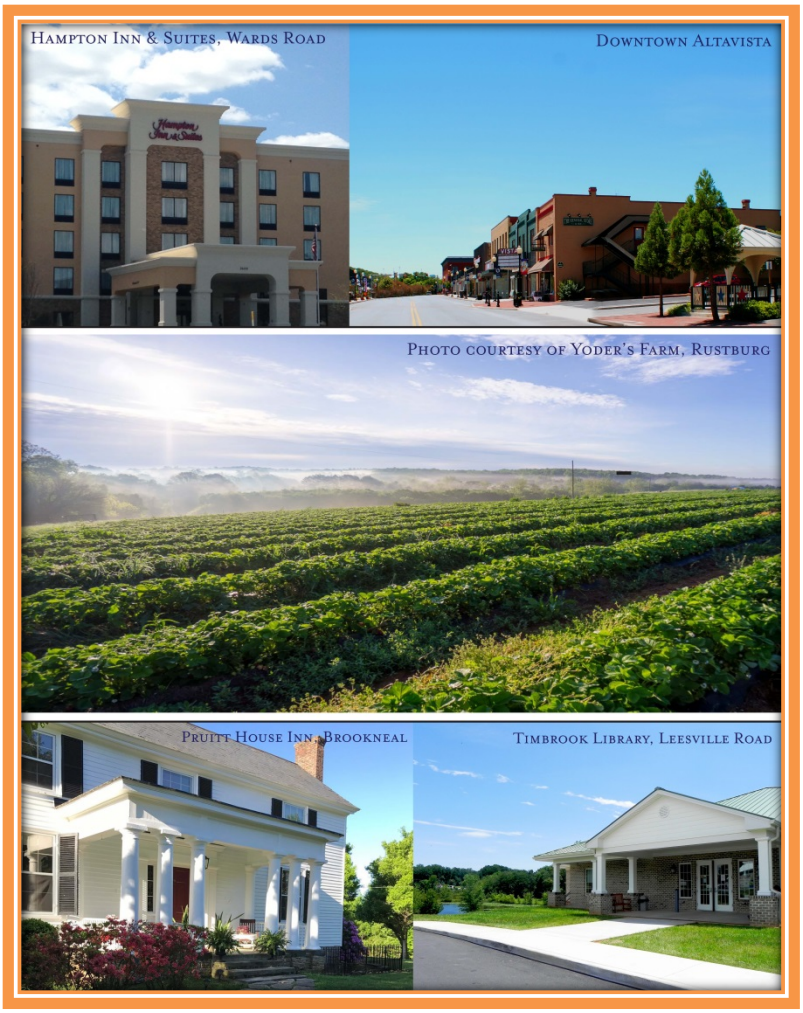

Comprehensive Economic Development Strategy

2017 Update

Department of Economic Development
Campbell County, Virginia

Background

The original Comprehensive Economic Development Strategy (CEDS), completed in 2003, was created by a consulting firm under contract to Campbell County. Subsequent updates, in 2007, 2012 and 2017, have been conducted by the Campbell County Department of Economic Development staff. The 2017 update utilizes information from the 2012 documents compiled and edited by the 2017 CEDS Executive Committee, staff and 2017 Workshop Participants, along with current data attained from State and Federal resources.

For the 2017 CEDS update, we took a different path logistically. We used the established Economic Development Commission as the Executive Committee and then held a number of focus group meetings as well as public informational meetings. We held three Public Informational Meetings, one each, in Brookneal, Rustburg, and at the Timbrook Library. These meeting consisted of static displays of demographic information. The meetings were two (2) hour sessions where citizens could come at their leisure to review data, ask questions, comment on their desires/issues, and provide input to the process. We held five focus group meetings where more than 50 citizens and businesses were invited to participate by either attending a meeting or completing a survey. The first focus group performed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The second focus group evaluated goals, objectives, and implementation strategies. The third meeting was an educational focus group. The fourth focus group was with Social Services staff and focused on barriers to the workforce, educational and implementation strategies. The final focus group was an agriculture focus group where the state of agriculture was examined and ideas of how to help sustain and grow agriculture discussed.

Special thanks are given to Campbell County's CEDS 2017 Workshop Participants:

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Campbell County Comprehensive Economic Development Strategy – 2017 Update

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Executive Summary

ES.1 Overview: A Comprehensive Economic Development Strategy

The Campbell County Department of Economic Development retained a consultant 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 and 2012 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 updates, the Department of Economic Development again utilized in-house staff, along with an Executive Committee with more than 50 citizens representing the demographic makeup of the county, to complete the 2017 CEDS update.

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 was 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 2017; 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 sources available from EDA approved agencies and organizations.

Population

- Campbell County experienced steady population growth of about 0.4% since the 2010 Census, and the 2015 Census estimates report a population of 55,086 for the county.
- The Town of Altavista has seen a 0.7% increase in population growth since the 2010 Census and the Town of Brookneal has seen a 0.6% increase in population growth.
- There are 1200+ residential units either under construction or whose planning approval process is 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 7.3% since 2007 to $46,663 per year, whereas Virginia's rate has increased by 5.7% to $64,923 per year. This is the second highest in the MSA.
- The average hourly wage in Campbell County is $21.53 per hour, the highest in the MSA but lower than the state's average hourly wage at $26.43.

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 2012 CEDS Update.
- Several new hotels have come to the area; Hampton Inn & Suites, as well as the Comfort Inn & Suites. In addition to the hotels, a couple of restaurants have joined the Wards Road/Airport area; Chili's Restaurant and Wendy's.
- Manufacturing jobs remain the largest employment sector in the county, representing 28.7% of the workforce, and makes up a larger sector of the county's economy than that of the Lynchburg area (14.6%).
- Other key sectors of employment in Campbell County include Education/Health (16.5%), Construction (10.5%), and Retail (10.3%).

Infrastructure

- Campbell County has begun subdividing the lots in Seneca Commerce Park to make the lot sizes more appealing to potential clients. By subdividing the lots into smaller lots, lines can be vacated more easily than created through the regulatory approval process, giving us the ability to create custom sized lots to meet any need.
- Campbell County has three finished industrial parks with roads, water, sewer, and fiber optics; Seneca Commerce Park, Dearing Ford Business and Manufacturing Center, and Brookneal Industrial Park. The Dearing Ford Business & Manufacturing Center has shovel ready sites to be built upon and Seneca Commerce has site sunder construction at the present time. Additionally, Campbell County assists with marketing privately owned industrial and commercial properties scattered across the county and in Altavista and Brookneal. Campbell County owns a 100 acre tract adjacent to Lynchburg Regional Airport that is undeveloped at this time.
- There continues to be excellent workforce training programs at the Campbell County Technical Center, Central Virginia Community College, and at Virginia Technical Institute in Altavista.
- Transportation continues to be a key concern for Campbell County, especially in terms of limited state funds to maintain and expand roads, along with the change in the way the Virginia Department of Transportation evaluates and approves road projects due to HB-2 also known as Smart Scale and the timing of approving HB-2 projects one year and revenue sharing fund projects the next year, creating a two-year approval process.
- Campbell County is witnessing impact from significant growth at Liberty University. There are more than 110,000 on-line students enrolled at Liberty, many of whom come to campus during the year for training opportunities.
- 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 now on Candler's Mountain Road.
- This facility, in addition with a corresponding senior community, houses approximately 300-400 senior citizens and created several hundred jobs.

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

Overall, the CEDS Executive Committee recognized the continued validity of the 2017 CEDS Update SWOT Analysis findings. A few items were deleted from the 2012 list, such as the availability of industrial buildings as a strength (many buildings are outdated and difficult to market, and some that were available in 2012 have been demolished for salvage), and a few items were added, primarily focusing on government responsibilities and budget concerns. Some findings from the SWOT analysis include:

- **Strengths:** quality of life, workforce training, higher education, major corporations located in county, favorable government environment, overall workforce and school system.
- **Weaknesses:** specialized, skilled workforce, entertainment, housing availability, broadband availability, declining industrial/population base in towns, and infrastructure availability.
- **Opportunities:** broadband availability, meals tax, available land, industrial sites, mass transit – Altavista and Lynchburg, major employers, and expansion of higher education system.
- **Threats:** declining government resources, state/county funding impacts on schools, political environment, aging population/workforce, and vocational/technical education.

ES.4 The Third Step – Public Informational 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. Three public forum meetings were held in the Town of Brookneal, the Town of Altavista and the Timberlake area. Each meeting was held between the hours of 4:00 – 6:00 P.M. and was designed to allow citizens to come-and-go as they please while interacting with Economic Development staff. Several static informational 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. In addition to these meetings, several other workshops were held at the Citizen Services Building in Rustburg that consisted of SWOT Analysis Reviews, Goals and Objectives Review, Education and Workforce, Agriculture, and Social Services. The public forum meetings were lightly attended, but the information gained was well-received and noted in this document. There was great input at the specific workshops held and that helped contribute to the findings in this document, as well.

ES.5 The Final Step – CEDS Committee Review and Revisal of the Original Data and Analysis Completed During the 2017 Update

The 2017 CEDS Update addresses 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 Executive Committee and input from the workshops. Initially, numerous goals and objectives were identified during the process; 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 single overall categories. The list was voted upon and limited to the top ten goals and objectives.

Performance Measures

The 2017 Campbell County CEDS Update lists a number of performance measures to evaluate outcome from the list of Goals and Objectives created by the Executive Committee. These performance measures will be reviewed annually and may evolve 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; neither 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 after the 2017 Agriculture Census is completed and released, existing data show the total number of farms in Campbell County increased by 5.4% from 2007 to 2012, while the average size of a farm decreased by 5.2% during that timeframe. Total land in farm production is 150,689 acres, representing a 7.3% increase over 2007. Total agricultural sales in the county decreased from 2007 to 2012; $25.3 million to $24.2 million respectively, with livestock market values dropping since 2007.

Since the 2012 CEDS update, Campbell County and its partners have applied for and received three major Agribusiness Grants. They were the Central Virginia Produce, Livestock and Feed Storage Systems Grant; The Central Virginia Producer Support Grant; and the Central Virginia Pasture, Crops, and Livestock Grant. These grants were cost-share grants that reimbursed farmers for 33% of the cost of a number of different components. The components included hay barns, grain bins, grain bin dryers, feed bins, commodity storage structures, bunker silos, produce structures {greenhouses}, cattle shade structures,

mix wagons, creep feeders, cold storage structures, pasture watering systems, and livestock handling equipment. These grants provided $1,354,500 in cost-share funds for the producers. These were regional grants that included a total of 15 counties. The total spent by producers was $2,584,713.80. The majority of the expenditures were to local in-state suppliers, having a positive economic impact to the whole economy. These investments also modernized the farmscape making the existing farms more sustainable.

Altavista and Brookneal

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 are 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. Challenges to Brookneal are especially hard to overcome as that section of the county has experienced an out-migration of population and some of the available workers have left the area or have aged out of the workforce. Additionally, the status of the primary highway access, US Hwy 501, being a twenty-plus mile two-lane road is not conducive to attracting new business to the area which mostly require or desire to be located on or near an Interstate. In addition, the remaining industrial facilities, both sites and building, lack modern amenities and are not as appealing to new attractions.

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 2012 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 began implementing this plan in 2012. Despite these successes, challenges remain for both towns, including heavy dependence on manufacturing, transportation issues, and budget concerns.

Marketing Campbell County

Campbell County's marketing efforts have been constrained by budget reductions over the past several years. The Department of Economic Development continues to market the county with the available resources. Our focus is mainly on new business attraction, but we also market our tourism assets. Our best overall tool for marketing is our web site. Our most effective marketing tool for new business attraction is a contract with a consultant to bring us qualified leads. We continue to partner with the Lynchburg Regional Business Alliance for regional marketing. We also rely on our state and local organizations such as the Virginia Economic Development Partnership, our local educational partners like CVCC, Campbell County Technical School, the Virginia Technical Institute, and our Workforce Investment Board.

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 September 2017, the unemployment rate had decreased to 4.0%, mirroring economic recovery trends witnessed across the state and U.S. The implementation of this strategy will assist the county as it continues to grow and sustain the local economy, as well as the larger global economy.

Similar to the 2012 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.

Patrick Henry's Red Hill, Brookneal, VA

Section 1 – Overview

S.1 Background

In January 2003, the Campbell County Department of Economic Development retained a consulting firm 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, 2012 and this update in 2017, which is well within the guidelines requiring updates no more than every five years. Unlike the original CEDS document, the 2017 update was completed using in-house county staff and resources along with an Executive Committee and five focus groups comprising more than 45 members of the community.

Exhibit 1.1 2017 CEDS Update Timeline

September 29, 2016	**Reviewed CEDS process and presented updated demographic data**
February 23, 2017	**Reviewed current demographic data and processes**
April 27, 2017	**Reviewed old SWOT (Strengths, Weaknesses, Opportunities, and Threats) and performed new SWOT Analysis**
June 22, 2017	**Reviewed and updated SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis**
August 3, 2017	**Public Forum Meeting – Brookneal Town Hall**
August 9, 2017	**Public Forum Meeting – Timbrook Library**
August 21, 2017	**Public Forum Meeting – Altavista Train Station**
August 22, 2017	**CEDS Demographics & SWOT Public Forum – Citizen Services Building, Rustburg**
August 29, 2017	**CEDS Goals/Objectives/Strategies Public Forum – Citizen Services Building, Rustburg**
August 31, 2017	**CEDS Education/Workforce Public Forum – Citizen Services Building, Rustburg**
October 18, 2017	**CEDS Agriculture Workshop – Colonial Restaurant, Rustburg**
October 20, 2017	**CEDS Social Services Workshop – Citizen Services Building, Rustburg**
November 16, 2017	**Finalized SWOT Ranking and Prioritized the Goals & Objectives**

Information generated through the Executive Committee and in-house research has been compiled into this report and divided into an executive summary, seven sections, and four appendices. A summarization of each section is listed below:

- Section 1: Overview
- Section 2: Campbell County Strengths, Weaknesses, Opportunities and Threats – In-Depth SWOT Analysis of Campbell County's assets
- Section 3: CEDS Projects and Programs – Short and long-term objectives and implementation strategies
- Section 4: Performance Measures – Details how goals and objectives will be evaluated
- Section 5: Agricultural Economic Development Initiatives – Analysis of agriculture-related issues
- Section 6: Towns of Altavista and Brookneal – Findings on development within the county's two towns
- Section 7: Marketing Campbell County – Recommendations for marketing the county and projecting a business-friendly image
- Appendix A: Demographic and Economic Data
- Appendix B: CEDS Public Informational Meetings
- Appendix C: Supporting Documents
- Appendix D: Workshop and Meeting Minutes

Section 2 – Strengths, Weaknesses, Opportunities and Threats

S.2 Overview

The 2017 CEDS Update analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) was built on the foundation of the original CEDS document and the subsequent updates in 2007 and 2012. The SWOT Analysis was based on demographic and economic data of the county and region, and the community focus groups. While the SWOT analysis was the primary focus of the second focus group meeting, it was discussed and an opportunity provided for additional input at all of the focus group meetings as well as the three Public Informational meetings. The Executive Committee felt that most of the 2012 list was still relevant. There were a few items that were removed and a few new items added. Listed below are the county's strengths, weaknesses, opportunities, and threats as approved by the 2017 CEDS Executive Committee; detailed descriptions follow in the corresponding sections.

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

Strengths	Weaknesses
Quality of Life	**Specialized, Skilled Workforce**
Workforce Training	**Growth: Population, Housing, Business/Industrial**
Higher Education	**Housing Availability (General, Elderly, Multi-generational)**
Major Corporations Located in County	**Broadband Availability**
Favorable Government Environment	**Infrastructure Availability**
Overall Workforce	**Health of Towns**
School System: K-12	**School Facilities/Infrastructure**
Accessible Healthcare Network	**Attracting and Retaining Quality Educators**
Importance of Towns	**Transportation**
Overall Economic Health of the County	**Workforce Training**
Emergency Services	**Limited Air Service**
Renewable Energy	**Available/Affordable Child and Elder Care**
Proximity to Air Service	**Expectations of Government Services**
Utility Network and Capacity	**Manufacturing Sector**
Parks/Recreation	**Lack of Industrial Buildings**
Faith-Based Community	**Limited Cultural/Historical Attractions**
	Entertainment
	Demographic Changes

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

Opportunities	Threats
Broadband Availability	**Declining Government Resources**
Meals Tax	**State/County Funding Impacts on Schools**
Available Land	**Growth**
Industrial Sites	**Political Environment**
Growth: Housing, Business	**Aging Population/Workforce**
Major Employers	**Vocational/Technical Education**
Expansion of Higher Education System	**Substance Abuse Epidemic**
Schools Impact on Workforce	**Competitive Environment**
Workforce Training	**Attracting and Retaining Quality Educators**
Parks and Recreation	**Lack of Entertainment**
Available/Affordable Child and Elder Care	**Lack of Regional Cooperation**
Corridor Development	**Economic Development/Tourism Marketing**
Green and Renewable Energy	**Workforce Availability**
Marketing County Assets	**Shift in Responsibilities to Local Governments**
Cultural/Arts Development	**Poverty**
Growing Senior Population	**Concern of Regional Marketing**
Water/Sewer Capacity	**Lack of Professional Jobs**
Resurgence of Manufacturing	**Housing Availability**
	Health of Towns
	Increase in Poverty Rates: Free to Reduced School Lunch Programs

S.2 Strengths

Quality of Life

As articulated in the 2012 CEDS update, the participants in this update process reaffirmed that from their perspective one of the greatest strengths we have is the livability of the community. We have great amenities in housing availability and affordability, low crime rates, good transportation, education, recreation opportunities, low cost of living, good job opportunities, and a great place to raise a family. While this is the perspective from the citizens living here, these are all positive attributes for our county. We must work to convert these into quality of place attributes, which are the perspective of outsiders looking in to our community.

Workforce Training

Campbell County, in cooperation with its regional partners, continues to provide training opportunities to individuals and businesses to meet their needs. Campbell County continues to sit on the edge of the looming retirement storm of skilled workers. We are also experiencing the need of existing business demands for skilled workers to meet their expansion needs. Campbell County is working alongside local schools, the Campbell County Technical Center, Virginia Technical Institute, Central Virginia Community College, and the Region 2000 Workforce Development Board to introduce and make available programs that teach up-to-date workforce skills. Many area businesses also take part in this process in order to ensure ready-to-work and skilled employees. The Campbell County Technical Center has made great strides over the past 4 years in improving their educational offerings as well as the number of students they can serve. The Technical Center's apprenticeship program is strong and continues to grow. Some of the programs Campbell County Technical Center is now offering are: Automotive Technology; Auto Body Repair; Cosmetology; Electricity; Culinary Arts; Computer Networking, Computer Repair; Nurse Aide; and Manufacturing Technology (MT1). In addition, the Technical Center has partnered with local companies such as English Construction to offer classes in heavy equipment operators where the company brings in equipment and instructors to introduce heavy equipment operators as a viable career path for students, for which they won a state award of excellence. The Technical Center has and continues to explore options for other career paths with local businesses such as SODEXO and Southern Landscaping Group. The Technical Center has also reworked its scheduling to be able to accommodate more students.

Higher Education

As part of the Lynchburg MSA, Campbell County is within close proximity to numerous educational institutions. These include Liberty University, Lynchburg College, Randolph College, Sweet Briar College, Virginia University of Lynchburg, Central Virginia Community College, and Virginia Technical Institute. Whether residents or prospective students are looking for academia or technical, the options are readily available for all. Area employers also look at higher education favorably, as this provides a pipeline of highly trained employees to meet their needs.

Major Corporations Located in County

Campbell County is fortunate to be called home to numerous major corporations such as Abbott Laboratories, Framatome (formerly Areva), BWXT Technologies, BGF Industries, The Standard Insurance, Schrader International, Graham Packaging, Rage Plastics, Georgia Pacific, Progress Printing, and Sanfacon, to name a few. Not only do these, and many other companies, provide significant employment opportunities to residents, but also contribute to the community through volunteer services and charitable donations.

Favorable Government Environment

Campbell County continues to trail blaze the path of lower taxes, lower fees, and other government services at a reasonable level for businesses and residents. Many look on the government processes more favorably because of these trends in more affordable living, which connects with affordable wages for companies. Since the cost of services and taxes are affordable for citizens, wages can be more moderate,

reducing companies' labor costs. While this pathway is good in various ways, there is also the threat of declining governmental resources, which will be covered in the "Threats" portion of this document.

Overall Workforce

Strongly equipped with a skilled manufacturing history, Campbell County continues to maintain a higher than average percentage in the manufacturing sector. Paired with the option of workforce development programs, individuals and employers can easily access methods to advance their skill sets. There is much need, however, to place a bigger emphasis on technical trades/skills. With the pending retirement wave from the manufacturing sector, there will be a great need for skilled workers.

School System

Campbell County provides the youth of the community with a challenging and comprehensive education throughout all 13 schools and the Technical Center. Students rank high with standardized test requirements based on state and federal mandates and graduation rates. While the curriculum proves successful, there are several issues that are at hand with the aging infrastructure of the schools themselves, as to be presented in the "Weaknesses" section.

Accessible Healthcare Network

Available healthcare is a must for any locality and Campbell County is fortunate to have numerous options for its residents within a close proximity. Centra Health is the primary health care provider for the region, with top national rankings, and its two hospitals reside in the City of Lynchburg. In addition to hospitals, there are countless selections in regards to physician facilities throughout the county, as well as surrounding it. These facilities may be affiliated with the Centra organization, or privately owned. Centra is working to finalize plans on a major health care facility in Campbell County just off of U.S. 460. This facility will entail at least a large emergency room complex as well as other potential services.

Importance of Towns

Two towns reside within Campbell County's 511 square miles – the Town of Altavista and the Town of Brookneal. While the towns are independent political jurisdictions, the county partners with them in many ways. It is important for all three entities to be healthy and work together as a team to support each other in order to be successful.

Overall Economic Health of the County

Since the passing of the Great Recession, Campbell County has slowly recovered and gotten back on its feet to become a stable and competitive locality and economy within our region. There is abundant activity that predicts economic growth in the near future.

Emergency Services

With any locality, emergency services are vital for the strength and function of residents, as well as much needed when disaster strikes. Having knowledgeable and accessible emergency services is key to a community's livelihood – there will always be emergencies, therefore fire, EMS, and police are needed in abundance to ensure residents are well cared for and safe. Campbell County currently staffs medic units

and several fire apparatus that work alongside volunteer agencies to care for critical situations our residents and visitors face on a daily basis. The county's EMS staff has taken on more responsibility and has grown due to the closure of three EMS volunteer organizations in the past two years.

Renewable Energy

Renewable energy continues to be important to business attraction as major corporations are consumer conscious and demand renewable energy is part of the mix to satisfy consumer demand. Campbell County is well positioned to be a viable solar energy producer. We are also home to several nuclear energy companies. While this is important, the nuclear renaissance appears to be stalled.

Proximity to Air Service

Transportation is key for the county as a whole, to ensure success in the workplace, schools, businesses, and the general economy's well-being. Campbell County's air service is only a portion of the puzzle that contributes to how the county functions in regards to transportation. With access to the Lynchburg Regional Airport on U.S. Route 29, a major corridor that flows through Campbell County, air service is provided for residents and visitors when flying in or out of the area. In addition to Lynchburg Regional Airport, Campbell County is also home to the Brookneal-Campbell County Airport, located off of U.S. Route 501, yet another prime corridor, that is a smaller scale general aviation air facility for smaller aircraft to fly into for quick trips to or through the area. Liberty University's School of Aeronautics also utilizes the Brookneal-Campbell County Airport for students who need air hours for their curriculum.

Utility Network and Capacity

Campbell County Utilities and Service Authority serves Campbell County's water and sewer needs throughout the more densely populated northern region and several major highway routes through the county. CCUSA provides this service through a 3 MGD water treatment plant, wells, and service agreements with the City of Lynchburg. CCUSA also provides sewer capacity through the Lynchburg Regional Waste Water system. The Towns of Altavista and Brookneal provide water and sewer services to their residents within their proximity.

Parks and Recreation

Campbell County is rich in parks located strategically throughout the county that are available for recreational use. Each park is unique in scenery, while some have facilities located within the park such as the Timbrook Park, which houses a Pavilion available for private use upon request. Recreation is an important aspect to many individuals, not only for the fun, but for the health benefits, as well. Many of the fields in the county's parks are utilized for recreational sports and leagues.

Faith-Based Community

Based just outside of the City of Lynchburg where Liberty University resides, Campbell County is home to many residents who are strong in their faith and religious upbringing. Churches spread across the county's landscape for residents of many denominations, as well as Christian-based schools for children and young adults located close by. Liberty University is a major employer for the region, whose School of Medicine

spans into Campbell County. Being a close knit community tends to have more of a religious-oriented or faith-based mentality.

S.2 Weaknesses

Specialized, Skilled Workforce

Known for manufacturing, Campbell County excels in providing products for many outside entities from local businesses. With the changing of time and technology, generations of experienced employees are nearing retirement and a new specialized, skilled workforce is needed to fill their shoes. There has been a huge push in students graduating from high school and taking their next step into a college program for continuing studies, but not as big of a push for the technical, skilled trades. Campbell County has the need over the next 10 years for more technically trained workers than for college-degreed graduates. This could potentially be a hard hit area for many businesses for lack of employees.

Growth: Population, Housing, Business/Industrial

The perspective of Campbell County's growth being too slow was strongly verbalized at several of the public workshops both from a population and building perspective. Campbell County maintains a slow but positive track record in population growth pattern. Additionally, Campbell doesn't see the volume of residential construction that other localities in our MSA experience. This slow growth has an impact on future workforce availability. The lack of growth was attributed to the county's strict adherence to statewide permitting codes. The perception by the public and contractors is that it is too hard to obtain a permit for construction in Campbell County rather than the other localities in the MSA. Therefore, builders seek the path of least resistance and avoid Campbell County.

Housing Availability (General, Elderly, Multi-Generational)

There was a tremendous housing boom right before the Great Recession that unfortunately took a huge hit in regards to the housing market. Because of the recession, many faced hardships and were unable to afford housing that they had been used to. Since those times, there has been a gradual uptick in buying and selling houses, but to much dismay, housing options are not available based on population demographics. Families are finding it hard to find affordable housing to suit their needs in various areas, including Campbell County. Elderly are not finding suitable and safe living conditions for their generations, and multi-generational housing is not as readily available as needed. While construction is a major participant in the job market for Campbell County industries, there is still a lack of housing availability around the county and beyond for many.

Broadband Availability

Broadband has now become an essential utility as important as water, sewer, or electricity to our citizens and businesses. 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. Last mile provision of broadband to the home has changed significantly over the past three years or so. Now broadband is needed as much for educational purposes as it is for in-home businesses. 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. Due to the issue of density and the customer base, a business case can't be made to provide broadband across the county. There are options that must be explored to form public private partnerships in looking at broadband. Other options such as looking at new technologies need to be explored.

Infrastructure Availability

Water, sewer, and broadband services are available for most of the densely populated parts of Campbell County either through Campbell County Utilities and Service Authority, Mid-Atlantic Broadband Communities Corporation or through the Towns of Altavista and Brookneal. There is much area, still, that is not covered under these infrastructure conduits for residents to utilize on a daily basis in their homes. Two of the county's industrial parks, Seneca and Dearing Ford, have infrastructure available for businesses to utilize once coming to the area, but the Brookneal-Campbell County Industrial Park still lacks sewer. Deficiencies in infrastructure, county-wide, make it harder to attract businesses and families to relocate to the community.

Health of Towns

While the Town of Altavista and Town of Brookneal run under their own daily operations, there is a concern for the future health and well-being of the towns from a population base, slowed job probability in Brookneal, and their local economies. If there are no jobs to support residents within those vicinities, then there is a limited supply of financial help to maintain operational costs of the towns. Families will not want to relocate to these areas for lack of opportunities and will seek living opportunities elsewhere.

School Facilities/Infrastructure

The Campbell County School System runs an excellent curriculum for the younger generations in the county. However, due to budget restrictions, the school infrastructure has been put on the back burner to take care of more pressing needs, such as teacher jobs and funding for education. The schools are in need of repairs to buildings, parking lots, grounds and so forth. If the infrastructure is not fixed appropriately, the schools may face health issues due to building codes and schools may be forced to consolidate and shut down some facilities to maintain what structures are in better condition, among a host of other issues that could arise.

Attracting and Retaining Quality Educators

In the same breath of the lack of maintaining proper school infrastructure, attracting and retaining those quality educators needed in the classrooms to teach the students of Campbell County has been a challenge. Budget restrictions, again, fall short of higher teacher salaries needed to maintain the qualified staff in the school system. Due to these shortfalls, educators find themselves in other localities searching for better compensation and budgets.

Transportation

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 runs 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, though, 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. This, along with large numbers of tractor trailers hauling lumber to processing plants near Brookneal, farm vehicles on the road, and long stretches of highway where speeding is common have all 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. Route 29. (Please see section 3 – Goals and Objectives – Transportation for a list of specific transportation goals.)

Workforce Training

Campbell County works with the Campbell County Technical Center, Virginia Technical Institute, Central Virginia Community College, and the region's Workforce Development Board to ensure the youth and technically minded tradesman gets the proper trade education needed for success in future job endeavors. While there are businesses that also contribute to this partnership, further emphasis on training and pathways to obtain these skills are needed to prepare the next generations to fill the shoes of retiring generations. Up-to-date training with new approaches to technology is a must in order to continue these professions in today's demanding economy.

Limited Air Service

The Lynchburg Regional Airport serves as the area's main air service transportation hub. However, the main issue with this service is that it only goes to Charlotte Douglas International Airport (CLT); if travelers need to go to other zones of the country, they would have to fly to Charlotte and then connect to an alternate flight to get to their destination. There is only one flight provider charged with serving these trips to CLT, which is also a hindrance to many travelers.

Available/Affordable Child and Elder Care

There is a great need for available and affordable care options for children and the elderly as older generations age, pass, and new generations are born. Parents need care for their children while they work to financially provide for their families. In the same breath, children need to find affordable options for their aging and elderly parents in order to maintain their jobs to, again, provide for their families. This vicious cycle is no stranger to anyone and with the looming age wave of seniors unable to afford the services and transportation needed, it is critical to give attention to this growing dilemma. Likewise, more alternatives need to be available for parents with young children who have differing hours from most that work primarily through daylight hours.

Expectations of Government Services

Residents rely on many aspects of government services to assist in different ways, whether it be safety reasons with emergency services, financial programs, broadband, or education. Should funding decrease in these areas, there will not be enough coverage to care for residents in the area, which will lead to the loss of families working, shopping, and residing in the area to a more competitive and family service

friendly locality. This could spiral down to a huge loss for the county. Citizens that have migrated into the county expect the same services that they had in larger metropolitan areas they moved form. Many left those areas due to the higher tax burdens the areas presented. They expect those services at the low tax burden presently existing in the county.

Manufacturing Sector

Manufacturing has been a key industry in Campbell County for years; this industry has proven to be a top leader with 28.7% of employment followed by 16.5% in Education/Health and 10.5% and 10.4% in Construction and Retail industries, respectively. As with any industry, time changes the daily operations of these companies and the roles employees once played has now changed to incorporate more technology. Advances in technology not only make manufacturing more efficient, they reduce human errors that could sometimes take place. Alternatively, this push in technological manufacturing has also led to the decline of jobs in the workplace due to computers doing more work. Competition for manufacturing projects and jobs has become fierce. The county must examine its competitiveness and determine if policy changes need to occur to make the county more competitive.

Lack of Industrial Buildings

In most of the recent conference calls with potential businesses, it was found that most companies are looking for available buildings that can be renovated or redesigned quickly with little work and costs involved, rather than building from scratch when relocating which takes much longer. Having industrial buildings available for clients is a huge advantage and saves on time and costs for both parties. The lack of industrial buildings puts a strain on recruitment purposes; if building a facility is needed, companies have to go through the permitting process, zoning, environmental issues, and much more that can delay start up, as well as cost more than a vacant building.

Limited Cultural/Historical Attractions

Campbell County is fortunate to have several area historical attractions, including Avoca Museum in the Town of Altavista and Patrick Henry's Red Hill just outside of the Town of Brookneal. While these sites provide great cultural history for our county, it is only a small amount in the way of attracting tourism. There are also two vineyards, Sans Soucy Vineyards in Brookneal and DeVault Family Vineyards in Concord, as well as a brewery, Staunton River Brewery in Brookneal, for citizens and visitors to call on. Presently there is a theater, 246 The Main Cultural Arts Theater, located in Brookneal. However, this narrow amount of attractions can limit the time people spend in the county and contribute to the local economy. Visitors will be pulled to other surrounding localities based on their wealth of attractions.

Entertainment

Campbell County is home to several area attractions such as Avoca Museum, Patrick Henry's Red Hill, several vineyards and a brewery, but aside from those sites, there is lack of entertainment for many families. Residents find themselves riding into the City of Lynchburg or other area localities for entertainment purposes while out for dining or shopping pleasures. This lack of entertainment could be hurting the county's economy and livelihood, should there not be changes to bring more options to residents and visitors.

Demographic Changes

As the seasons change, so does the population – new life begins and older life passes. Campbell County's median age is 41.1 years of age; however the baby boomer generation is nearing retirement age, if not already retired. Many of these individuals have to care for their aging parents or deal with losing their loved ones. This population trend is occurring everywhere, not just Campbell County, and facing these demographic changes will be challenging in the workplace, with the loss of technically minded jobs that need to be filled.

S.2 Opportunities

Broadband Availability

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 Communities Corporation fiber. Mid-Atlantic was formed in the early 2000s 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. Mid-Atlantic is a middle mile provider that installs and owns the fiber. It then leases the fiber to other providers to connect to the homes or businesses providing the last mile connection. 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 to provide broadband for sections of the county where it does not presently exist. We also need to explore wireless options for connectivity as the vastness of Campbell County can never be affordably served with fiber cable.

Meals Tax

Meals tax is a method of collecting revenue from transit visitors coming through Campbell County. These transients require services that they do not financially contribute to. In 2012, a Meals Tax referendum was proposed for Campbell County's voters to consider and possibly enact to bring additional monies to the county's budget that would cover costs for educational purposes or governmental services needed. Voters, however, decided against the meals tax, in hopes that they would not have to pay additional taxes. The meals tax was an opportunity for the county to ensure that certain needed services would be properly financed. Both towns in Campbell County, as well as all surrounding localities, currently have a meals tax and their community benefits from this methodology of revenue generation. There is also an inequity in the state legislation that allows cities and towns to adopt a meal tax by local ordinance but requires a county to complete a voter referendum to enact a meals tax.

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 less available, and the land may not be as suitable 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.

Industrial Sites

Campbell County is fortunate to have three developed industrial parks available for businesses to relocate in: Brookneal-Campbell County Industrial Park, Dearing Ford Industrial Park, and Seneca Commerce Park. There is also another property that the county owns adjacent to the Lynchburg Regional Airport. This potential park would require partnering with the City of Lynchburg to develop a joint regional industrial park. Having this land available is a huge asset, as many areas do not have extra land to continue to market. The opportunities with these sites lie in adding shell buildings or having shovel ready sites with expedited environmental work completed to entice potential companies to come to the area. Additional work needs to be done to our existing sites to make them more competitive with existing sites within a 60 mile radius of Campbell County.

Growth: Housing, Business

Campbell County maintains a slow track record in population growth pattern. Additionally, Campbell doesn't see the residential construction that other localities in our MSA experience. This slow growth has an impact on future workforce availability as well as tax revenue. The attendees of the work sessions attributed the lack of building growth to the county's strict adherence to statewide permitting codes. The perception by the public and contractors is that it is too hard to obtain a permit for construction in Campbell County rather than the other localities in the MSA. Therefore, builders seek the path of least resistance and avoid Campbell County.

Major Employers

Campbell County is fortunate to have a diversity of national and international employers, including companies such as Abbott Nutrition, Babcock & Wilcox Technologies, and BGF among others. Many of these companies occupy large tracts of land that are conducive to expansion opportunities; 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. Seeking opportunities to assist with expansion or supply chains could prove beneficial.

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 2012 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 has seen tremendous growth; currently there are more than 110,000 students enrolled. In 2014, Liberty added the College of Osteopathic Medicine to its curriculum, which is located 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.

Schools – Impact on Workforce

Campbell County Schools strive to educate and harvest strong and skilled student graduates, ready to tackle the next steps in life, whether they are college bound or employment bound. Continued efforts to promote career tracks in the technical trade field are important. Seeking public-private partnerships to assist in technical training at Campbell Technical School or other venues is important. Many students move on to attend college and few enter into technical trade programs. With the looming retirement of many seasoned generations, however, the business community is being impacted with the need of skilled, technical workers. Campbell County Schools collaborates with Central Virginia Community College, Virginia Technical Institute, and other partners to determine how the school district can best produce students with these needed technical skills.

Workforce Training

As mentioned in the "Weaknesses" portion, a specialized, skilled workforce is needed to ensure coverage for companies as their seasoned workers retire in the coming years. Workforce training is essential for Campbell County, as well as other communities to continue to support businesses, residents and the economy. Region 2000's Workforce Development Board assists the region's businesses, schools, and government to provide workforce training opportunities and career services for residents to obtain critical skills needed for their employment.

Parks and Recreation

Campbell County is prosperous in having parks and recreation areas located strategically throughout the county for resident and visitor use. The parks are utilized for recreational use, sports, fishing, picnics, camping, and the pavilions in several of the parks can be secured for special use. While having these amenities is positive, utilizing the parks is important to encourage the community to enjoy the health of being outdoors and exercising. This is also a great partnership opportunity to work with schools, higher education institutions, and localities to host sporting events and other happenings for the greater good, as well as to boost our local economy.

Available/Affordable Child and Elder Care

As mentioned previously, generations are aging and many people are facing the reality of retirement and trying to find affordable ways to support themselves or elderly relatives. As these individuals are getting to a point in life that senior housing or care is needed, it is getting more difficult to find the funding to pay for this vital care. Similarly, young families face challenges with finding proper and affordable childcare so that parents can get to work to have the funds to live. Better options are needed for children and seniors in regards to care.

Corridor Development

The Route 29 corridor presents an excellent opportunity to facilitate commercial development in a central location. Development has continued on Wards Road into Campbell County to include new hotels, restaurants, and more. SpringHill Suites, Hampton Inn & Suites, and the Comfort Inn & Suites

have all joined the hotel industry in Campbell County along Wards Road across from the Lynchburg Regional Airport. In addition to the hotels, Wendy's and Chili's Restaurants have come to this area as population has increased. Developing the corridor to maximize economic benefit while not increasing already heavy traffic congestion will present challenges.

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 or solar production. Add to that a substantial rail network, and it is easy to transport this fuel throughout the nation. Nuclear energy has a significant presence within Campbell County; both Babcock & Wilcox Technologies 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.

Marketing County Assets

The Campbell County Department of Economic Development has a website, www.campbellvirginia.com, dedicated to promoting our area, industrial sites, and attractions. In addition to the website, Campbell County markets our area and attractions through partnerships with the City of Lynchburg and Amherst County in the Virginia Travel Guide, as well as through ads in Lynchburg Life. Most recently, the county joined the Lynchburg Region Artisan Trail to promote area artisans in and around our locality to bring residents and visitors alike to the area. This not only helps the artisans, but the local economy, as well.

Cultural/Arts Development

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 small theater group and promoting visual arts through a variety of displays around town. The Town of Brookneal has a newer venue called 246 The Main Cultural Arts Theatre that attracts audiences of all ages, depending on the shows. Both Altavista and Brookneal are actively working to promote their newly refurbished downtowns as sites for antique stores, art venues, and restaurants.

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 of age 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. Runk and Pratt have a newly constructed senior living facility on Candler's Mountain Road that has helped to alleviate senior housing needs to some degree. Healthcare providers, such as hospitals, medical facilities, and in-home health organizations, will require additional employees and structures to handle more patients. Liberty University's medical school has been a great asset in assisting the increased demands of this growth.

Water/Sewer Capacity

Campbell County, the Town of Altavista, and the Town of Brookneal 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.

Resurgence of Manufacturing

With manufacturing being a huge portion of the workforce industry in Campbell County, it is important to have specially trained individuals that are knowledgeable in the technical fields to handle the coming demand of retiring workers. In addition, partnerships between schools, technical centers and businesses are vital in educating youth about the benefits of technical jobs. Manufacturing jobs had a stigma of being laborious and dirty in the eyes of many; this is not the case in today's manufacturing world. Technology has taken over much of the processes in most factory settings and manual labor is not needed as much as it was in the past. Machines are programmed to do the job that people had in previous years. This is why having a skilled technical workforce is so important.

S.2 Threats

Declining Government Resources

Campbell County continues to see budget challenges. Some of this is due to the lingering effects of the Great Recession but some is a result of state and federal budget reductions. Campbell County reduced operating budgets, consolidated offices, and left specific positions unfilled, all of which resulted in savings. Budgets will only get tighter in the next several years, and this will necessitate department spending being further reduced, potential 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 may be impossible to retain the current levels of funding for programs.

State/County Funding Impact on Schools

Campbell County schools face significant challenges from a budget standpoint. Schools will continue to face budget challenges over the next few years. This will have an effect of larger class sizes and fewer programs being offered and the potential of consolidating. Most school districts in Virginia face similar challenges; it is imperative that Campbell County find creative ways to continue offering courses that prepare students to meet the challenges of a changing workforce.

Growth

Also listed as an Opportunity, Growth could certainly be listed as a Threat for the county, in the fact that if growth does not happen within our locality, then citizens will seek jobs in other areas and settle down

outside of Campbell County. Likewise, too much growth could be a threat in the sense that there could possibly be issues with having enough infrastructure in place for housing, schools, businesses and so forth. The permitting processes would be slowed, causing the efficiency of new houses and businesses to decline.

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.

Aging Population/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 five to 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.

Vocational and Technical Education

Technical education is a top priority for many localities and businesses with the looming retirement of seasoned workers in technical or trade certified jobs. Campbell County is working with the technical center, Virginia Technical Institute, Central Virginia Community College and Region 2000 Workforce Development Board to find ways to encourage technical and trade jobs for students who are nearing graduation. Apprenticeship opportunities have been given to students to learn about the inner workings of manufacturing facilities to understand the importance of these jobs. If attention is not given towards this field of work, many jobs will not be filled in the coming years from retirees and businesses may be forced to decrease employment, or worse, shut operations down.

Substance Abuse Epidemic

People sometimes come to a state in life in which they choose to resort to unhealthy ways of living because of daily struggles, depression, anxiety, financial ruin and more. These unhealthy ways can come in the form of alcoholism, drugs or even worse, in some cases. Drugs have become more accessible to people, whether they be illegal or prescription. Unfortunately, people take advantage of these drugs and find they are unable to maintain a job, in marital dismay, without financial help and in utter destruction. Without employees to contribute to the daily processes of businesses, the business fails and ultimately, the economy fails.

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, reduce 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.

Attracting and Retaining Quality Educators

As mentioned previously, attracting and retaining quality educators is key to the continuing success of the education system in Campbell County. If budget restrictions continue to impact the school system negatively and more teaching jobs are in jeopardy, educators may find themselves looking for better paying jobs in surrounding localities in order to live comfortably. Attention must be given to the schools to ensure quality education for our youth that helps them to succeed in life.

Lack of Entertainment

While Campbell County has area attractions for residents and visitors to enjoy, this does not equate to what other localities may possess in regards to entertainment. In order to attract younger generations to visit or relocate to the county and contribute to the economy, there needs to be more cultural attractions, entertainment options and places for people to go. If these expectations are not met in the eyes of the residents or visitors, they will choose to go elsewhere for dining or shopping pleasure, rather than Campbell County.

Lack of Regional Cooperation

Campbell County is part of the Lynchburg MSA, which also consists of the City of Lynchburg, Amherst County, Appomattox County and Bedford County. Within this region, partnership opportunities exist to collaboratively work to encourage growth, tourism and the quality of life for our communities. Examples are partnerships such as the Region 2000 Solid Waste Facility and the Blue Ridge Regional Jail. Other opportunities exist but haven't come to fruition. When it becomes a competitive game between these entities, there is a lack of regional cooperation that could potentially hurt the area as a whole. Businesses, residents and visitors can pick up on tensions that can deter them from relocating or expanding into the area. Local funding and economies can fail if efforts are not made to collectively grow.

Economic Development and Tourism Marketing Budgets

Declines in government funding were voted by the Committee members as the biggest threat to Campbell County's economic development strategy. The Department of Economic Development has also seen cuts in the past that have significantly affected areas such as marketing which is an 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 other localities to gain more visibility.

Workforce Availability

Unemployment is trending lower in Campbell County, meaning that many individuals are finding jobs;

however, there is still a host of jobs that are yet to be filled due to the lack of qualified candidates. There is a wave of technically skilled jobs that are starting to open because of the retirement of many baby boomers. These jobs have yet to be filled because of candidates not having the much needed technical skills and certifications required of these positions. Therefore, there needs to be a push within the schools, businesses and community to partner together to properly train students in these fields.

Shift in Responsibilities to Local Governments

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. 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.

Poverty

Campbell County has an 11.7% poverty level compared to Virginia's 11.0% poverty ranking. Within the County, JobsEQ by Chmura Economics and Analytics illustrates the poverty rates based on location. The northern part of the county, which is closest to the City of Lynchburg limits, has a higher percentage of poverty affecting individuals, as well as the southern part of the county, closest to neighboring Pittsylvania County, which speaks to the importance of workforce training and availability of jobs. There are many high paying technically skilled jobs, but not enough trained persons to fill them. There are few professional jobs in the area and graduates move away from the area to localities that have those jobs readily available.

Concern of Regional Marketing

In the past, Campbell County was part of an organization called Region 2000, which consisted of several branches to include the Economic Development Council and Workforce Investment Board, to name a few. Changes have been made to the organization, including the name. The Economic Development Council became the Lynchburg Regional Business Alliance, which partners with the Chamber of Commerce, City of Lynchburg, Amherst County, Appomattox County, Bedford County and Campbell County. Funds are given from each county to the Alliance in hopes to market the region to prospective clients. Prior to reorganization of the Alliance, much emphasis was placed on the Virginia Economic Development Partnership, which has also recently reorganized its staffing, to attract new businesses. While efforts are being made to utilize regional marketing to attract new potential clients to the area, there are concerns that marketing efforts may be futile in comparison to other regions.

Lack of Professional Jobs

Aside from the need for more technically skilled workers in the job market, there is a lack of professional jobs that are available for degree carrying individuals. Often students come to the area for higher education purposes and graduate with a master's degree or higher, and then move on to areas where professional jobs are readily available with higher paying wages than what is available in the area. According to recent data for Campbell County and the Lynchburg MSA, there will be five times more certificate-required jobs over the next 10 years than degree holding jobs.

Housing Availability

Housing availability in Campbell County was listed as a threat by the committee members, and for several

reasons. First, there are not enough available housing options for families looking to relocate to specific areas within the county; some areas may have houses available, but they are not in the price ranges that families are looking for, specifically. Secondly, seniors are looking to downsize their houses to smaller, more affordable places. It was even shared that companies are selling "dirt" instead of fully constructed houses to potential buyers because there are not enough homes to meet the demand. In the same breath, constructing houses has been more difficult with building regulations, the permitting process and environmental regulations.

Health of Towns

The Town of Altavista and Town of Brookneal, while both functioning under their own daily processes, are still part of Campbell County. It is important to maintain the livelihood of these towns, as they serve as home for many citizens, as well as supply jobs for some in the area and for some outside. If these employment opportunities are not met, the operational costs to run the towns will far exceed the budgets and additional financial help will be needed. Families will not want to relocate to these areas, thus affecting the local economies, and county, as a whole.

Increase in Poverty Rates

One indication of poverty rates is the percentage of school students participating in free to reduced cost lunches. Another indicator is the annual median income statistics. The percentage of free to reduced lunches in Campbell County is high and expected to continue increasing. The median annual income is low compared to the state and locality. These indexes need to be carefully monitored and efforts taken to reverse the trends.

S.2 Conclusion

While Campbell County has numerous strengths, it also appears to have many weaknesses, opportunities, and threats. The quality of life, robust education sector, strong workforce and favorable government environment with jobs and infrastructure give the county a significant advantage over other localities. However, there are many opportunities yet to be seized for Campbell County that could only add to the appeal of the county. Unfortunately, budget restrictions put a damper into some of these opportunities, but many localities face the same obstacles to tackle. Campbell County will continue to push forward and creatively collaborate with its residents, schools, businesses and surrounding neighbors to encourage growth and an even better quality of life for the community they call home.

Staunton River Memorial Library, Altavista, VA

Section 3 – Goals and Objectives

S.3 Goals and Objectives

Exhibit 2.1

Goals and Objectives
Education – Workforce Training
Business Development
Infrastructure
Transportation
Tourism
Housing
Community Development
Towns
Planning
Resources

This list contains the focus or top 10 goals and objectives as selected by the Executive Committee. Some items were carried over, combined and/or removed from the 2017 CEDS Update list.

S.3 Project Ranking Process

The CEDS 2017 Executive Committee ranked each goal according to its importance to Campbell County. 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. 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.

S.3 Projects and Programs

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

Education – Workforce Training

Technical trades are becoming more of a sought after field due largely to the retirement and coming retirement of many workers in those trades. A greater number of high paying, technical skilled jobs with certifications or credentials will be created over the next 5 to 10 years than jobs requiring a degree or diploma. A large, well-educated and qualified workforce is critical to a business retention and relocation program. Campbell County has a strong K-12 and vocational education 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 Development

Campbell County has been fortunate to have many major corporations located within the community; adding to this listing is the Comfort Inn & Suites, Chili's Restaurant, Wendy's and The Standard Insurance. In addition to the new projects, there are also several expansions that have formed since the 2012 CEDS Update. However, there is more of a push to have available buildings for companies to relocate in, which is not a strong suit of the county. Aside from the viewpoint of a favorable government environment, the threat of declining resources is present, as well as the lack of broadband availability. In order to retain and attract more businesses in the community, this needs to be a big consideration in moving toward the future to succeed economically.

Infrastructure

Ensuring that a locality has the proper infrastructure is a huge necessity in order to encourage growth, whether it be population or housing or in the business world. Working alongside entities like Campbell County Utility and Services Authority, AEP, Southside Electric and other vital companies provide the needed infrastructure to handle increasing numbers in families that come to the county. Likewise, broadband access is viewed as a necessary infrastructure need equal to electricity, water and sewer for business, and now in the home, as schools largely depend on students having access to the internet for studies. 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.

Transportation

A viable transportation network is essential to economic health and the recruitment and retention of businesses. The county is somewhat disadvantaged because we do not have an Interstate Highway. Campbell County has three major corridors. They are U.S. Route 501, a major two-lane North South arterial, Highway U.S. Route 29, a major four-lane North South corridor and U. S. Route 460, a major four-lane East West corridor. The Town of Brookneal is also disadvantaged due to its distance from a major four-lane divided highway. Burdens on transportation will continue to increase as future transportation funds remain limited. Campbell County annually prioritizes its most important transportation projects. For Fiscal Year 2018, the priorities are as follows:

- Simons Run Connector Revenue Sharing Project: Extension to Airport Road – Project has been submitted for VDOT Revenue Sharing funds for the second time.

- Cresthill Road Revenue Sharing Project

- Nighthawk Road Revenue Sharing Project

- VDOT U.S. Route 29 Corridor Study – Board adopted resolution accepting the study and agreeing in principal to consider recommendations as future projects and transportation funding becomes available.

- Improvements to Lynnbrook Road from Wards Road out to Lawyers Road to connect with the improvements made to align Lynbrook with Waterlick Road
- Timberlake Road Corridor Study
- Waterlick-Timberlake Intersection Improvements
- Route 24 Roundabout in Concord
- Route 501 – Route 633 Intersection Improvement
- Route 501 Shoulder Widening
- Route 622 Reconstruction
- Route 29 Norfolk-Southern Rail Road Bridge Replacement near the Lynchburg Regional Airport
- Route 29 Staunton River Bridge Replacement
- Replace existing bridge on Route 711, Tardy Mountain Drive

The county is home to two airports. Lynchburg Regional Airport is a commercial and General Aviation Airport and the Brookneal/Campbell County Airport is a small General Aviation Airport. Lynchburg Regional is home to American Airlines offering daily flights to Charlotte, N.C. Additionally, there is vacant industrial-zoned land adjoining the Lynchburg Regional Airport. Approximately 100 acres of the property belongs to Campbell County and is adjacent to runway 4. Lynchburg owns approximately 200 acres that is not usable for aeronautical purposes and is available for industrial development. Campbell County will continue to pursue a partnership with the City of Lynchburg to develop and market this prime location.

Tourism

The County continues to market our area to visitors and residents, alike, through various avenues such as the Campbell County Economic Development website, www.campbellvirginia.com, advertising partnerships with surrounding localities, and most recently, the Lynchburg Region Artisan Trail. 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 promoting our attractions via our website.

Housing

While there is housing currently available in the county, there seems to be a lack of housing in certain areas, as well as the types of housing available. There are not many options for families in the mid—range of real estate prices, as compared to a plethora of availability in the higher end range of real estate prices. There is also a lack of senior housing availability for those on fixed incomes in their later years, as well as a lack of multi-generational housing. 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.

Community Development

Community Development plays a crucial role in the success of a locality; building, permitting, environmental regulations, zoning, ordinances and so forth are some of the steps that businesses are required to take in order to call a region home. Having efficient, knowledgeable and helpful officials determine how individuals and companies can proceed to start fresh in an area.

Towns

The importance of the Towns of Altavista and Brookneal is vital, not only in preserving good relations between entities, but also to provide economic support for either side. A great number of businesses are located within the towns, therefore serving as home for many employees that contribute to the success of the overall economy. Working alongside both towns makes for a more successful relationship in maintaining businesses, as well as attracting new ones.

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 Campbell 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.

Resources

Campbell County's budget will face additional strains in the future as increases in unfunded state and Federal mandates, rising costs, healthcare/retirement contributions, and school facility needs continue to grow. Finding alternatives that can provide assistance in enhancing or shifting resources to continue to grow the county and meet the needs of future demand is imperative.

S.3 Implementation of CEDS 2012 Update Goals

Campbell County Economic Development has achieved success with a number of goals identified in the 2012 CEDS Update. The list below shows a selection of goals identified in 2012 and the successes the county has witnessed.

Goal	Implementation
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.; marketing the county through various trade journals, as well as the county's Economic Development website
Tourism Project Development	Continuation of printing/disbursing tourism brochures; formation of 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; completion of a sewer line and pump station to serve throughout the park
Downtown Revitalization	Worked with 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; assisted the Extension Office with farm events

Schrader; Sensata Technologies, Altavista, VA

Rage Plastics, Altavista, VA

Section 4 – Performance Measures to Evaluate Goals and Objectives

S.4 Overview

As required by the U.S. Department of Commerce, the 2017 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.

S.4 Performance Measures

The following list was approved by the Steering Committee as an evaluation tool to measure success of the 2017 CEDS Update.

Exhibit 4.1 Evaluation of 2017 CEDS Goals and Objectives

Goal	Performance Measures
1. Education - Workforce Training	- Review and catalogue the list of workforce training programs to be used as a resource for businesses. - Track numbers of employees receiving WIB assistance with workforce training. - List identified present and future workforce training needs. - Document promotion of adult education centers and track number of GEDs. - 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. - Work with and be a part of Campbell County's Career Technical Education Committee. - Work with and serve on the board of the Region 2000 Workforce Investment Board. - Work with Central Virginia Community College, Virginia Technical Institute and any other technical training colleges/programs that provides workforce training, certifications and/or credentials needed for our businesses.

2. Business Development	- Track and report annually on 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. - Review and evaluate the competitiveness of Campbell County for new attractions. - Review and evaluate the competitiveness of Campbell County for retention and expansions programs. - Review and evaluate our incentive policy. - Review and evaluate our inventory of existing buildings and the potential need for new buildings. - Research and evaluate policies and inducements that foster business start-ups.
3. Infrastructure	- Review and evaluate the growth corridors and determine if infrastructure is in place to meet the need. - If needs are identified, work to develop implementation plans. - Track and complete an annual report on all broadband expansion projects. - Work with other county departments to update the analysis of broadband capacity and need in Campbell County. - Upon results of findings, either revise or develop new implementation strategies.
4. Transportation	- Work with other county departments on transportation priorities to present to the Board of Supervisors for adoption. - At least annually, report on transportation issues dealing with funding and transportation legislation. - Be proactive and promote the development of a Regional Airport Authority to govern and manage the Regional Airport. - Continue to support the Brookneal Campbell County Airport and seek ways to enhance the facilities.

5. Tourism	- Enhance partnerships with Liberty University to take advantage of the opportunities LU makes available through their events and facilities. - Search and identify potential funding sources to promote private partnerships. - Maintain promotional literature/materials to showcase Campbell County attractions/properties. - Continue to promote the Artisan Trail. - Establish a tourism group/network to include hotels, restaurants, wineries and other attractions. - Provide annual report on tourism activity in Campbell County to include but not be limited to promotion efforts, new attractions, and tourism alliances.
6. Housing	- Conduct an analysis and inventory of all housing types and availability to include but not be limited to senior housing, low cost housing, high end housing, etc. - Research to identify reasons, perceived or real, that may be hampering the growth of housing in Campbell County. - Research the availability of affordable housing issues.
7. Community Development	- Research and report on the impact statutory and regulatory processes have on growth in Campbell County. - Develop a report on findings to include recommendations on how to impact positive changes.
8. Towns	- Work with towns to determine how we can assist in developing and coordinating long-term goals.
9. Planning	- Research and identify growth areas of the county. - Research need and availability of infrastructure.
10. Resources	- Work with other departments and agencies to collect and collate the needs of the county. - Research and identify potential funding sources to include but not be limited to new revenue streams, finding areas that no longer meet the definition of governmental services to reduce costs, and explore new avenues of financing projects.

William Campbell High School, Brookneal, VA

Section 5 – Agricultural Economic Development Initiatives

S.5 Economic Contributions of the Sector

Agriculture continues to be a significant component of Campbell County's economy. Agriculture production is well diversified between crops and livestock. Total agricultural sales have decreased slightly from $25.3 million in 2007 to $24.2 million in 2012. There has been a slight increase in the market value of crops from $3.2 million in 2007 to $6.4 million in 2012. The number of farms increased from 722 in 2007 to 761 in 2012, yet the average size of a farm dropped from 209 to 198 acres. The above data comes from the U.S. Department of Agriculture Census which is updated every five years.

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 sod/turf farming, vineyards and wine. Campbell County has experienced farmers and is well-suited for grazing and forages; it also has a strong livestock market and excellent support infrastructure in place.

Agriculture in Campbell County continues to face growing pressures affecting sustainability. Increasing farm costs are a major concern; with land values increasing, it becomes difficult for farmers to acquire large tracts of land. Additionally, increased costs of supplies and costs related to environmental regulations are squeezing farm profitability. 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 some of these hurdles.

S.5 Tobacco Commission Agribusiness Grants

Campbell County has partnered with several of the local Virginia Tech Extension Offices to identify the needs for farmers and apply for agribusiness grants. Since the 2012 CEDS update, Campbell County and its partners have applied for and received three major Agribusiness Grants. They were the Central Virginia Produce, Livestock and Feed Storage Systems Grant, the Central Virginia Producer Support Grant, and the Central Virginia Pasture, Crops and Livestock Grant. These grants were cost-share grants that reimbursed farmers for 33% of the cost of a number of different components. The components included hay barns, grain bins, grain bin dryers, feed bins, commodity storage structures, bunker silos, produce structures {greenhouses}, cattle shade structures, mix wagons, creep feeders, cold storage structures, pasture watering systems, and livestock handling equipment. These grants provided $1,354,500.00 in cost share funds for the producers. These were regional grants that included a total of 15 counties.

S.5 Agriculture Workshop

A breakfast workshop was held at Colonial Restaurant. There were 18 attendees at the meeting. A presentation was delivered that highlighted the update of the farm demographics and outlined the accomplishments of the past 5 years; those being mainly that the grants to assist producers become more sustaining and profitable. It was also highlighted that Campbell County had partnered with Virginia Extension Services to cost-share a position dedicated to working on 4-H and farm sustainability. The major activities of this position to date include developing a resource for both producers and customers that showcases available resources, working with numerous workshops on tourism and agri-tourist activities.

When asked what was the most important things the county was doing to support farmers, unequivocally the answer was land use, which lowers the real estate property tax on qualifying agricultural land. The second most important assistance was the grants that have helped farmers upgrade equipment processes and helped to make farms more profitable and more sustainable. The farmers in attendance were very appreciative of the county's support and active participation to sustain and promote the agriculture sector of the county.

Exhibit 5.1

	Actual Expenditure	Reimbursement to Farmers
Central Virginia Produce, Livestock and Feed Storage Grant	$1,987,312.75	$412,688.36
Produce, Livestock and Feed Systems	$597,401.05	$136,705.22
Central Virginia Pasture, Crops and Livestock Grant	$402,781.44	$120,028.31
Totals	**$2,584,713.80**	**$549,393.58**

Source: Campbell County Economic Development, 2017.

S.5 Agriculture Marketing Programs

Campbell County Department of Economic Development recognizes the emphasis put on new ways to market agriculture. The Department continues to work closely with the Virginia Tech Extension Office to assist in planning and promoting events. We will continue to explore avenues to find new ways to market and add value to the crops produced by Campbell County farmers.

A Campbell County Farm

Section 6 – The Towns of Altavista and Brookneal

S.6 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 among 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 2012 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 began implementing this plan in 2012. Despite these successes, challenges remain for both towns, including heavy dependence on manufacturing, transportation issues, and budget concerns.

S.6 Town of Altavista

The Town of Altavista, a designated Virginia Main Street Community, redeveloped the downtown area to create a fresh and more inviting space, to encourage and promote business and resident accessibility.

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.

Altavista Town Council adopted an economic strategic plan for the town in 2011 that was a collaborative effort between a consultant, AEDA, and Altavista. 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.
- Encourage Entrepreneurism – work with partners to identify vacant space and support structures to aid new or early-stage businesses.

S.6 Town of Brookneal

Brookneal has successfully completed a downtown revitalization project since the 2012 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 2012, 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 for the town. New restaurants have opened that are bringing in a lot of people from out-of-town. This effort has made a difference in the town's economy.

Brookneal has seen some improvements in its economy since the last CEDS update. The town is still strong and has a number of businesses offering goods and services to its residents. Brookneal has several restaurants that are attracting a large out of area presence. Finding ways to exploit those attractions should be investigated.

Downtown Brookneal, VA

Section 7 – Marketing Campbell County

S.7 Introduction

This section will cover marketing efforts for the Campbell County Department of Economic Development. 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 The Standard Insurance. The Department of Economic Development continues to look outside of the region to bring jobs that will continue to diversify the county's economy. In addition to business/industrial prospect attraction, we also market our tourism attractions.

S.7 Current Marketing

Campbell County continues to market itself as part of the Lynchburg Region by supporting the work of the Lynchburg Regional Business Alliance, contributing $50,000 in dues in FY 2018. Advertising funds for new business attraction have increased slightly from $15,000 in FY 2012 to $18,000 in FY 2017, which is positive. However, in order to better market the county, increased funds will be needed. Tourism marketing dollars have decreased from a high of $20,600 in FY 2016 to a low of $8,100 in FY 2018.

Despite budget reductions throughout the county, marketing continues primarily through the County's Economic Development website, www.campbellvirginia.com. The website has had a refresh since the 2012 Update to give the website a fresh, more easily navigated look; a "site selectors" button was added for ease of finding industrial site information for consultants, a map showing our location in relation to the U.S. was added, as well as spotlights on attractions, businesses and available sites. Industrial 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 a private consulting firm out of Richmond, VA, in partnership with the City of Lynchburg and the Town of Altavista. The name of the firm is purposely withheld as we consider that to be proprietary information. This partnership has garnered three campaigns with 18 different business conversations, sent material and data to 8 different businesses, had two visits to an out-of-town business and had two site visits from business representatives. Many of these prospects were looking for existing building that we did not have. Some of the projects were long-term and we continue to follow up and keep in touch with the prospects. We are entering our fourth campaign with this firm, which will bring us an additional 12 prospects over a ten month period.

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

- Utilize 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 the Virginia Travel Guide and Lynchburg Life.
- Continue the partnership with the Richmond, VA, consultants.
- Work with partners to maximize limited marketing funds (Lynchburg's Office of Economic Development and Tourism, Virginia Economic Development Partnership, Lynchburg Regional Business Alliance).
- Maintain and provide electronic and printed marketing material for Campbell County industrial properties as well as tourism opportunities.
- Attend targeted tradeshows as budget allows.
- 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.

S.7 Target Markets

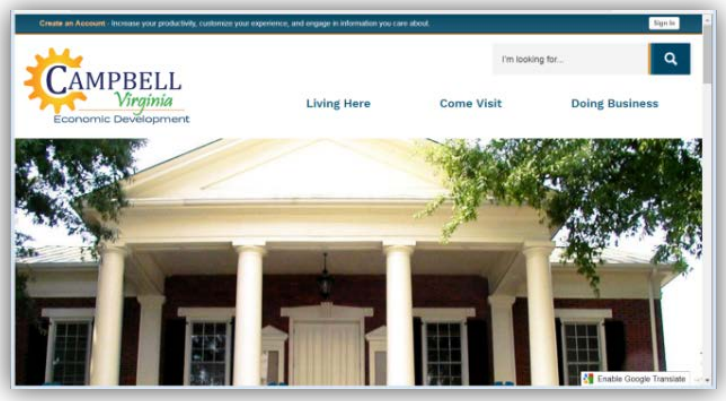
Campbell County has a strong, diverse economy comprised of businesses from numerous industrial sectors. The county wishes to continue further diversifying its economy; this helps add insulation for the local economy during times of recession. In order to maximize scarce marketing funds, it is imperative 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:

- Advanced Manufacturing
- Pharmaceuticals
- Professional Services
- Plastics
- Machinery Manufacturing including Medical
- Computer and Electronic Products Manufacturing
- Cyber Security

S.7 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 maintained in recent years

at approximately $82,000 (including funding for the Lynchburg Regional Business Alliance Economic Development contribution, 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 significantly limits what the Economic Development Department can do with promoting and marketing the county. This requires us to focus and target strategic markets that we already have a strategic advantage in attracting versus casting a wide net for prospects.



www.campbellvirginia.com

Appendix A

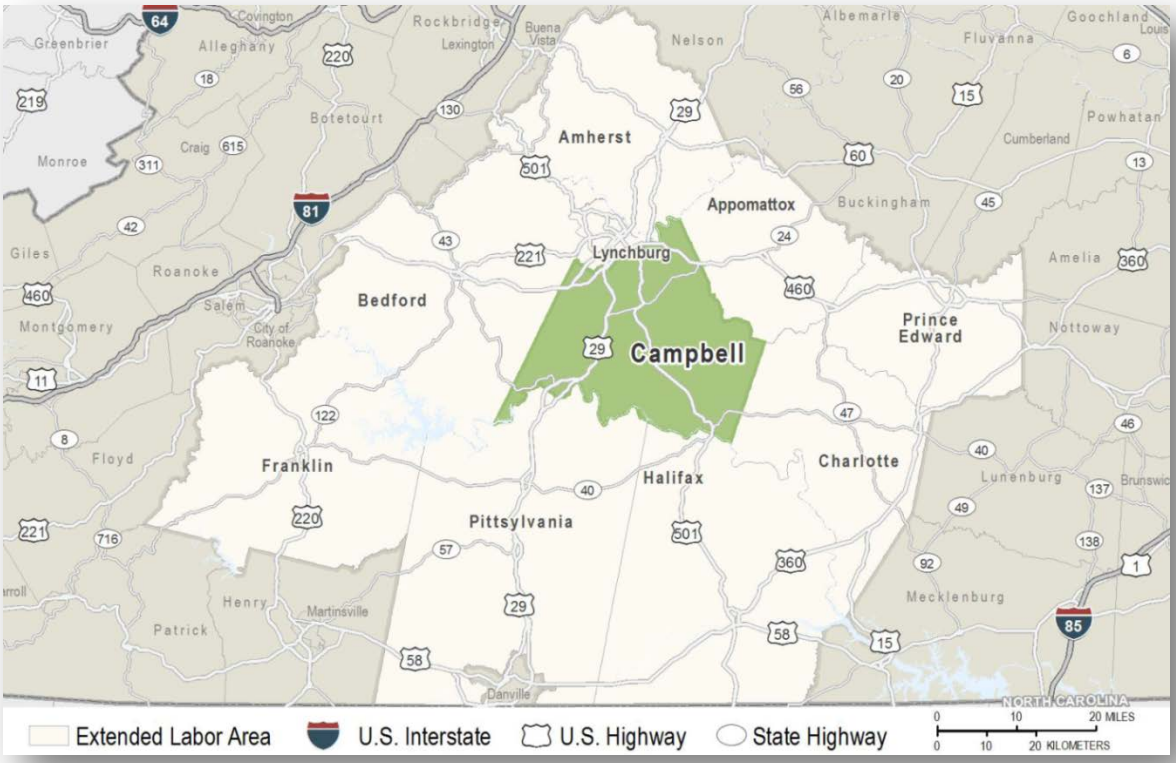
Demographic and Economic Update: April 2017

Comprehensive Economic Development Strategy

Demographic and Economic Update: April 2017

Campbell County Profile

Nestled in the foothills of Virginia's beautiful Blue Ridge Mountains, Campbell County is comprised of 511 square miles of scenic landscape, bordered to the north by the James River and to the south by the Staunton 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.



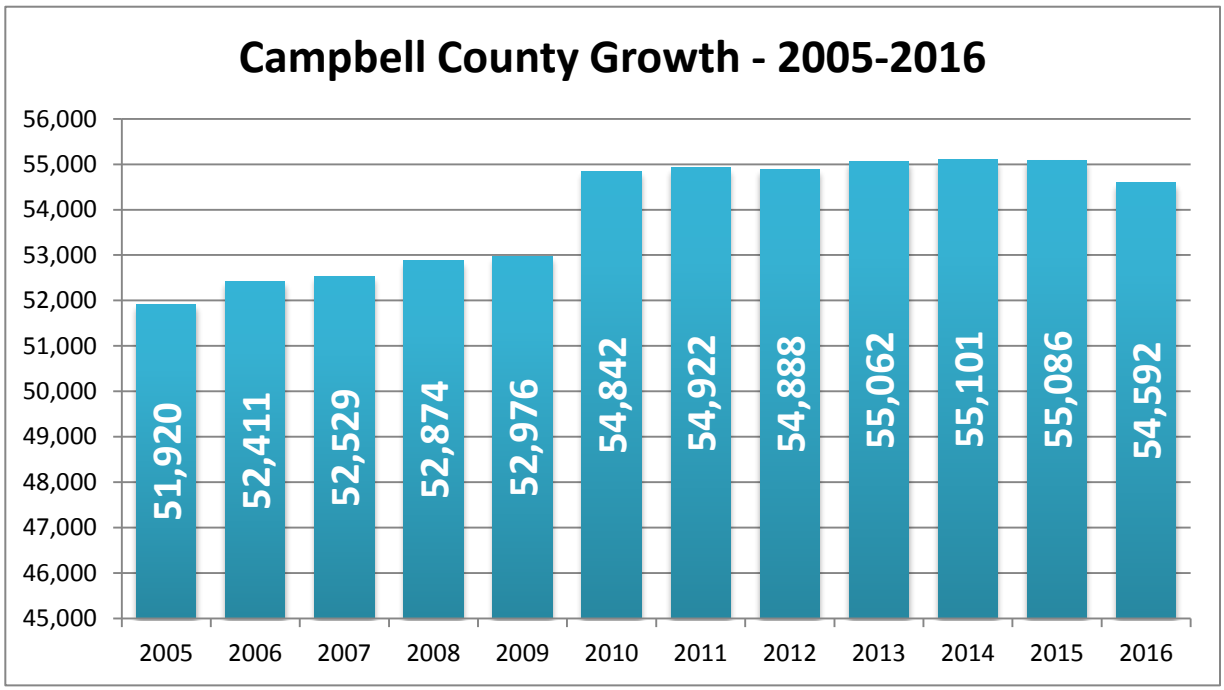
Source: Virginia Economic Development Partnership, Community Profile, 2016.

Average Temperatures			
January	37° F	Rainfall:	66"
July:	77° F	Snowfall:	80"

Source: Campbell County Economic Development, 2017.

Population Trends

The U.S. Census Bureau reports that there is a steady trend in growth for Campbell County since the most recent census numbers in 2010. While the growth is stable and not an extreme fluctuation in numbers, the upward population development is seen as positive, as not to overwhelm the county in infrastructure costs to support a large jump in population numbers. The graph below illustrates the growth trends since 2005:



Source: U.S. Census Bureau, 2017.

The Towns of Altavista and Brookneal have seen a slight growth since the 2010 Census reports. Both towns saw a positive increase in population, although Altavista came in at 0.7% and Brookneal at 0.6% growth, respectively. With the decline in job offerings in Brookneal and the competition of larger areas for both towns, this growth is, indeed, a step in furthering economic prosperity as times change.

	2010 Census	*2015 Estimates*	*Percent Change*
Altavista	3,450	3,474	0.7%
Brookneal	1,112	1,119	0.6%

Source: U.S. Census Bureau, 2017.

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's population as a whole grew 2.9% for a five-year span of the 2010 Census numbers to the 2015 estimates, with Bedford leading the county population percentages at 13.2%. Campbell County is the fourth fastest population growing locality in the Lynchburg area behind Bedford, Lynchburg City and Appomattox. Amherst has had a 1.4% decrease in population estimates since 2010. The following table displays growth rates for the Lynchburg region, along with the Commonwealth of Virginia.

	2010 Census	*2015 Estimates*	*Percent Change*
Amherst County	32,353	31,914	-1.4%
Appomattox County	14,973	15,414	3%
Bedford County	68,676	77,724	13.2%
Campbell County	54,842	55,086	0.4%
Lynchburg City	75,568	79,812	5.6%
Lynchburg MSA	252,634	259,950	2.9%
Virginia	8,001,024	8,382,993	4.8%

Source: U.S. Census Bureau, 2017.

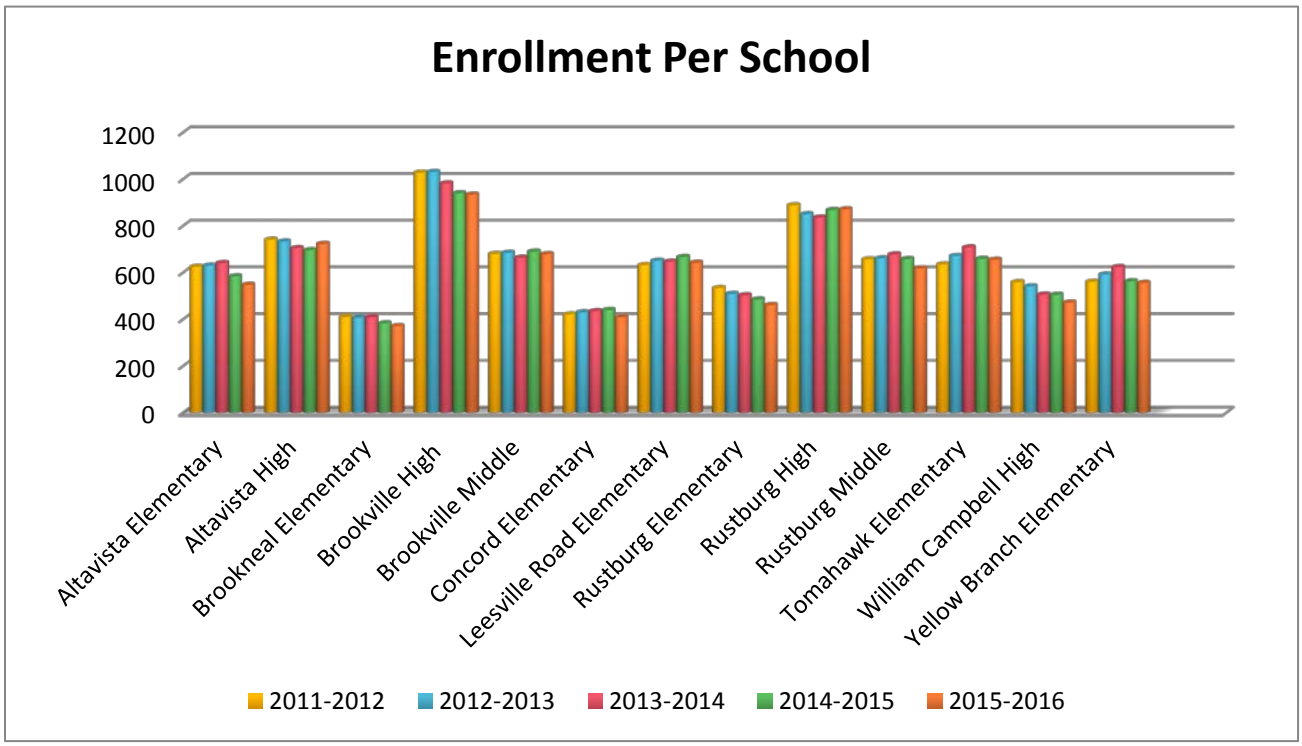
The Department of Community Development provided a brief snapshot of the growing number of residential options in housing development that are in process, under construction or in final stages of completion. Much of this residential growth is focused primarily north of U.S. Route 24 in Campbell County, which seems to be a larger area for housing needs.

Name of Development	*Number of Units*	*Type of Units*	*General Location*
Braxton Park	88	Townhomes	Timberlake 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
Carriage Grove Section IIIA	18	Single-Family	Colonial Highway
37 West, Phase II	168	Apartments	Waterlick Road
Trent's Landing, Phase I	41	Single-Family	Waterlick Road
Robertson's Village	20	Single-Family	Waterlick Road
Brookville Estates	31	Single-Family	Greendale Drive

Source: Campbell County Department of Community Development, 2017.

Education

Enrollment in the Public School System has, for the majority, declined since the 2012 CEDS Update. The following chart shows enrollment trends within the county's 13 schools:



Source: Virginia Department of Education, 2017.

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.

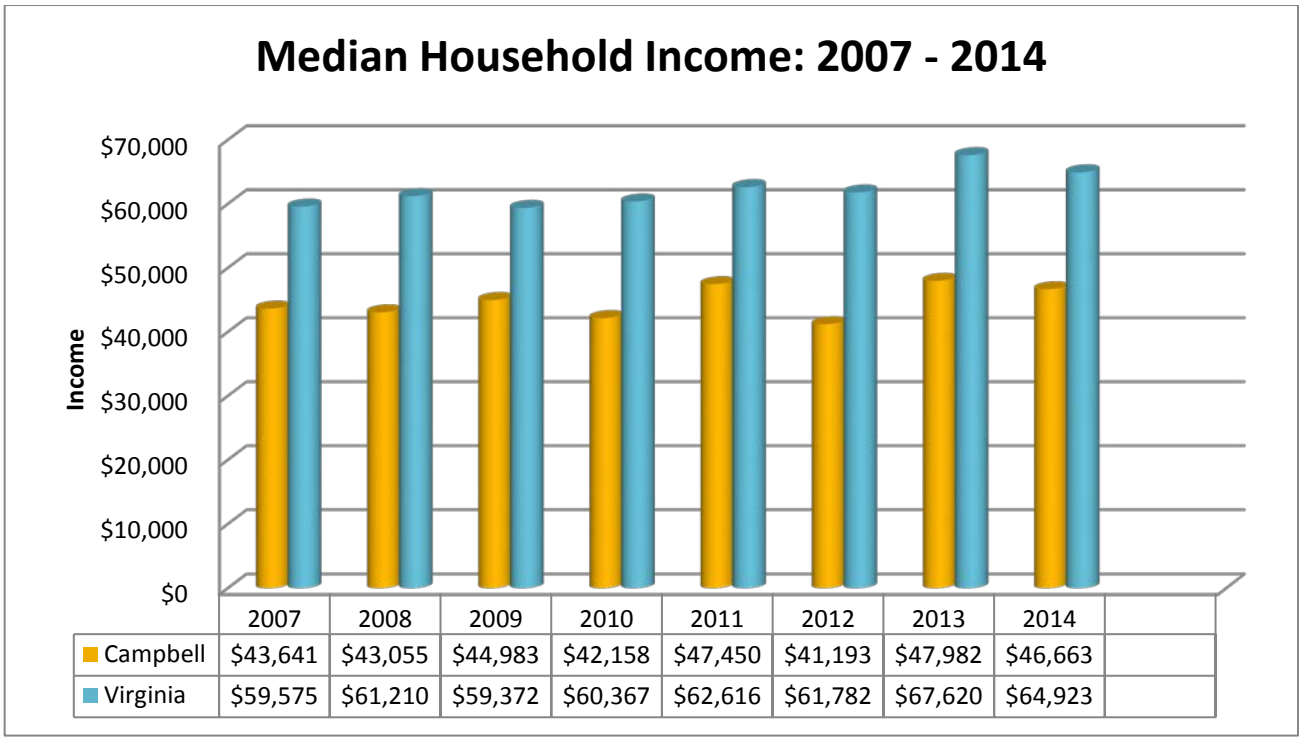
Below, education attainment is compared between Campbell County and the Commonwealth of Virginia. While the number of graduates with a high school diploma is slightly lower for Campbell County, there is a significant difference between the county and state in terms of those with a bachelor's degree or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

	Campbell County	*Lynchburg MSA*	*Virginia*
High School Graduate, Age 25+	83.9%	87.3%	87.9%
Bachelor's Degree or Higher, Age 25+	18.9%	32.3%	35.8%

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

Income

Median household income has been a bit back and forth for Campbell County, with income levels fluctuating from $42,158 in 2010 to $46,663 in 2014. True to historical trends, Campbell County's median household income is significantly lower than the state, which also altered slightly in numbers from 2010 at $60,367 to $64,923 in 2014. According to 2015 estimates, Campbell County ranks second highest in income amounts behind Bedford, but has the second largest growth in income levels after the City of Lynchburg.



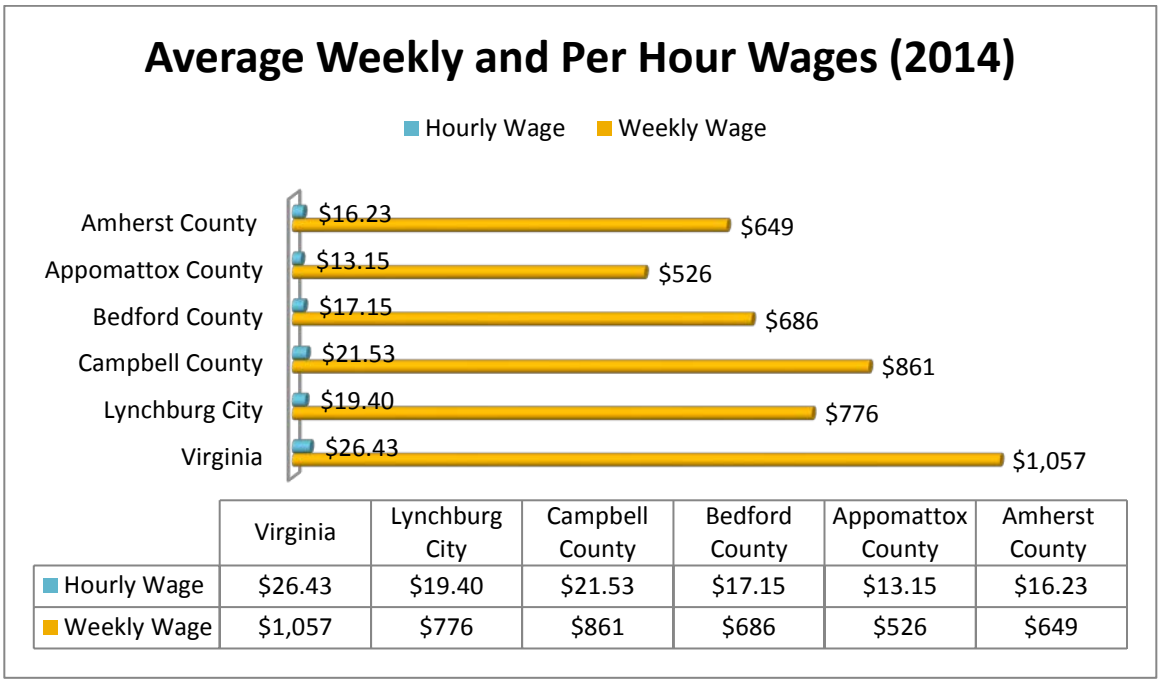
	2007	2008	2009	2010	2011	2012	2013	2014
Campbell	$43,641	$43,055	$44,983	$42,158	$47,450	$41,193	$47,982	$46,663
Virginia	$59,575	$61,210	$59,372	$60,367	$62,616	$61,782	$67,620	$64,923

Source: Virginia LMI, 2014.

	2010	2015	Percent Change
Amherst County	$44,757	$43,998	-1.7%
Appomattox County	$49,224	$44,397	-9.8%
Bedford County	$54,110	$55,507	2.6%
Campbell County	$43,478	$46,663	7.3%
Lynchburg City	$37,058	$40,065	8.1%
Virginia	$61,406	$64,923	5.7%

Source: Virginia LMI, 2015.

Campbell County's median household income was the second highest compared to the rest of the region, with average weekly and per-hour wages in the county being 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 $21.53 per hour, the county's 2014 average hourly wage is 12.6% higher than in 2011 ($18.80), and the average weekly wage is also 9.7% higher than in 2012 ($777.00). The following chart displays wage data for Campbell County and surrounding areas.

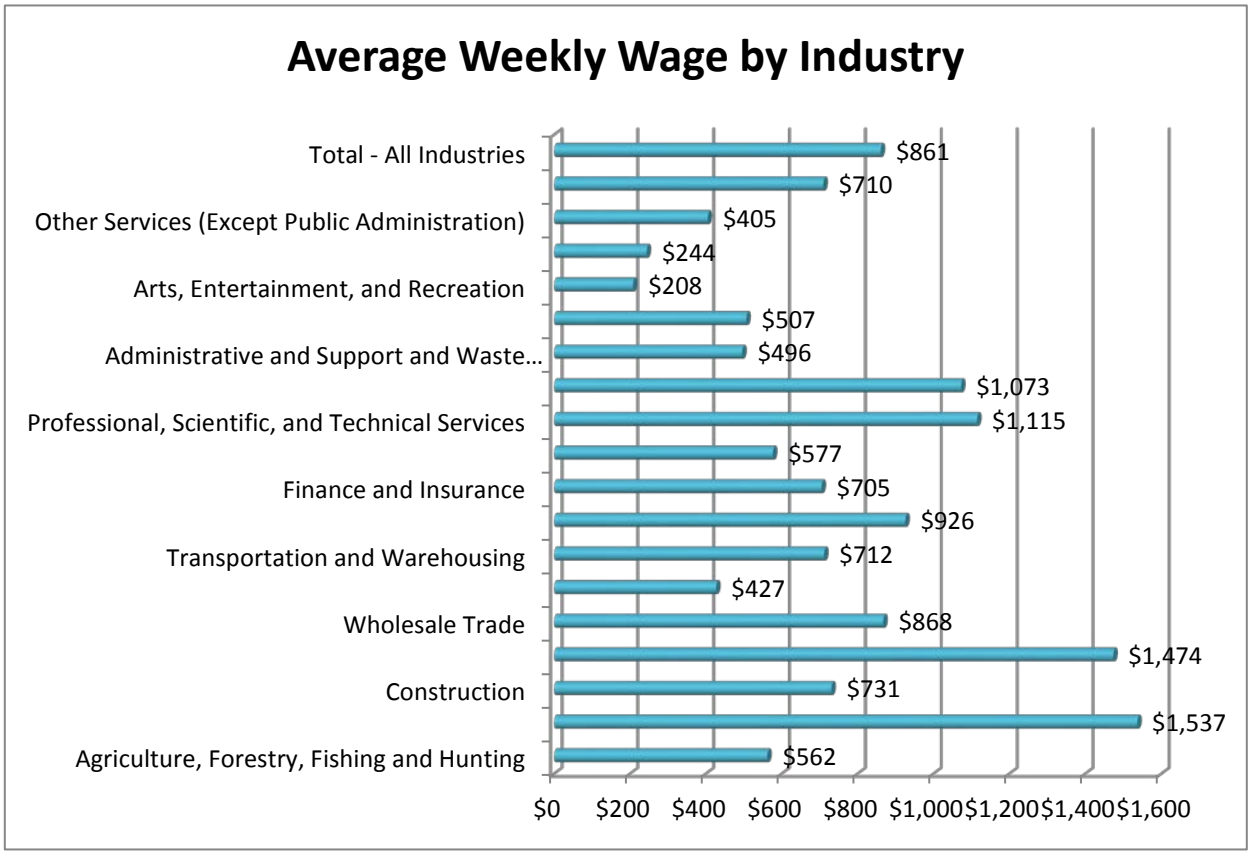


	Virginia	Lynchburg City	Campbell County	Bedford County	Appomattox County	Amherst County
Hourly Wage	$26.43	$19.40	$21.53	$17.15	$13.15	$16.23
Weekly Wage	$1,057	$776	$861	$686	$526	$649

Source: Virginia LMI, 2014.

Wages vary greatly between different industrial sectors. Management, utilities, and professional/scientific/technical positions average above $1,000 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.

Startek, Lynchburg, VA

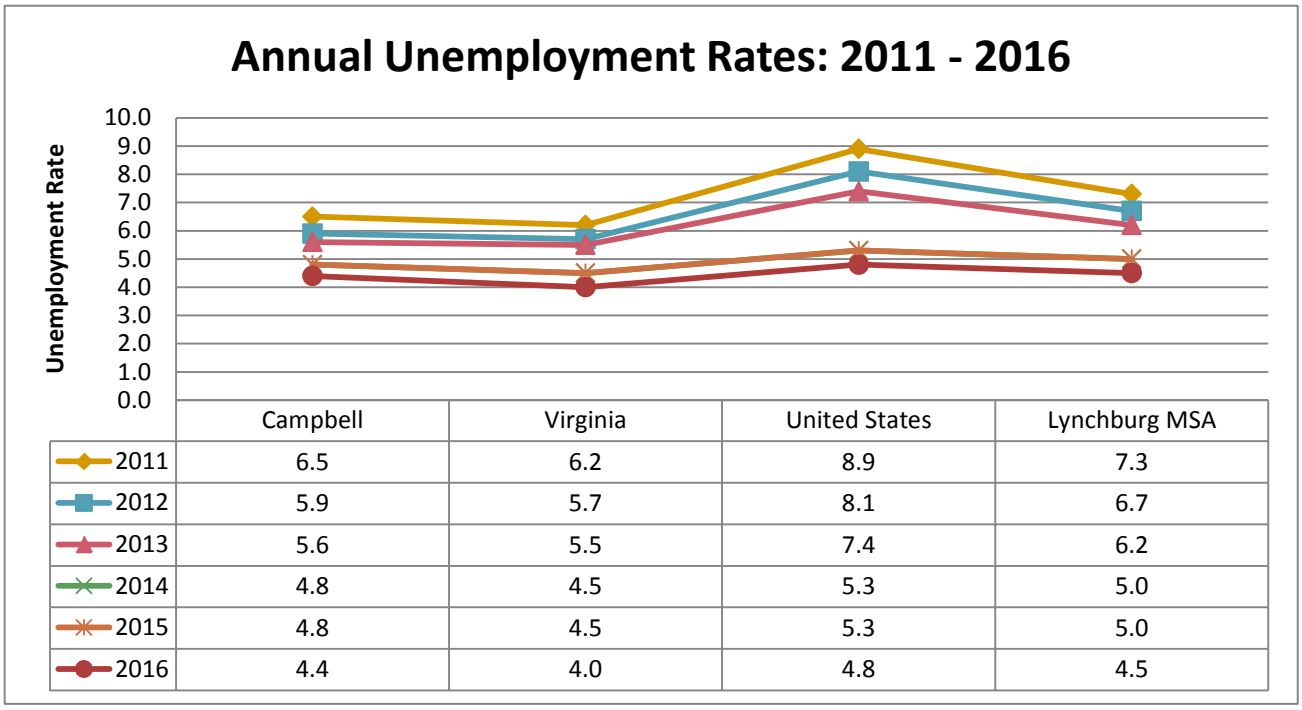


Source: Virginia Employment Commission, 2014.

Employment

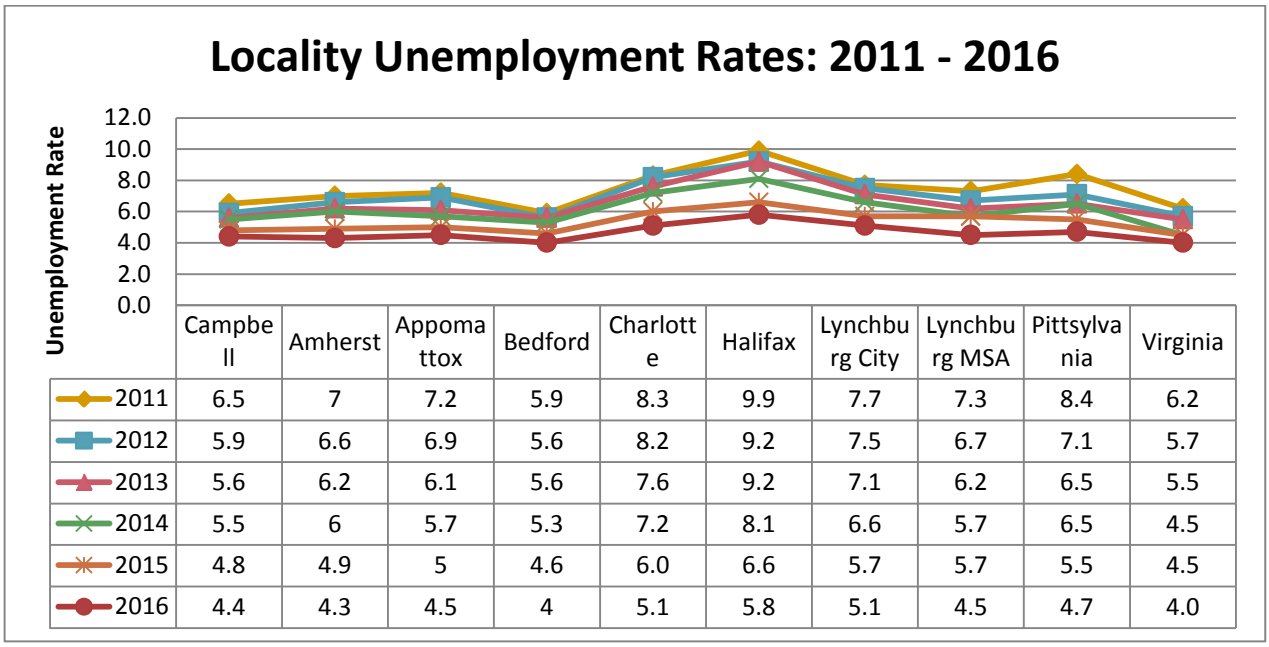
According to the Virginia Employment Commission, Campbell County's annual labor force in 2016 was 26,026, a decrease of 4.0% since 2012. During this time, average number of unemployed changed from 1,752 in 2012 to 1,141 in 2016, representing a decrease of 53.5%. The decrease in labor force and significant decrease in unemployment is consistent with neighboring localities.

Since the 2012 CEDS Update, Campbell County's unemployment rates have gone down due to more job availability, along with the rest of the nation. The county unemployment rate has decreased gradually from 6.5% in 2011 to 4.4% in 2016. 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 lower unemployment rates, with Bedford and Amherst counties having a lower overall rate. The following two graphs display Campbell County's unemployment compared to the region, Virginia, and the U.S.



	Campbell	Virginia	United States	Lynchburg MSA
2011	6.5	6.2	8.9	7.3
2012	5.9	5.7	8.1	6.7
2013	5.6	5.5	7.4	6.2
2014	4.8	4.5	5.3	5.0
2015	4.8	4.5	5.3	5.0
2016	4.4	4.0	4.8	4.5

Source: Virginia LMI, 2017

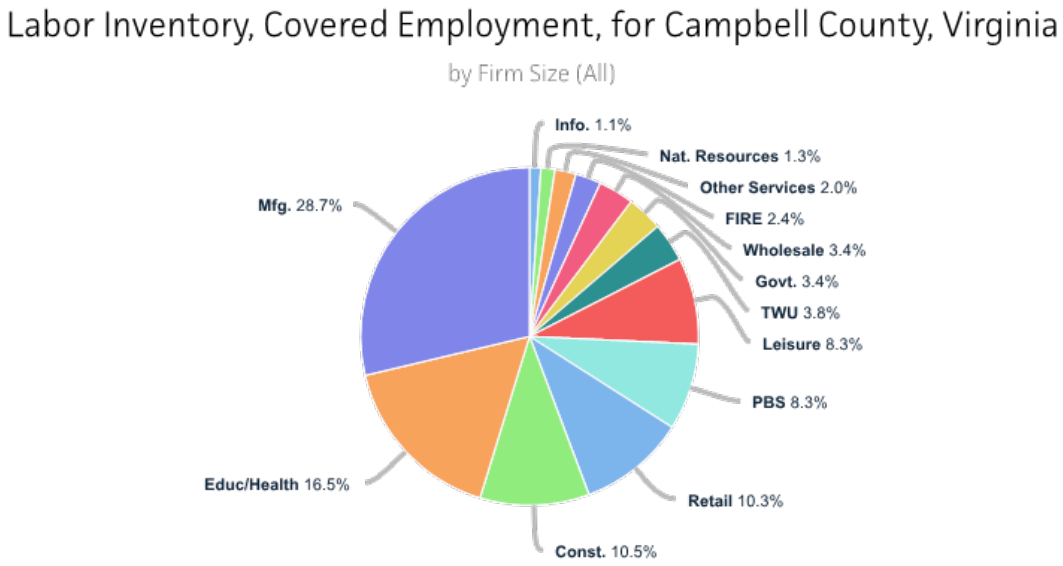


	Campbell	Amherst	Appomattox	Bedford	Charlotte	Halifax	Lynchburg City	Lynchburg MSA	Pittsylvania	Virginia
2011	6.5	7	7.2	5.9	8.3	9.9	7.7	7.3	8.4	6.2
2012	5.9	6.6	6.9	5.6	8.2	9.2	7.5	6.7	7.1	5.7
2013	5.6	6.2	6.1	5.6	7.6	9.2	7.1	6.2	6.5	5.5
2014	5.5	6	5.7	5.3	7.2	8.1	6.6	5.7	6.5	4.5
2015	4.8	4.9	5	4.6	6.0	6.6	5.7	5.7	5.5	4.5
2016	4.4	4.3	4.5	4	5.1	5.8	5.1	4.5	4.7	4.0

Source: Virginia LMI, 2017.

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 more than 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.

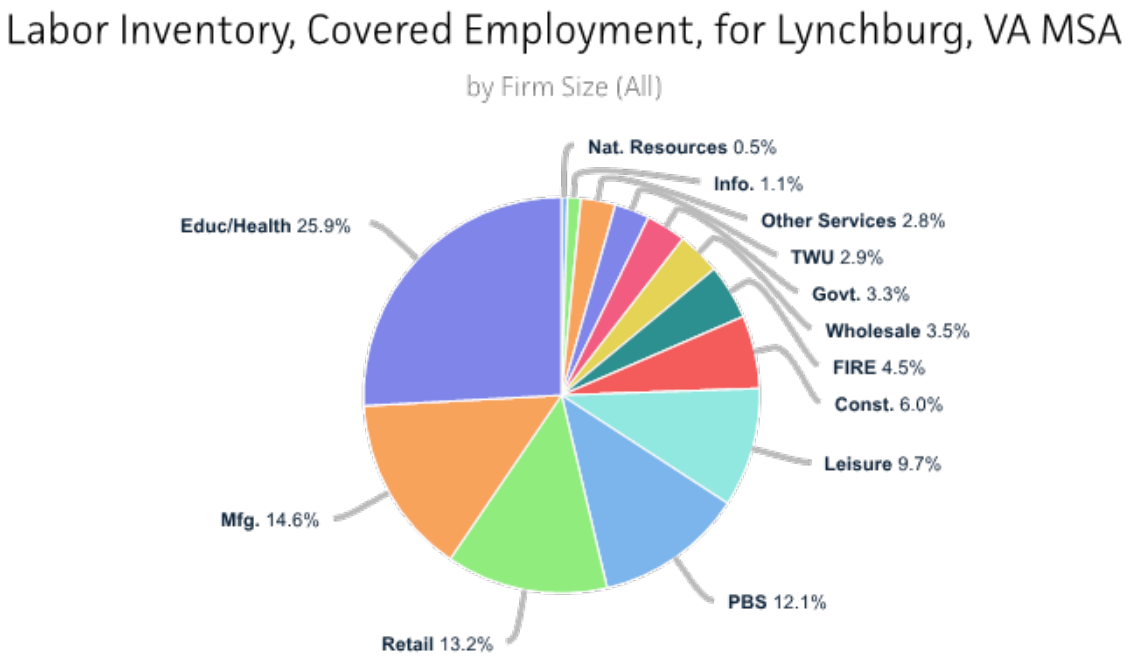


Source: JobsEQ, Chmura Economics & Analytics, 4th Quarter 2015.

***Labor Inventory Abbreviation Guide:*

Natural Resources – Agriculture, Forestry, Fishing and Hunting, Mining
Const. – Construction
Mfg. – Manufacturing
Wholesale – Wholesale Trade
Retail – Retail Trade
TWU – Transportation, Warehousing and Utilities
Info. – Information
FIRE – Finance, Insurance and Real Estate
PBS – Professional and Business Services
Educ/Health – Educational Services, Health Care and Social Assistance
Leisure – Arts, Entertainment, Recreation, Accommodation and Food Services
Other Services – Other Services (Except Public Administration)
Govt. – Public Administration

Source: JobsEQ, Chmura Economics & Analytics, 2018.



Source: JobsEQ, Chmura Economics & Analytics, 4th Quarter 2015.

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

Employer	Product/Service	Estimated Employment
BWX Technologies	Industrial Machinery/Nuclear	1,500 – 2,499
Abbott Laboratories	Pharmaceuticals	300 – 599
BGF Industries, Inc.	Fiberglass Fabric	300 – 599
Georgia Pacific	Oriented Strand Board	100 – 299
Progress Printing Company	Commercial and Catalogue Printing	100 – 299
Schrader International	Industrial/Automotive Products	100 – 299
Moore's Electrical and Mechanical	Contractor	100 – 299
Banker Steel	Steel Fabricator	50 – 99
Consolidated Shoe Co., Inc.	Footwear	50 – 99

Source: Virginia Economic Development Partnership, Campbell County Department of Economic Development, 2016.

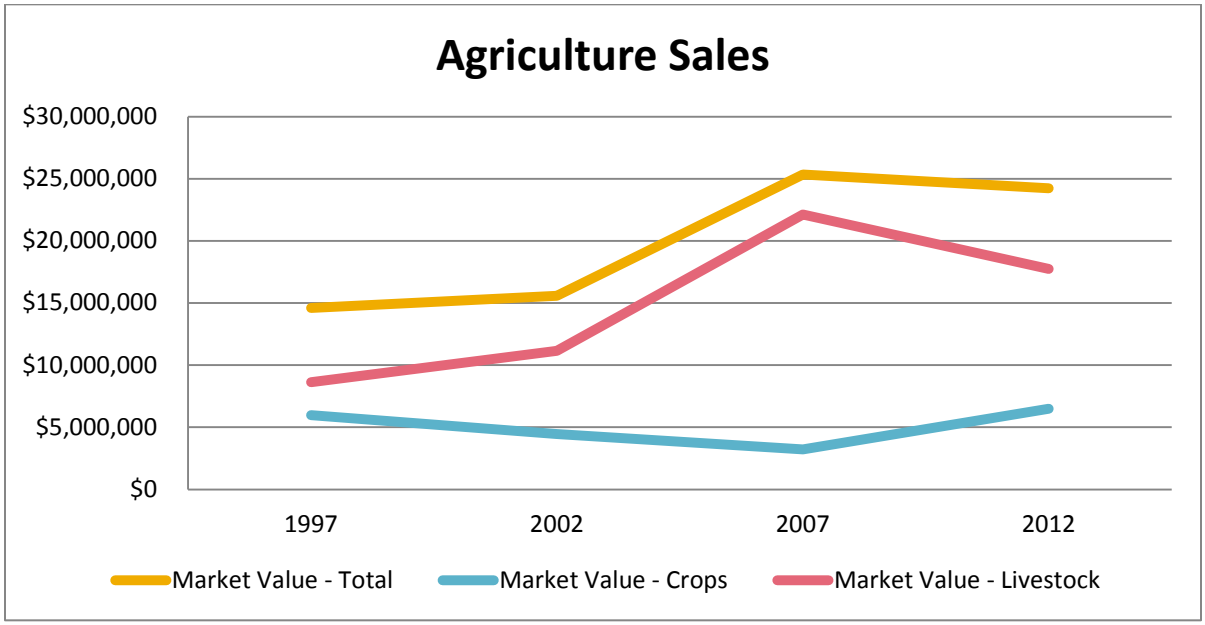
Agriculture

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: - Seed and fertilizer dealers - Farm equipment - Seedstock producers	Farmland acquisition: - Buying land - Renting land
Land use taxation.	Forestry is a long-term investment
	Getting a group of producers to work together

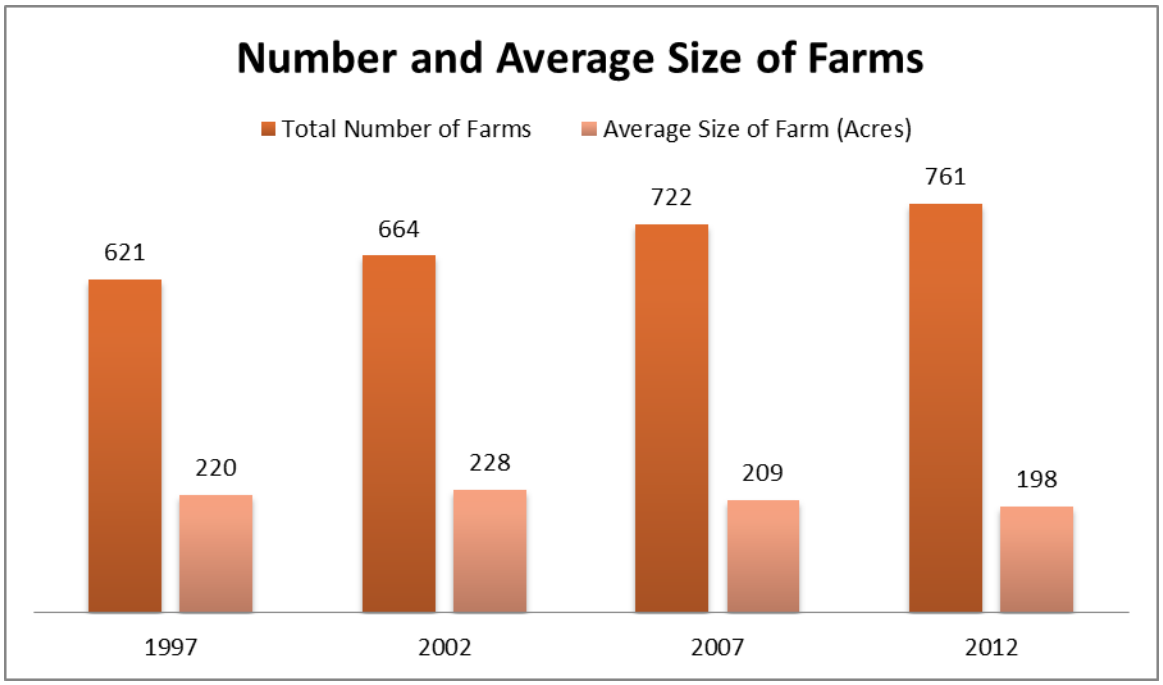
Source: Campbell County Extension Office, 2016.

Agriculture sales in Campbell County increased 39.7% between 2007 and 2012, up to $24,235,000. 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.

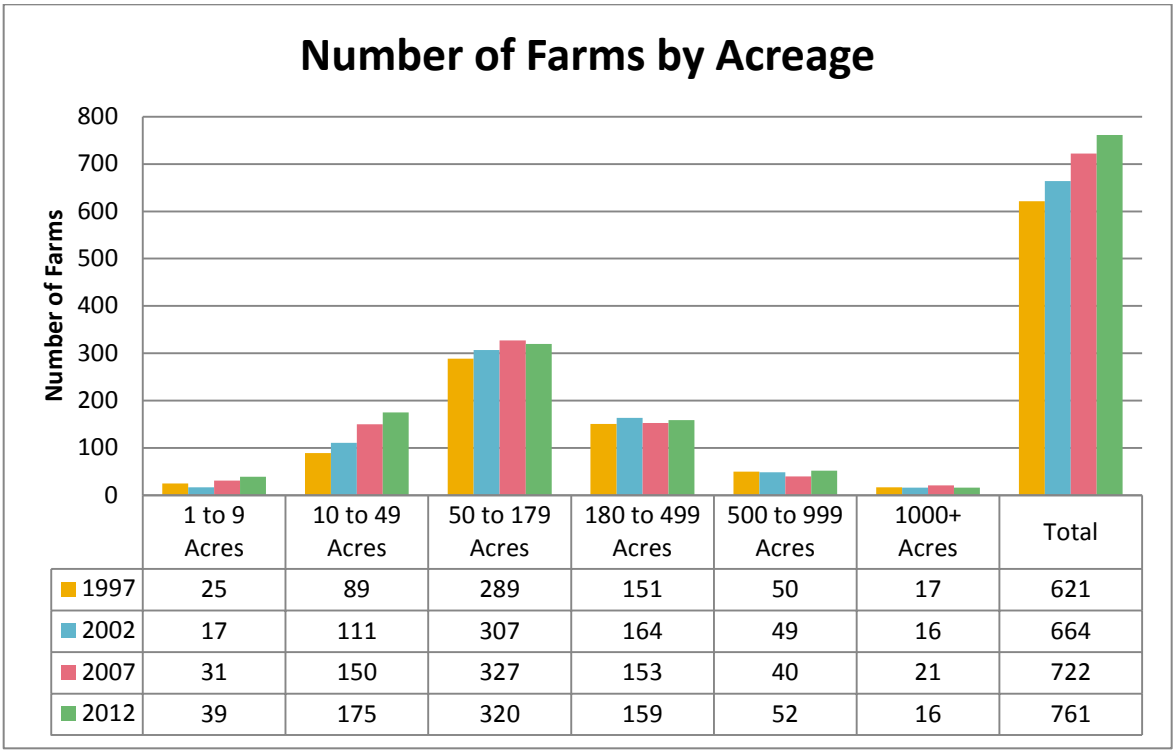


Source: U.S. Department of Agriculture Census, 2012.

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 18% since 1997, the average size of a farm has decreased 11%, from 220 to 198 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, 2012.



	1 to 9 Acres	10 to 49 Acres	50 to 179 Acres	180 to 499 Acres	500 to 999 Acres	1000+ Acres	Total
1997	25	89	289	151	50	17	621
2002	17	111	307	164	49	16	664
2007	31	150	327	153	40	21	722
2012	39	175	320	159	52	16	761

Source: U.S. Department of Agriculture Census, 2012.

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 Campbell County by 1.7% from 2010 to 2015. In addition, both local and state tax receipts have witnessed 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 that shop, eat and stay local.

In 2017, Campbell County joined in the formation of the Lynchburg Region Artisan Trail along with several other localities, partnering with the Artisans Center of Virginia; a trail designed to recognize unique attractions, eateries, lodging and artisans in the area to provide marketing to the community and encourage economic growth. The table below gives an idea of the impact of tourism on Campbell County's economy.

Category	2010	2011	2012	2013	2014	2015	Percent Change
Tourism Expenditures (in thousands)	$35,101	$37,287	$39,249	$41,102	$43,582	$44,313	1.7%
Payroll (in thousands)	$6,792	$6,771	$7,049	$7,543	$7,965	$8,296	4.2%
Employment	390	388	399	417	433	442	2.1%
State Tax Receipts (in thousands)	$1,603	$1,625	$1,700	$1,772	$1,874	$1,974	5.3%
Local Tax Receipts	$558,467	$565,573	$588,230	$624,979	$650,709	$683,406	5.0%

Source: Virginia Tourism Corporation, 2015.

Commercial/Retail Development

Commercial and retail growth has started to trend upward since the Great Recession and many new establishments are seeking to relocate into Campbell County. The following below are several areas that have seen an uptick in commercial and retail activity:

Altavista Commons – anchored by a Wal-Mart Supercenter on Clarion Road in Altavista. Since the last CEDS update, Applebee's, Wendy's and Taco Bell have now been established in the Altavista Commons area. Furthermore, additional retail stores such as Dollar Tree and Goodwill have joined the retail portion in front of Wal-Mart.

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 Simon's Run area. CarMax joined the Wards Crossing West/Simon's Run in 2014, and there are plans for a Tru by Hilton hotel along Simon's Run.

Airport East – located on the east side of U.S. 29 and south of U.S. 460 near Lynchburg Regional Airport. Hampton Inn & Suites, as well as the Comfort Inn & Suites, has come to the Wards Road/U.S. Route 29 area of the Lynchburg Regional Airport. In addition, Chili's Restaurant and Wendy's have originated in the general Airport East vicinity.

Industrial Development

Over the past five years, Campbell County has witnessed six existing expansion projects, attracted eight new companies and witnessed two existing industry closures. In the past 5 years, expansion and new projects have created more than 1,109 jobs during that time period and a capital investment of $97,400,000; this is significant considering the county was in a recession prior to this time.

Campbell County's unemployment rate has gradually decreased from 6.5% in 2011 to 4.4% in 2016. 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 are also 20 acres of property in the Brookneal-Campbell County Industrial Park near Brookneal, and 200+ acres of undeveloped, industrial-zoned land adjacent to Lynchburg Regional Airport.

Dearing Ford Business & Manufacturing Center, Altavista, VA

Appendix B

CEDS Public Informational Meetings

Available Industrial Properties

Brookneal—Campbell County Industrial Park

Dan River, Inc.

Dearing Ford Business & Manufacturing Center

Seneca Commerce Park

Virtual Buildings

Seneca Commerce Park Virtual Building

Dearing Ford Business & Manufacturing Center Virtual Building

CAMPBELL Virginia
Economic Development
www.campbellvirginia.com

Economic Developments (2012-2016)

Year	Project Name	New / Expansion	Capital Investment	Jobs Created
2013	Banker Steel	Expansion	$2,500,000	50
2014	Graham Packaging	Expansion	$12,000,000	20
	Comfort Inn & Suites	New	$7,500,000	25
	American Plastic Fabricators	Expansion	$555,000	4
2015	Chili's Restaurant	New	$1,700,000	65
	Wendy's	New	$1,500,000	25
	BGF	Expansion	$1,800,000	10
	Schrader	Expansion	$3,000,000	5
	Abbott	Expansion	$34,000,000	56
2016	The Standard Insurance	New	$1,700,000	178

Marketing Strategies

Website:	www.campbellvirginia.com
Brochure:	Campbell County Tourism Brochure
Consultants:	Richmond-Based Consultants—Lead Generation
Trade Advertisements:	Virginia Travel Guide
	Lynchburg Life
Partnerships:	Virginia Economic Development Partnership
	Lynchburg Regional Business Alliance
	Artisan Center of Virginia Trail Network
	Fish Virginia First

SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Quality of Life	Specialized, Skilled Workforce	Marketing County Assets	Vocational / Technical Education
Accessible Healthcare Network	Limited Air Service	Corridor Development	State/County Funding Impacts on Schools
Emergency Services/Public Safety	Manufacturing Sector	Regional Tourism Effort	Concern of Regional Marketing
Overall Workforce	Lack of Capacity	Lack of Rural/Agricultural Protection	Quality Educators
School System	Housing Availability	Expansion of Higher Education System	Lack of Regional Cooperation
Major Corporations Located in County	Infrastructure Availability	Available Land	Declining Government Resources
Utility Network and Capacity	Declining Industrial/Population Base in Towns	Growing Senior Population	Econ. Dev./Tourism Marketing Budgets
Higher Education	Lack of Modern Industrial Buildings	Major Employers	Shift in Transportation Responsibilities
Workforce Training	Limited Historic/Cultural Attractions	Resurgence of Manufacturing	Political Environment
Local Economic Development Programs	Demographic Changes	Broadband/Communications	Suburbanization
Favorable Government Environment	Expectations of Government Services	Access to Commercial Air	Competitive Environment
Overall Economic Health of the County	Localized Economy	Regional Collaboration	Competition for Scarce Resources
Proximity to Air Service		Green and Renewable Energy – Sustainability	Shift in Responsibilities to Local Governments
Renewable Energy		Water/Sewer Capacity	Aging Workforce
Importance of Towns		Schools/Impact on Workforce	
		Industrial Sites	
		Agritourism	
		Cultural/Arts Development	
		Mass Transit – Altavista and Lynchburg	

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Goals and Objectives

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

Campbell County Major Employers

29 CORRIDOR	CONCORD
Banker Steel Company Steel Fabrication	RSG Landscaping & Lawn Care Landscaping
Caterpillar Construction Equipment & Repair	Thompson Trucking Logistics
Powel Trucking Logistics	**GLADYS**
Sonny Merryman, Inc. Bus Sales & Service	Georgia Pacific Oriented Strand Board
ALTAVISTA	**LAWYERS ROAD**
Abbott Nutrition Nutritional Products	Boxley Materials Quarry
BGF Industries Broad Woven Fabric	Charter of Lynchburg Furniture
Graham Packaging Company Plastic Products	Lawhorne Brothers, Inc. Asphalt
Rage Plastics Plastic Products	Boxley Aggregates
Mid-Atlantic Printers Commercial Printing	Lawyers Road Energy, LLC Waste-to-Energy Plant
Moore's Electrical & Mechanical Electrical & Mechanical Construction	Gerdau Metals Recycling Scrap Metal Dealer
Schrader Valve Assemblies	**MT. ATHOS**
BROOKNEAL	AREVA Nuclear Engineering
Foster Fuels Fuel Distributor	B&W Nuclear Products
Sanfacon Industries Food Products	**TIMBERLAKE AREA**
Elite Recycling Scrap Metal Dealer	Consolidated Shoe Company Shoes
American Plastic Fabricators Plastic Manufacturing	Progress Printing Company Lithographic Printing

Industry Clusters

Automotive	Construction and Landscaping	Energy/Nuclear
Metalworking	Plastics	Pharmaceuticals
Printing	Steel Fabrication	Timber Products
	Transportation and Logistics	

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Economic Development
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Appendix C

Supporting Documents

Quick Guide to

Strategic Work Plan 2012

What is a Strategic Work Plan?

A successful strategic work plan is one that is integrated into the daily operations of an organization. In a municipal setting, staff and partner organizations use the strategic work plan to develop proposals and initiatives that implement elements of the strategic work plan; Council uses the strategic work plan to evaluate all proposals.

While a full update of a Strategic Plan is recommended periodically (every two years), the Strategic Plan should be reviewed annually and adjustments made as necessary. The cycle (right) outlines the annual use of the Strategic Work Plan.

The Town of Altavista's Strategic Work Plan includes seven Topics, each with an Aspiration and corresponding Goals.

Community Development

Aspiration: We have community development that insures we have a high quality of life for all of our citizens, present and future.

GOALS

- Develop/Implement a strategy to market/promote Altavista and what it does well.
- Identify communities similar to ours and review their best practices in community development.
- Explore and enhance greater opportunities for senior housing/assisted living.

Financial Health and Sustainability

Aspiration: We develop, monitor, and continually revise a financial plan that addresses the immediate and long-term needs of the community.

GOALS

- Develop a long range financial plan.
- Revise the budget process.
- Establish financial policies

Economic Development

Aspiration: We have economic development that creates an environment that attracts and fosters enterprise so that we have a robust, vital community.

GOALS

- Hire full time economic development director.
- Review and possibly revise economic development incentives.
- Analyze/Evaluate factors that contribute to economic success periodically and report to Council.
- Explore an incubator program for new business

Amenities

Aspiration: We have amenities that provide an exceptional array of opportunities for recreation and education, as well as enriching cultural diversity.

GOALS

- Develop a plan for maintaining our parks to insure that they continue to serve the community's needs.
- Continue development/construction of park system, including investigation of alternatives with Campbell County for English Park development.
- Investigate new opportunities that would enhance citizen interaction.
- Review the transportation needs of residents and see if there is a more viable way of meeting those needs.

Infrastructure

Aspiration: We have infrastructure that insures we attract and promote industrial, commercial, and residential growth.

GOALS

- Develop a plan to systematically monitor our infrastructure.
- Develop an aggressive schedule for upgrades of water/sewer lines and match our needs to available funds.
- Develop an aggressive schedule for upgrades of streets/roads and match our needs to available funds.
- Explore possibility of becoming a regional water provider by developing an analysis for Council's consideration, including current and potential sources.
- Investigate water conservation measures, including the potential of using gray water technology.

Council Relations

Aspiration: We have good productive Council relations that insure we make the best decisions for the citizens of Altavista and we respect and support the majority's decisions.

Efficient and Effective Government

Aspiration: We foster a Town work culture and performance that insures we are efficient and effective with a Council and staff that is motivated, innovative, and results-driven.

GOALS

- Establish/Implement a process for departmental Vision/Mission examination to insure achievement of Aspirations and assess staffing, performance and practices to insure they are efficient and effective.
- Evaluate current performance system and explore successful reward systems that recognizes employee innovation and improvement.
- Initiate policy/program to enhance staff involvement with professional peer groups to educate, discover best practices and enhance innovation.
- Develop/Implement an effective process by which council evaluates town manager and town attorney.
- Develop/Implement a process for Council to evaluate itself.

Each of the Goals, stated above, have Key Tasks and Activities associated with them, as well as Target Dates and Responsible Staff Members (Champion and Supporting) to assist in implementation and accountability. The entire Strategic Work Plan document can be viewed on the Town's web site at : www.//altavistava.gov/

Town of Altavista Mayor, Council and Manager

J.R. "Rudy Burgess, Mayor
Ronald Coleman, Vice Mayor
James Higginbotham, Council Member
Michael Mattox, Council Member
Beverley Dalton, Council Member
Bill Ferguson, Council Member
Charles Edwards, Council Member

Waverly Coggsdale, Town Manager

EXECUTIVE SUMMARY

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

VIRGINIA'S REGION 2000

NOVEMBER 2016

Submitted by Market Street Services Inc.
www.marketstreetservices.com

MARKET ST

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PROJECT OVERVIEW

Business and community leaders from Virginia's Region 2000 have come together to update the region's five-year Comprehensive Economic Development Strategy (CEDS). The new strategy will help elevate the region's competitiveness for new jobs and talent, guiding the region's investments in support of economic improvement and prosperity. Upon completion, it will ensure the region's continued eligibility for federal funding from the Economic Development Administration (EDA) in support of such investments. The four-phase research and strategic planning process will last roughly eight months, concluding in October 2016.

PHASE I: STAKEHOLDER ENGAGEMENT

Effective strategies are well-informed strategies. Quantitative research about the region must be complemented by qualitative input; the knowledge and opinions of stakeholders and the public at large are invaluable when identifying the assets to leverage, challenges to overcome, opportunities to pursue, and relevant investments around which the region can unite. Accordingly, the first phase of the process seeks to engage key stakeholders and the public at large through a series of interviews, focus groups, and an online survey to inform all subsequent phases of the process.

PHASE 2: REGIONAL ASSESSMENT

The Regional Assessment will provide a detailed examination of Region 2000's competitiveness as a place to live, work, and do business. The Assessment will present a set of "stories" that frame the issues facing Region 2000 as it seeks to further develop the area's economic prosperity and livability. Collectively, these stories will highlight the region's strengths, weaknesses, opportunities, and challenges as identified by resident and business input and key trends in demographic, socioeconomic, economic, and quality of life indicators. The region's competitiveness will be benchmarked against other metropolitan areas with which it competes for both jobs and workers.

PHASE 3: COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The third phase of the process carefully considers the strategic implications of the findings from the first two phases in developing a new five-year Comprehensive Economic Development Strategy (CEDS) to guide collaborative initiatives and proactive investments that support the community's economic development objectives. Strategic recommendations will leverage and reference best practice programs, policies, and initiatives from communities and regions around the country when relevant and appropriate. The resulting CEDS will complement a variety of other plans and initiatives that collectively help define a roadmap for the region's preferred future.

PHASE 4: IMPLEMENTATION PLAN

The final phase of the strategic planning process is the development of an Implementation Plan that supports the effective and efficient implementation of the various CEDS recommendations. Specifically, it will identify lead implementers, key partners, potential costs, and timelines for implementation of each recommendation. Performance metrics for gauging the effectiveness of implementation efforts will also be included.

STEERING COMMITTEE

The following individuals volunteered their time during 2016 to serve on the CEDS Steering Committee and/or provide staff expertise and guidance to the Committee during 2016.

Committee Member	Representing Organization
Fred Armstrong	Wiley | Wilson
Sarah Bell	Young Professionals of Central Virginia
Carl Boggess	County of Bedford
Alton Brown	News & Advance
Damien Cabezas	Horizon Behavioral Health
John Capps	Central Virginia Community College
Stephanie Cox	Consensus Real Estate
Kenneth Craig	Liberty University
Michael Elliott	Centra Health
Mayor Joan Foster	Lynchburg City Council
Hon. Scott Garrett	Virginia House of Delegates
Brian Goldman	Goldman Design
Todd Hall	First National Bank
Laura Lacy Hamilton	Beacon of Hope Lynchburg
Eric Hansen	Innovative Wireless Technologies
Larry Jackson	Appalachian Power
Bob Leveque	RR Donnelly
Nat Marshall	Region 2000 Workforce Development Board
Susan Martin	Bedford Area Chamber of Commerce
Jim Mercandante	CINTAS
James Mundy	Lynchburg Community Action Group
Heather Reynolds	Altavista Chamber of Commerce
Jim Richards	Petty, Livingston, Dawson & Richards
Dean Rodgers	County of Amherst
Frank Rogers	County of Campbell
Douglas Schuch	Bedford County Schools
Karen Simonton	OrthoVirginia
Bonnie Svrcek	City of Lynchburg
Jeff Taylor	County of Appomattox
Luke Towles	Wells Fargo Bank
Sergei Troubetzkoy	Discover Lynchburg

Staff Member	Representing Organization
Ben Bowman	Region 2000 Workforce Development Board
Gary Christie	Region 2000 Local Government Council
Christine Kennedy	Lynchburg Regional Business Alliance
Megan Lucas	Lynchburg Regional Business Alliance
Scott Smith	Region 2000 Local Government Council
Bob White	Region 2000 Local Government Council

REGIONAL ASSESSMENT

As part of the Lynchburg region's ongoing efforts to make the metropolitan area as attractive and supportive as possible for small business growth, existing business expansions, and new business relocations, a Comprehensive Economic Development Strategy (CEDS) process has been initiated by Virginia's Region 2000 Partnership and its regional partners. Through honest and well-informed assessments of the region's competitive position and economic growth, this process will result in a new, holistic strategy that will help the region and the aforementioned organizations focus economic development resources in a manner that maximizes efficiency and effectiveness, enhances prospects for quality growth, and increases well-being for businesses and workers in the Lynchburg region.

This Regional Assessment is the first step in that process; it is a critical step in understanding the region's position and the issues that it faces in an increasingly competitive environment for new jobs, talent, and corporate investment. It examines a wide variety of demographic, socioeconomic, economic, and quality of life indicators to tell a story about the region and uncover the key strengths, weaknesses, assets, and challenges that must be leveraged and addressed in order to support a more vibrant future. This quantitative analysis is complemented by a tremendous amount of community input received from interviews, focus groups, and a public survey. In total, more than 1,200 residents, workers, and businesses from Virginia's Region 2000 shared their input to inform this Assessment and the forthcoming Comprehensive Economic Development Strategy (CEDS).

The Assessment presents this research through the lens of eight stories, each containing important insights that should influence the region's strategic priorities as they relate to community, economic, and workforce development. These eight stories which can be found in the full Regional Assessment are as follows:

1. Image, Identity, and Influence: The Lynchburg Region and Liberty University
2. Regional Growth Dynamics
3. Attracting, Retaining, and Developing a Future Workforce
4. Quality of Life: What Makes Us "Family Friendly?"
5. Quality of Place: Relative Appeal to Young Professionals
6. Connectivity in Region 2000: Threats to Competitiveness
7. Economic Composition, Diversity, and Resiliency
8. Translating Regional Prosperity to Personal Well-Being

Collectively, these stories present a simple truth: maintaining the status quo cannot be an option if the Lynchburg region is to be a more prosperous community for future generations. Although numerous input participants discussed an aversion to change among some portions of the population and its leadership, the region has already demonstrated a commitment to first come together in launching this CEDS process and advancing the recent merger that resulted in the formation of the Lynchburg Regional Business Alliance. Next comes the commitment to act. The Comprehensive Economic Development Strategy (CEDS) is predicated upon the quantitative and qualitative findings presented in the Regional Assessment.

The pages that follow provide a brief overview of the CEDS guiding vision, goals, and key initiatives.

STRATEGIC VISION AND GOALS

Through careful discussion and review of the Regional Assessment, and the quantitative and qualitative input that informed its findings, the Steering Committee identified a vision for the region's economic future, and the goals, objectives, and key initiatives that will help the region achieve this vision.

"Our vision is a prosperous, vibrant, and inclusive Lynchburg region recognized for the creativity of its workforce, the resilience of its economy, and its abundance of natural, cultural, and educational opportunities."

Collectively, the Lynchburg region will help advance this vision through the pursuit of five key goals:

1. *...projecting a positive image and cultivating our distinct identity;*
2. *...facilitating the growth and expansion of our business community;*
3. *...educating and developing a sustainable workforce;*
4. *...investing in the connectivity of our region, and;*
5. *...supporting the vitality of our diverse communities and downtowns.*

These five goals are interrelated and interdependent, reflecting the nature of comprehensive economic development today. The Regional Assessment illustrated the degree to which such issues as interconnected; the Lynchburg region could struggle to develop a sustainable workforce if it fails to adequately project a positive image and support the vitality of its diverse communities and downtowns. Similarly, the region would compromise its efforts to effectively facilitate the growth and expansion of the business community if it fails to adequately educate and develop a sustainable workforce and invest in the connectivity of the region.

STRATEGIC OBJECTIVES AND KEY INITIATIVES

These five statements reflect overarching goals that provide structure to the Comprehensive Economic Development Strategy (CEDS), its objectives, and a set of initiatives that support them. **Strategic objectives** define those issues that the region wishes to impact within a goal area and serve as guidance for the pursuit and refinement of key initiatives, both in this CEDS and in subsequent updates. **Key initiatives** are specific, actionable pursuits for the region and its implementation partners. They can be programs, services, events, or investments in physical developments. A series of "**best practices**" or "**case studies**" are referenced throughout the full CEDS document when relevant to a specific initiative. These best practices and case studies can help guide implementation.

While there is a desire among CEDS Committee members and regional stakeholders to develop and implement a truly *comprehensive* and *holistic* economic development strategy, there has also been an acknowledgement that the region needs focus in strategy. This focus is appropriate given the recent changes in organizational structure and capacity supporting collaborative regional economic development – notably, the formation of the Lynchburg Regional Business Alliance (LRBA). It is intended that such focus can be reinforced by narrowly focusing the region's strategy on these eleven key initiatives.

KEY INITIATIVES: OVERVIEW

1. Form an Image and Identity Partnership to guide and implement a new collaborative Regional Branding and Image Campaign.
2. Implement a collaborative, regional Business Retention and Expansion (BRE) program.
3. Implement a targeted economic development marketing and corporate recruitment program.
4. Launch a new regional Center for Entrepreneurship that can serve as a long-term anchor and catalyst for the region's entrepreneurial ecosystem.
5. Launch an Economic Gardening and Entrepreneur in Residence program to drive technology-based economic development.
6. Form a Regional Talent Coalition to coordinate sector-focused workforce development initiatives, address regional skills gaps, and enhance collaboration between the business community and educational institutions.
7. Establish a Regional Workforce Center on the campus of Central Virginia Community College (CVCC) to deliver necessary workforce training.
8. Update project priorities and implement the region's existing plans for transportation, broadband, and other infrastructure provision based on relevant takeaways from the Central Virginia Connectivity Study.
9. Develop and implement a regional Site Evaluation and Improvement Program to accelerate the preparation and availability of shovel-ready industrial sites in the region.
10. Advance a Regional Riverfront Vision that seeks to "unlock" the region's riverfronts, better connecting and integrating local communities with the James and Roanoke Rivers.
11. Expand the establishment of Arts and Culture Districts throughout the region to encourage and incentivize projects that improve the aesthetic, artistic, and cultural appeal of the region.

The full Comprehensive Economic Development Strategy includes detailed descriptions of the various components of each initiative and the tactics that can help advance them.

IMPLEMENTATION PLAN

The Comprehensive Economic Development Strategy (CEDS) defines eleven key initiatives, each comprised of many specific tactics that will help Virginia's Region 2000 fulfill its vision for economic development and competitiveness. The complementary Implementation Plan briefly discusses a few key considerations related to ensuring that the CEDS' initiatives are effectively and efficiently implemented. This includes but is not limited to brief commentary on the roles and responsibilities of specific organizations and entities in support of implementation, the financial and organizational resources that are necessary to support these roles and responsibilities, the appropriate schedule for implementation based on Committee prioritization, and the necessary mechanisms for performance measurement supporting implementation evaluation.

While every community and region is different, with varying organizational capacities and working partnerships to support CEDS implementation, the communities and regions that are most effective in their implementation efforts are those that, by and large, adopt a truly collaborative model of implementation. That is to say, they create an expectation that the CEDS is a strategy for a community or region, and not a strategy for a single organization. They support shared accountability as it relates to implementation roles and responsibilities, and expect that CEDS implementation will be a "team sport." The most successful communities and regions also understand that this network of collaborative organizations and implementers needs day-to-day staff support. They invest in dedicated staff that can ensure that this collaborative network has the necessary support and access to resources to effectively and efficiently implement the CEDS.

The Steering Committee, inclusive of leadership from critical implementation partners, has helped identify the most appropriate organizations to lead and support the implementation of each initiative. It acknowledged and emphasized that the **Lynchburg Regional Business Alliance (LRBA)** should assume a substantive leadership position in the implementation of the CEDS' recommendations. This included staff-led implementation of many initiatives, but also, coordination of the various implementation partners and volunteers that will be necessary to effectively implement the CEDS. In this regard, the Steering Committee recognized that a collaborative group of implementation partners would be necessary to move the needle on certain initiatives for which the staff and financial resources at LRBA may be insufficient to support effective implementation. Accordingly, it is recommended that a **CEDS Implementation Committee** be convened by the LRBA immediately following the conclusion of the CEDS strategic planning process. As suggested by the CEDS Steering Committee, this new Implementation Committee would be derived from and report to the LRBA Board of Directors.

The LRBA has been identified as a necessary partner in every initiative but certain initiatives will be almost exclusively led by LRBA staff in partnership with the **Regional Economic Development Team** (also known as "The RED Team"), a working group of local economic development practitioners in the region. The LRBA will serve as the principal organization responsible for staff-driven implementation of relevant CEDS key initiatives. It will serve as the external "face" of the region's collective economic development community, and as such, the commitment of its staff and volunteer (board) leadership will be essential to the success of the implementation effort. But the LRBA's staff should not be expected to lead in all areas of the CEDS or advance certain initiatives in isolation. Furthermore, the organization and its staff cannot be reasonably expected to provide the necessary financial or staff resources to execute each element of the CEDS. The LRBA

staff will need to be supported by a commitment to advance implementation from the organization's board of directors and a variety of other partners. Filling this leadership role in advancing the region's CEDS will necessitate the acquisition of new resources at LRBA, both staff capacity and new financial resources will be needed to support new program implementation and expansion of existing programs in alignment with the CEDS' recommendations. A brief discussion of the necessary financial and staff resources to support CEDS implementation are covered in the full Implementation Plan.

The **Region 2000 Local Government Council (LGC)** will also play a critical role in implementation. The LGC is responsible for maintaining and updating the region's CEDS with the federal Economic Development Administration (EDA), ensuring that the region and its local governments remain eligible for certain federal funding opportunities and forms of planning or technical assistance afforded by the EDA's Economic Adjustment Assistance and Public Works programs. The LGC can serve as the principal organization responsible for communicating implementation progress and serving as the liaison between the region and the EDA for the purposes of CEDS updates and annual reports, EDA grant applicants, and other relevant matters. It will also serve as the principal organization responsible for advancing a few initiatives that align closely with the LGC's core mission and its existing service delivery to local communities in the region, notably those related to infrastructure provision, connectivity, and riverfront vision planning.

Performance measurement is critical to any economic development or community improvement initiative. The process of establishing and tracking performance metrics will allow the region and the CEDS Implementation Committee to assess and effectively communicate progress towards implementing the CEDS. Performance measurement can help determine if implementation is having the desired impact and producing the desired return on investment.

Many regions must start from scratch in designing their performance metrics and the mechanisms for communicating those results and outcomes to specific audiences and the general public. Fortunately, the Lynchburg region already has a viable mechanism for communicating performance as it relates to CEDS implementation: the Region 2000 Local Economy Dashboard (www.region2000dashboard.org). The dashboard has been used by the LGC to track regional performance on a variety of indicators that align with the region's CEDS. The full Implementation Plan includes recommendations regarding potential repositioning of the Local Economy Dashboard to support ongoing CEDS performance measurement and public reporting of implementation progress – the specific activities that have been undertaken by various implementation partners in activating the CEDS eleven key initiatives.

Appendix D

Workshop and Meeting Minutes

Campbell County
Comprehensive Economic Development Strategies Workshop

August 22, 2017

The following meeting for the Campbell County Comprehensive Economic Development Strategies Workshop was held on Tuesday, August 22, 2017, in the Campbell County Citizen Services Building Conference Room, Rustburg, Virginia.

Participants Present:
Nan Carmack, Director, Campbell County Public Library System
Myra Trent, Public Relations Development, Patrick Henry's Red Hill
Kathy Carson, realtor and member of Campbell County Economic Development Commission
The Honorable Mr. Eddie Gunter, Campbell County Board of Supervisors, Concord District
Cherie Roberts, Campbell County Extension Service
Tyke Tenny, Executive Director, Virginia Technical Institute
Lisa Linthicum, Director, Campbell County Social Services
Tracy Fairchild, Director/Emergency Coordinator, Campbell County Public Safety

Also Present:
Mike Davidson, Director, Economic Development
Sarah Johnson, Program Manager, Economic Development
Kim Stewart, Administrative Assistant, Economic Development

// The first of three workshops to review information for the 2017 Comprehensive Economic Development Strategies Update reviewed a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, as well as demographic data detailing the statistics from 2012-2017. Surveys and blank charts were distributed to the participants to vote on their SWOT categories.

// Mr. Mike Davidson informed the participants that the CEDS process is updated every five years and is recognized by the U.S. Department of Commerce Economic Development Administration (EDA). The EDA approves federal grants to localities that meet the eligibility requirements, but Campbell County, as a total, is prosperous enough to not qualify.

// Each participant introduced himself/herself and expressed what they hoped to see as an outcome of the CEDS process. Nan Carmack shared that the libraries encounter job hunters every day who need skills retraining and her desire is to come out of the CEDS process with a collaborative plan for retraining and some centralization to re-employment services for those changing work fields/specialties and for senior citizens re-entering the workforce. Myra Trent expressed the need for better Internet to increase awareness of Red Hill and also expressed that everything—hotels, Interstate—is a 35-40 minute drive away. Mr. Eddie Gunter expressed interest in seeing participants' answers to the survey and that in his 26 years on the Board of Supervisors, this being his 26th year, he has continually tried to move Campbell County forward but does not see the county improving as much as he would like. He also believes the county could benefit from a meals tax. Cherie Roberts would like to see the skills gap bridged for youth and adults and a clear path created detailing the education needed to obtain the job in question. She also expressed the desire for the yields in agriculture to increase. Kathy Carson expressed the desire to see better Internet become available and echoed the need for a meals tax. Tyke Tenny offered that lack of name recognition for Virginia Technical Institute (VTI) is the biggest threat for the business and that they will work with any business who wishes to work with them, but they are not well-known. They specialize in training of the trades. Lisa Linthicum would like to see the county prepared for the age wave that has already hit. Her concern is the many seniors who are isolated and need services beyond what Social Services offers, including transportation and resources to stay in their own homes versus assisted living. Tracy Fairchild emphasized the need for broadband for the county as Public Safety regularly relies on cell phones to relay important information, such as photos, to hospitals on the extremely important and time-sensitive calls. She also repeated the challenges presented by our aging

community and the importance to be able to meet those, as well as the challenges of hiring the right candidates for Public Safety in regards to the extensive training that is required.

// Mrs. Sarah Johnson then moved into the first presentation of the meeting, detailing the requirements of the CEDS Update and the demographic information for Campbell County. The purpose of the CEDS is to bring together the private and public entities to make the best decisions for the county. It establishes goals and objectives for the area, and it's needed for grant opportunities, if the area is eligible. It must be updated every five years and the last update was in 2012. The requirements are to show a realistic snapshot of the economic development situation in the county. It includes a SWOT analysis (Strengths, Opportunities, Weaknesses, and Threats); goals and objectives; participation between public and private sectors; strategic projects, programs, and activities; and a plan of action and performance measures.

// **Demographic Data:**

Campbell County has had a steady growth trend from 2010-2015, with 0.4% change in Campbell County, 07% in Altavista, and 0.6% in Brookneal. The Lynchburg MSA had a 2.9% change. Steady growth is desirable as that enables the services the county provides to keep up with the growth.

Median household income is trending fairly consistently and the economy is building back up with more job opportunities after the recession of the last several years. This information is provided by the Virginia Employment Commission and U.S. Census Bureau. Other data sources used are Jobs EQ through Chmura Economic Analytics.

School enrollment, as provided by the Virginia Department of Education, shows fluctuation among the schools but the total enrollment has dropped some since the last CEDS in 2011-2012. The per-pupil cost, however, has gone up more than $1,000.

Mrs. Johnson continued, showing that per the Employment by Industry chart, Campbell County's largest sector is manufacturing, at 28.7%. This is an incomparably high percentage compared to many other areas. As the population ages, much of the workforce is starting to retire, which is opening up more of these technical skilled positions. Education/health is the second largest industry at 16.5%, and construction and retail at 10.5% and 10.3%, respectively.

The labor force, as shown by data of the MSA (metro statistical area), however, shows education/health at the top with 25.9%, manufacturing with 14.6%, and retail at 13.2%. The Lynchburg MSA consists of Amherst, Appomattox, Bedford, Campbell County, and the City of Lynchburg.

Mr. Davidson reminded participants that although Campbell County has such a high percentage of manufacturing jobs, there is a lack of skills to be able to fill them. He also stated that when Campbell County did its first CEDS in 2003, the Board of Supervisors made a conscious decision for the Economic Development office to focus on manufacturing jobs, because those jobs are among the top paying jobs in the county, in order to get the most "bang for the buck" and therefore the highest quality of life for Campbell County. He went on to point out that one of the greatest challenges is that, as manufacturing businesses upgrade old machines with new, the newer machines are also able to do more and are more technically specialized, which in turn means the workers running the machines need greater technical skills.

Mrs. Johnson then reviewed unemployment rates and noted that Campbell County's unemployment has gone down compared to the past years. Around when the recession hit, the rate was around 6.8-7.4% and has gone down. The county tends to trend higher than the state in unemployment but significantly lower than the U.S.

From the VA Tourism Corporation, tourism expenditures have gone up and a steady growth trend is taking place with emphasis of tourism in Virginia. Virginia is being marketed by "Virginia is for Lovers," "Virginia is for History Lovers," and so on. Mrs. Carmack asked if the rising expenditures reflect more money being spent to promote tourism or more money spent by tourists. Mr. Davidson answered this question explaining that the Virginia Tourism Corporation uses a formula to determine how much income generated at a business is due to tourism. The formula considers that three out of every four rooms booked at a hotel is driven by tourism. For restaurants, they consider "X" number of dollars to be tourism related. There has been a 1.7% increase in tourism expenditures, but that percentage is based on the above formula. Mrs. Johnson continued then that tourism materials can all be viewed now digitally in addition to in print and that the county has a lot of nice trails. There is also an Artisan Trail, which many localities are doing to try to attract more tourism and incorporate local business to participate in. Mr. Davidson interjected that Liberty University (LU) is doing a great job marketing their new recreational facilities to prospective students and parents. Mr.

Davidson feels the county needs to try to attract those individuals as much as possible with Campbell County tourism as well, because if they are in need of Public Safety services while here, many of those expenses will go to county tax dollars, which could be offset somewhat by tourism-generated income.

Mrs. Johnson then explained that The U.S. Department of Agricultural Census (Ag Census), updated in 2012, shows an increase in the total number of farms, but the size of the individual farms has decreased. Fewer than five farm owners derive more than 49% of their livelihood from their farm. Most work elsewhere, for example BWXT, and the farm is supplemental. Also, the crops market value is trending upward whereas the livestock is trending downward. Mr. Davidson spoke up to explain how the Agriculture Census works. The Ag Census 2012 date means they began collecting data for the 2012 census in 2012. So by the time the census is released, the data is old, but it's the only data that exists and is the legitimate source that the EDA Department of Commerce recognizes. Mr. Davidson will also work with the Extension agents to try to get more information for this year's CEDS update.

// **Strengths, Opportunities, Weaknesses, and Threats (S.W.O.T) Analysis:**

Mrs. Johnson turned the meeting over to Mr. Davidson at this point, who explained that the S.W.O.T Analysis they would look at consists of the categories voted on during the last CEDS update and has also been reviewed by the Economic Development Commission, where they had an opportunity to remove or add categories. The participants in today's meeting would be given an opportunity to add or remove categories as Mr. Davidson reviewed each category and would also be asked to fill out their own S.W.O.T analysis form with their top five votes for each category at the end of the meeting.

Mr. Davidson reviewed each category under the **Strengths**, which consisted of Quality of Life, Accessible Healthcare Network, Emergency Services/Public Safety, Overall Workforce, School System, Major Corporations Located in County, Utility Network and Capacity, Higher Education, Workforce Training, Local Economic Development Programs, Favorable Government Environment, Overall Economic Health of the County, Proximity to Air Service, Renewable Energy, and Importance of Towns. Mr. Davidson asked the participants if they had additional items to include and there were none. However, as participants later discussed a different category, it was mentioned that Parks/Recreation should be added to the **Strengths**.

The **Weaknesses** were Specialized Skilled Workforce, Limited Air Service, Manufacturing Sector, Lack of Capacity, Housing Availability, Infrastructure Availability, Declining Industrial/Population Base in Towns, Lack of Modern Industrial Buildings, Limited Historic/Cultural Attractions, Demographic Changes, Expectations of Government Services, and Localized Economy. Broadband was added at this meeting. Mrs. Carmack added that the health of the towns that Mr. Davidson brought up as a **Strength** she would classify as a **Weakness** and in particular, the town of Brookneal. Mr. Davidson felt Manufacturing Sector could come off the **Weaknesses** now as it has improved since 2012. Mrs. Linthicum asked for more information regarding Expectations of Government Services. Mr. Davidson's answer was twofold, describing both frustrations in 2012 with sequestration, and also transplants from larger metropolitan areas with higher taxes and greater services moving to a smaller area with lower taxes but still expecting the same level of government services. Mrs. Fairchild asked if Housing Availability was still a **Weakness**. Mr. Davidson explained that the answer depended on the area of Campbell County and that the Sugar Hill and Hat Creek areas of Brookneal have empty houses. Mrs. Carson added that the builders in the Concord, Rustburg, and Timberlake areas are "selling dirt," because the homes are selling before they are even built. Moving on, Mr. Tenny asked if Entertainment fell under the category "Limited Historic/Cultural Attractions" and explained that his two millennial children complain frequently about having nothing to do in Campbell County. When Mr. Davidson asked if the group thought Entertainment could be lumped under Tourism, the majority said the two were different. Mrs. Carson added that LU is doing well pandering to millennials and offers Frisbee golf, rock climbing, etc. Another participant added that downtown Lynchburg is going that way now as well. Mrs. Linthicum expressed that Entertainment is important enough to be its own Weakness category. Timbrook Park was mentioned as a good area that can be built upon. It has a horseshoe pit, volleyball area, baseball field, fishing, and a walking trail. Mrs. Carmack noted young people participating in unplanned pick-up soccer games, emphasizing that there are things to do there and Campbell County could continue to build upon that. Mr. Gunter commented that he would like to see more recreation opportunities in Campbell County.

Speaking to the categories under the **Opportunities**, Mr. Davidson offered that Access to Commercial Air, which was a category from 2012, could be removed because the City of Lynchburg controls the regional airport, and due to regulation changes, the area may be lucky over the next five years to keep the

services that are already currently there. The other categories from 2012 included Marketing County Assets, Corridor Development, Regional Tourism Effort, Lack of Rural/Agricultural Protection, Expansion of Higher Education System, Available Land, Growing Senior Population, Major Employers, Resurgence of Manufacturing, Broadband/Communications, Regional Collaboration, Green and Renewable Energy—Sustainability, Water/Sewer Capacity, Schools/Impact on Workforce, Industrial Sites, Agritourism, Cultural/Arts Development, and Mass Transit—Altavista and Lynchburg. Regarding Renewable Energy, Mr. Davidson suggested that solar power should be a use-by-right in every industrial-heavy zone in the county and potentially for agriculturally zoned areas as well. Based on earlier conversation, Parks/Recreation was added to the Opportunities. It was questioned if mass transit should remain as an **Opportunity** and Mr. Davidson explained that it is not profitable on its own, and so to have it, government has to subsidize it. Mrs. Fairchild explained that more citizens will call for emergency transport than wait for a scheduled medical transport or bus because an ambulance is faster, regardless of whether they actually need it. Mrs. Linthicum questioned if the county could explore looking for a grant to support mass transit efforts, acknowledging the specialized skills grant writing requires. Mrs. Carmack and Mrs. Carson then mentioned the desire they have heard from older citizens to have a bus taking people to downtown Lynchburg. Mrs. Carson and Mrs. Fairchild then mentioned the need for affordable and available child and eldercare. Mrs. Carson and Mrs. Fairchild both mentioned available housing, Mrs. Carson specifying the need for smaller houses for the downsizing elderly, while Mrs. Fairchild expressed the need for larger housing to attract those moving into the Forest area for the $300,000 houses. At this juncture, the need for broadband was mentioned again.

Mr. Davidson moved to the **Threats** category next, citing the list of Vocational/Technical Education, State/County Funding Impacts on Schools, Concern of Regional Marketing, Quality Educators, Lack of Regional Cooperation, Declining Governmental Resources, Economic Development/Tourism Marketing Budgets, Shift in Transportation Responsibilities, Political Environment, Suburbanization, Competitive Environment, Competition for Scarce Resources, Shift in Responsibilities to Local Governments, and Aging Workforce. Mr. Tenny expressed that the category Vocational/Technical Education might indicate the fact that schools are offering fewer vocational classes. Discussion turned to Quality Educators and Mrs. Carmack, Mrs. Fairchild, and Mr. Davidson expressed that the category meant the threat of losing quality educators due to funding issues. The category was thus revised to "Retaining Quality Educators." Mr. Davidson believed the Shift in Transportation Responsibilities could be removed as no longer applicable. When Mr. Davidson asked if there were additional **Threats** to add, Mrs. Linthicum suggested Substance Abuse Epidemic and Mrs. Fairchild agreed. Mr. Davidson added Workforce to the category due to the impact of substance abuse on the workforce. Participants then agreed the Lack of Entertainment should be added. Participants then discussed a Tobacco grant program that is now a loan program of around $1,000 and that will be forgiven if the awardee remains and works in a tobacco region for three or five years (the exact number of years was unclear). Mr. Tenny suggested "Lack of Professional Jobs" as a **threat**, citing examples of LU students remaining in the area long enough to complete a master's degree or higher, then moving because they are unable to find professional jobs with adequate compensation in the area. Mr. Davidson presented that from statistics of Campbell County and the Lynchburg MSA, over the next 10 years, there will be five times as many certificate-required jobs created than ones requiring a bachelor's degree or higher. So, there are not opportunities in this area for the professional degrees and Mr. Davidson was unsure of what could be done to change that. However, he also mentioned that manufacturing jobs such as welding would pay competitively compared to a professional job outside of Lynchburg MSA and Campbell County. Mrs. Linthicum requested to add Aging Population as a **threat** to the whole of the area. Mrs. Carson suggested that the biggest **threat** as well as **weakness** was the lack of broadband.

// Mr. Davidson concluded the meeting by requesting participants to complete the S.W.O.T. analysis surveys, ranking items in the order of their top five most important items, and he explained that this information would be vital to the Economic Development Department once writing begins on the 2017 CEDS Update. Participants were reminded of the next meeting, to take place in the Citizen Services Building on August 29, 2017. The meeting was adjourned at 3:50 p.m.

Campbell County
Comprehensive Economic Development Strategies Workshop

August 29, 2017

The following meeting for the Campbell County Comprehensive Economic Development Strategies Workshop was held on Tuesday, August 29, 2017, in the Campbell County Citizen Services Building Conference Room, Rustburg, Virginia.

Participants Present:
Rachel Smith, business reporter with News & Advance
Lisa Linthicum, director of Campbell County Social Services
Kathy Carson, realtor and member of Campbell County Economic Development Commission
Reginald Herndon, Lynchburg Area Center for Independent Living
Willie Jones, retired from government-level work with utilities in Bedford and Halifax and member of Campbell County Economic Development Commission
Frank Davis, administrator of CCUSA and member of Campbell County Economic Development Commission
Willie Thornhill, retired from state health department
Hon. Valerie Younger, clerk of Campbell Circuit Court
Richard Metz, member of Campbell County Economic Development Commission

Also Present:
Mike Davidson, Director, Economic Development
Sarah Johnson, Program Manager, Economic Development
Kim Stewart, Administrative Assistant, Economic Development

// The goal of the second workshop was to review the goals and objectives from the 2012 Comprehensive Economic Development Strategies update and to set goals and objectives for the 2017 update.

// Each participant introduced himself/herself and Mrs. Sarah Johnson then moved into the first presentation of the meeting, giving a summary of the requirements of the CEDS Update and the demographic information for Campbell County presented at the first CEDS meeting on August 22, 2017. The purpose of the CEDS is to bring together the private and public entities to make the best decisions for the county. It establishes goals and objectives for the area, and it's needed for grant opportunities, if the area is eligible. It must be updated every five years and the last update was in 2012. The requirements are to show a realistic snapshot of the economic development situation in the county. It includes a SWOT analysis (Strengths, Opportunities, Weaknesses, and Threats); goals and objectives; participation between public and private sectors; strategic projects, programs and activities; and a plan of action and performance measures.

// **Demographic Data:**

As Mrs. Johnson explained in the first CEDS meeting, Campbell County has had a steady growth trend from 2010-2015, with 0.4% change in Campbell County, 07% in Altavista, and 0.6% in Brookneal. The Lynchburg MSA had a 2.9% change. Steady growth enables the services the county provides to keep up with the growth. Mrs. Willie Thornhill believed Campbell County to be doing a poor job of growth and pointed to bad infrastructure in the county. Mrs. Kathy Carson commented from the wages paid chart that Campbell County pays competitive wages, but it is difficult to find housing in Campbell County. Speaking to wages, Mr. Davidson answered that one of the reasons Campbell County has high paying wages is that the county has more manufacturing jobs than many other neighboring areas. He continued that many of the plant managers and top employees of the manufacturing companies do not live in Campbell County, and that may give the impression that the schools in other counties are better than Campbell County. But it is a perception thing. Mr. Willie Jones asked if the population data included transient populations, such as college students, and Mr. Davidson answered that only declared residents who have lived in Campbell County for 12 months are counted. Mr. Reginald Herndon commented, regarding people moving to the area from more progressive areas, that Campbell County needs to retain diversity, especially among young individuals.

Median household income is trending fairly consistently and the economy is building back up with more job opportunities after the recession of the last several years. This information is provided by the Virginia Employment Commission and U.S. Census Bureau. Other data sources used are Jobs EQ through Chmura Economic Analytics.

School enrollment, as provided by the Virginia Department of Education, shows fluctuation among the schools but the total enrollment has dropped 0.5% since the last CEDS in 2011-2012. The per-pupil cost, however, has gone up more than $1,000.

Employment by industry shows that Campbell County's largest sector is manufacturing at 28.7%. This is an incomparably high percentage compared to many other areas. Education/health is the second largest industry at 16.5% and construction and retail are at 10.5% and 10.3%, respectively. The labor force, however, as shown by data of the MSA (metro statistical area) area, shows education/health at the top with 25.9%, manufacturing with 14.6%, and retail at 13.2%. The Lynchburg MSA consists of Amherst, Appomattox, Bedford, Campbell County, and the City of Lynchburg.

Mrs. Johnson then reviewed unemployment rates, and noted that Campbell County's unemployment has gone down compared to the past years. Around when the recession hit, the rate was around 6.8-7.4% and has gone down. The county tends to trend higher than the state in unemployment but significantly lower than the U.S. Mr. Davidson commented that once near the 4% unemployment number, you're approaching what is considered full employment. At this number, those counted by the VEC do not have jobs either because they have poor work habits or they do not have the skills to hold a job.

From the VA Tourism Corporation, tourism expenditures have gone up 0.7% and a steady growth trend is taking place with emphasis on tourism in Virginia. Virginia is being marketed by "Virginia is for Lovers," "Virginia is for History Lovers," and so on. Tourism materials can all be viewed now digitally in addition to in print. Mr. Herndon asked what the biggest tourist attraction is for Campbell County, and Mr. Davidson spoke to the main attractions: Red Hill: Patrick Henry's memorial and burial site (partially in Campbell County and partially in Charlotte County), Avoca Museum, Sans Soucy Vineyards, Staunton River Brewing Company, and DeVault Family Vineyards. He went on to explain that the goal is to get tourists to spend at least a half-day visiting tourist attractions in Campbell County, perhaps in addition to visiting something in Lynchburg or Bedford County, for example. Mrs. Johnson then described the Artisan Trail and invited attendees to review brochures at the end of the meeting.

Mrs. Johnson next reviewed agriculture data. The U.S. Department of Agriculture Census (Ag Census) was last updated in 2012. Mr. Davidson spoke up to explain how the Ag Census works. The Ag Census 2012 date means they began collecting data for the 2012 census on December 31 of 2012 and collected data for the next 12 months. Then they spent another 12-24 months compiling the data. So by the time the census gets released, the data is old, but it's the only data that exists and is the legitimate source that the EDA Department of Commerce recognizes. The 2012 census shows an increase in the total number of farms, but the size of the individual farms has decreased. The crops market value is trending upward whereas the livestock market value is trending downward. Mr. Jones commented, regarding agricultural sales, that it is hard to capture and incorporate the data due to the cyclical market of livestock sales.

// **Strengths, Opportunities, Weaknesses, and Threats (S.W.O.T) Analysis:**

Mr. Davidson explained that the S.W.O.T Analysis consists of the categories voted on during the last CEDS update, and Mrs. Johnson added that the information was also reviewed by the Economic Development Commission, where they had opportunity to remove or add categories.

Mrs. Johnson then reviewed the contents of each category. Under the **Strengths** was Quality of Life, Accessible Healthcare Network, Emergency Services/Public Safety, Overall Strong Workforce, and School System. Mrs. Thornhill commented that the school system needs an infrastructure update, indicating that if the school system is not strong, the county will not be strong. Mr. Metz added that that is probably why the growth in private schools has increased. He added that the only way to change things would be to change the attitude of the Board of Supervisors from an anti-tax attitude in order to improve the schools. Mrs. Carson then stated that the county does not tax meals and those contribute to a huge loss for the county. Mr. Davidson interjected at this point that the fact that Campbell County has not rebuilt schools may add to a perception that the county does not provide an equal education compared to localities with newer facilities. Mrs. Johnson then continued to list the items on the **Strengths** list, mentioning Major Corporations Located in County, Utility Network and Capacity, Higher Education, Workforce Training, Local Economic Development Programs, Favorable Government Environment, Overall Economic Health of the County, Proximity to Air

Service, Renewable Energy, and Importance of Towns, and Parks and Recreation, which was added at the last CEDS meeting. This was also added to the **Opportunities**. Mrs. Thornhill asked who manages the parks, to which Mr. Davidson answered that the Recreation department oversees the parks and tries to masterplan to include certain structures. This is based on funding, however, and with limited funds, some of the parks are just land. Mrs. Carson discovered at the previous CEDS meeting that the parks are being utilized by groups organizing their own activities at the parks. But she feels the Board of Supervisors should add funding to be able to add more structures to the parks. In response to a question about the Air Service category, Mr. Davidson clarified to Mr. Jones that it referred to commercial air service. Mr. Jones then recounted from the last CEDS update that the addition of northern flights was discussed as a need and he stated that it is still a need. Mr. Davidson reminded the group that an item on the **Strengths** could also be categorized as a **Weakness**, **Opportunity**, and/or **Threat**. It is a strength that the area has commercial air service, but it could also be categorized under the other categories.

The **Weaknesses** were Specialized Skilled Workforce, Limited Air Service, Manufacturing Sector, Lack of Capacity, Housing Availability, Infrastructure Availability, Declining Industrial/Population Base in Towns, Lack of Modern Industrial Buildings, Limited Historic/Cultural Attractions, Demographic Changes, Expectations of Government Services, and Localized Economy. Items added at the last CEDS meeting included Available Child and Elder Care, Elderly Housing, Multi-generational Housing, Entertainment, Health of the Towns, Attracting and Retaining Quality Educators, Parks and Recreation, and Broadband Availability.

The categories under the **Opportunities** from 2012 included Marketing County Assets, Corridor Development, Regional Tourism Effort, Lack of Rural/Agricultural Protection, Expansion of Higher Education System, Available Land, Growing Senior Population, Major Employers, Resurgence of Manufacturing, Broadband/Communications, Regional Collaboration, Green and Renewable Energy—Sustainability, Water/Sewer Capacity, Schools/Impact on Workforce, Industrial Sites, Agritourism, Cultural/Arts Development, and Mass Transit—Altavista and Lynchburg. Added from the last CEDS meeting are Parks and Recreation, Available and Affordable Child and Elder Care, Meals Tax, and Broadband Availability.

Mrs. Johnson moved to the **Threats** category next, listing Vocational/Technical Education, State/County Funding Impacts on Schools, Concern of Regional Marketing, Attracting and Retaining Quality Educators, Lack of Regional Cooperation, Declining Governmental Resources, Economic Development/Tourism Marketing Budgets, Shift in Transportation Responsibilities, Political Environment, Suburbanization, Competitive Environment, Competition for Scarce Resources, Shift in Responsibilities to Local Governments, and Aging Workforce. Added at the last meeting were Substance Abuse Epidemic, Workforce, Lack of Entertainment, Aging Population, and Lack of Professional Jobs. Mr. Herndon added that Declining Work Ethic should be added and Mr. Davidson indicated that it could also be a **Threat** and **Opportunity**. The "millennial" generation was noted as well as workers of other ages. Mr. Davidson stated that in the next 10 years, most of the jobs created in Campbell County will require credentials, for example welders and plumbers, but not degrees. So those with college degrees will have fewer opportunities. One of the threats and opportunities this area faces, Mr. Davidson continued, is getting that message out to parents and students. Mrs. Carson mentioned she would like to see the Economic Development Commission help orchestrate apprenticeships with local businesses and today's youth. Mrs. Thornhill then asked how many industrial parks are in Campbell County and Mr. Davidson answered, stating, the undeveloped Dearing Ford Business and Manufacturing Center in Altavista, about 120 acres in Seneca Commerce Park on 29 South near the 24/29 interchange, 22 acres remaining in the Brookneal Campbell County Park on 501 on the outskirts of Brookneal, and about 100 acres contiguous with the Lynchburg Regional Airport. The county also has privately owned industrial parks in the area, so the county has plenty of industrial property to work with. Mr. Davidson explained that prospective companies want existing buildings, and he explained the 10,000 square foot building project the Industrial Development Authority is currently working on. Mr. Herndon noted another potential **Threat** to add in conjunction with Aging Population/Workforce: Individuals with Physical and/or Intellectual Disabilities. Mr. Jones asked, regarding workforce, if the county could work with companies that already offer in-house training for their employees to enhance their ability to train their employees? Mr. Davidson answered that, yes, it would be possible, but that the probability was low. Lack of funding is one reason, but also the sitting Board does not believe it is the job of government to interfere with local businesses but that the businesses will take care of themselves. Then Mrs. Thornhill suggested federal

funding may be available. Mr. Davidson explained that state funding exists to help expanding companies and companies enhancing their technology.

No further comments or questions were asked and the participants were given handouts to vote on their top five **Strengths**, **Weaknesses**, **Opportunities**, and **threats**.

// **Goals, Objectives, and Strategies:**

Next, Mr. Davidson reviewed the Goals from the 2012 CEDS to determine if they remain relevant for 2017. The number one goal from 2012 was Educational and Workforce Development, which is a broad name that can cover multiple areas, such as finding ways to handle physical and intellectual disabilities, skills training and retraining, etcetera. The 2017 participants felt this was still relevant.

Business Recruitment and Promotion, the second goal, meant attracting new businesses and helping existing ones grow. This could include tourism and taking advantage of Liberty University events that attract large crowds from out of town. Mr. Herndon mentioned Liberty moving into Division 1 football, which will draw larger crowds and overnight crowds who will be spending money on hotels and restaurants.

Number three was Broadband Access. An old Board of Supervisors from roughly eight or nine years ago developed a Broadband policy wherein they factored in three things they considered to be essential regarding government involvement and financing. They were that (1) all businesses—commercially and industrially zoned—in Campbell County had broadband, (2) that all the school systems had broadband access, and (3) that emergency services had broadband access. The last one was more difficult due to the responders being on the road so much and wireless helps accomplish the third necessity. The "last mile," broadband to the home, although important, was not as high a priority to the Board. When the policy was written, broadband was used mostly for entertainment activities, whereas today it is used much more for schoolwork/running businesses out of the home. Mr. Davidson explained that there are some state and federal funding initiatives working to assist with broadband now as well as new technologies. A broadband study performed about seven years ago determined the only way to get Internet to everyone was wireless because Campbell County is 500 square miles large. Mr. Jones asked if Mr. Davidson has been seeing more people working from home now than several years ago and Mr. Davidson clarified that he is seeing more people starting businesses out of their homes. Mrs. Carson added that since the tragedy of 911, she has seen an increase in governmental workers moving to the area to have a three-hour commute to Washington, D.C. She added that she put broadband as her number one issue. Mr. Jones agreed on the importance of broadband and mentioned traditional public schools using texts that are moving to a mixed text/online format. Mr. Herndon added workers with physical disabilities working from home and needing reliable Internet access.

Transportation/Airport Development was the fourth goal. As Mr. Davidson explained, the county is handicapped because it has no interstate through the area. Nevertheless, the area does have 460 and 29, which are both good four-lane roads. Five on the list was Economic Gardening, which Mr. Davidson recommended changing to Entrepreneurship, the "buzzword" now for helping small businesses to start up. Number six was Funding: Local and State. Long-Term Planning was the seventh goal and one of the projects that came up was to make sure to continue to look toward the future from both an economic development and agricultural land-planning perspective. Number eight on the list was Develop Marketable Industrial/Commercial Properties, and Mr. Davidson indicated that the department has come a long way since 2012 in preparing the sites, although there is more work to be done. The ninth goal was Tourism and Project Development, and several tourism opportunities were mentioned earlier. The final goal from the 2012 CEDS was Housing, and much discussion has already taken place regarding this topic.

Mr. Davidson asked if the participants knew of any goals Economic Development needed to be working on. Mr. Jones mentioned, regarding Housing, that it should be ensured that the appropriate infrastructure is available, for example roads and utilities. Mr. Herndon asked Mr. Davidson what counties of similar size are doing that Campbell County is not doing? Mrs. Thornhill seconded that question and recommended looking at counties with similar demographics, emphasizing the good in working collaboratively with others.

// Mr. Davidson thanked the participants for their feedback and participation and let them know a tentative timeline for the completion of the final CEDS document. The participants will be made aware when the update is available on the website and Economic Development will mail hardcopies if so desired. With no further comments or questions, Mr. Davidson concluded the meeting at 5:35 p.m.

Campbell County
Comprehensive Economic Development Strategies Education Workshop

August 31, 2017

The following meeting for the Campbell County Comprehensive Economic Development Strategies Education Workshop was held on Thursday, August 31, 2017, in the Campbell County Citizen Services Building Conference Room, Rustburg, Virginia.

Participants Present:
Mr. Willie Jones, member of Economic Development Commission
Mrs. Nan Carmack, Director, Campbell County Public Library System
Mrs. Cindy Shockley, serves on boards for the Campbell County Public Library System as well as the Parks and Recreation Department
Donna Lynn Davis, owner, 246 The Main Cultural Arts Theatre
Dr. Bobby Johnson, Superintendent, Campbell County Public Schools
Dr. Rob Arnold, Assistant Superintendent, Campbell County Public Schools
Mr. John Hardie, Principal, Campbell County Technical Center, and Rustburg resident
Doris Robinson, retired from Abbott
Mr. Robinson, retired from BGF Industries, Inc.

Also Present:
Mr. Mike Davidson, Director, Economic Development
Mrs. Sarah Johnson, Program Manager, Economic Development
Ms. Kim Stewart, Administrative Assistant, Economic Development
Mrs. Brenda Davidson

// Each participant introduced himself/herself and Mr. Davidson then summarized the requirements of the CEDS Update and the demographic information for Campbell County presented at the previous CEDS meetings on August 22 and 29, 2017. The purpose of the CEDS is to bring together the private and public entities to make the best decisions for the County. It establishes goals and objectives for the area, and it's needed for grant opportunities, if the area is eligible. It must be updated every five years and the last update was in 2012. The requirements are to show a realistic snapshot of the economic development situation in the County. It includes a SWOT analysis (Strengths, Opportunities, Weaknesses, and Threats); goals and objectives; participation between public and private sectors; strategic projects, programs and activities; and a plan of action and performance measures.

// **Demographic Data:**

Mr. Davidson reviewed the demographic data for Campbell County that was given in the first two meetings for those who had not attended prior CEDS meetings. He explained the steady growth trend Campbell County continues to experience, the median household income remaining consistent, and Campbell County's largest employment sector as manufacturing.

Mr. Davidson also reviewed unemployment rates, the VA Tourism impacts, and the agriculture data. No questions were presented from participants.

// **Strengths, Opportunities, Weaknesses, and Threats (S.W.O.T) Analysis:**

Mrs. Johnson explained that the S.W.O.T Analysis consists of the categories voted on during the last CEDS update, and Mrs. Johnson added that the information was also reviewed by the Economic Development Commission, where they had opportunity to remove or add categories. Mrs. Johnson reviewed the full list of Strengths, Weaknesses, Opportunities, and Threats that have been voted on for 2017.

Under the **Strengths** category, Mr. Hardie asked for clarification on the category *Utility Network & Capacity*, which Mr. Davidson explained refers to infrastructure and the basic needs for roads, such as water and sewer, and to an extent, Broadband.

Under the **Weaknesses**, Mrs. Johnson read the list to the participants, and Mrs. Shockley suggested *EMT Service* be added due to the extensive and expensive training required. She also added

Education, stating that the offerings to Campbell County students pales in comparison to Bedford County students, and that the cost-per-student to provide the education to Campbell County is higher than both Bedford County and Lynchburg City. She also added *Parks & Recreation*, and the *Libraries*, exampling that the aging population is taking interest in the parks in the city, but the county's parks are being neglected. Dr. Arnold then asked about the item *Accessible Health Network*, which is actually under the **Strengths** category, questioning if it refers to being accessible in the region or in Campbell County? He went on to suggest that the **weakness** could be the lack of availability of those services in the county and families having to travel to Lynchburg for healthcare. Mrs. Carmack added that she believed transportation in the county to be a **weakness** in itself. Mr. Davidson clarified that what the item in the **Weaknesses** category referred to was really the *quality* of the health network available to this area. Mr. Davidson mentioned the emergency room project coming to Campbell County on Simon's Run, but Dr. Arnold pointed to the location as still being inconvenient for much of the county. Mr. Davidson replied then that *Accessible Health Network* would be added to the **Weaknesses** category.

Mrs. Johnson reviewed the **Opportunities** list and the item *Decline in Work Ethic* gained considerable attention. Mr. Davidson explained that the person who added it meant that there is a declining work ethic among the younger generation, which leaves an opportunity to improve in trying to instill into the younger generation a better work ethic. Mrs. Carmack suggested adding *Continue to Build on Public/Private Sector Relationships* as a way to address some of the weaknesses. Mrs. Shockley suggested adding *Lodging Tax* to the **Opportunities** and Mr. Davidson explained that the county has one, but does not have a meals tax. Because of the inequities of the way the Commonwealth of Virginia treats counties versus cities, cities have more freedom to accomplish things. Cities are allowed to initiate a meals tax by ordinance, whereas counties must have a voter referendum. Mr. Davidson suggested adding somewhere in the list the *Inequities in the Way Local Government Entities are Treated by the State*. Mrs. Shockley then asked if one technical school was enough to meet the need of the workforce and if technical schools could be addressed at the high school level. Mr. Davidson answered that the technical school is doing a lot and a lot more needs to be done. He added that Mr. Hardie would have an opportunity to speak to the topic later in the meeting. Mrs. Shockley answered that, yes, she would like to add *Potential Technical School Credentialing* as an opportunity.

Mrs. Johnson moved to the **Threats** category next. Mrs. Shockley asked for an explanation of the item *Lack of Regional Cooperation*. Mr. Davidson felt this could be as much perception as reality and that the thought was that regional cooperation had declined from about five years earlier. Mr. Davidson sees it somewhat but also gave examples of regional initiatives and believes people want to see more collaboration, in general, than what they are seeing. Mrs. Robinson asked for clarification on *Workforce* as a **threat**. Mr. Davidson explained, giving the example of a "greying" workforce due to people continuing to work past retirement eligibility because of lost retirement money during the recession. Eventually, they will not be able to keep working, which will leave openings. He also stated that with the openings, when they come, a threat is the potential that the population will not be educated or trained sufficiently to move into those jobs. Mr. Jones suggested revising *Workforce* to *Workforce Availability*, which would incorporate the threat Mr. Davidson had explained. Mr. Hardie suggested *Housing* be added as a threat, speaking to individuals coming to the area for jobs opening up and not having adequate housing to keep up. Mr. Robinson asked, regarding BWXT for example, if individuals needed training prior to hire or if on-the-job training was what would be required. Mr. Davidson explained that some training, such as welding, etc., is necessary to be hired. But then there would also be specific training pertinent to BWXT's machines, etc. Mr. Robinson also asked about individuals who have "blemishes" on their record but are trying to move forward to create a positive future for themselves and whether there was anything the county could do to help them find good employment. Mr. Davidson doubted the county could do anything besides possibly partnering with agencies whose purpose is to help such individuals. Mrs. Carmack suggested the Workforce Development Board with Region2000 and said they offer a program called Returning Citizens that provides job-training assistance to help them show that they've grown from their experience and also stated that one of the roles the library plays is to help connect individuals with those resources. Dr. Johnson then suggested adding *The Increasing Poverty Rates* as a threat and elaborated that when he first started with Campbell County, the County had two targeted assisted Title 1 elementary schools, which meant there were two small populations at two elementary schools that were eligible for federal funding. Today, every elementary school in Campbell County is a full Title 1 school, meaning every elementary school has more than 40% free and reduced lunches, and their data shows the trend increasing significantly. Mr. Davidson expressed interest in following up on this topic to see if single-parent homes are contributing dramatically to the trend or something else. Mrs. Carmack added, referencing the

Average Income chart that was shown, that Campbell County still has not recovered to the 2007 level although the cost of living continues to rise. She continued that until the county's youth can be sufficiently educated and trained in the necessary areas to be employable, she does not see that trend changing. Mrs. Shockley agreed. Dr. Arnold added that the skills needed change quickly and that if they needed to have a machining program, for example, the amount of money it would cost the school division to create that type of program is beyond what they could do. Mr. Hardie explained, though, that he believes the technical school has made some strides and that according to the data projection for the next ten years, many of the jobs will require credentialing and training programs versus four-year degrees, and the technical school has many offerings suited toward that. Mr. Jones asked, regarding the school system, if the students eligible for Title 1 programs are aware of and taking full advantage of them. Dr. Johnson replied that they are, and that they have recently added a third session at the tech center to get even more students in. Eighty students are currently attending CVCC for duel-enrollment programs, and there is a waiting list, but the school system cannot afford to send more at this time. Mrs. Donna Lynn Davis asked what the requirements are to teach at the technical center, and suggested people in the community teaching classes. She mentioned her husband, who worked 25 years as a firefighter and EMT for Lynchburg and is now retired. Mrs. Carmack referenced this as an example of Public/Private Partnerships that was mentioned under **Opportunities**. Dr. Arnold believed that legislators have understood the need to meet these job requirements and are hearing from individuals like Mr. Hardie who are trying to hire people who have both credentials in their specialty as well as a teaching degree and it is very difficult to find that. He also believed that there is beginning to be some flexibility in that area, however. Mr. Hardie added that there is a market competition now trying to hire people who have the ability to manage a classroom of up to 20 16-18 year old students as well as to be a highly skilled individual. Additionally, the monetary compensation is vastly different between the two, making it difficult to transition career paths from potentially earning $80,000 a year to a teacher's salary.

// **Economic Overview of Campbell County**:

Mr. Davidson revealed the data sets and resources the Economic Development department uses to gather the most accurate data possible, including Chmura Analytics. Mr. Davidson showed data sets to show the available jobs in Campbell County. Over the next ten years, there will be a need to replace 159 semi-skilled, credentialed jobs in the areas of agriculture, forestry, fishing, and hunting. This job sector is shown as declining. He continued that construction was a large sector and over the next ten years, 438 people will be needed to replace retirees. In addition, there will be openings for 261 new construction employees, meaning they are not replacing retirees. Manufacturing is even larger, showing roughly 800 people needed to replace retirees in the next 10 years. This number takes into account a declining need due to technology advancements replacing some workers.

The next chart showed data for degreed programs: an associate's, bachelor's, or advanced degree. Finance and insurance will need 73 new people to replace the workforce, with 5 new jobs; in professional, scientific, and technical services, 112 jobs will be needed to replace jobs, with 43 new jobs; in educational services, 291 people will be needed to replace jobs, with 20 fewer new positions created over the next 10 years.

Another source for data comes from the Labor Market Information (LMI) portion of the Virginia Employment Commission. The chart Mr. Davidson showed to participants showed 5% of residents 18 years or older having an 8th grade, or less, of formal education. The "Some high school" category showed 11%. Thirty-six percent have "a high school and/or a GED." Twenty-three percent of Campbell County's population has "some college." Eight percent of the county population has an associate's degree, 12% has a bachelor's degree, and 6% has a graduate or professional degree, whether that be a masters or PhD. When comparing these numbers to Virginia, twenty-six percent of those 18 years or older have a high school diploma; there are 26% of state residents with "some college"; associate's degree holders account for 7% of the state; bachelor's degree holders account for 20% of the population; and 13% of state residents holds a graduate or professional degree. Mr. Davidson then compared the employability of individuals with only high school diplomas in 2012 to today, indicating the possibility to get a job in 2012 but not today. However, he added, if high schoolers today can receive technical education as dual-enrollment while still in high school, they will be well-equipped to obtain employment upon graduation.

Dr. Johnson reiterated the need for dual-enrollment, indicating it has been a need the school system is aware of for some time. The business community, furthermore, is telling the schools that they need the dual-enrollment programs. He also repeated for everyone that they have recently added a third class at the

technical center to give more students an opportunity. The difficulty, he stated, is that they could do more if not for limited resources. Outsourcing has become necessary, as it is cheaper to send students, for example, to CVCC for a class than to hire an instructor and purchase expensive machinery. They have also done a couple of summer intensive sessions with English Construction for a week-long program where English brings equipment to the school and teaches a course and then gives the kids internships, some of whom are still working for English now. Southern Landscaping and Sodexo have done similar programs. Dr. Johnson continued that they are trying to reach even more local businesses to partner with them. Dr. Arnold added that they are facing the challenge of convincing parents and kids that pursuing a credentialed program could be more profitable and valuable long-term than obtaining a bachelor's or higher education degree. He stated that for about 20 years there was a huge push nationally for college education and Campbell County is trying to pivot that line of thinking now, but it can be difficult at times. They are now trying to start as early as middle school to expose children to the knowledge that this is a pathway and they do not have to pursue a four-year degree. They are emphasizing this to school counselors as well. Mr. Jones expressed concern for kids who may not perceive the opportunity for themselves to participate in the training programs and that they will give up and drop out, especially combined with the knowledge that substance abuse rates are high. Dr. Arnold countered that the graduation rates this past year were the highest they've ever been at 93%, and that the number reflects only those who graduated on time.

Mr. Davidson asked how to get the message to parents that the training programs, which could lead into jobs with, for example, BWXT would pay potentially $70,000-$80,000 per year versus $35,000-$40,000 for jobs requiring a bachelor's degree, and that is considering that the bachelor's degree holders could find work in their field. If they couldn't, they may end up in retail or similar jobs because the opportunities in their field are not available. Dr. Johnson answered that when they do job fairs, they need to be family affairs. He added that when they do information sessions for the training center and share some of the same data given at this meeting, the parents are often wide-eyed, because they did not know these programs could lead into stable, lucrative careers for their children.

Mrs. Robinson then brought up that there is an untapped pool of workers with years of work experience, a hard work ethic, and common sense who could try to instill some of that work ethic into today's youth. Mr. Robinson added that kids need to be exposed to the opportunities available to them at a very young age, instead of waiting to talk about career paths in high school. Mr. Jones asked Mr. Davidson if there was a way to work with the education system to offer mentoring programs between retirees and the students to try to accomplish some of this. Mrs. Carmack stated that the library has been discussing having a program called Life After High School to try to help train for interviews, how to conduct themselves, having good eye contact and a strong handshake, etc. The problem, she went on, is that the people who sign up for programs like that aren't the ones who need them. Mrs. Donna Lynn Johnson stated that in Delaware, where she's from, there was a program called the Academy of Life While Learning, open to anyone out of the education system, skilled professionals would offer classes in a number of different topics, and it was run through the county. The county also ran a big publicity program advertising it. Many people took part in it because it was free education, and she indicated that in several instances it gave participants greater confidence, and sometimes ignited a new interest that later led on to a new career path. Mrs. Carmack countered that the library offers similar programs all the time and advertises heavily, but no one shows up.

Mr. Davidson showed one remaining slide for participants that showed the annual projected job growth by training required by Campbell County. Post-graduate degrees with high salaries show a 1% growth, and this is the smallest percentage of the county's workforce; bachelor's degree holders shows a .3% growth; two-year or certificate holders shows a .7% increase and this represents those between an associate's degree and a credential; those with no education or credentials show a .3% increase; long-term trades training shows .8% increase; moderate-term, on-the-job training shows that it's actually in decline. This is because manufacturing companies expect workers to come in already trained. They don't want to wait 6-8 months for someone to receive the training they need on-the-job. No further comments or suggestions were offered after this point and Mr. Davidson informed the participants the projections were the last of the information he had to present.

// Mr. Davidson thanked the participants for their feedback and participation and encouraged them to send any extra ideas or comments they may have after the meeting. The participants were also asked to rank their top five of each SWOT category at this time. With no further comments or questions after ranking their SWOT items, Mr. Davidson concluded the meeting at 5:44 p.m.

Campbell County
Comprehensive Economic Development Strategies Agriculture Workshop

October 18, 2017

The following meeting for the Campbell County Comprehensive Economic Development Strategies Education Workshop was held on Wednesday, October 18, 2017, at the Colonial Restaurant, Rustburg, Virginia.

Participants Present:

Scott Tweedy	Roger Keesee	Debbie Gagon
Brandon Schmitt	Brad Phillips	Carter Elliott
George Jones	Mark Gregory	Mrs. Elliott
Walter Bass	Todd Scott	

Also Present:
Mike Davidson, Director, Economic Development
Sarah Johnson, Program Manager, Economic Development
Kim Stewart, Administrative Assistant, Economic Development
Brenda Davidson

// Mr. Davidson summarized the Comprehensive Economic Development Strategies Update process and the demographic information for Campbell County presented at the previous CEDS meetings on August 22, 29, and 31, 2017. He also summarized the SWOT analysis information and reviewed some agricultural-specific information out of the Executive Summary of the 2012 CEDS Update, emphasizing the importance of agriculture to Campbell County. He also reviewed the Tobacco Commission grant program.

// After presenting the meeting material, Mr. Davidson asked the participants for their suggestions on what they think Economic Development has done right and wrong, and, especially, what they think Economic Development needs to do next. First, when asked what Economic Development is doing right, the topic of land-use arose and that it is important not having to pay full taxes on real estate. Next they agreed that not having to pay personal property taxes on farm equipment was very important to them.

// Several individuals had been recipients of Tobacco Commission grants, and Mr. Davidson expressed his satisfaction that with the hay barn grant project, it is using local labor and local building suppliers, thus helping the community as well as the producers who received the grant. One individual suggested Mr. Davidson request cost-sharing of specialized farm equipment for the next grant. Another commenter suggested helping the beef producers to expand their cattle. Mr. Davidson explained that when the Beef Initiative was done, there was resistance to becoming BQA certified, which was a requirement, but consensus in the room for this meeting indicated openness to following the necessary protocols.

// Mr. Davidson asked next what the next big thing is that Economic Development could do from an agricultural perspective, but responses were thin. Instead, some complaints were raised, including that efficiency and bigger farm operations are taking over, making it difficult for the small farms to compete. One individual speculated that if they could get the necessary infrastructure in to facilitate the efficiencies, that would help. This comment came up based on the idea of Economic Development trying to bring food production businesses to the area that may make use of such infrastructure. Another attendee shared that for her small farm, she places an emphasis on direct marketing to educate the public about the health benefits of buying from local farms versus the large productions. Mr. Davidson indicated that Campbell County may be able to help with some of these things and mentioned Cherie Roberts, who works jointly for the Campbell County Extension office and also Virginia Tech. She has created a resourceful booklet to aid the consumer in finding what they want to buy and also for the producers to find things they may need. This is to help with sustainability of farming and promoting local farming. Economic Development can also put information on the website for the younger generation to find easily.

// Another participant commented on plant food and fertilizer as two of the main cost factors of all production systems. He went on to say that Dominion has pulled the wood ash from their bio mass power plants off the market and that producers needed to keep that going if they could. Any assistance they could get from the county would be helpful. Another attendee mentioned that a co-op where the producers could buy fertilizer and seeds would be beneficial and more cost-effective. According to one of the participants, Southern States and Tractor Supply are the major fertilizer suppliers in the area. But some other attendees doubted the reality of a co-op being formed, stating it would take $50 million to accomplish that kind of goal.

// Mr. Davidson changed topics somewhat and asked what Economic Development is doing that's bad and therefore hurting the producers. No one had anything to offer, but then suggested some things Economic Development could do even better. Someone mentioned the high cost of electricity in rural areas and that he is using solar energy on his farm, which requires a meter for each solar panel. He added that the payoff is "not too bad," although it is a big down payment with no return for possibly 12 years. Some discussion took place surrounding a solar company soliciting regional farms.

// With no further comments or questions, Mr. Davidson thanked the participants for their feedback and participation and encouraged them to send any extra ideas or comments they may have after the meeting.

Campbell County
Comprehensive Economic Development Strategies Social Services Workshop

October 20, 2017

The following meeting for the Campbell County Comprehensive Economic Development Strategies Education Workshop was held on Thursday, August 31, 2017, in the Campbell County Citizen Services Building Conference Room, Rustburg, Virginia.

Participants Present:
Susan Jones
Mary Morris
Charmagne Cook
Dawn Wilson
Kristen McGann

Also Present:
Mike Davidson, Director, Economic Development
Sarah Johnson, Program Manager, Economic Development
Kim Stewart, Administrative Assistant, Economic Development

// Each participant introduced herself and Mr. Davidson then summarized the requirements of the CEDS Update and the demographic information for Campbell County presented at the previous CEDS meetings held in August and October, 2017. The purpose of the CEDS is to bring together the private and public entities to make the best decisions for Campbell County. It establishes goals and objectives for the area, and it's needed for grant opportunities, if the area is eligible. It must be updated every five years and the last update was in 2012. The requirements are to show a realistic snapshot of the economic development situation in Campbell County. It includes a SWOT analysis (Strengths, Opportunities, Weaknesses, and Threats); goals and objectives; participation between public and private sectors; strategic projects, programs and activities; and a plan of action and performance measures.

// **Demographic Data:**

Mr. Davidson summarized the demographic data for Campbell County for the CEDS Social Services focus group. He explained that the websites the Economic Development Association (EDA) will accept statistical data from are the Bureau of Labor Statistics and the Virginia Employment Commission. Based on the information available, Campbell County continues to experience steady growth, although school enrollment has dropped. Mr. Davidson showed data showing the state and county averages of high school graduates as well as individuals with bachelor's degrees. Ms. Charmagne Cook asked if homeschooled children are factored into the average and the answer is no, because the Bureau of Labor Statistics does not track that and a source that does track homeschooling has not been found. Mr. Davidson then solicited Ms. Cook for any information Social Services could offer to add homeschooling data to the CEDS update. Ms. Susan Jones offered that the schools can offer that information. Mr. Davidson wondered, however, about the zip codes of the students and whether it would be possible to determine if they are in the city or county, considering four of the five Lynchburg zip codes are in Campbell County. Mr. Davidson explained that Campbell County typically trends slightly lower with unemployment numbers than the state but typically higher than the national unemployment numbers. He also let the participants know that the Virginia Employment Commission does not have a way to track those who are no longer looking for employment.

// **Strengths, Opportunities, Weaknesses, and Threats (S.W.O.T) Analysis:**

Mr. Davidson briefly explained the purpose of the S.W.O.T. Analysis and asked participants for any comments or suggestions they wished to offer regarding the reading material that was provided to them. He explained that Economic Development subscribes to a database called Chmura Economics and Analytics and gathers its educational data from this source. Emphasizing manufacturing, he explained the ten-year job growth projection and that it is estimated that there will be a greater number of jobs requiring credentialed programs versus college degrees. Ms. Jones agreed with this and stated that liberal arts degrees especially will not provide the right kind of education in this area to obtain a high-paying job. She noted an engineering degree might, but not liberal arts.

Ms. Cook reviewed a Social Services program called Virginia Initiative for Employment not Welfare (VIEW) where recipients of Temporary Assistance to Needy Families (TANF) are required to attend classes to help them envision where they want to be and then plan how to achieve employment and financial independence. Ms. Cook also recently met with Ben Bowman of the Region 2000 Workforce Development Board to see how they can all work together. They are also working with CVCC on a wrap-around service called RSVP. They are working on several different types of programs in order to try to help meet the needs of more individuals. Ms. Cook went on to say the biggest issue for them is transportation, which leads to the next issue of how to address the lack of transportation once the individuals become employed. Social Services does work with Humankind, however, on a Vehicles for Change program that helps individuals achieve car ownership. Individuals in the program must meet certain criteria to be eligible. Mr. Davidson explained that transportation is something that is always a topic for Campbell County. He recounted the problems with GLTC getting a partial bus line from Lowes on Timberlake Rd. to Startek on Waterlick Rd. and the excessive cost it was going to be. Startek finally stepped into negotiations and there is now a bus that will run down to Startek to assist Startek employees. Mr. Davidson continued that he felt Altavista has done well with their small in-town bus. He explained, however, the difficulty in getting buses for the entirety of the county due to the size of Campbell County: 512 square miles.

Mr. Davidson next spoke to the barriers preventing kids getting interested in manufacturing positions. One such barrier was the perception of what manufacturing jobs are like: dirty. But, as Mr. Davidson explained, most manufacturing facilities are now incredibly clean. He mentioned a way to overcome barriers would be to educate the kids as young as middle school age, and especially their parents as well, to inform them of the opportunities and availabilities associated with manufacturing careers. He made the comparison of a highly skilled manufacturing worker at BWXT making up to $80,000 to an individual with an advanced degree making $35,000 in their field and with extensive college debt to repay.

Ms. Cook asked Mr. Davidson how they, as a county and as agencies, begin getting that education to students as young as middle school age? Mr. Davidson answered that the Yellow Branch Technical Center has a committee that pulls in the top predominantly human resources individuals. A few times a year, the technical center has trade fairs that are instrumental in getting students interested, but they still face the challenge of getting the information to the parents. He then asked if Social Services has a way to incorporate this information to parents when they are in counseling sessions. Ms. Jones stated that they needed a "navigator" who would act as a specialist in this area. She also offered that Ms. Linthicum had stated to her before the meeting to suggest the possibility of collaborating with places like the Altavista YMCA or the Virginia Employment Commission. Ms. Cook suggested having more employer representatives come in to classes hosted by Social Services to help educate the attendees on the companies and their requirements and expectations. Mr. Davidson also mentioned a grant Ben Bowman is trying to get that would help pay on-the-job costs while new employees are being trained and not yet profitable to the company.

Shifting gears somewhat, Mr. Davidson asked if there were enough resources regarding GEDs in Campbell County for those who wish to pursue one. Ms. Cook did think there were sufficient classes to facilitate GEDs.

Ms. Dawn Wilson, who works with at-risk youth, indicated that guidance counselors are pushing college and there's also a stigma around technical education being lesser or not as good as a 4-year college education. Ms. Mary Morris offered that Nelson County has a good technical program as well as a program called "Project Graduation" that works with kids who typically fall through the cracks. Furthermore, Nelson County has a good technical program. As conversation bounced back around the stigma associated with technical versus college education, Ms. Morris suggested rebranding the technical center as a different entity so the stigma associated with "vo-tech," as it used to be called, would hopefully be reduced or eliminated.

Ms. Jones then asked for the prediction on the availability and need for healthcare jobs in the next several years. Mr. Davidson answered that there would be a great need as the "Baby Boomer" generation continues to age. Branching off of this, Ms. Jones and Ms. Cook discussed both those who are rehabilitating drug addicts as well as youth in general needing training to be responsible adults. Ms. Morris offered that Nelson County has a required program that teaches students work ethic, how to keep a job, how to do a budget, etc.

Ms. Cook wondered if the county has a venue large enough to offer regular training for, for example, job-skills training, or work ethic training, or English as a Second Language, or GEDs, etc., and wondered also about contracting to someplace like CVCC or Workforce Development. The transportation barrier was brought up again as part of a domino effect, because individuals without transportation then have

to pay someone to drive them, and the people interested in these programs don't have the resources in the first place. Going back to the "vo-tech" program and barriers, Ms. Wilson gave as an example that a student who moves to the area as a junior in the middle of the year is not eligible for vo-tech because the program starts as a junior and you must participate in it a full two years. Mr. Davidson highlighted the Virginia Technical Institute in Altavista and the many and varied programs it offers. Social Services was aware of the school but said that it is very costly, so students would likely need some sort of scholarship program or grant funding to participate. Mr. Davidson indicated Ben Bowman may be able to assist with that and Ms. Morris added that businesses might wish to chip in to create a scholarship fund. She noted that if businesses were faced with potentially having to relocate due to a dwindling skilled workforce, it might be incentive to participate in a training scholarship. Ms. Cook asked why the CVCC Altavista location closed and suggested that the building could potentially be a good site to be used by the Social Services' RSVP program.

The next topic of discussion centered around housing. Mr. Davidson told the attendees that in 1998, 65% of all the new housing in Campbell County was single-wide mobile homes. Mr. Davidson indicated that they are the most unaffordable housing because they're very easy to get into, but they will never earn equity and much of the money paid in goes towards interest. Campbell County's zone ordinance has since changed to state that to have a residential structure in an agricultural-zoned area, you must have three acres of land. Some have complained for a few years now that three acres is too much. The zone ordinance change, however, helped even out the housing to about 50/50. Mr. Davidson asked the Social Services participants if they see a need for affordable housing in Campbell County or if there is enough. Social Services has housing vouchers that allow low-moderate income families housing they otherwise would not be able to afford. Through this program, Ms. Cook explained, they are finding that Brookneal and Altavista are the most difficult areas to find adequate affordable housing. Individuals can apply from anywhere in the United States, and there is a waiting list. Right now the total number of vouchers is capped at 132.

Mr. Davidson explained that one thing he has heard throughout the CEDS process is that one of the reasons for slow growth in the county is that it is too difficult for builders from a permitting perspective and he wondered if that was something Social Services is familiar with. Ms. Cook explained that she really didn't know because most of the calls she receives are regarding buying land and she has no way to know what they will do with the land once purchased. Regarding affordable housing, it was brought up that for someone making around $30,000, it is very difficult to get into a house or even to rent because it is so expensive. Ms. McGann added that some of the rental communities are considered luxury, such as WillowBrook or 37 West, but they are also safe, which is very important. She continued that less expensive housing may actually not be less expensive once you factor in utilities, which are included in the rent at, for example, WillowBrook.

Mr. Davidson asked the participants if, in looking at the materials presented at the meeting, anything was missing that they felt should be addressed. Ms. Jones mentioned the possibility of forming collaborations or partnerships of the ecumenical community, volunteer community, and businesses to help with mentoring or marketing certain businesses. Ms. Jones also questioned the use of social media by the county and why it is not utilized more. Mr. Davidson did not have an answer except that it was a question for another department and he thought that the use of social media for county purposes would probably fall to each department and whether they had the resources to do it themselves.

// This concluded the Social Services workshop for the CEDS update process. Mr. Davidson thanked the participants for their feedback and participation and encouraged them to send any extra ideas or comments they may have after the meeting. With no further comments or questions, Mr. Davidson concluded the meeting at 11:28 a.m.