives approved during the CEDS 2007 update will also be on view. In addition, various hand-outs on the CEDS update will be available. The location, date, and time of the three public information meeting is as follows:

Brookville/Timberlake Library

Tuesday, March 13, 2012

4:00 pm – 6:00 pm

For more information, please contact the Campbell County Department of Economic Development at (434) 592-9595, or email econdev@campbellcountyva.gov.

Governing with Vision

To be the most collaborative, professional, value-driven locality in Virginia.



CEDS Projects and Programs

Educational and Workforce Development – A large, well-educated and qualified workforce is key to business retention and relocation efforts. The County has a strong K-12 and vocational system, and collaborates with local colleges on AP and technical programs. Future budget issues will present challenges to maintaining and/or establishing programs to maintain the quality of the local workforce.

Business Recruitment and Promotion – An ongoing process, businesses such as Intersections have been recruited to the County since 2007. Marketing efforts have been scaled back in recent years due to budget concerns, yet marketing activities continue through print media, consultants, the economic development website, and various partnerships.

Broadband Access – The Board of Supervisors has recognized Broadband as a necessary infrastructure need equal to electricity, water & sewer for business; large rural sections of the County lack true high-speed Internet. The County has created a Broadband Implementation Plan, and is actively seeking public-private partnerships to expand broadband coverage and bandwidth.

Transportation/Airport Development – A viable transportation network is vital to recruiting and retaining businesses. The County is at a disadvantage because of a lack of access to the interstate highway system and the limitations of a small airport with limited connections. Burdens will continue to increase as future transportation funds remain limited and maintenance is shifted to localities. The region continues to work to attain a “northern connection” with Lynchburg Airport, and there is potential for development on vacant industrial land adjacent to the airport.

Economic Gardening – A growing trend, localities are working to foster an entrepreneurial environment and promote start-up businesses. The County works with the Region 2000 Small Business Development Center, and partners with local organizations to sponsor events to promote entrepreneurship.

Funding-Local and State – The County’s budget will become more constrained in the future due to increases in unfunded state mandates and healthcare/retirement contributions, as well as federal environmental regulations. Additionally, the state will likely shift responsibility of secondary road maintenance to localities in the future, creating significant impacts to the County’s budget.

Long-Term Planning – This is imperative; as budget resources become scarcer a well-defined plan is necessary to administer those resources in a cost effective manor and bring the greatest return on investment. Additionally, with continued growth, it is important that this growth is promoted in areas that can easily absorb it while agriculture and green spaces are protected. The CEDS process and the County’s Comprehensive Plan continue to be key resources with long-term planning objectives.

Develop Marketable Industrial/Commercial Properties – Marketing is ineffective if a locality does not have readily available sites and/or buildings that meet the need of modern projects. The County has three marketable industrial parks; Dearing Ford and Brookneal (both shovel ready) and Seneca (sewer to be installed by the end of 2013). While a number of vacant industrial/commercial structures exist in the County and towns, many do not meet modern industrial requirements.

Tourism and Project Development – Tourism is a growing industry for the County; in particular, local vineyards, historical attractions, and colleges annually bring in thousands of visitors. The County continues to work to capitalize on these visitors by printing tourism brochures and working closely with Discover Lynchburg (is this a brand that folks will recognize or should it be the Lynchburg Convention & Visitors Bureau?) to promote our attractions.

Housing – Almost any type of housing option is available within the County; however, some areas lack large stock of modern dwellings and/or apartments, townhomes, and condominiums. Altavista and Brookneal in particular see a strong correlation between quality housing and growth.

Campbell County Virginia Economic Development



Available Industrial/Commercial Properties



Brookneal-Campbell County
Industrial Park



Dan River, Inc.



Dearing Ford Business and
Manufacturing Center



Seneca Commerce Park



Triangle Ford Property



Wal-Mart Outparcel



Waterlick Plaza
Shopping Center



Seneca Commerce Park

Virtual Buildings

**Featured
Sites**



Dearing Ford Business and
Manufacturing Center

Economic Developments (2007-2012)

Year	Project Name	New/ Expansion	Capital Investment	Jobs Created
2007	Wards Crossing West	Expansion	N/A	N/A
	Daly Seven/SpringHill Suites	New	\$20,000,000	15
	Jet Broadband	Expansion	\$1,250,000	30
	Progress Printing	Expansion	\$13,000,000	10
	Foster Fuels	Expansion	\$3,250,000	10
2008	Hi-TECH Machining	Expansion	\$725,000	15
	New River Packaging	New	\$1,200,000	20
2009	Graham Packaging	Expansion	\$12,070,000	10
	Evington Iron Works	Expansion	\$382,500	0
2010	Intersections, Inc.	New	\$2,000,000	200
	Abbott Nutrition	Expansion	\$8,700,000	13
2011	Daly Seven/Hampton Inn	New	\$10,000,000	19

Marketing Activities

Website:	www.campbellvirginia.com
Brochure:	Campbell County Tourism Brochure
Consultants:	World Economic Development Alliance
Trade Advertisements:	Area Development Expansion Magazine Global Corporate Expansion Lynchburg Life Trade and Industry Development Virginia Travel Guide
Partnerships:	Discover Lynchburg Fish Virginia First Virginia Economic Development Partnership Virginia's Region 2000 Partnership



Campbell County Virginia Economic Development



SWOT Analysis

Strengths

Higher Education
Quality of Life
Workforce Training
School System
Downtown Revitalization/Main Street Program
Strong Regional Service Collaborations
Local Economic Development Programs
Mass Transit – Altavista Bus
Regional Tourism Marketing Effort
Favorable Government Environment
Major Corporations Located in County
Overall Economic Health of the County
Accessible Healthcare Network
Brookneal/Campbell County Airport
Renewable Energy Potential
Available Buildings
Overall Workforce
Utility Network and Capacity

Weaknesses

Technology/Income/Housing/Skills Divide
Inadequate Broadband Deployment
Specialized, Skilled Workforce
Quality and Quantity of Housing
Lack of Modern Industrial Buildings
Sustainability of Emergency Services
Industrial Sites
Loss of Leadership
Regional Marketing
Lack of Infrastructure at Key Locations
Lack of Widespread Rural/Agricultural Protection
Limited Air Service
Limited Historic/Cultural Attractions
Limited Road Network
Declining Industrial/Population Base in Towns
Demographic Changes
Expectations of Government Services
Localized Economy
Manufacturing Sector

Opportunities

Tourism/Merritt-Hutchinson Property
Main Street Program
Broadband/Mid-Atlantic Broadband Cooperative
Expansion of Higher Education System
Brookneal Campbell County Airport
Lynchburg Regional Airport
Growing Senior Population
Industrial Site Upgrades
Available Land
Cultural/Arts Development
Mass Transit – Altavista and Lynchburg
Regional Collaboration
Green and Renewable Energy – Sustainability
Water/Sewer Capacity
Communications
Corridor Development
Major Employers
Schools/Impact on Workforce
Regional Market

Threats

State/County Funding Impacts on Schools
Declining Government Resources
Econ. Dev./Tourism Marketing Budgets
Decline of Manufacturing/Globalization
Aging Workforce
Shift in Transportation Responsibilities
Political Environment
Suburbanization
Competitive Environment
Competition for Scarce Resources
Shift in Responsibilities to Local Governments
Uncontrolled Growth in the U.S. 29 Corridor

Goals and Objectives

1. Educational and Workforce Development
2. Business Recruitment and Promotion
3. Broadband Access
4. Transportation/Airport Development
5. Economic Gardening
6. Funding – Local and State
7. Long-Term Planning
8. Develop Marketable Industrial/Commercial Properties
9. Tourism and Project Development
10. Housing





Campbell County Major Employers

29 Corridor

Banker Steel Company

Steel Fabrication

Caterpillar

Construction Equipment

Powel Trucking

Logistics

Sonny Merryman, Inc.

Bus Sales & Service

Altavista

Abbott Nutrition

Nutritional Products

BGF Industries

Broad Woven Fabric

Graham Packaging Company

Plastic Products

Intersections Inc.

Identity Risk Management Services

Mid-Atlantic Printers

Commercial Printing

Moore's Electrical & Mechanical

Electrical & Mechanical Construction

Schrader-Bridgeport

Valve Assemblies

The Timken Company

Roller Bearings

Brookneal

Foster Fuels

Fuel Distributor

Sanfacon Industries

Food Products

Concord

RSG Landscaping & Lawn Care

Landscaping

Thompson Trucking

Logistics

Gladys

Georgia Pacific

Oriented Strand Board

Lawyers Road

Boxley Materials

Quarry

Charter of Lynchburg

Furniture

Lawhorne Brothers, Inc.

Asphalt

Marvin V. Templeton & Sons, Inc.

Asphalt

Cycle Systems

Recycling Services

Lawyers Road Energy, LLC

Waste-to-Energy Plant

Mt. Athos

AREVA

Nuclear Engineering

B&W

Nuclear Products

Timberlake Area

Consolidated Shoe Company

Shoes

Progress Printing Company

Lithographic Printing

Industry Clusters

Automotive
Metalworking
Printing

Construction and Landscaping
Plastics
Steel Fabrication
Transportation and Logistics

Energy/Nuclear
Pharmaceuticals
Timber Products

Appendix C

Supporting Documents

ALTAVISTA EDA ACTION PLAN EXECUTIVE SUMMARY

BACKGROUND

Over the past eight years, several plans have been adopted regarding strategies to expand basic employment in the Town of Altavista, including an update of the Town's Comprehensive Plan, in 2010. The AEDA ACTION PLAN outlines an aggressive, systematic implementation of the strategies adopted by Town Council in the Comprehensive Plan.

FUNDAMENTAL ASSUMPTIONS THAT GUIDED THE AEDA ACTION PLAN DEVELOPMENT

- Altavista can/will affect retention and creation of basic jobs
- To do so, more local resources will be required than have previously been committed
- Implementation activities must be specific and have measurable objectives
- Annual plan updates are necessary components
- Strengthening the economy will require a range of individual organizations and individuals, not just the Town Council and the AEDA
- Major results will not come immediately. Altavista must commit to the "long haul" for appreciable results.

SIX COMPONENTS FOR FIRST YEAR OF THE ACTION PLAN

- **Capacity Building** – Establish a full-time economic developer position, in January, 2012. This position will work for the Town Manager and support implementation of the ACTION PLAN. An annual performance evaluation will be conducted.
- **Networking** – The economic development director will build relationships with local (Altavista Area Chamber of Commerce, Altavista On Track, Virginia Technical Institute, etc.), regional (Region 2000, utilities, CVCC, CAER, etc.), and statewide (Virginia Economic Development Partnerships, Tobacco Commission, etc.) organizations that will assist and support Altavista economic development with different resources
- **Existing Business Retention and Expansion** - An aggressive business visitation and follow-up effort will be developed, including visiting 26 businesses and assisting in the creation of 50 full-time expansion jobs in the first year. (The most important action component is to retain and grow what Altavista has, rather than exhaust resources on the much more difficult and costly recruitment of new industry.)
- **Develop Products** —Procure by purchase and/or option one or more 20+ acre sites and partner with the owner of the Lane building on a redevelopment program, to ensure locations for expanding local firms and/or new businesses). Broaden local incentives.
- **Marketing** – Develop the following plan fundamentals in the first year: (1) Agree on types of businesses the Town wants to pursue, (2) Ask existing businesses to identify prospects; and (3) Prepare a comprehensive economic development website, publish a fact sheet, begin a branding effort, and initiate cooperative marketing with Campbell County.
- **Encourage Entrepreneurism** – Pursue agreements with Virginia Technical Institute for use of vacant space and with Chamber of Commerce and the Business Development Center for technical support to aid new or early stage small businesses with growth potential.

For the complete AEDA Strategic Plan, please visit the Campbell County Economic Development website (www.campbellvirginia.com) and look under the "Comprehensive Economic Development Strategy" link.

Virginia's Region 2000 Comprehensive Economic Development Strategy

Executive Summary

This Comprehensive Economic Development Strategy (CEDS) is based on the ideas from private and public sector leaders in Region 2000. Supported by the U. S. Economic Development Administration, the CEDS is a prerequisite to apply for EDA project and program funding. More importantly though, the CEDS is intended to help maintain and improve the economic conditions in our community by providing a community forum for this topic to be discussed.

The private and public entities that make up Region 2000 have worked collaboratively for over twenty years. We believe this to be a great place to live and conduct business. However, the CEDS process has served as a reminder that we can never stop our efforts if we wish to stay competitive in the market place.

The planning organization primarily responsible for writing the CEDS is Region 2000 Local Government Council. In addition to writing the document, the Council organized and administered the process. The primary author of content is the Strategy Committee. The Strategy Committee represents the main economic interests in Region 2000. Its membership is more than one half from the private sector.

The window for completing a CEDS is one year. Therefore a fairly strict schedule was designed. It began in August, 2010 with a kick-off meeting with the fifty plus Strategy Committee members and Region 2000 staff. Five subsequent Strategy Committee meetings were accomplished. After the second, third, fourth and fifth Strategy Committee meeting a public information meeting was held. Region 2000 staff met internally on a regular basis to discuss the myriad issues that arose. A Region 2000 CEDS web page was created as well where all documents and schedules and notices and contact information were posted.

In September, 2010 the Strategy Committee participated in a SWOT (strengths, weaknesses, opportunities and threats) exercise. It was the consensus of the Strategy Committee that Region 2000 has a reasonable cost of living and cost of doing business. The overall quality of life here is very high. We are a family oriented community with multiple post primary educational opportunities, excellent health care, low crime and great outdoor recreation. Conversely, weaknesses and threats (if not checked) include a paucity of air service, minimal cultural activities and venues and a lack of corporate headquarters.

Data gathered from a variety of sources indicate strengths and weaknesses in an objective light. Region 2000 is growing in population faster than many other communities in Virginia. We have a relatively high rate of high school graduates and a strong manufacturing base. Areas for improvement include the percentage of residents with college degrees (bachelor and graduate), more rapid shift in employment base due to a projected decrease in need for manufacturing jobs, and significant areas not served by broadband.

In November the Strategy Committee discussed goals and objectives. Goals were set to capitalize on opportunities and neutralize threats. Goal One addressed the need for our work force to become enlightened in the world of innovation. Goal Two furthers the importance of innovation by tying it to all economic development efforts. Goal Three addresses the perennial need to keep our infrastructure competitive. Goal Four recognizes our transportation deficiencies and, Goal Five, is a broad goal dealing with quality of life issues. Projects were proposed by a range of interests' representing local governments, non-profits, and private sector entities.



Virginia's Region 2000 Comprehensive Economic Development Strategy

Over 50 projects are part of this CEDS. Projects will be implemented as funding becomes available. The specific goals are:

- » **GOAL 1:** Develop and maintain a knowledge based workforce to meet the needs and opportunities of a 21st century innovation economy.
- » **GOAL 2:** Develop and implement innovation led economic development (ILED) programs in Region 2000.
- » **GOAL 3:** Ensure the region has well-planned, state-of-the-art infrastructure to facilitate the growth of high-wage industry clusters.
- » **GOAL 4:** Promote and enhance inter-regional transportation systems.
- » **GOAL 5:** Seek to maintain and promote the region's natural beauty, health care, cultural amenities and tourism opportunities.

A necessary component of the CEDS is a listing of regional projects, programs and activities designed to implement the Goals and Objectives. These projects must be prioritized as well. To that end a project form was devised by Region 2000 staff in order to receive, categorize and score all of the economic development projects. The form is in the appendix of this document. Eventually fifty seven projects were submitted. A subcommittee of the Strategy Committee was created to review the method of grouping and scoring the projects.

In February Region 2000 staff presented projects that had been received by the various interests. The categories or types of projects included utilities, buildings, brownfield and industrial park improvements, testing and research equipment, recreation and arts, primary highways, education/research and testing and training (programs), financial assistance, marketing, and organizations.

To judge how successful we are in implementing the CEDS a system of metrics was developed. Each goal generated one or more associated questions that have answers that are quantifiable. The answers will help measure the progress or lack thereof we are making in implementing our CEDS. For example one of the questions used to measure the success of goal two asks "How many post-secondary degrees are earned in STEM (Science, Technology, Engineering, and Math)?"

In general, the metrics address the following issues: Jobs, Investment, Change in Economic Environment, Training, Educational Attainment, STEM, Business Creation, Industrial Properties Available, Accessibility to Region 2000, Tourism, The Arts.

We recognize that over time the metrics will change. For that matter, the goals of the CEDS may change as well.

As stated at the beginning, to remain competitive, this process should never end.

For the complete Region 2000 CEDS, please visit the Region 2000 website (www.region2000.org) and click on the "Media" link.

