



Altavista
HOME
STARTS
HERE



ECONOMIC DEVELOPMENT STRATEGY

March 2019

Prepared in partnership with:



Table of Contents

Executive Summary..... 1

Work Completed 2

Implementation Plan 5

Appendix A: Community Assessment 22

Appendix B: Interview Themes 46

Appendix C: Regional Economic Development Case Studies..... 51

Appendix D: Opportunities and Challenges..... 54

Appendix E: Targeted Marketing Actions 56

Appendix F: Economic Development Organizational Capacity 57

Appendix G: Data Sources 62



Altavista clock tower.

EXECUTIVE SUMMARY

The Town of Altavista retained Camoin Associates to develop an Economic Development Strategic Plan (“the Plan”). This is an ambitious plan intended to differentiate Altavista from its competitors and promote an economic development system that is responsive to market demands. Rural communities and small towns across the Commonwealth have wrestled with reinventing themselves in a manner that allows them to keep their identity but compete in a 21st century global economy.

Local Context

Altavista has historically been a quintessential company town. In 1905, The Lane Brothers Construction Company purchased 2,000 acres of land and mapped out the town of approximately 5 square miles along the northern banks of the Staunton River in south central Virginia. A family furniture business was established, with its headquarters and manufacturing facilities located in town. The business flourished due in large measure to the popularity and quality craftsmanship of its cedar chests which were treasured by generations of Americans. Yet, global competition and corporate finance challenges caused Lane to close its doors in Altavista in 2001, prompting the Town to reevaluate its identity and economic prospects.

Deindustrialization is a familiar story to factory towns across America that thrived and then fell on hard times. What is different about this story—and why it can be considered an anomaly in Virginia—is that new manufacturing firms *did* locate in Altavista, and they produced revenue that has helped keep the Town fiscally solvent to this day. At the same time however, there has been an ever-widening mismatch of residents’ skills and talents with what these new firms need to succeed. These companies find their talent not in the town or overseas, but within the larger region. As a result, the fortunes of Town residents have gradually eroded which has compounded the impacts to quality of life, viability of local small businesses, and the condition and value of

property located downtown and in the neighborhoods. A generation ago, any resident of Altavista could be virtually assured of finding a job in town. Now, only a small percentage of residents are employed with companies that operate in Town; the lion’s share of jobs is filled by non-residents.

The Path Forward

The conventional economic development approach to this kind of situation is to attract new firms, upgrade and match the skill sets of residents to the new jobs, and to leverage resources to help start new firms, retain and expand existing companies. While these elements are important to the Town’s economic development endeavors, a more integrated and deliberate tone must be set by the Town of Altavista. This Economic Development Strategic Plan calls on the Altavista Economic Development Authority (AEDA) and the Town to reframe the economic development narrative.

The AEDA and Town leaders must adopt a new vision and unique value proposition that is a part of, not isolated from, the Greater Lynchburg region—but, on its own terms. Because Altavista is constrained by its size and population, the future is dependent upon the economic growth of the region and the ability of the Town to leverage that growth for its own benefit. It needs to champion regional growth while pushing for and supporting businesses likely to thrive in the Town. Town leaders need to *integrate* targeted revitalization, business development, and community improvement activities so that its citizens, institutions, nonprofit organizations and businesses can prosper and grow.

The following Economic Development Strategy outlines how the Town, AEDA and their partners can work together to implement policies that will have lasting effects on residents’ quality of life and prosperity.

WORK COMPLETED

Community Assessment

The Economic Development Strategic Plan is grounded in quantitative and qualitative data, which was collected over a period of several months. Data from the U.S. Census and American Community Survey, as well as stakeholder interviews helped to frame local context and refine opportunities to generate economic activity. The following is a summary of data findings.

Altavista's population is stagnant.

The Town of Altavista's population has declined slightly since 2010 at an annual rate of 0.02%, despite overall growth within the county, labor shed, and state. This decline is attributed to an aging demographic, where over a quarter of the town's population is 65 years old or older, and an influx of young individuals is lacking.

Housing

Presently, the Altavista housing supply lacks diversity and does not include many of the features that are in demand by consumers. 74.2% of the housing stock is single family detached homes, which exceeds the proportion of single-family homes in the Commonwealth and the nation, 61.7% and 61.6%, respectively. Lack of diversity (i.e. range of sizes, style, new vs. old, and price points) has left the aging population and young professionals without accommodations that meet practicable needs, like single story living for seniors, or meet market preferences, like amenity-rich rental units. Despite relatively affordable rents and home prices, housing affordability remains a significant concern within the town. Nearly 47% of renter households and 26% of owner households with a mortgage spend more on housing costs than what is considered affordable.

Industry

Altavista is adding jobs to the economy. The largest industries by employment include Manufacturing, Retail Trade, and Construction which have historically experienced higher than average growth and are projected to continue growing into 2023. Local manufacturing companies have added 300 jobs in the last five years from 2013 to 2018 and continuing to support this growth means the town needs to be attuned to which companies are expanding and what their workforce needs are.

Interviews

Over the course of two days, Camoin Associates interviewed over thirty people throughout Altavista's community. The following are themes that emerged over the course of our discussions with business and community leaders, town officials, young professionals and regional economic development officials.

Industry, Jobs and Workforce Availability: *A nostalgic mentality about industrial jobs of the past is mixed with an anticipation for what comes next in Altavista. Manufacturing employers have a tough time finding local workers who are appropriately trained for available positions.*

Housing Stock and Property Maintenance: *Among all discussion topics, housing was the most pressing issue on people's minds. The lack of a diverse housing stock in Altavista contributes to population stagnation and the significant number of people who commute into the town for work.*

Retail, Commercial Markets and Entertainment: *The condition of properties in and around downtown Altavista was noted as a limiting factor to jumpstarting additional downtown revitalization efforts. With*

entertainment options lagging in the town, people of all ages find themselves leaving town to enjoy various activities. There is limited developable land and available buildings to allow firms to readily expand or to attract outside companies.

Quality of Life and Recreation Activities: The Town has made notable investments in quality of life and recreation activities which are important factors in the Town’s marketability to families, but if there is not a cohesive understanding of how these amenities can be used to attract residents to Altavista.

Town Communications and Organization Structure: While the Town has not had a formal economic development director for 13 months, basic economic development activities have still occurred at a municipal and grassroots level among individuals and existing organizations.

Opportunities and Challenges

Based on data collection, the Opportunities and Challenges Assessment is a chance to explicitly state where and how the Town can capitalize on economic development assets, market gaps, trends in demographics and available resources. The following summarizes Altavista’s *Economic Development Assets, Opportunities and Challenges*.

Economic Development Assets

- Public sector ambition and commitment to invest in quality of life elements.
- River access, recreational trails and English Park.
- Town’s financial status to invest in economic development.
- Town services provided through local tax.
- Relatively low real estate tax compared to other localities.
- Abundant, affordable water for residents and businesses
- Friendly community with historical legacy.
- Significant number of manufacturing jobs proportionate to the population.
- A manufacturing industry cluster that is poised to be cultivated to encourage additional spin-off businesses.
- The number of young professionals that have returned to the area to be closer to family or to start their own.
- Regional connectivity along Rt. 29 to the North and South.
- Dedicated and ambitious business community.
- Avoca Museum’s cultural offerings and multi-purpose event space.
- Constantly evolving school programs to advance workforce and learning opportunities.



The Annual Gibley Jog



Locals enjoy an ice cream treat downtown.

Challenges

- Depleted, limited housing stock in town that does not attract young professionals and is not suitable for senior citizens nor desirable for empty nesters.
- Limited rental market that negatively affects town’s ability to attract individuals and families.
- Lack of diverse entertainment activities right in town.
- Property maintenance and the physical appearance of properties is a deterrent to additional investment.
- Unclear expectations of the role of local economic development entities (Town, Chamber, AOT).
- Lack of product for business expansion or attraction.
- Small percentage of the local workforce is trained for jobs at local manufacturers.
- Water infrastructure maintenance could threaten relatively inexpensive water rates.
- Local manufacturers have options to expand or even relocate elsewhere in Campbell County, Pittsylvania County or Danville.
- The Town does not have a dedicated economic development champion at the regional level.
- Downtown retail struggles to attract consistent customer traffic.

Opportunities

- Retain 5-10% of current in-commuters by improving quality of housing stock and diversity of options.
- Be the affordable bedroom community to the Greater Lynchburg Region.
- Improve internal and external messaging around family friendly activities, recreation and quality of life assets in Altavista.
- Become *the place* for regional family activities.
- Build on the supply chain and industry cluster already established in Altavista.
- Diversify economy with small businesses that are driven by local entrepreneurs who want to keep their operations and employees in town.
- Market the town’s proximity to locations that have a variety of entertainment offerings (Gretna, Rocky Mount, Lynchburg).
- Streamline roles of economic development partners to enhance capabilities and outcomes.
- Leverage local industry and educational institutions to expand workforce training programs to grow number of manufacturing jobs filled by Altavista residents.
- Increase functionality and utilization of Avoca Museum as a cultural and social hub.

IMPLEMENTATION PLAN

The previous steps resulted in the development of an implementation plan that was refined through an iterative process with AEDA. The primary tool of the implementation plan is the Action Plan Matrix, which can be viewed in its entirety on pg.14. The Action Plan Matrix is divided into five goal areas that are informed by an intersection of economic development principles, market realities and Altavista’s unique characteristics.

Within each goal area are Strategic Initiatives that define how the AEDA will advance each goal area. The Strategic Initiatives are intended to be ambitious, yet manageable, and build on existing efforts by the Town, AEDA and other local entities. Specifically, existing initiatives, plans and research were considered from the town’s 2016 Comprehensive Plan. Throughout the Strategic Initiatives, additional incentives, programs, or partnerships are described as they relate to a specific focus area or industry sector. Furthermore, each Strategic Initiative is supported by action-oriented tasks that will progress the Implementation Plan and help the AEDA achieve their goals. The actions propelling each Strategic Initiative are policy changes, updates, and other explicit tasks that will be led or delegated by the AEDA.

The Action Plan Matrix is intended to function as a work plan for the Town and goal status should be reviewed regularly for progress to completion or a need to change course. The following narrative is a summary of the goal areas, the economic importance of each category and subsequent Strategic Initiatives. The supporting actions, along with details like partners, resources and timeline for implementation of each goal can be found immediately after this summary on pg. 14.



Serving up smiles at Peace of Pie.

Goal #1

Align Organizational Capacity with Economic Development Goals

Quick Facts

- The town has been without an economic development director for over one year. At the time of this writing, both the Economic Development Director position and the Assistant Town Manager position are vacant, with the decision to fill either pending the outcome of discussions related to Town priorities and organizational needs.
- In some cases, the town’s business attraction activities are supplemented by the Lynchburg Regional Business Alliance and the Campbell County Department of Economic Development, albeit as a very small part of each organization’s overall responsibilities.
- The Town provides funding for AOT and its Main Street Coordinator is a direct report to the Town Manager but there is need for closer coordination of activities.
- Finding qualified workers is the number one concern of nearly all businesses in town despite the Town’s relatively high rate of unemployment. There is no single point of contact in Town to engage employers with institutions that can help bridge education and skills deficiencies and to work on systemic challenges. The disproportionate share of workers who are employed in Town but live outside of Town is evidence enough of the need to have a champion in Town to help more of its students and citizens find employment with local businesses.
- The strategic planning process undertaken by the EDA provided an opportunity to reassess the above challenges and opportunities facing the Town of Altavista and determine the appropriate organizational framework for moving forward.

Approach

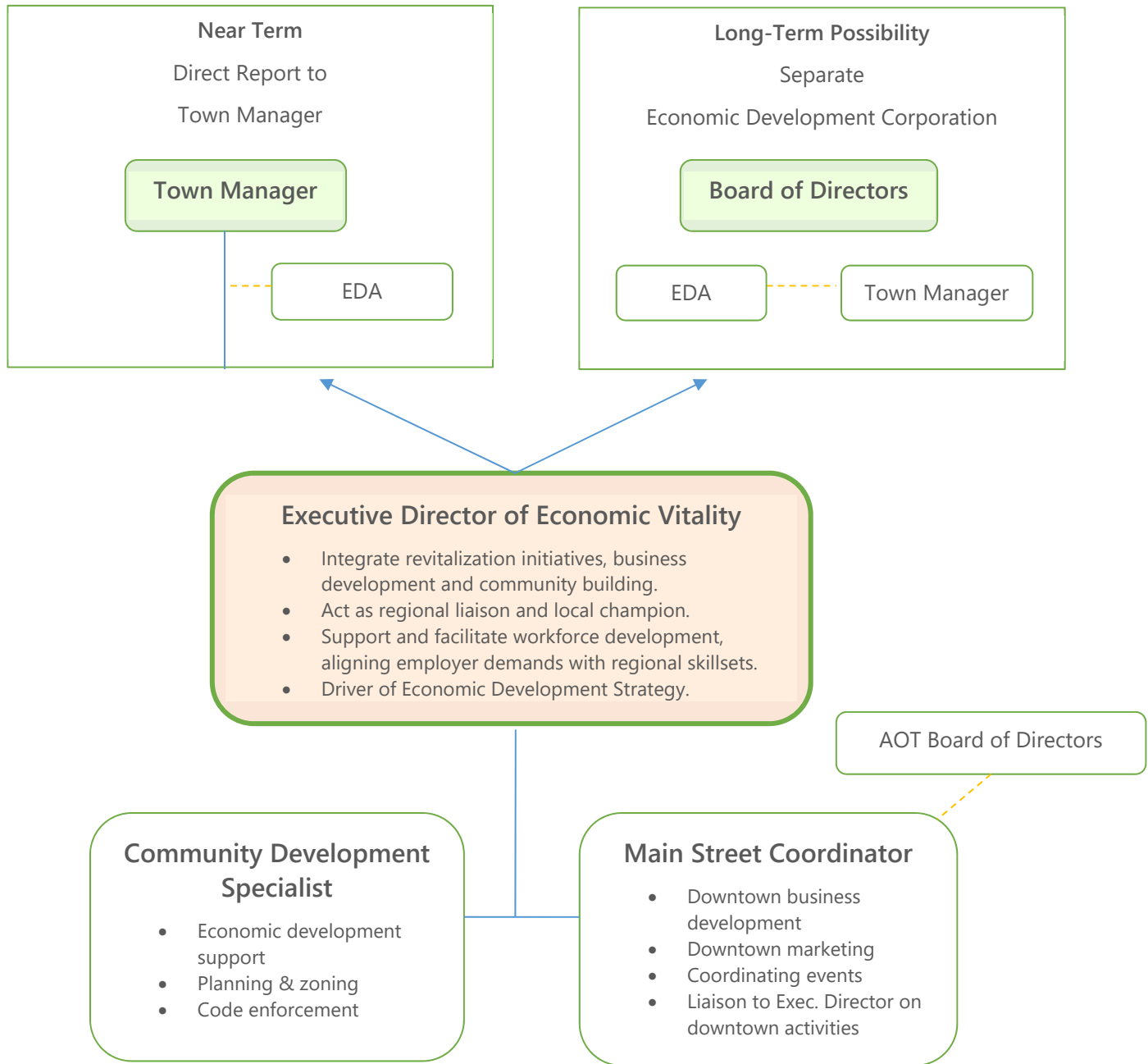
- Altavista needs engaged, strong champions to help advance quality of life and economic interests at the local, county, regional and state level. This need is best met with a full-time hire and an EDA board committed to implementing a new strategic action plan geared toward making the Town of Altavista a premier example of community revitalization and business success.

Strategic Initiatives

1. Modify purpose and function of the Altavista Economic Development Authority to comport with a refined direction.
2. Develop Guiding Principles to facilitate EDA decision making.
3. Hire an Executive Director of Economic Vitality to help advance the quality of life, community based, economic priorities of the town of Altavista.

The flow chart below outlines the proposed organizational structure for the Town’s economic development functions. The new hires presented in this plan include the Executive Director of Economic Vitality and the Community Development Specialist, who will support the Executive Director of Economic Vitality with economic development programs, as well as planning related efforts. Note that the long-term organizational possibility is not recommended in the near future and is presented only as an option to explore in 3-5 years or at such time as needed if local and regional development efforts require a stand-alone entity to own and manage projects and real estate. In such case, a newly constituted board with supervisory powers to hire and fire an executive director and help manage activities would be required. Appendix F provides detailed guidance on the process to roll-out the structure indicated in the near-term option.

Proposed Organizational Structure



Goal #2

Prioritize Business Growth Initiatives

Quick Facts

- 47% of Altavista jobs (ZIP Code 24517) are within the Manufacturing sector.
- Local (ZIP Code 24517) manufacturing companies added 300 jobs in the last five years from 2013 to 2018.
- Warehousing is identified by local industry as a gap in the services available for business support in Altavista.
- Manufacturing employers have a difficult time finding local workers who are appropriately trained for available positions.
- 92% of people who work in the town commute into Altavista. Of those people that commute into town, over one-quarter travel more than 50 miles to work.

Drivers for Change

- Improved national economy has led to increased demand across manufacturing subsectors that align with business in Altavista.
- Access to skilled labor is critical to advancing business growth.
- The Lynchburg Regional Business Alliance and Campbell County Economic Development have wider exposure across different industries and markets that Altavista can capitalize on if it has a local champion fighting for the interests of local business and promoting local assets.

Community Case Study

Altavista’s manufacturing cluster has the potential to spawn small business development in supporting sectors and businesses within the supply chain of the existing industry mix. Below are two examples of communities that leveraged institutional knowledge in the manufacturing industry to cultivate new businesses.

Bridgeworks Enterprise Center,
Allentown, PA

Founded in a refurbished former Mack Trucks Plant by the Allentown Economic Development Corporation, this Lehigh Valley institution is dedicated to manufacturing startups. Business incubation offers a shared machine shop, loading dock, mentoring, training sessions and more.

More here: <http://allentownedc.com/business-incubation/bridgeworks-enterprise-center/>

R&D CAMEE

Southern Virginia Higher Education Center, South Boston, VA

Established in 2006 by the Tobacco Region Revitalization Commission, the center supports product commercialization through research and development, limited production runs and technology adoption.

More here: <https://www.svhec.org/rdcamee/>

Strategic Initiatives

1. Actively collaborate with local and regional economic development partners in business retention/expansion efforts.
2. Prioritize future land use to encourage business development, while preserving Altavista’s greenspace and quality of place. (See diagram on page 10.)
3. Foster small business development and cultivate start-up businesses by capitalizing on educational institutions and local institutional knowledge.
4. Monitor the hiring issues faced by the town’s businesses and coordinate workforce solutions.

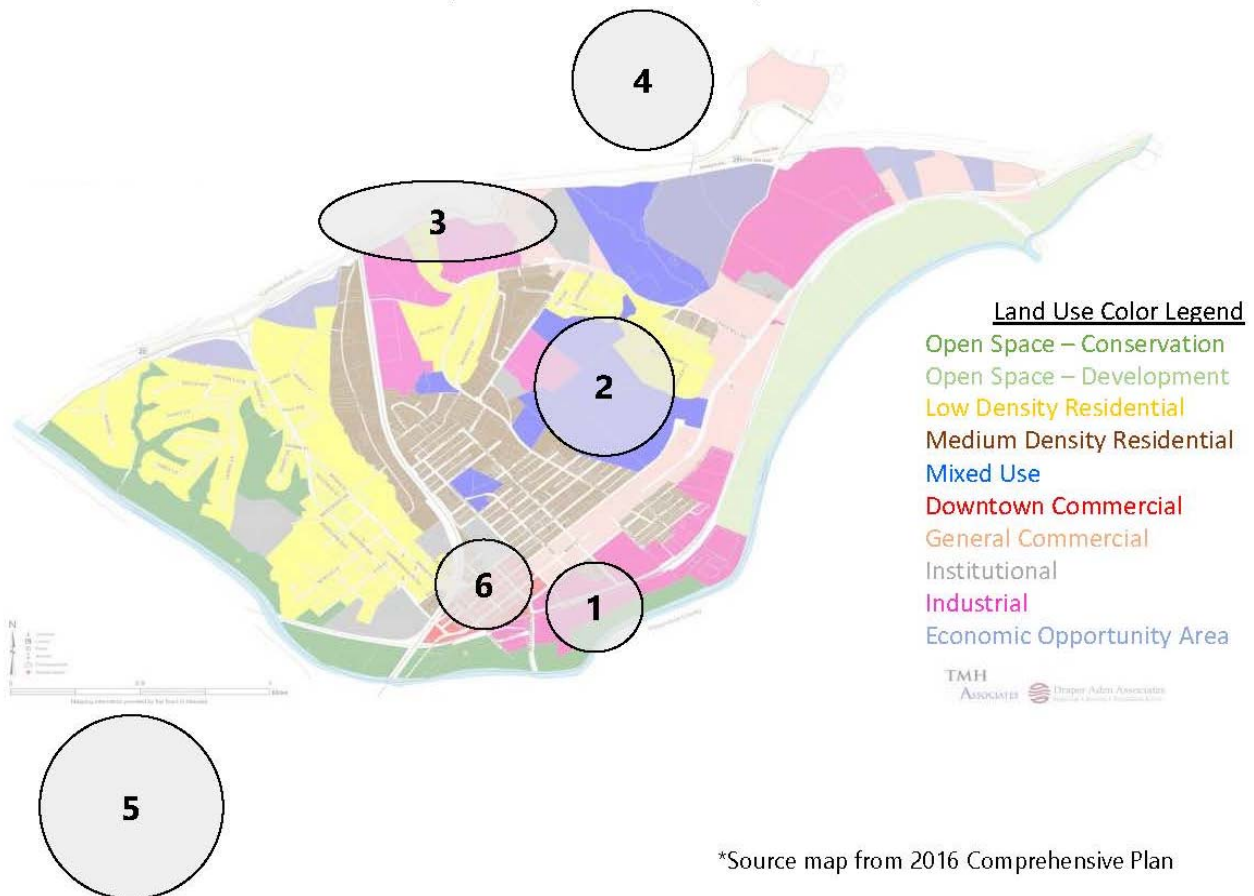
Expected Results

- Altavista becomes the highly desirable and lower cost alternative in the Greater Lynchburg area for companies to expand office, manufacturing and technology functions.
- With appropriate infrastructure and product in place, Altavista attracts companies that support existing employers' supply chains.
- The town's economy is diversified with employers that provide family-sustaining jobs for all residents.
- Town, county and Greater Lynchburg Region work effectively to generate qualified leads to support Altavista's economic prosperity.



Canoeing on the Staunton River.

Altavista Future Land Use Map, Economic Development Priorities by Use



1. Encourage **Entertainment/Restaurant** use on land situated between the downtown corridor of Broad Street towards the Staunton River, in the vicinity of the Lane Access Road and Pittsylvania Avenue. Some of this land is currently zoned Industrial and may be subject to further remediation. A destination site for residents and regional visitors is needed here to help link the downtown commercial activities with the recreational amenities. Development can provide for open public access and easy walkability.
2. Large-scale, **mixed-use development** (2) is best suited for a large open parcel within town limits that is set back from railroads and industry, has infrastructure access, and is in proximity to the downtown and nearby residential areas.
3. Locate **office use** (3) along available vacant parcels adjacent to Route 29. Such parcels could be attractive for professional services, medical, research and development use.
4. **Light industrial** (4) is ideal for the Dearing Ford Business sites, particularly for supply chain businesses of firms located in the region.
5. Target **distribution, logistics, warehousing, and large-scale advanced manufacturing** (5) at the RIFA site. The ease of access to Route 29 and large-scale development is ideal to meet the logistical needs of existing businesses and as an attractive site for new businesses that will help support downtown activity.
6. Encourage **loft style housing and apartment use** (6) on the upper floors of buildings in the downtown district.

Goal #3

Enhance Quality of Place

Quick Facts

- Altavista has a friendly, community feel that is highly valued by residents.
- Altavista has beneficial greenspace with recreational connectivity, that can be further programmed and developed to attract families to visit and choose to live and play in town.
- Residents venture to neighboring towns and cities for entertainment like theater, music, restaurants, family and holiday activities.
- The poor condition of some downtown properties is a hinderance to investment throughout the town.

Drivers for Change

- Quality of life is a highly ranked site selection factor for industry seeking relocation or expansion.
- Strategically concentrating development will support commercial density downtown and protect greenspace.

Strategic Initiatives

1. Improve and maintain appearance of downtown properties to encourage investment.
2. Enact appropriate incentives to encourage productive use of commercially zoned properties.
3. Build out entertainment and recreational amenities that support family-friendly activities, encourage visitation to Altavista and overall add to the town’s character.

Expected Results

- Dilapidated buildings are renovated and brought online as productive economic generators for the town.
- More Altavista residents stay in town for entertainment options.
 - A downtown corridor that is aesthetically attractive, exudes vibrancy, and promotes the town’s friendly character.
 - A deliberate connection between English Park and downtown. English Park is a regionally renowned greenspace that attracts visitors and is often frequented by locals.

Incentive Examples

The types of incentives offered by a community can help encourage distinct types of development. Below are examples of additional programs that might be considered to facilitate economic development.

- Offer fee waivers on building or hook-up fees to commercial development that hits an investment threshold or creates a certain number of jobs.
- One example of tax abatement would phase in the value of the change in assessed value by 20% over a 5-year period. This allows property owners to make improvements to their property without facing a steep increase in property tax payments.
- The town could buy vacant, foreclosed or deteriorated properties and sell them to entrepreneurs or artists for a small fee (very small, even \$1!) and offer corresponding incentives to fix up properties.
- A density bonus permits a developer to increase the maximum allowable density on a site in exchange for contributions to the public realm, infrastructure or in-kind work.

Goal #4

Diversify and Increase Housing Stock

Quick Facts

- Altavista housing stock lacks diversity, in terms of the types of houses and price point.
- New housing development is nearly stagnant.
- The lack of housing stock is directly proportionate to loss of higher paying jobs.
- 92% of Altavista jobs are held by people who commute into town.
- A quarter of those commuters travel greater than 50 miles for their jobs in Altavista.
- Workers commuting out of town negatively impact the local economy due to reduced spending at local establishments.
- The town’s population is aging without adequate housing options to age in place.

Drivers for Change

- The Greater Lynchburg area will experience net new job growth of 5,900 jobs and 3,950 net new households by 2024, according to a 2017 report *Addressing the Impact of Housing for Virginia’s Economy*.
- Altavista (Zip Code 24517) is expecting job growth of nearly 600 jobs, which further adds to the potential to capture new residents.
- Trends demonstrate that the growing regional workforce can and will live in rural communities like Altavista if there are adequate housing and amenity options.
- Home buyers and renters want to choose from diverse options in desirable locations.
- Housing is a top priority for new industries considering relocation, and lack of housing negatively impacts recruiting new industry.

Strategic Initiatives

1. Stimulate mixed-used development through incentives, strategic land assembly and partnerships.
2. Increase and diversify housing stock and encourage long term residence in Altavista.

Expected Results

- Steady improvement in the quality and mix of Altavista’s housing supply.
- Increased mixed-use developments that build a sense of place and vibrancy.
- Long-term residents who shop, invest, and live in Altavista.
- Recognition of Altavista as a viable option by companies wishing to relocate and offer their employees adequate housing and quality of place.
- Increase in population as employees in labor shed find housing in Altavista.

Community Case Study

Thinking beyond typical private sector investment strategies and encouraging partnerships is one-way smaller towns and cities can take ownership of a solution to workforce housing shortages.

The town of Bennington, VT is part of a collaboration with The Bank of Bennington and Southwestern Vermont Health Care (SVHC) to provide quality housing options to employees of SVHC. The program, known as Healthy Homes, works together to purchase the property, renovate and find a qualified home owner. SVHC notes that the effort is recognized as “an investment in [the] community’s revitalization and more importantly in our regional workforce.”

Read more here: <https://svhealthcare.org/news/2017/02/sv-hc-unveils-healthy-homes-program/>



Ice cream at a downtown event.

Goal #5

Targeted Marketing

Quick Facts

- Altavista’s historical legacy is well-known, but the town’s current economic position and future goals are less well defined.
- The Town’s economic development website has not been updated in nearly two years and is not being used to provide timely information or for projecting a positive message about the town’s economic development potential.
- The town, Chamber of Commerce, and Altavista On Track all contribute valuable resources, time and expertise to marketing the town, yet roles and responsibilities are not clearly defined in terms of how these organizations interact with each other.

Drivers for Change

- Simple, targeted messaging and a small incentive can change behaviors and produce big results.
- Towns, small cities, and regions throughout Virginia will continue to rely more and more on digital media and advanced marketing techniques to position their communities for investment.
- The International Economic Development Council (IEDC) reports that social media is an increasingly important channel to reach a locality’s constituents, existing businesses and outreach to potential businesses.

Community Case Study

The Town of Groton, CT recently revamped their economic development website to showcase the latest and greatest business development in their community, but also tell the story of the town’s history as a coastal community.



Strategic Initiatives

1. Update the Town’s economic development website with current, relevant information and high-production imagery.¹

EXPECTED RESULTS

- Altavista has a clear, well-communicated identity among its competitors in the Central and Southern Virginia Regions.
- The town collaborates with regional economic development partners to support regional industry and grow from within.
- To be recognized as the place that values work and family.

¹ See Appendix E for a more detailed breakdown of tasks.

RECORDING PROGRESS AND SUCCESS

Monitoring the success of the Action Plan Matrix in the Economic Development Strategic Plan will be crucial to assessing the progress of each Strategic Initiative, identifying where barriers are preventing success and what stakeholder relationships should be cultivated to promote economic development initiatives. Below is an example of the Town of Altavista Economic Development Quarterly Metrics Scorecard. The original file, located in Excel, is a simple document that can be kept with the Economic Development staff and updated on an annual basis. The exact metrics may be updated as staff comes to understand the best signifiers of economic development progress. These metrics will coordinate with the Strategic Initiatives and will indicate where programs have been successful, where more attention is required and quantify the implications of policy changes. Economic development staff will update Town Council every six months and prepare the results of the Scorecard annually to present to Council members.

Town of Altavista, Virginia Economic Development Quarterly Metrics Scorecard

Economic Development Indicators

Number of New Jobs Added				Number of New Businesses Created				Number of Businesses Expanded				Number of Businesses Assisted			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
0	0	0	0	0	0	0	0	\$0	\$0	\$0	\$0	0	0	0	0



Number of Website Hits				Number of Positive Media Hits				Commercial Vacancy Rate				Total Employment			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
0	0	0	0	0%	0%	0%	0%	0	0	0	0	0	0	0	0



Change in Per Capita Income				Net Commute Inflow/Outflow of Workers				Median Residential Property Value				Number of New Building Permits			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
0	0	0	0	0%	0%	0%	0%	\$0	\$0	\$0	\$0	0	0	0	0



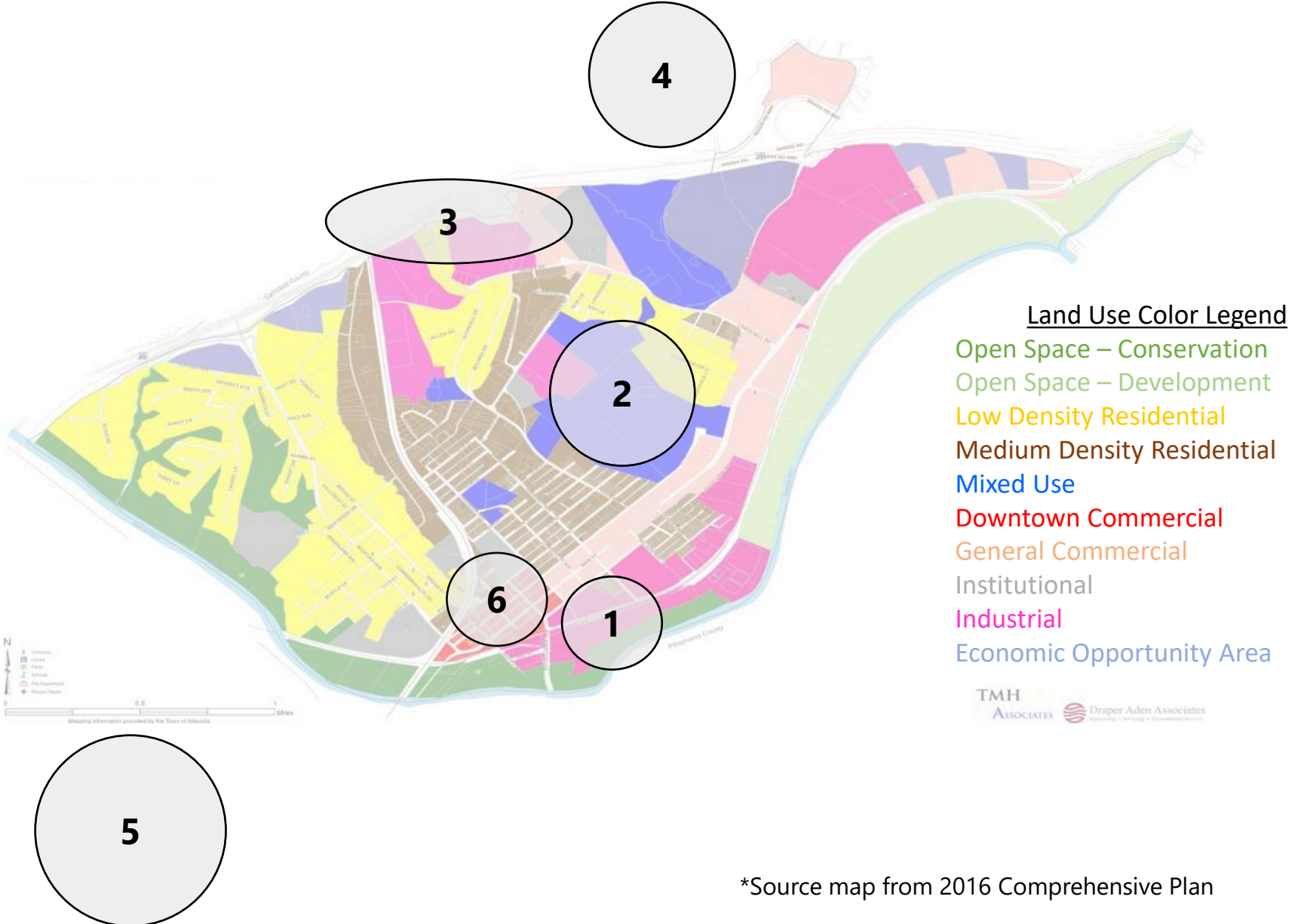
Align Organizational Capacity with Economic Development Goals

Strategic Initiative	Actions	Priority	Action Lead	Partners	Resources/Funding	Timeline
Modify purpose and function of the Altavista Economic Development Authority to comport with a new direction.	Agree to new vision: "Be the community of choice" .	High	AEDA Chair	AEDA Board	Volunteer board	Qtr 1 2019
	Agree to new mission statement: "Be the catalyst for new ideas and programs" .	High	AEDA Chair	AEDA Board	Volunteer board	Qtr 1 2019
Develop Guiding Principles to facilitate EDA decision making.	Determine need for guiding principals and confirm the following: <ul style="list-style-type: none"> - <i>Aligning with Strategic Economic Development Plan</i> - <i>Diversify the job base for residents</i> - <i>Advance land use development priorities</i> - <i>Improve quality of life</i> - <i>Spur competitive advantage for Altavista businesses</i> 	High	AEDA Chair	AEDA Board	Volunteer board	Qtr 1 2019
Hire an Executive Director of Economic Vitality to help advance the quality of life, community based, economic priorities of the town of Altavista.	Conduct a full assessment (program audit) of the roles and responsibilities of the Assistant Town Manager position to determine a)if there is overlap with the proposed Executive Director of Economic Vitality roles and responsibilities, b)whether the positions can be merged as one, or c)if the Assistant Town Manager and EDEV functions warrant separate positions. Report the results of the audit to the AEDA board.	High	Town Manager	Town Council	Town	Qtr 2 2019
	Form a search committee, working with the town manager and a representative of the AOT board, to supervise the recruitment of candidates and hire of a skilled professional to fill the position.	High	AEDA Chair	Town Manager, Town Council	Town	Qtr 2 2019
Hire a Community Development Specialist and reassign Main Street Coordinator as direct reports to the Executive Director of Economic Vitality.	Based on results of audit of Assistant Town Manager Roles and Responsibilities, if the Assistant Town Manager job is merged with the Executive Director of Economic Vitality job, then use vacant ED resources to hire Community Development Specialist. Otherwise, assess allocation for new position.	High	Town Manager	AEDA Board	Town	Qtr 2 2019
Evaluate Governance of Economic Develop Authority.	Evaluate the need to amend the by-laws of the EDA to expand board through memberships or subcommittees.	Medium	AEDA Chair	AEDA Board	Volunteer board	Qtr 4 2020

Prioritize Business Growth Initiatives

Strategic Initiative	Actions	Priority	Action Lead	Partners	Resources/Funding	Timeline
Actively collaborate with local and regional economic development partners in business retention/expansion efforts.	Coordinate logistics and initiate contact with BRE partners. Lead the formalization of obtaining/sharing leads from the county/state with a written Memorandum of Understanding between parties.	High	ED Director	Campbell Cty ED, Lynchburg Regional Alliance, chamber	Town via Director	Qtr 1 2020
	Establish benchmarks, thresholds, and other indicators for performance that hold each body accountable to their role in the collaboration.	High	ED Director	Campbell Cty ED, Lynchburg Regional Alliance	Town via Director	Qtr 1 2020 - Qtr 3 2020
Prioritize future land use to encourage business development, while preserving Altavista's greenspace and quality of place.	Upon conclusion of negotiations with the County for boundary line adjustments regarding Dearing Ford Industrial Park and the former Timken site, aggressively promote business development success and availability of sites to targeted industries or supply chain companies to existing employers.	High	ED Director	Campbell Cty ED, Lynchburg Regional Alliance	Town	Qtr 3 2019 - Ongoing
Foster small business development and cultivate start-up businesses by capitalizing on educational institutions and local institutional knowledge.	Establish an AEDA Workforce Task Force to support the ED Director and outreach to educators, School Board members, employers, the WIB and Campbell County to jointly monitor workforce needs in Altavista. Other tasks will include: a. Work with the School Board and develop a plan for the EDA to assist their partners with their efforts to offer programs that integrate apprenticeships, dual enrollment with community colleges and other initiatives that expose students to on-the-job training. b. Set up meeting with local school guidance offices to refine and develop their role in workforce training efforts. c. Reach out to business leaders and Human Resource representatives to develop a skill profile for entry level positions that can be utilized across the school system.	High	ED Director	VTI, School Board, Campbell County, industry, WIB	Town via Director	Qtr 4 2019 - Ongoing
	Initiate conversations with industry, local and regional partners about the development of a incubator/co-working space with the goals of: a. Supporting the manufacturing industry cluster b. Supporting businesses that can benefit and grow from the resources associated with an incubator or co-working space c. Helping to advance manufacturing practices and d. Keeping Altavista spin-off businesses at the cutting edge of modern technologies.	Medium	ED Director	Campbell Cty ED, Lynchburg Regional Alliance, local industry	Virginia Tobacco Region Revitalization Commission Grant Programs: Tobacco Region Opportunity Fund and R&D* *Once project has been defined	Qtr 3 2020
	Conduct a review of the business development activities of AOT that are directed towards increasing retail sales of existing downtown businesses, and propose ways in which the EDA can collaborate and assist.	Medium	ED Director	AOT, town manager	Town via director & AOT	Qtr 2 2020 - Ongoing
	Determine the amount of new business development and expansion that has been funded using the Town's various incentive programs. Propose an educational event and enhanced marketing activities to increase the utilization of these programs.	Medium	ED Director	Town, Chamber, AOT	Town	Qtr 3 2020-ongoing
	Build a strong relationship with the Virginia Tobacco Region Revitalization Commission to capitalize on available funding opportunities, namely those aimed at closing the funding gap for start-up businesses or new projects. Coordinate with Campbell County ED as necessary.	Medium	ED Director	Town, Campbell County ED	Town	Qtr 3 2020-ongoing

Altavista Future Land Use Map, Economic Development Priorities by Use



*Source map from 2016 Comprehensive Plan

Enhance Quality of Place

Strategic Initiative	Actions	Priority	Action Lead	Partners	Resources/Funding	Timeline
Improve and maintain appearance of downtown properties to encourage investment.	Review Code of Ordinances (Chapter 21-2) with Planning Commission to determine whether existing language is adequate to create desired downtown environment. Update language as necessary.	High	Town Manager	Planning Commission, AOT	Town	Qtr 3 2019
	Increase spot checks while review is underway.	High	Town Manager	Code Compliance	Town	Qtr 3 2019
	Retrain town representatives who conduct code enforcement to ensure uniform enforcement and understanding of codes.	Medium	Town Manager	Code Compliance	Town	Qtr 4 2019
Enact appropriate incentives to encourage productive use of commercially zoned properties.	Positive Consequences: a. Open-up additional town grants/funds for property owners that clean up their properties. b. Offer expedited permitting process, technical consultations or other promotional programs.	High	Town Manager	Planning Commission	Town	Qtr 1 2020
	If necessary, consider Negative Consequences: a. Set escalating vacant property fees for continued poor property maintenance. b. Produce public notices that list out properties in violation of code. c. Prevent issuance of permits or licenses to people that have history of property violations until such time as viable plans for improvements are made.	Low	Town Manager	Planning Commission	Town	Qtr 1 2020
Build out entertainment and recreational amenities that support family-friendly activities, encourage visitation to Altavista and add to the town's character.	Identify a downtown site near English Park for development as a local and regional eatery.	High	ED Director	Town Manager, Planning Commission, AOT	Town	Qtr 1 2020
	Prepare a comprehensive list of desired uses and events for the Booker Building and determine whether desired use is best undertaken by public or private sector. If private sector, develop RFP to send out to regional developers to gauge interest in site development.	High	ED Director	Town Manager, Planning Commission, AOT, Chamber, Town Council	Town	Qtr 1 2020
	Market the development progress of the Dalton's Landing canoe launch in town communications, and externally across the county.	Medium	ED Director	Chamber, AOT	Town	Qtr 2 2019
	Cross-promote downtown events with AOT and the Chamber.	Medium	ED Director	Chamber, AOT	Town	Qtr 4 2019 ongoing
	Annual review the Town's Capital Improvement Plan for recreational amenities and provide feedback on priorities related to the Town's Park & Trail Master Plan.	Low	Town Manager	Public works, recreation committee	Town	Qtr 3 2020

Diversify & Increase Housing Stock

Strategic Initiative	Actions	Priority	Action Lead	Partners	Resources/Funding	Timeline
Stimulate mixed-used development through incentives, strategic land assembly and partnerships.	Identify vacant land poised for strategic assembly for housing investment and develop proposals for project types that can be pursued.	High	ED Director	Town Manager, Town Council	Town	Qtr 4 2019 Ongoing
	Complete a review with Planning Commission of zoning ordinances on identified vacant properties to ensure that regulations allow for flexible, mixed-used development. Present a plan to AEDA on what properties are available, current zonings and highest and best use.	High	ED Director	AOT, Planning Commission	Town via Director	Qtr 2 2020
	Establish specific incentives for these priority development properties, such as: fee waivers, real estate tax abatements, expedited permitting, or density bonuses (where appropriate).	High	ED Director	Town Manager, Town Council, Planning Commission, County	Town	Qtr 4 2020
	As projects arise, determine the town's position as an active development partner, for example in the form of owner/developer, equity investor, or in the form of a long-term ground lease.	Medium	ED Director	Town Manager, Town Council	Town	Qtr 4 2019 Ongoing
Increase and diversify housing stock and encourage long term residence in Altavista.	Proactively seek professional consultation and advice from Virginia Department of Housing and Community Development.	High	ED Director	VDHC	Town	Qtr 2 2020
	Offer incentives for residential or commercial developments that support the mobility and ability of residents to age in place.	Medium	ED Director	Private developers, Town Manager, Town Council	Town/Private	Qtr 2 2021
	Develop programs for recent local graduates to live and stay in town for specific period-of-time.	Medium	ED Director	Town Manager, Town Council, Planning Commission, County	Town, County, Private Sources	Qtr 1 2022
	Develop public/private partnerships to offer homes as an incentive to attract new employees.	Low	ED Director	Private developers, industrial partners	Town/Private	Qtr 4 2021
	Enact time-based incentives for employees to locate in Altavista via reductions in local/county tax, closing fees, etc.	Low	ED Director	Town Manager, Town Council, Planning Commission, County	Town, County, Private Sources	Qtr 1 2021

Targeted Marketing

Strategic Initiative	Actions	Priority	Action Lead	Partners	Resources/Funding	Timeline
<p>Update the Town's economic development website with current, relevant information and high-production imagery.</p>	<p>Examine the Town's economic development website and evaluate its effectiveness. Report to the AEDA and town manager how well the website reaches its intended audience and compares to competitor sites. Propose upgrades as necessary using all current best practices in website design.</p>	<p>High</p>	<p>ED Director</p>	<p>AOT, Chamber, Website Consultants, Town Manager.</p>	<p>Town</p>	<p>Qtr 4 2019</p>

Appendix A: Community Assessment

Introduction

As part of a greater strategic planning effort into potential investment and development opportunities in the Town of Altavista, Camoin Associates completed a community and housing needs assessment of historical and current trends in the Town.

Study Regions

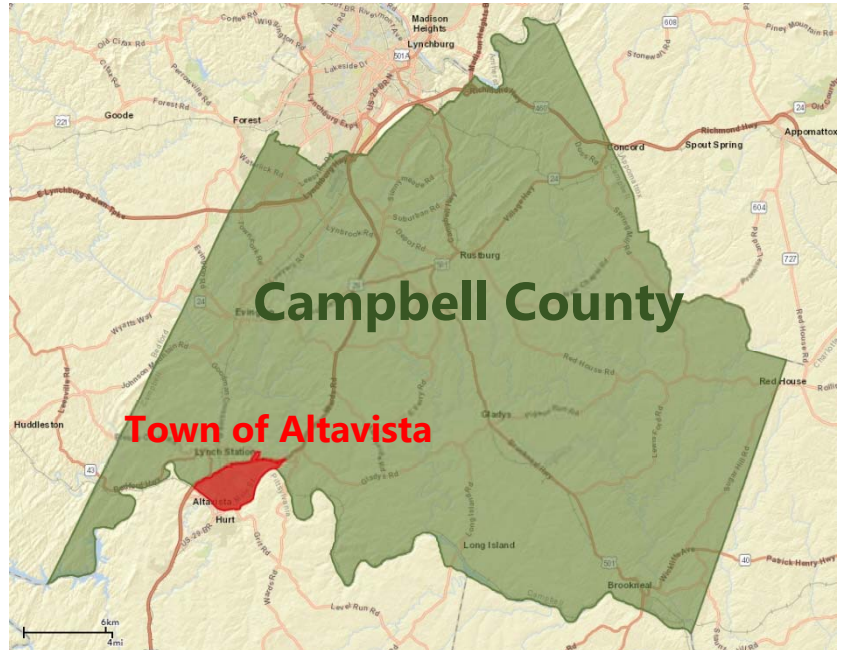
Data for the following areas was utilized to perform this analysis:

- Town of Altavista** – Demographic and socioeconomic trends in the Town of Altavista were examined to identify important issues and opportunities that may impact development. Industry trends were analyzed at the ZIP code level. The ZIP code 24517 represents the Town of Altavista and includes both the town and the area to the northeast.

Altavista Labor Shed – A large portion of Altavista’s workers come from Pittsylvania County, Campbell County, Bedford County, and the City of Lynchburg. As such the Altavista Labor Shed encompasses these three counties and city. Examining the labor shed allows us to make informed decisions ranging from business expansion and retention to housing, and to positively impacting the workforce.

- Campbell County** – Campbell County was examined to identify important regional issues and opportunities that may impact development within the town.
- Virginia** – Examining the Commonwealth of Virginia provides a better understanding of which aspects of the town’s economic development align with the Commonwealth as a whole.
- United States** – All geographies were benchmarked against the entire United States, which provides the broadest context for the data provided.

Figure 1: Town of Altavista (Red) within Campbell County (Green)



Source: Esri

Figure 2: Altavista Labor Shed



Source: Esri

Key Findings

Key findings from the analysis are presented below and discussed in detail throughout this assessment:

Population Decline

The Town of Altavista has declined slightly in population since 2010 at an annual rate of 0.02%, despite overall growth within the county, labor shed, and state. This decline is attributed to an aging demographic, where over a quarter of the town’s population is 65 years old or older, and a lack of influx of young individuals. For the town to reverse the population decline they will need to attract young residents by offering housing and amenities that cater to their desires.

Aging Population

With a significant elderly population, the Town of Altavista should remain cognizant of the services and amenities that this population demands. Particularly, the Health Care and Social Assistance industry in Altavista has grown by 5% from 2013 to 2018 and is projected to grow by an additional 12%, adding 66 jobs, into 2023. Flex space and multi-specialty offices could help address an increased demand for office space due to this growth. This would allow for the incorporation of a range of medical technology and equipment used in procedures and appointments while allowing for changing needs of patients.

Diversity

The Town of Altavista is the most diverse geography studied in this analysis. 26.2% of residents identify as black/African American, with another 68.3% of the populated identifies as white. The remaining 5.5% of the population is made up of other singular or mixed populations.

Low Incomes Relative to Region

The median household income in the Town of Altavista is significantly lower than the surrounding region, at approximately \$14,000 less than the county and \$13,000 less than the labor shed. Furthermore, nearly a quarter of the town’s households earn less than \$15,000. As such, 18.6% of the households in the town are below the poverty level. Racial income disparities are significant, as the median income of white households is \$38,000 compared to \$26,000 for black/African-American households. Unemployment is relatively low in the Town of Altavista (3.7%) compared to the county, labor shed, state, and nation.

High Level of Commuting

Approximately 81.3% of Altavista residents commute out of the town for work while 92.0% of the Town’s workers commute into the town. Over a quarter of those that commute into Altavista travel greater than 50 miles to work. Altavista has grown 5% in terms of jobs from 2013 to 2018 and is projected to grow another 8% into 2023.

Altavista

Key Statistics



Population: 3,450
(0.02% decline since 2010)

68.3% White
26.2% Black/African American
5.5% Other



Median Age: 45.9
Residents 65+: 25.7%



Median Household Income:
\$34,816
Households below Poverty Level: 18.6%



Education: 22.6% of residents hold a Bachelor’s degree or higher



Commute: 81.3% of Altavista residents commute out of the town for work
92.0% of jobs in the Town of Altavista are held by non-residents



Housing:
55.5% owner-occupied
31.2% renter-occupied
13.3% of housing units are long-term vacant



Largest industries: Manufacturing, Retail Trade, and Construction
Top growing industries: Architectural and Structural Metals Manufacturing, Footwear Manufacturing, and Building Equipment Contractors

However, the majority of these jobs are not held by Altavista residents. This high level of cross-commuting points to a mismatch between the town's workforce and available jobs.

Low Housing Values

The median value of an owner-occupied house is just over \$118,000 in the town, approximately \$45,000 less than in the labor shed. The town lacks high end housing options, which is reflected in the absence of homes valued over \$400,000. Additionally, the town has low rental prices with a median rent of \$433 per month, whereas the labor shed has a median rent of \$566. Despite relatively affordable rents and home prices, housing affordability is a significant concern within the town. Nearly 47% of renter households and 26% of owner households with a mortgage spend more on housing costs than what is considered affordable.

Multifamily Housing Stock

The lack of a diverse housing stock in Altavista likely contributes to population stagnation and the significant commuter figures mentioned above. Further investigation through interviews and additional research will help us determine the appropriate housing mix for the population that Altavista wants to attract in the future. For example, creating new housing that targets the aging demographic can help to improve the ability to age in place.

Job Growth

Altavista is adding jobs to the economy. The largest industries by employment include Manufacturing, Retail Trade, and Construction which have historically experienced higher than average growth and are projected to continue growing into 2023. Specifically, Architectural and Structural Metals Manufacturing, Footwear Manufacturing, and Building Equipment Contractors have been the top growing industries at the 4-digit level.

Broadband Availability

Currently the download speeds in Altavista (24517) are 66% slower than the average speeds in Virginia and 134% slower than the national average. Altavista is limited in terms of number of providers and access to broadband services. Compared to other small towns in Virginia, Altavista is well served in terms of broadband. This is not to say that improvements and advancements are not needed but rather that the town should build further on this foundation to enhance opportunities for businesses and residents.

Major Takeaways and Opportunities

1. Town residents do not seem to be accessing high wages from local jobs. Average wages per job in the Town of Altavista are nearly \$10,000 higher than in Campbell County, reaching \$63,990.² Though the average wage per individual job is nearly \$64,000, median household income (MHI) in the town is significantly lower at \$34,816. While this situation warrants greater investigation, it appears that the residents of Altavista are not able to capitalize on the high wage jobs within the town. Commuter data shows that about 81% of Altavista residents commute out of the town for work. As we begin to talk with local stakeholders, especially major employers, we will be looking to understand this high out-commute rate and understand how to enable citizens of Altavista to capture a portion of the wealth generated by jobs right in the town.

2. The town is a net importer of workers. 92% of Altavista workers commute into the town from other locations. Nearly a quarter of those workers travel over 50 miles. While one of the town's economic goals may be to employ more local residents within the town, there are also opportunities to cater to employees who are commuting into Altavista for work. Amenities that would serve the needs of these workers include quick service lunch restaurants, coffee shops, or delis. Investing in these amenities will also benefit the existing residents and help to develop Altavista's value proposition to commuters as to why they should relocate closer to their place of employment. This value proposition will also need to include a strong housing stock that can compete with the surrounding communities in the labor shed. Furthermore, discussions with stakeholders will seek to rank what other elements the town could invest in to attract residents.

3. Manufacturing continues to produce strong job numbers and support the town's economy. As the town begins to rethink its marketing efforts, both towards potential businesses and residents, positioning Altavista's standout legacy as a manufacturing hub that has continued to flourish within changing economic conditions could play well with regional economic forces. In addition to quality of life elements for workforce, we will be probing the industry leaders on the business environment, including incentives, relationships with town officials and other similar factors. It is imperative that Altavista's manufacturing base is supported to ensure a stable economic foundation. This will enable other industries to emerge, flourish and innovate in a healthy businesses environment.

² Based on industry data from EMSI, see pg.19 for further details.

Demographic Analysis³

Population

As of 2018, approximately 3,400 people live within the Town of Altavista. Since 2000, the population of the town has increased marginally by 12 individuals. From 2000 to 2010 the town experienced an average annual growth rate of 0.06% which lagged behind the county, labor shed, state, and nation. The population of the town declined from 2010 to 2018 at an annual rate of 0.02%. While growth rates in all study regions declined between 2010 and 2018 compared to between 2000 and 2010, the Town of Altavista was the only geography that shed individuals.

Table 1: Population, 2000 - 2018

Population, 2000 - 2018					
Study Area	2000	2010	2018	Annual Compound Growth Rate 2000 - 2010	Annual Compound Growth Rate 2010 - 2018
Town of Altavista	3,431	3,450	3,443	0.06%	(0.02%)
Campbell County	51,078	54,842	56,645	0.71%	0.39%
Altavista Labor Shed	244,762	268,814	281,267	0.98%	0.58%
Virginia	7,078,515	8,001,024	8,566,397	1.23%	0.83%
United States	281,421,906	308,745,538	330,088,686	0.93%	0.81%

Source: Esri

Households

The number of households in the Town of Altavista has declined from 1,502 in 2000 to 1,463 in 2018. Conversely, the number of households in all other geographies have been steadily growing since 2000 at annual rates ranging from 0.30% to 1.25%. Overall, Virginia has experienced the largest growth in terms of number of households. Household formation can be affected by things like divorce rates, multi-generational households and other factors. Even as population increases, condensing households, like multiple generations under one roof, could contribute to slowing growth in household formations.

Table 2: Households, 2000 - 2018

Households, 2000 - 2018					
Study Area	2000	2010	2018	Annual Compound Growth Rate 2000 - 2010	Annual Compound Growth Rate 2010 - 2018
Town of Altavista	1,502	1,476	1,463	(0.17%)	(0.11%)
Campbell County	20,639	22,441	22,994	0.84%	0.30%
Altavista Labor Shed	97,157	107,192	111,573	1.03%	0.51%
Virginia	2699173	3,056,058	3,255,666	1.25%	0.77%
United States	105,480,101	116,716,292	124,110,001	1.02%	0.75%

Source: Esri

³ A note on our data: Camoin Associates uses the most sophisticated data sources available to quantify demographics, socioeconomic indicators, employment, wages and housing stock characteristics. While each data source does its best to accurately report indicators as they are reflected in reality, national sources like the American Community Survey have to impute data in order to fill in data gaps. In small communities like Altavista, this information can be harder to impute as there are not as many data points compared to a larger geography like a county or state. Therefore, the exact number of particular housing units, for example, may slightly vary from popular knowledge in the town.

Age

Compared to the other geographies, the Town of Altavista has the highest median age of 45.9. The county and labor shed are roughly three years below that of the town, while the Commonwealth and nation have median ages that are roughly seven years younger than the town.

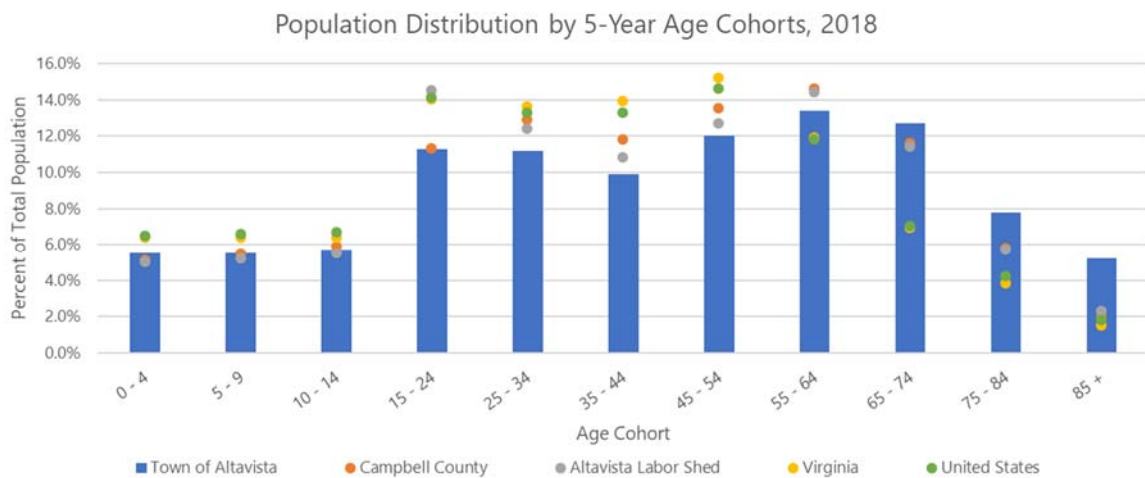
Table 3: Median Age, 2010 – 2018

Median Age, 2010 - 2018				
Study Area	2010	2018	Change 2010 - 2018	% Change 2010 - 2018
Town of Altavista	44.3	45.9	1.6	3.6%
Campbell County	41.1	42.8	1.7	4.1%
Altavista Labor Shed	40.4	41.8	1.4	3.5%
Virginia	37.4	38.7	1.3	3.5%
United States	37.1	38.3	1.2	3.2%

Source: Esri

Figure 3, below, displays the population distribution of the Town of Altavista against the comparison geographies by 5-year age cohorts. A smaller proportion of the town’s population is under the age of 54 compared to the county, labor shed, state, and nation. Conversely, the town has a larger portion of individuals aged 65 and over. Approximately 5.2% of the town’s population falls in the 85 and older age cohort. This is significantly higher than at the county (2.0%), labor shed (2.3%), state (1.5%), and nation (1.8%).

Figure 3: Population Distribution by 5-Year Cohorts, 2018



Source: Esri

Race/Ethnicity

Table 4 shows the distribution of the 2018 population for each study region by race and ethnicity. The Town of Altavista, Campbell County, and the Altavista Labor Shed are predominately white, with a significant presence of black populations. Compared to the surrounding county, the town has a lower proportion of white individuals, and a higher proportion of black individuals. In all three geographies, American Indian, Asian, Pacific Island, some other race, two or more races, and Hispanic origin represent small portions of the populations, with each representing less than 5% of the population.

The table below also displays a diversity index for the geographies. The diversity index is a measure of the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 to 100, with 0 being no diversity and 100 being complete diversity. The Town of Altavista has the highest diversity index of the study areas at 49.1, over 13 points higher than the surrounding county.

Table 4: Population by Race/Ethnicity, 2018

Population by Race/Ethnicity, 2018			
	Town of Altavista	Campbell County	Altavista Labor Shed
White Alone	68.3%	80.8%	77.3%
Black Alone	26.2%	14.5%	17.7%
American Indian Alone	0.2%	0.3%	0.4%
Asian Alone	0.6%	1.0%	1.5%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	1.4%	1.1%	1.1%
Two or More Races	3.3%	2.3%	2.1%
Hispanic Origin	2.5%	2.5%	2.9%
Diversity Index	49.1	35.9	40.6

Source: Esri

Income

As of 2018, the median household income in the Town of Altavista was \$34,816. The town ranks the lowest in terms of median incomes at approximately \$14,000 less than the county and \$13,000 less than the labor shed. Virginia's median household income is nearly double that of the town. Looking forward to 2023, incomes are projected to rise in the Town of Altavista at a rate of 12.8%, outpacing the county's growth but lagging the other geographies.

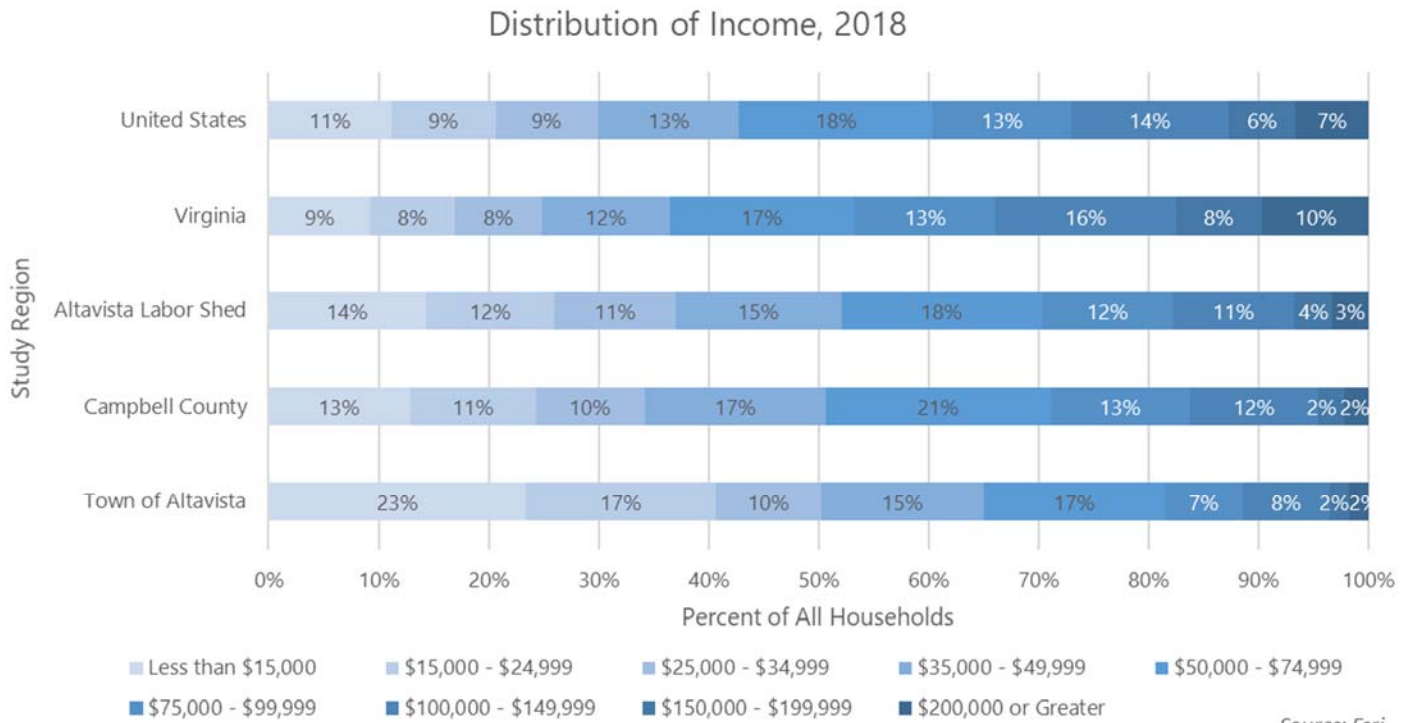
Table 5: Median Household Income, 2018 - 2023

Median Household Income, 2018 - 2023				
Study Area	2018	2023	Change 2018 - 2023	% Change 2018 - 2023
Town of Altavista	\$ 34,816	\$ 39,276	\$ 4,460	12.8%
Campbell County	\$ 49,148	\$ 54,969	\$ 5,821	11.8%
Altavista Labor Shed	\$ 47,405	\$ 53,533	\$ 6,128	12.9%
Virginia	\$ 68,682	\$ 78,884	\$ 10,202	14.9%
United States	\$ 58,100	\$ 65,727	\$ 7,627	13.1%

Source: Esri

Aligning with its lower median income, a significant proportion of the households in the Town of Altavista lie in the lower income brackets. Approximately 23% of the town’s households earn less than \$15,000 and 17% earn between \$15,000 and \$24,999.

Figure 4: Distribution of Income, 2018



Source: Esri

Below Poverty Level

As of 2016, 18.6% of the households in the Town of Altavista were below the poverty level, meaning they are officially considered to lack the means to meet basic needs and are eligible for federal aid. The percentage of households in poverty in the Town of Altavista is nearly 8 percentage points higher than that of Virginia (11.0%) and nearly 6 percentage points higher than Campbell County (12.9%).

Table 6: Households Below the Poverty Level, 2016

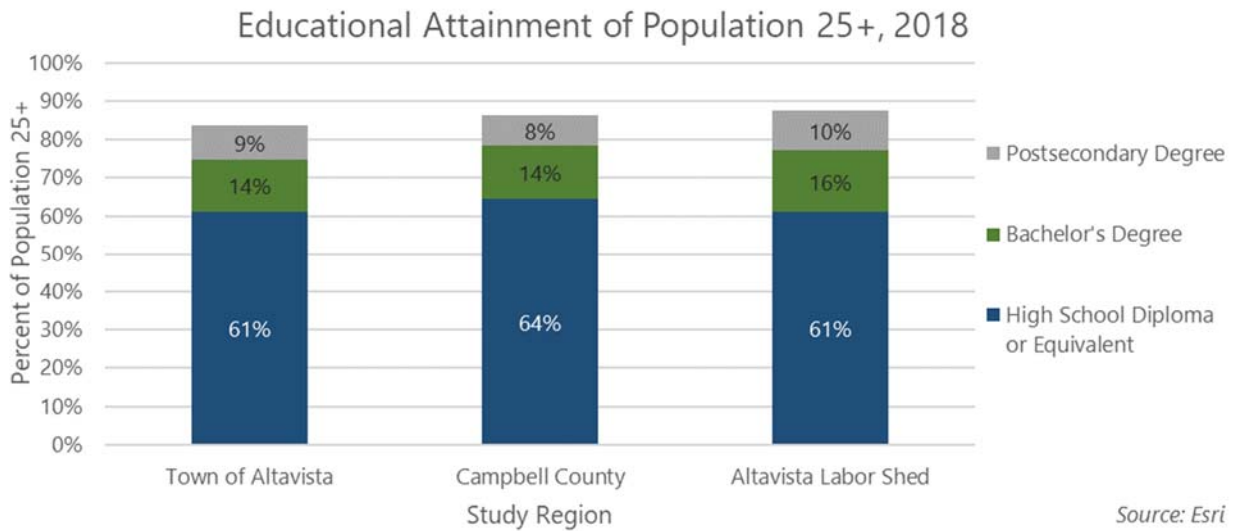
Households Below the Poverty Level, 2016		
	Households Below the Poverty Level	% of Households Below the Poverty Level
Town of Altavista	268	18.6%
Campbell County	2,883	12.9%
Altavista Labor Shed	16,170	15.0%
Virginia	340,151	11.0%
United States	16,652,240	14.1%

Source: American Community Survey 2012 - 2016

Educational Attainment

Approximately 61% of the Town of Altavista’s residents ages 25+ had achieved a high school education level or greater in 2018. This compares to 64% for Campbell County, and 61% for the Altavista Labor Shed. In terms of Bachelor’s degrees and postsecondary degrees the Town of Altavista is on par with the surrounding county and just behind the labor shed.

Table 7: Educational Attainment, 2018



Labor Force and Unemployment Rate

As of 2018, unemployment is the lowest in the Town of Altavista compared to the other study regions. The unemployment rate was 3.7% for the town compared to 4.2% in the county, 5.0% in the labor shed, 3.9% in the state, and 4.8% in the nation.

Table 8: Labor Force and Unemployment Rate, 2018

Labor Force and Unemployment Rate, 2018					
	Town of Altavista	Campbell County	Altavista Labor Shed	Virginia	United States
Labor Force Aged 16+	1,418	27,385	133,280	4,395,904	165,469,896
Employed Aged 16+	1,367	26,281	126,933	4,230,899	157,891,122
Unemployment Rate	3.7%	4.2%	5.0%	3.9%	4.8%

Source: Esri

Commute Patterns

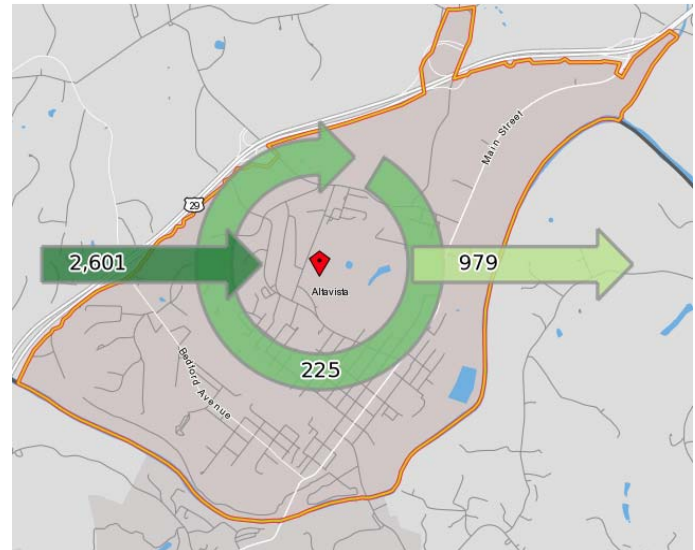
Figure 5, to the right displays the aggregate number of in- and out-commuters within the Town of Altavista in 2015. Of the 2,826 working individuals who work in the town, 92.0% are in-commuters who travel into the town to work. 225 individuals both live and work in the corridor. Of the 1,204 residents that live in the town 979 individuals, 81.3%, commute out for work. 225 individuals both lived and worked in the corridor.

Of the workers that travel into Altavista for work, approximately 25.5% travel over 50 miles.

Table 11 below shows the locations where Altavista Residents work. Approximately 34.6% of Altavista residents work in Campbell County compared to 24.3% who work in Lynchburg. Other popular places to which Altavista residents commute include Pittsylvania County (7.3%) and Bedford County (4.7%).

Similarly, Table 10 shows the locations where individuals who work in the Town of Altavista live. In total, 26.5% of Altavista workers live in Pittsylvania County. Campbell County ranks as the second most location for Altavista workers to live, at 24.4%. Additionally, 4.6% of commuters are from Bedford County, 4.4% are from Lynchburg, and less than 4.0% are from Halifax, Amherst, August, Henry, Appomattox, and Roanoke Counties. Nearly 29% of commuters commute from other locations.

Figure 5: Town of Altavista Inflow/Outflow, 2015



Source: U.S. Census Bureau, OnTheMap

Table 9: Distance Altavista Workers Travel to Work, 2015

Distance Altavista Workers Travel to Work, 2015		
	Number	Percent
Less than 10 miles	889	31.5%
10 to 24 miles	820	29.0%
25 to 50 miles	395	14.0%
Greater than 50 miles	722	25.5%
Total	2,826	100.0%

Source: U.S. Census Bureau, OnTheMap

Table 11: Where Altavista Residents Work, 2015

Where Altavista Residents Work, 2015		
	Number	Percent
Campbell County	416	34.6%
City of Lynchburg	292	24.3%
Pittsylvania County	88	7.3%
Bedford County	57	4.7%
City of Roanoke	34	2.8%
Amherst County	33	2.7%
Roanoke County	24	2.0%
Henrico County	16	1.3%
Prince Edward County	15	1.2%
Fairfax County	14	1.2%
All Other Locations	215	17.9%
Total	1,204	100.0%

Source: U.S. Census Bureau, OnTheMap

Table 10: Where Altavista Workers Live, 2015

Where Altavista Workers Live, 2015		
	Number	Percent
Pittsylvania County	749	26.5%
Campbell County	689	24.4%
Bedford County	131	4.6%
City of Lynchburg	123	4.4%
Halifax County	91	3.2%
Amherst County	65	2.3%
Augusta County	65	2.3%
Henry County	39	1.4%
Appomattox County	36	1.3%
Roanoke County	32	1.1%
All Other Locations	806	28.5%
Total	2,826	100.0%

Source: U.S. Census Bureau, OnTheMap

Housing Analysis

Occupancy Status and Tenure

Table 12 lays out the percentage of occupied and vacant housing units within the Town of Altavista and the Altavista Labor Shed. As of 2018 there are approximately 3,150 housing units in the Town of Altavista and over 240,000 housing units in the Altavista Labor Shed. The town and labor shed have similar distributions with approximately 87% of the housing units occupied. The labor shed has a higher percentage of owner occupied housing units at 59.6% compared to 55.5% in the town. Vacancy rates in both geographies is around 13%. The category of vacant units can include those that are partially occupied, like seasonal homes, or properties that are blighted and are considered uninhabitable.

Table 12: Housing Units by Occupancy Status and Tenure, 2018

Housing Units by Occupancy Status and Tenure, 2018				
	Town of Altavista		Altavista Labor Shed	
	Number	Percent	Number	Percent
Occupied	1,463	86.7%	111,573	86.6%
Owner	936	55.5%	76,772	59.6%
Renter	527	31.2%	34,801	27.0%
Vacant	224	13.3%	17,200	13.4%
Total	3,150	100.0%	240,346	100.0%

Source: Esri

Length of Residency

In the Town of Altavista, renters are more likely to have moved into and occupied their units after 2000 than before 2000. Renters who moved in after 2000 comprised nearly 93%, of all renter occupied households in 2016, accounting for 576 households. This trend is also observed in the Altavista Labor Shed where 90% of all renter occupied units had tenants that moved in after 2000.

Owner occupied households show greater variation for length of residency. In the Town of Altavista, 33.5% of owners moved into their current dwelling between 2000 and 2009 and 23.9% moved in 1979 or earlier. This indicates that owner-occupied residencies generally have a longer length of residency than renter occupied residencies. In the Altavista Labor Shed, owners were most likely to move in between 1990 and 2009 with 35.6% moving in between 2000 and 2009 and 19.9% moving in between 1990 and 1999.

Table 13: Occupied Housing Units by Year Householder Moved into Unit, 2016

Occupied Housing Units by Year Householder Moved Into Unit, 2016			
	Town of Altavista		Altavista Labor Shed
	Number	Percent	Percent
Owner occupied			
Moved in 2015 or later	25	3.0%	1.7%
Moved in 2010 to 2014	81	9.9%	14.5%
Moved in 2000 to 2009	274	33.5%	35.6%
Moved in 1990 to 1999	114	13.9%	19.9%
Moved in 1980 to 1989	130	15.8%	11.9%
Moved in 1979 or earlier	196	23.9%	16.4%
Renter occupied			
Moved in 2015 or later	54	10.6%	9.3%
Moved in 2010 to 2014	331	57.6%	57.2%
Moved in 2000 to 2009	191	23.8%	23.8%
Moved in 1990 to 1999	29	4.6%	4.5%
Moved in 1980 to 1989	8	2.0%	2.8%
Moved in 1979 or earlier	7	1.4%	2.4%
Median Year Householder Moved Into Unit	2005		2004

Source: American Community Survey 2012- 2016, 5-Year Estimate

Housing Stock

The housing stock in both the Town of Altavista and the Altavista Labor Shed are predominately single-unit detached structures, comprising 74.2% and 69.3% of housing units respectively. Multifamily units make up a total of 22.0% of all housing stock in the town and 17.4% of the housing stock within the labor shed. The majority of the multifamily units in the town are 2 to 9-unit structures, whereas the labor shed has a relatively even mix of 2 to 50 or more-unit structures.

Table 14: Housing Units by Structure, 2016

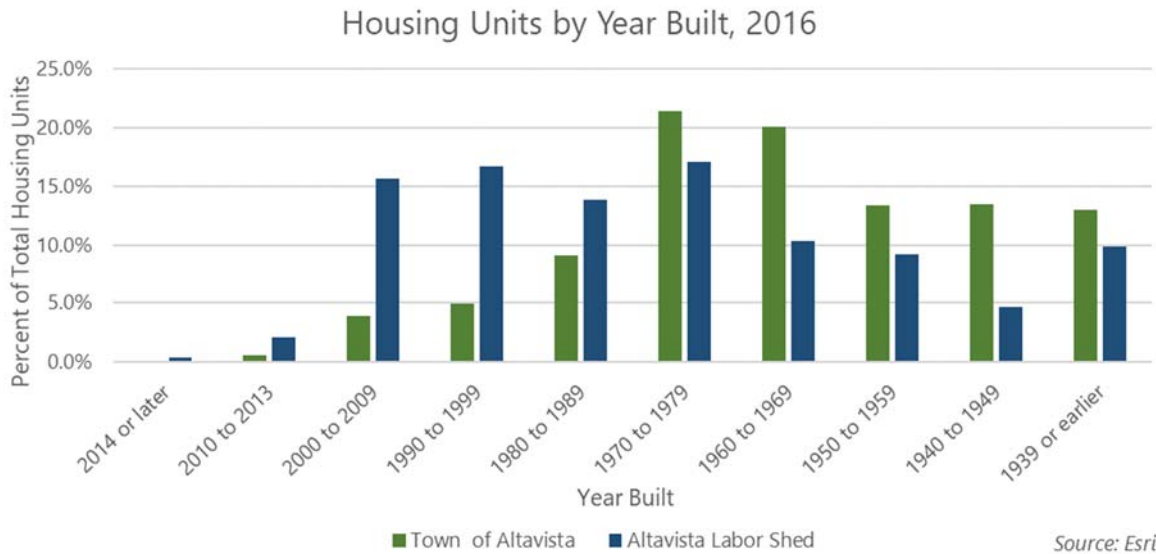
Housing Units by Structure, 2016			
	Town of Altavista		Altavista Labor Shed
	Number	Percent	Percent
1, detached	1,245	74.2%	69.3%
1, attached	4	0.2%	3.8%
2 Units	108	6.4%	2.6%
3 or 4	105	6.3%	2.2%
5 to 9	109	6.5%	3.1%
10 to 19	20	1.2%	2.8%
20 to 49	0	0.0%	1.5%
50 or more*	27	1.6%	1.4%
Mobile home	60	3.6%	13.2%
Boat, RV, van, etc.	0	0.0%	0.0%

Source: American Community Survey 2012- 2016, 5-Year Estimate

*This data point likely refers to the Hendersen Apartments, which has 25 units, located at 1202 Lola Avenue, Altavista, VA 24517

According to 2016 census data, about 10% of the Town of Altavista's housing stock was built after 1990. This contrasts significantly with the Altavista Labor Shed where the housing stock is somewhat newer, with approximately 34.9% being built after 1990. This accounts for the town having a younger median year structure built of 1965 compared to 1979 for the labor shed. The age of an area's housing stock is an important indicator because it can provide a high-level estimate of the quality of the housing stock. Although well-maintained older homes can contribute to the preservation of an area's local history and community character, older houses also tend to be costlier to maintain and have more structural and environmental concerns.

Figure 6: Housing Units by Year Built, 2016



Housing Price Points

As of 2018, the median value of owner occupied house in the Town of Altavista was just over \$118,000, which is over \$45,000 lower than in the Altavista Labor Shed. The majority of the town’s owner-occupied housing is valued between \$50,000 and \$199,000. As of 2018, there were no owner-occupied houses that were valued over \$400,000 in the town whereas 10.1% of the labor shed’s housing stock is valued over \$400,000.

Table 15: Owner Occupied Housing Units by Value, 2018

Owner Occupied Housing Units by Value, 2018			
	Town of Altavista		Altavista Labor Shed
	Number	Percent	Percent
<\$50,000	60	6.4%	8.2%
\$50,000-\$99,999	323	34.5%	16.6%
\$100,000-\$149,999	236	25.2%	20.9%
\$150,000-\$199,999	195	20.8%	19.9%
\$200,000-\$249,999	45	4.8%	11.1%
\$250,000-\$299,999	46	4.9%	6.2%
\$300,000-\$399,999	32	3.4%	6.9%
\$400,000-\$499,999	0	0.0%	3.8%
\$500,000-\$749,999	0	0.0%	3.8%
\$750,000-\$999,999	0	0.0%	1.6%
\$1,000,000-\$1,499,999	0	0.0%	0.8%
\$1,500,000-\$1,999,999	0	0.0%	0.1%
\$2,000,000+	0	0.0%	0.0%
Median Value	\$	118,114	\$ 160,813
Average Value	\$	131,617	\$ 210,384

Source: Esri

According to census data, approximately 50.7% of housing units in the Town of Altavista have a mortgage while 49.3% do not. The average value of housing units with a mortgage is approximately \$146,000 while units without a mortgage are valued nearly \$31,000 lower at \$115,000. The Altavista Labor Shed has a higher percentage of housing units with a mortgage at 59.0% and are valued nearly \$50,000 higher than the town. Additionally, housing units without a mortgage in the labor shed have an average value of \$165,000, approximately \$50,000 higher than the town.

Table 16: Town of Altavista Mortgage Status, 2016

Mortgage Status, 2016				
	Town of Altavista		Altavista Labor Shed	
	Percent	Average Value	Percent	Average Value
Housing units with a mortgage	50.7%	\$ 145,924	59.0%	\$ 196,930
Housing units without a mortgage	49.3%	\$ 114,993	41.0%	\$ 165,248

Source: American Community Survey 2012- 2016, 5-Year Estimate

The Town of Altavista’s median contract rent⁴ is \$433 per month. This is about \$130 lower than the median contract rent in the Altavista Labor Shed, which reaches \$566. The largest rental cohort for the town is \$400 to \$449 which is comprised of 16.3% of all rental units, followed by \$350 to \$399, which covers 11.6% of all rental units. Rental prices in the town do not exceed \$1,999. However, exceeding this price point is possible in the labor shed region, which has a small percentage of units valued in excess of \$3,000.

Table 17: Rental Prices, 2016

Rentals Prices, 2016			
	Town of Altavista		Altavista Labor Shed
	Number	Percent	Percent
With cash rent	540	87.1%	90.3%
Less than \$100	0	0.0%	1.5%
\$100 to \$149	55	8.9%	1.6%
\$150 to \$199	0	0.0%	2.2%
\$200 to \$249	12	1.9%	2.3%
\$250 to \$299	49	7.9%	2.5%
\$300 to \$349	16	2.6%	3.7%
\$350 to \$399	72	11.6%	4.8%
\$400 to \$449	101	16.3%	8.9%
\$450 to \$499	58	9.4%	6.5%
\$500 to \$549	55	8.9%	8.9%
\$550 to \$599	29	4.7%	7.2%
\$600 to \$649	21	3.4%	7.4%
\$650 to \$699	27	4.4%	3.9%
\$700 to \$749	0	0.0%	6.0%
\$750 to \$799	13	2.1%	3.9%
\$800 to \$899	0	0.0%	6.8%
\$900 to \$999	8	1.3%	4.4%
\$1,000 to \$1,249	13	2.1%	3.7%
\$1,250 to \$1,499	0	0.0%	1.7%
\$1,500 to \$1,999	11	1.8%	0.9%
\$2,000 to \$2,499	0	0.0%	0.7%
\$2,500 to \$2,999	0	0.0%	0.2%
\$3,000 to \$3,499	0	0.0%	0.6%
\$3,500 or more	0	0.0%	0.0%
No cash rent	80	12.9%	9.7%
Median Contract Rent	\$	433	\$ 566

Source: American Community Survey 2012- 2016, 5-Year Estimate

⁴ Contract rent is defined as the total rent that is paid to the owner for the rental of a housing unit, including fees and charges for management and maintenance, as laid out in the tenant’s lease agreement. Contract rent does not include additional utilities and costs that are not paid to the unit owner.

Housing Affordability

The United States Department of Housing and Urban Development (HUD) maintains an understanding that affordable housing is any housing for which the occupant household pays no more than 30% of income for gross housing costs, including utilities. The table below identifies the percentage of households that pay more than 30% of their income on housing among owner occupied households with and without a mortgage and renting households in 2016. Within the Town of Altavista, 46.7% of renter occupied households spend more than 30% of their household income on housing. This percentage is higher in the Altavista Labor Shed at 49.7%. Additionally, 25.1% of renter occupied households in the labor shed spend more than 50% of their household income on rent compared to 16.5% in the town.

In the owner-occupied sector, 18% of all units are deemed unaffordable, as those households are spending more than 30% of annual income on their housing costs. A quarter of all owner-occupied households with a mortgage in Altavista spend more than 30% or more of income on housing, while the same figure is 6% for owner-occupied units without a mortgage.

Table 18: Percent of Households Spending 30% or More of Annual Income on Housing, 2016

Percent of Households Spending 30% or More of Annual Income on Housing, 2016						
	Town of Altavista			Altavista Labor Shed		
	Count	Total	%	Count	Total	%
Owner Occupied Households with Mortgage	157	605	26.0%	12,191	44,711	27.3%
Owner Occupied Households without Mortgage	23	384	6.0%	3,078	30,726	10.0%
Renter Occupied Households	252	540	46.7%	13,644	27,440	49.7%

Source: American Community Survey 2012-2016, 5-Year Estimate

Broadband Availability Analysis

Adequate broadband infrastructure is a necessity for businesses to be able to compete locally, regionally and beyond. Altavista (24517) has average download speeds of approximately 17.24 megabits per second (mbps), which is 65.7% slower than the average speeds in Virginia. Out of all the cities in Virginia, Altavista ranks as the 190th most connected with 8% of residents severely limited in wired broadband choices. Currently there are 14 internet providers within Altavista and no access to fiber optic broadband.

Similar small towns in Virginia were examined to determine if broadband disparities were unique to Altavista. Both Bedford (24523) and Farmville (23901) are relatively the same size as Altavista in terms of population and rank well below Altavista in broadband availability. Bedford ranks as the 451st most connected city in Virginia, well behind Altavista, with average download speeds of approximately 15.30 mbps. Farmville ranks even lower at 484th, with average download speeds of 7.76 mbps. ⁵

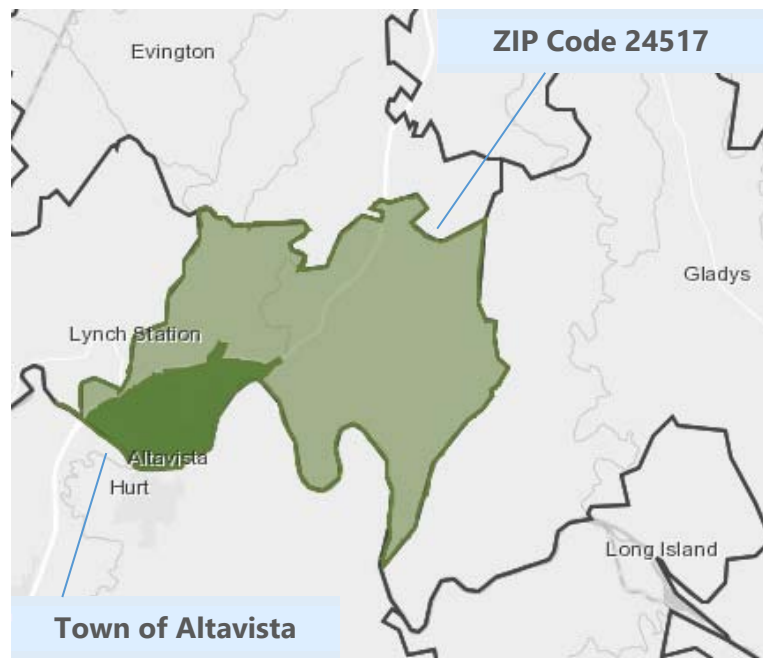
⁵ Broadband Now

Economic Trends Analysis

The Economic Trends Analysis consists of an analysis of employment trends and characteristics over a given timeline including a location quotient analysis and an overview of the Gross Regional Product of the current Altavista⁶ and Campbell County economies. Location Quotient (LQ) analysis compares a specific geographic region to a larger reference area by quantifying how concentrated a particular industry, demographic group, or other variable is compared to the larger geography (in this case, the United States). LQ for this report focuses on industry and is calculated by dividing the percent of jobs within each industry locally by the percent of jobs in the same industry at the national level.⁷

Due to how industry data is reported, Altavista is defined as the ZIP code 24517 in this portion of the analysis. Figure 7 to the right displays the geography covered by the ZIP code compared to the Town of Altavista boundary. See Appendix B for more details on where industry data is derived from.

Figure 7: Map of Altavista ZIP Code and Town Boundary



Altavista

The table below displays the industries in the Altavista economy using the North American Industry Classification System (NAICS) at the 2-digit level. Overall, Altavista's employment base grew by 5% from 2013 to 2018. The majority of that growth can be attributed to the Manufacturing and Retail Trade industries which grew by 300 and 276 jobs, respectively. Both Manufacturing and Retail Trade are significantly concentrated in the Altavista economy with location quotients greater than 1.20. Over that same time period five industries experienced decline, namely Administrative and Support and Waste Management and Remediation Services which declined by 399 jobs, or 77%. In general, historic job decline occurred in industries with lower average earnings per job. Conversely, industries with significantly high average earnings per job such as Wholesale Trade (\$394,382) and Utilities (\$124,063) have grown and are projected to continue growing into 2023.⁸ Looking forward to 2023, Altavista is projected to grow by 8%,

⁶ Defined as the ZIP Code region Altavista (24517).

⁷ For example, if the Finance and Insurance industry accounts for 2% of jobs in a community and 1% of national jobs, the community has an LQ of 2.0 (as $2\% \div 1\% = 2.0$). The use of LQ analysis allows an individual to discern between industries that are large because of regional competitiveness, and industries that are large because of normal and inelastic demand. Generally, an LQ above 1.8 is considered a significant enough industry concentration to warrant further discussion.

⁸ Due to the relatively small size of the Wholesale Trade and Utilities industries the average wages do not reflect what the typical worker earns. We examined the occupations within each industry to better understand the typical earnings of workers in the Wholesale Trade and Utilities industries. We found median hourly earnings for the Wholesale Trade industry in Altavista range

adding an additional 599 jobs to the local economy. Manufacturing and Retail Trade will continue to be major drivers of job growth adding 292 and 120 jobs by 2023.

Table 19: Total Jobs in Altavista, 2013 - 2023

Total Jobs in Altavista, 2013 - 2023										
NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job*	2018 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0	0%	0	0%	\$ -	0.00
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0%	0	0%	\$ -	0.00
22	Utilities	73	90	104	17	23%	14	16%	\$124,063	3.30
23	Construction	553	626	701	73	13%	75	12%	\$ 62,890	1.45
31	Manufacturing	3,432	3,732	4,024	300	9%	292	8%	\$ 88,189	6.11
42	Wholesale Trade	17	32	35	15	88%	3	9%	\$394,382	0.11
44	Retail Trade	869	1,145	1,265	276	32%	120	10%	\$ 29,200	1.43
48	Transportation and Warehousing	<10	12	13	Insf. Data	Insf. Data	1	8%	\$ 61,239	0.04
51	Information	47	21	19	(26)	(55%)	(2)	(10%)	\$ 52,045	0.14
52	Finance and Insurance	196	246	262	50	26%	16	7%	\$ 51,209	0.78
53	Real Estate and Rental and Leasing	48	43	43	(5)	(10%)	0	0%	\$ 34,619	0.32
54	Professional, Scientific, and Technical Services	183	152	143	(31)	(17%)	(9)	(6%)	\$ 54,210	0.30
55	Management of Companies and Enterprises	14	28	31	14	100%	3	11%	\$ 70,502	0.25
56	Administrative and Support and Waste Management and Remediation Services	517	118	73	(399)	(77%)	(45)	(38%)	\$ 45,537	0.24
61	Educational Services	28	46	50	18	64%	4	9%	\$ 27,281	0.22
62	Health Care and Social Assistance	529	554	620	25	5%	66	12%	\$ 29,096	0.55
71	Arts, Entertainment, and Recreation	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.02
72	Accommodation and Food Services	501	512	531	11	2%	19	4%	\$ 16,265	0.75
81	Other Services (except Public Administration)	321	314	328	(7)	(2%)	14	4%	\$ 20,903	0.84
90	Government	160	159	167	(1)	(1%)	8	5%	\$ 46,223	0.13
99	Unclassified Industry	0	42	62	42	Insf. Data	20	48%	\$228,111	3.03
Total		7,497	7,874	8,473	377	5%	599	8%	\$ 63,990	

* Average Earnings Per Job is the total industry earnings for a region divided by number of jobs. Includes wages, salaries, supplements (additional employee benefits), and proprietor income.

Source: EMSI

from \$11.39 to \$44.45 per hour (approximately \$23,700 to \$92,500) with the highest earners being Management positions. with the majority earning under \$20.89 an hour. The Utilities industry has median hourly earnings ranging from \$10.79 to \$44.45 per hour (approximately \$22,400 to \$92,500 per year) with the highest earners again being Management positions. Approximately 41% of the Utility jobs held in Altavista are Installation, Maintenance, and Repair Occupation with median hourly earnings of \$20.89 per hour which equates to approximately \$43,500 per year.

Table 20 below examines the top 20 growing industries in Altavista at the 4-digit level, which provides a more granular view of exactly which industries were adding jobs to the Altavista economy over the last five years. Not surprisingly the majority of the top growing industries fall within the Manufacturing and Retail Trade 2-digit industries. Within the Manufacturing industry, Architectural and Structural Metals Manufacturing experienced the largest growth in terms of number of jobs, adding 492 jobs between 2013 and 2018. This industry has an exceptionally high location quotient at 106.83 and is matched with high average earnings per job at \$115,042. Footwear Manufacturing emerged as an industry growing from 0 jobs in 2013 to 109 by 2018. Within the Retail Trade industry, Department Stores expanded by 217%, adding 91 jobs.

Table 20: Top 20 Growing Industries in Altavista, 2013 - 2018

Top 20 Growing Industries in Altavista, 2013 - 2018							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job*	2018 Location Quotient
3323	Architectural and Structural Metals Manufacturing	1,468	1,960	492	34%	\$115,042	106.83
3162	Footwear Manufacturing	0	109	109	Insf. Data	\$31,894	179.13
2382	Building Equipment Contractors	450	543	93	21%	\$65,366	4.70
4522	Department Stores	42	133	91	217%	\$24,593	2.41
5242	Agencies, Brokerages, and Other Insurance Related Activities	46	101	55	120%	\$42,670	1.36
6242	Community Food and Housing, and Emergency and Other Relief Services	35	84	49	140%	\$12,998	9.59
3231	Printing and Related Support Activities	91	135	44	48%	\$59,389	6.26
4442	Lawn and Garden Equipment and Supplies Stores	30	73	43	143%	\$41,640	8.98
9999	Unclassified Industry	0	42	42	Insf. Data	\$228,111	3.03
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	234	275	41	18%	\$29,107	2.83
4413	Automotive Parts, Accessories, and Tire Stores	63	103	40	63%	\$36,173	3.73
3132	Fabric Mills	549	585	36	7%	\$51,156	223.65
4451	Grocery Stores	126	158	32	25%	\$19,655	1.19
3261	Plastics Product Manufacturing	78	110	32	41%	\$72,026	3.91
6241	Individual and Family Services	100	122	22	22%	\$20,511	0.94
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	135	153	18	13%	\$57,959	8.78
2211	Electric Power Generation, Transmission and Distribution	73	90	17	23%	\$124,063	4.67
4431	Electronics and Appliance Stores	17	32	15	88%	\$46,928	1.28
4247	Petroleum and Petroleum Products Merchant Wholesalers	13	27	14	108%	\$459,313	5.76
5511	Management of Companies and Enterprises	14	28	14	100%	\$70,502	0.25

* Average Earnings Per Job is the total industry earnings for a region divided by number of jobs. Includes wages, salaries, supplements (additional employee benefits), and proprietor income.

Source: EMSI

Table 21 displays the projected growth for the top growing industries into 2023. Similar to Altavista, Architectural and Structural Metals Manufacturing is projected to remain the top growing 4-digit industry in terms of number of jobs. Altavista can expect to add 394 jobs in this industry by 2023. Footwear Manufacturing is projected to continue growing, adding 36 jobs and increasing its concentration in the region.

Table 21: Top 20 Growing Industries in Altavista, 2018 - 2023

Top 20 Growing Industries in Altavista, 2018 - 2023							
NAICS	Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job*	2023 Location Quotient
3323	Architectural and Structural Metals Manufacturing	1,960	2,354	394	20%	\$115,042	124.22
2382	Building Equipment Contractors	543	617	74	14%	\$65,366	4.85
4522	Department Stores	133	181	48	36%	\$24,593	3.49
3162	Footwear Manufacturing	109	145	36	33%	\$31,894	245.17
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	275	308	33	12%	\$29,107	2.85
6216	Home Health Care Services	83	111	28	34%	\$21,311	1.14
6241	Individual and Family Services	122	149	27	22%	\$20,511	0.93
7225	Restaurants and Other Eating Places	489	510	21	4%	\$15,697	0.89
6242	Community Food and Housing, and Emergency and Other Relief Services	84	104	20	24%	\$12,998	10.70
4442	Lawn and Garden Equipment and Supplies Stores	73	93	20	27%	\$41,640	10.14
8131	Religious Organizations	158	175	17	11%	\$19,359	1.91
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	153	167	14	9%	\$57,959	9.22
2211	Electric Power Generation, Transmission and Distribution	90	104	14	16%	\$124,063	5.06
4413	Automotive Parts, Accessories, and Tire Stores	103	116	13	13%	\$36,173	4.09
5242	Agencies, Brokerages, and Other Insurance Related Activities	101	113	12	12%	\$42,670	1.38
4533	Used Merchandise Stores	45	54	9	20%	\$16,801	4.31
3261	Plastics Product Manufacturing	110	118	8	7%	\$72,026	4.18
4461	Health and Personal Care Stores	71	79	8	11%	\$35,365	1.37
9026	Education and Hospitals (State Government)	22	29	7	32%	\$34,224	0.18
4533	Used Merchandise Stores	38	45	7	18%	\$16,801	4.10

* Average Earnings Per Job is the total industry earnings for a region divided by number of jobs. Includes wages, salaries, supplements (additional employee benefits), and proprietor income.

Source: EMSI

Campbell County

From 2013 to 2018, Campbell County grew 8%, exceeding growth in Altavista. Similar to the Altavista the majority of the county’s growth is attributed to expansions in Retail Trade, Manufacturing and Constructing. Furthermore 300 of the county’s 330 new Manufacturing jobs were in Altavista. Over the same five-year period Administrative and Support and Waste Management and Remediation Services as well as Government experienced decline. Several industries are considered significantly concentrated in the county including Agriculture, Forestry, Fishing and Hunting (LQ of 1.26); Utilities (1.32); Construction (2.06); Manufacturing (3.29); and Other Services (except Public Administration) (1.36). It is worth noting that all of Campbell County’s Utilities jobs are located in Altavista.

Looking forward to 2023, Campbell County is projected to grow an additional 6%. Manufacturing and retail trade will continue to be major drives of growth. Additionally, Health Care and Social assistance is projected to be another driver of growth adding 213 jobs by 2023.

Table 22: Total Jobs in Campbell County, 2013 - 2023

Total Jobs in Campbell County, 2013 - 2023											
NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job*	2018 Location Quotient	
11	Agriculture, Forestry, Fishing and Hunting	256	297	329	41	16%	32	11%	\$ 31,313	1.26	
21	Mining, Quarrying, and Oil and Gas Extraction	30	44	44	14	47%	0	0%	\$ 63,435	0.57	
22	Utilities	73	90	104	17	23%	14	16%	\$124,063	1.32	
23	Construction	1,919	2,225	2,293	306	16%	68	3%	\$ 49,816	2.06	
31	Manufacturing	4,707	5,037	5,470	330	7%	433	9%	\$ 88,955	3.29	
42	Wholesale Trade	623	655	701	32	5%	46	7%	\$ 85,467	0.89	
44	Retail Trade	1,684	2,162	2,344	478	28%	182	8%	\$ 28,547	1.08	
48	Transportation and Warehousing	454	486	441	32	7%	(45)	(9%)	\$ 53,439	0.70	
51	Information	144	164	186	20	14%	22	13%	\$ 75,070	0.45	
52	Finance and Insurance	331	427	456	96	29%	29	7%	\$ 55,552	0.54	
53	Real Estate and Rental and Leasing	169	205	221	36	21%	16	8%	\$ 37,154	0.62	
54	Professional, Scientific, and Technical Services	507	604	664	97	19%	60	10%	\$ 57,828	0.47	
55	Management of Companies and Enterprises	55	109	121	54	98%	12	11%	\$ 70,502	0.39	
56	Administrative and Support and Waste Management and Remediation Services	1,145	678	628	(467)	(41%)	(50)	(7%)	\$ 31,969	0.55	
61	Educational Services	130	166	177	36	28%	11	7%	\$ 19,979	0.32	
62	Health Care and Social Assistance	1,113	1,278	1,491	165	15%	213	17%	\$ 31,165	0.50	
71	Arts, Entertainment, and Recreation	184	195	205	11	6%	10	5%	\$ 14,587	0.57	
72	Accommodation and Food Services	1,080	1,134	1,177	54	5%	43	4%	\$ 16,356	0.67	
81	Other Services (except Public Administration)	1,159	1,276	1,388	117	10%	112	9%	\$ 21,963	1.36	
90	Government	2,460	2,402	2,411	(58)	(2%)	9	0%	\$ 48,349	0.81	
99	Unclassified Industry	0	83	123	83	Insf. Data	40	48%	\$228,111	2.41	
	Total	18,224	19,717	20,974	1,493	8%	1,257	6%	\$ 53,569		

* Average Earnings Per Job is the total industry earnings for a region divided by number of jobs. Includes wages, salaries, supplements (additional employee benefits), and proprietor income.

Source: EMSI

Examining historic growth at the 4-digit level shows that the top growing industry in terms of number of jobs is Architectural and Structural Metals Manufacturing which added 670 jobs from 2013 to 2018. This industry has high average earnings of \$155,044 per job and is extremely concentrated with a location quotient of 58.10. Similar to Altavista, Footwear Manufacturing ranks as one of the top growing industries, and 109 of the 136 news jobs in the county are located in Altavista. Private Households grew by a staggering 347%, adding 118 new jobs. However, these jobs fall well below the county average earnings with average earnings per job of \$14,023.

Table 23: Top 20 Growing Industries in Campbell County, 2013 - 2018

Top 20 Growing Industries in Campbell County, 2013 - 2018							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job*	2018 Location Quotient
3323	Architectural and Structural Metals Manufacturing	1,999	2,669	670	34%	\$115,044	58.10
2381	Foundation, Structure, and Building Exterior Contractors	253	463	210	83%	\$42,857	3.52
3162	Footwear Manufacturing	0	136	136	Insf. Data	\$31,894	88.83
8141	Private Households	34	152	118	347%	\$14,023	1.40
2382	Building Equipment Contractors	763	877	114	15%	\$59,422	3.04
4522	Department Stores	51	162	111	218%	\$24,593	1.18
5242	Agencies, Brokerages, and Other Insurance Related Activities	77	170	93	121%	\$42,672	0.91
4413	Automotive Parts, Accessories, and Tire Stores	132	222	90	68%	\$35,906	3.21
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	69	158	89	1.28985507	\$24,118	1.34
4842	Specialized Freight Trucking	138	215	77	56%	\$57,576	3.74
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	284	357	73	26%	\$25,676	1.47
4451	Grocery Stores	261	330	69	26%	\$19,455	0.99
2389	Other Specialty Trade Contractors	256	320	64	25%	\$44,618	2.57
6241	Individual and Family Services	257	320	63	25%	\$21,832	0.99
5511	Management of Companies and Enterprises	55	109	54	98%	\$70,502	0.39
3231	Printing and Related Support Activities	98	150	52	53%	\$56,047	2.77
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	86	137	51	59%	\$44,559	7.15
5617	Services to Buildings and Dwellings	431	482	51	12%	\$26,675	1.38
5173	Wired and Wireless Telecommunications Carriers	60	109	49	82%	\$94,652	1.31
6242	Community Food and Housing, and Emergency and Other Relief Services	35	84	49	140%	\$12,998	3.83

* Average Earnings Per Job is the total industry earnings for a region divided by number of jobs. Includes wages, salaries, supplements (additional employee benefits), and proprietor income.

Source: EMSI

Table 24 displays the top growing 4-digit industries into 2023. Similar to Altavista, Architectural and Structural Metals Manufacturing is projected to remain the top growing 4-digit industry in terms of number of jobs. The industry can expect to become even more concentrated into 2023, rising from 58.10 in 2018 to 68.35. Also similar to Altavista, Footwear Manufacturing is projected to continue growing, adding 44 jobs and increasing its concentration in the region. Altavista proves to be a major driver of growth in this industry accounting for 36 of the 44 new county jobs.

Table 24: Top 20 Growing Industries in Campbell County, 2018 – 2023

Top 20 Growing Industries in Campbell County, 2018 - 2023							
NAICS	Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job*	2023 Location Quotient
3323	Architectural and Structural Metals Manufacturing	2,669	3,206	537	20%	\$115,044	68.35
6241	Individual and Family Services	320	392	72	23%	\$21,832	0.99
8131	Religious Organizations	616	687	71	12%	\$19,361	3.02
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	158	224	66	42%	\$24,118	1.60
2382	Building Equipment Contractors	877	941	64	7%	\$59,422	2.99
4522	Department Stores	162	220	58	36%	\$24,593	1.72
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	357	402	45	13%	\$25,676	1.50
7225	Restaurants and Other Eating Places	986	1,031	45	5%	\$15,588	0.73
8141	Private Households	152	197	45	30%	\$14,023	1.73
3162	Footwear Manufacturing	136	180	44	32%	\$31,894	122.97
6216	Home Health Care Services	133	176	43	32%	\$21,311	0.73
4413	Automotive Parts, Accessories, and Tire Stores	222	252	30	14%	\$35,906	3.58
5416	Management, Scientific, and Technical Consulting Services	104	129	25	24%	\$41,446	0.52
2381	Foundation, Structure, and Building Exterior Contractors	463	486	23	5%	\$42,857	3.47
2362	Nonresidential Building Construction	110	132	22	20%	\$52,508	1.14
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	207	229	22	11%	\$59,428	5.26
6211	Offices of Physicians	88	110	22	25%	\$60,689	0.30
9012	Federal Government, Military	112	134	22	20%	\$27,245	0.58
2362	Nonresidential Building Construction	110	132	22	20%	\$52,508	0.58
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	207	229	22	11%	\$59,428	5.26

* Average Earnings Per Job is the total industry earnings for a region divided by number of jobs. Includes wages, salaries, supplements (additional employee benefits), and proprietor income.

Source: EMSI

Gross Regional Product

Gross regional product (GRP) measures the final market value of all goods and services produced in a region. Table 25, below, displays the GRP for each 2-digit industry for the Altavista and Campbell County for 2017. Within Altavista, major contributors to GRP include Manufacturing (\$512 million), Retail Trade (\$62.0 million), and Construction (\$58.9 million). At the county level, Manufacturing, Construction, and Retail Trade rank as the largest contributors with GRPs of \$681 million, \$174 million, and \$133 million respectively.

To determine Altavista's contribution to Campbell County we determined the percent of the county's GRP that is attributable to Altavista. Industries in dark green are ones to which Altavista contributes heavily. All of Campbell County's \$39.5 million in GRP in the Utilities industry is attributed to Altavista. Altavista also contributes greatly to Manufacturing GRP in the county at 75.1%. Altavista's \$62.0 million in Retail Trade GRP makes up 53.7% of the GRP at the county.

Table 25: Gross Regional Product, 2017

Gross Regional Product, 2017				
NAICS	Description	Altavista 2017 GRP	Campbell County 2017 GRP	Altavista Percent of County
11	Agriculture, Forestry, Fishing and Hunting	\$ -	\$ 41,047,801	0.0%
21	Mining, Quarrying, and Oil and Gas Extraction	\$ -	\$ 11,452,058	0.0%
22	Utilities	\$ 39,450,038	\$ 39,450,038	100.0%
23	Construction	\$ 58,914,954	\$ 174,410,133	33.8%
31	Manufacturing	\$ 512,061,753	\$ 681,486,563	75.1%
42	Wholesale Trade	\$ 27,103,207	\$ 133,575,487	20.3%
44	Retail Trade	\$ 61,925,810	\$ 115,300,224	53.7%
48	Transportation and Warehousing	\$ 1,147,530	\$ 43,542,973	2.6%
51	Information	\$ 3,140,184	\$ 45,468,962	6.9%
52	Finance and Insurance	\$ 26,639,429	\$ 62,521,152	42.6%
53	Real Estate and Rental and Leasing	\$ 7,183,007	\$ 32,143,376	22.3%
54	Professional, Scientific, and Technical Services	\$ 14,099,205	\$ 50,960,237	27.7%
55	Management of Companies and Enterprises	\$ 2,403,993	\$ 9,413,904	25.5%
56	Administrative and Support and Waste Management and Remediation Services	\$ 10,069,916	\$ 36,972,830	27.2%
61	Educational Services	\$ 1,535,913	\$ 4,252,654	36.1%
62	Health Care and Social Assistance	\$ 19,803,315	\$ 47,236,054	41.9%
71	Arts, Entertainment, and Recreation	\$ 105,974	\$ 5,368,851	2.0%
72	Accommodation and Food Services	\$ 13,821,222	\$ 35,955,689	38.4%
81	Other Services (except Public Administration)	\$ 9,556,847	\$ 38,794,369	24.6%
90	Government	\$ 8,291,457	\$ 131,411,459	6.3%
99	Unclassified Industry	Insf. Data	Insf. Data	NA

Source: EMSI

Appendix B: Interview Themes

Introduction

As part of the Town of Altavista Economic Development Strategic Plan, Camoin Associates conducted one-on-one and focus group interviews with over 40 people on November 7 and 8th, 2018. Additional telephone interviews were conducted with others as well. Participants included economic development professionals, town officials, business and property owners, real estate agents, and others invested in the town's economic prosperity. The perspectives of interviewees help to solidify initial data findings, begin to tease out economic opportunities and assess partnerships among economic development stakeholders. The following is a summary of these interviews grouped into major themes. Note that these themes reflect the individual opinions and experiences of individuals interviewed and will be further fact-checked and reviewed in context with the Town's economic development goals.

Housing Stock and Property Maintenance

Among all discussion topics, housing was the most pressing issue on people's minds. The Altavista housing supply does not meet the needs of the local workforce and is a limiting factor in economic growth.

- There is a need for residential properties that can accommodate seniors who prefer and/or require first floor living and low maintenance.
- Habitat for Humanity was mentioned as the only housing developer in town.
- It was noted there are limited parcels available for new-build housing development. Some interviewees mentioned potential options that would require partnership with private property owners.
- Although multi-family units are not currently prevalent in the town, realtors and others agreed that there is a market for a multi-family building that fits within the scale of the town. Around 8-10 units.
- Rental properties are in high demand in Altavista, but there is little to no decent and affordable stock to meet this demand. The rental demand is driven by young professionals and seniors/retirees who do not desire to own a property after a downsizing.
- Property maintenance, of residential and commercial properties, was characterized as a major hinderance to improving property values and catalyzing additional downtown revitalization.
- A property maintenance code was proposed several years ago but it was voted down based on the reactions of several commercial property owners.
- There are residential properties built around Leesville Lake that would typically be deemed, due to distance, undesirable by locals. They were instead marketed towards No. Virginia and the Northeast, which drove the success of that development.
- People searching around the Lynchburg region for a home tend to end up in Altavista if they cannot afford the prices in and around Lynchburg. Altavista is seen as an affordable option to Lynchburg and Forest.
- Some interviewees suggested some sort of education program for first time home owners.

Industry, Jobs and Workforce Availability

A nostalgic mentality about industrial jobs of the past is mixed with an anticipation for what comes next in Altavista.

- Local and regional industries are partnering with institutions like VTI and the local school system to get workers trained through apprenticeships and internship programs.

- Many interviewees were nostalgic for the days of the Lane Company and Burlington Industries.
- The town has an abundant water supply, in addition to competitive rates. Several interviewees mentioned trying to attract an industry that is complementary to the town’s current mix and that relies on a significant water supply.
- There is no shovel-ready product to showcase to business/industry prospects.
- Several interviewees brought up opportunities at the Dearing Ford site and the Giga Park as potential industrial sites. The town would need to annex these properties as they are currently within the County, not town lines.
- The business-friendliness of the town has improved in recent years.
- While manufacturing is still the employment stronghold, other emerging companies in the technology fields are growing in Altavista.
- The town once attracted companies with a shell building and business ready sites but that is no longer the case.
- Small business growth is inhibited by lack of appropriate space.
- There is a large fiber optic cable that runs down Route 29 that connects Washington D.C. to the Research Triangle in North Carolina. This is a huge data pipeline that Altavista could tap into.
- Affordable utilities, including electricity and water, were noted as competitive factors for Altavista’s business climate.
- The agglomeration of companies currently in town has driven spin-off small business growth.
- Interviewees were unsurprised at the high number of daily commuters.
- Local industries are collaborating with educational institutions to hire from within the town, but employers still have to go outside of town to recruit.
- There is a continued demand for vocational programs.
- There has been an exodus of higher paying jobs over the last 10 years – this includes mid-level managers, and managers.
- Local industry is experiencing a lack of warehousing space. This threatens competitive edge of companies in Altavista.
- Danville is potential competitor as it has parcels on which companies can build, incubator space for new firms, and has made substantive investments in educational and vocational facilities.
- There is a privately-owned parcel with development potential that was discussed during interviews. The property is currently not listed as the owner wants to make sure development is done well.
- BGF is expanding in Danville’s Cyber Park. HQ and R&D will happen there. Some other employees will move too. They are not seeing talent in this region, need to recruit from outside.

Retail, Commercial Markets and Entertainment

The condition of properties in and around downtown Altavista was noted as a limiting factor to jumpstarting additional downtown revitalization efforts. With entertainment options lagging in the town, people of all ages find themselves leaving town to enjoy various activities.

- Many interviewees discussed the renovated theatre in Gretna as an example of an activity they travel to outside of Altavista. While Gretna is smaller in population than Altavista, there are ongoing activities that draw in Altavista residents, including young professionals and families.
- People also spoke of the Harvester Performance Center in Rocky Mount as a venue that that people would travel to for musical performances or would like to see in Altavista.
- Food trucks are a recent addition to Altavista and many interviewees noted that this was a unique offering that people looked forward to.
- There was a consensus that the outward appearance of some downtown properties was a deterrent to people visiting that area and dissuading additional investment in the downtown.
- While there are 7-10 vacant commercial properties that were mentioned throughout several focus groups and individual interviews, small businesses still have a difficult time finding space to expand.
- Proximity to locations that have activities was a noted advantage of Altavista by some, who didn't mind traveling for entertainment and liked the quieter environment of Altavista.
- The Chamber hosts TGIFs at Avoca Museum but is trying to diversify the crowd that comes out to those events.
- Property owners holding out for unreasonable figures.

Quality of Life and Recreation Activities

The Town has made notable investments in quality of life and recreation activities which are important factors in the town's marketability to families, but it does not seem like there is a cohesive understanding of how these amenities can be used to attract residents to Altavista.

- Quality of life elements have been a noted priority of the Town Council within the last couple of years.
- Most interviewees were quite pleased with the arrival of the anticipated splash pad in English Park but also stated that this was *one* step in the improvement of services in English Park.
- There were once plans for additional baseball fields in the park, but those plans were never implemented. Several interviewees mentioned how lucrative youth sports tournaments are and how the town has an opportunity to capitalize on that market if they can provide fields that can accommodate a tournament.
- The Altavista Y was revered as a community gem. It serves multiple roles in the community including: fitness, childcare, and community space. The Y is a major draw for families not just in Altavista, but the surrounding region.

Town Communications and Organizational Structure

While the town has not had a formal economic development director for 13 months, economic development activities have still occurred at a grassroots level among individuals and existing organizations.

- Altavista does not have a clear brand positioning statement. While many people did talk about the positive qualities of the town, it was not clear how these positive attributes were being promoted outside of Altavista.
- Some businesses felt disconnected from the work of the economic development entities in Town (AOT, Chamber, Town, AEDA) because there is no clear communication link.
- There was not a clear champion of economic development. Interviewees noted that the Town needs a stronger voice regionally among its competitors.

- The term “double taxation” was used to describe Altavista residents being taxed by Campbell County and the Town of Altavista. There were two sides to this discussion. Some people felt like this was a deterrent to attracting residents, while others felt that the tax imposed by the town was reasonable and was valuable for the number of services that town residents receive.
- Interviewees agreed that Town Council has been perceptive to issues concerning economic development. Yet, the implementation or follow through on some ideas was not consistent.
- There needs to be some sort of accountability among economic development partners.

Other Collective Findings

- Those young professionals that have moved back to town have returned for family.
- While examples of community events were talked about extensively, there was a general feeling community pride was not evident in some parts of town.
- The school has tried to offer unique things to try and keep kids in the local school system.
- School consolidation was proposed several years ago, and it was voted down but will likely return as an issue facing Altavista.
- Interviewees were unclear whether a full time Economic Development director was beneficial to the town’s economic development efforts.
- People within a 30—45 mins driving distance travel to Altavista for the Walmart and professional services. Many of the areas surrounding Altavista do not have those resources and Altavista is still attracting non-residents for essential services.
- In addition to LU, there are several others schools from which to draw in residents/workers.
- There were a couple mentions of Altavista’s relatively high food tax. It was also noted that real estate taxes were recently reduced by 50%.
- Lynchburg is expanding to New London, Evington, could do the same towards Altavista.
- Perky’s restaurant an example of a higher end price point that draws huge crowd from Altavista and beyond, shows that there is pent up demand for that type of restaurant.

Thank you to those who were interviewed in this process:

Andy Moore President, Moore's Electric

Barbara Gibson Shops of Altavista

Beverly Dalton AEDA

Bill Gillespie AEDA

Chip Roark Roark Insurance

Dale Moore Moore's Electric, Campbell County Board of Supervisors

Dennis Janiak AEDA

Don English English LLC

Doug Dalton English Construction

Ed Fellers Feller Chevrolet

Emelyn Gwynn Altavista On Track

Gary Mattox School Board

Haley Gledhill Rustburg High School

Hank Fraizier Altavista Chamber of Commerce

Heather Reynolds Altavista Chamber of Commerce

Jason Edwards Mid Atlantic Printing

Jason Hall Graham Packaging

Jay Higginbotham Town Council

Jeff Janiak BGF

Jerry Barbour BGF Plant Manager

Jim Wertz President AIC, Inc

John Jordan Planning Commission

Jonathan Whitt Vice President of Outreach & Business Engagement, Liberty University

Jordan Maddy Vice President, AIC

Marie Mitchell Shortt Realty

Mark Younkin PCM Industrial Services

Megan Lucas CEO & Chief Economic Development Officer, Lynchburg Regional Business Alliance

Mike Davidson Economic Development Director, Campbell County

Mike Mattox Town of Altavista, Mayor

Roger Hill Abbott Plant Manager

Sarah (Mattox) Roach Pro Logging

Shawn Stone FNB commercial lender

Steve Jester Director of YMCA

Tanya Overbey Town Council

Terri Dews Airabella's Flowers

Tim George Town Council

Todd Hall AEDA, President, FNB of Altavista

Tyke Tenny AEDA

Walter Maddy AEDA

Waverly Coggsdale Town Manager, Town of Altavista

Wayne Mitchell AEDA

Appendix C: Regional Economic Development Case Studies

Case Studies

Camoin Associates conducted interviews with economic developers from the towns of Bedford, Rocky Mount, and Strasburg, VA. These localities were chosen as informants from a list of communities that had similar size and structure to Altavista. Ultimately, the three localities that were determined to be informants were chosen to help inform reasonable scenarios that reflect viable possibilities for the Town of Altavista.

These interviews were illustrative of the fact that the role of local economic development is broad in small communities. The economic developers interviewed address everything from existing business needs, advocate for business and public policies that support a stronger economy, support quality of life elements to attract and retain a quality workforce, support housing initiatives, lead downtown revitalization efforts, and more.

While the programs and initiatives vary, economic development departments typically provide a number of traditional economic development functions. The degree to which these functions are offered will also vary based on funding, capacity, and the needs of a town. That being said, there are several organizational and functional commonalities of economic development departments in Virginia localities. To help inform organizational leaders of these typical functions and to allow them to assess how the Town of Altavista compares, the following summarizes the core features inherent to most Virginia towns.

Economic development departments are operationally lean.

They operate with small staffs of one or two people, and in all three cases that were studied the economic development director reports to the Town manager.

Economic development directors wear many hats.

The title of Economic Development Director is broad. All of the individuals that we spoke to are involved in a variety of functions for their communities, including business retention, tourism, marketing, housing and quality of life. In most cases, and specifically in the Town of Rocky Mount, community development is grouped with economic development. Helping businesses prepare for upcoming events, streamlining the permitting process, leading a downtown revitalization effort, completing an economic development strategy, or becoming involved in addressing a workforce housing shortage are also among the types of efforts and roles economic development departments can serve in a town.

Departments are funded through the towns' general funds.

Each respective town's general fund is the main source of economic development financing. The Town of Strasburg receives 95% of their funds through the general fund, and an additional 5% through selling merchandise at their visitor center. The Town of Bedford allocates .5% of all meal tax receipts collected to fund economic development incentive programs.

Business retention is a top priority.

With limited availability of land and real estate, towns are focusing on retaining and growing the businesses that already exist rather than attracting new businesses. Since small businesses are responsible for the majority of new job creation within many Virginia towns, town economic developers focus on networking with and supporting these entrepreneurs. Successful business retention programs require periodic meetings with local businesses to understand their needs, along with any barriers or issues that may impede growth, such as infrastructure, workforce, permitting, financing, etc.

Partnerships are key.

Whether with businesses, other localities, regional EDOs, or county government, successful local economic development hinges on partnership and collaboration. Given the broad nature of economic development, overlap between priorities of groups such as the town's Chamber of Commerce, the town, the county, and the county's Chamber of Commerce will inevitably exist. It is important to communicate with these groups to ensure alignment in goals and projects. In the Town of Bedford for example, collaboration with the county has been crucial to the advancement of tourism initiatives. While the county takes the lead on larger tourism development, the town has focused its efforts on complementary projects. Bedford treats tourism as a business sector. In addition to creating a downtown tourism map from the visitor center to downtown attractions, Bedford also works with existing businesses to help get them ready for various tourism events.

Local Economic Development Summary											
Town	Altavista	Amherst	Bedford	Lebanon	Clifton Forge	South Hill	Rocky Mount	Orange	Strasburg	South Boston	Farmville
Population	3450	2210	6536	3342	3739	4527	4799	4947	6586	7976	8169
EDA	Y		Y				Y			Y	
Rpt to Twm Mgr	Y	Y	Y	Y	Y	Y	Y		Y		
Staff #	(1)	1	1	0	0	1	3	1	2		0
BRE	X		Y						Y		
Attraction	X		Y				Y		Y	Y	
Target Ind							Y		Y		
Indl Park		Y		Y	Y	Y			Y	Y	
Tourism			Y				Y				
Comm D			Y				Y				
Housing			Y				Y		Y		
Downtown			Y				Y	Y	Y		
Marketing	X		Y				Y		Y	Y	
Research			Y				Y				
Workforce			Y						Y		
Sm Bus			Y				Y	Y	Y		
Q of Life			Y				Y				
Funding			General Fund; .5% of meals tax funds incentives programs				General Fund		95% General Fund, 5% visitor center (private)		

Appendix D: Opportunities and Challenges

OPPORTUNITIES AND CHALLENGES ASSESSMENT

ALTAVISTA'S ECONOMIC DEVELOPMENT ASSETS

- Public sector ambition and commitment to invest in quality of life elements.
- River access, recreational trails and English Park.
- Town's financial status to invest in economic development.
- Town services provided through local tax.
- Relatively low real estate tax compared to other localities.
- Abundant, affordable water for residents and businesses
- Friendly community with historical legacy.
- Significant number of manufacturing jobs proportionate to the population of the town.
- A manufacturing industry cluster that is poised to be cultivated to encourage additional spin-off businesses.
- The number of young professionals that have returned to the area to be closer to family or to start their own.
- Regional connectivity along Rt. 29 to the North and South.
- Dedicated and ambitious business community.
- Constantly evolving school programs to advance workforce and learning opportunities.
- Avoca Museum's cultural offerings and multi-purpose event space.

OPPORTUNITIES

- Retain 5-10% of current in-commuters by improving quality of housing stock and diversity of options.
- Be the affordable bedroom community to the Greater Lynchburg Region.
- Improve internal and external messaging around family friendly activities, recreation and quality of life assets in Altavista.
- Become *the place* for regional family activities.
- Build on the supply chain and industry cluster already established in Altavista.
- Diversify economy with small businesses that are driven by local entrepreneurs who want to keep their operations and employees in town.
- Market the town's proximity to locations that have a variety of entertainment offerings (Gretna, Rocky Mount, Lynchburg).
- Streamline roles of economic development partners to enhance capabilities and outcomes.
- Leverage local industry and educational institutions to expand workforce training programs to grow number of manufacturing jobs filled by Altavista residents.
- Increase functionality and utilization of Avoca Museum as a cultural and social hub.

CHALLENGES

- Depleted, limited housing stock that does not attract young professionals and is not suitable for senior citizens nor desirable for empty nesters.
- Limited rental market that negatively affects town's ability to attract individuals and families.
- Lack of diverse entertainment activities right in town.
- Property maintenance and the physical appearance of properties is a deterrent to additional investment in the town.
- Unclear expectations of the role of local economic development entities (Town, Chamber, AOT).
- Lack of product for business expansion or attraction.
- Small percentage of the local workforce is trained for jobs at local manufacturers.
- Water infrastructure maintenance could threaten relatively inexpensive water rates.
- Local manufacturers have options to expand or even relocate elsewhere in Campbell County, Pittsylvania County or Danville.
- The town does not have a dedicated economic development champion at the regional level.
- Downtown retail struggles to attract consistent customer traffic.

Appendix E: Targeted Marketing Actions

The following text expands on Goal #5, Targeted Marketing. These are distinct tasks that should be prioritized as Altavista's digital presence and marketing materials are reinvigorated.

Website Update:

- Ensure the list of sites and buildings is current.
- Take the information from the Town's economic development web page and incorporate that throughout the economic development website.
- Make a stronger case for Altavista's workforce using data that is balanced with stories derived from testimonials from existing businesses.
- Use only high-resolution images that display clearly.
- Increase size of links on all pages on the right-hand-side to enhance user-experience. Many links to the county website are broken and need to be updated.
- Feature Altavista's quality of life assets like English Park, upcoming splash pad, and events at Avoca Museum, more prominently.

Strengthen justification around target industries:

- Highlight transportation routes and regional connectivity. Use maps to demonstrate Altavista's proximity to other transportation nodes.
- Adjust tone of webpages to show Altavista in a positive light.
- Incorporate more data, like regional workforce availability, and supply chains into the stories for each target industry.
- Include testimonials from existing businesses on each page.

Tell the stories of local business leaders:

- Post their stories on the Town's website.
- Print hard copies for anyone visiting the office, feed this information to the County for wider distribution.
- Promote in local news media and ask the featured businesses to distribute these stories to their networks.

Appendix F: Economic Development Organizational Capacity

The following text expands on the organizational restructuring recommended for the Town of Altavista.

Quick Facts

- The town has been without an economic development director for over one year. At the time of this writing, both the Economic Development Director position and the Assistant Town Manager position are vacant, with the decision to fill either pending the outcome of discussions related to Town priorities and organizational needs.
- The EDA is open to ideas on how to better approach economic development to produce impactful results.
- Currently, responsibility for business attraction activities are supplemented by the Lynchburg Regional Business Alliance and the Campbell County Department of Economic Development, albeit as a very small part of each organization’s overall responsibilities.
- Business retention and expansion activities specific to the Town are not formally the responsibility of any entity. During the year that the position has been vacant, the foreign-owned part of BGF made the decision to consolidate VA and NC executive functions and establish a new headquarters and research development location. With incentives provided by the Commonwealth of Virginia, they selected Danville, VA. The president of the North America operations will now work from Danville not Altavista. Separately, BGF has purchased the old Timken site, just outside Town limits, where it has plans to build a new manufacturing facility. These developments provide case in point for having an engaged point person for the Town’s Economic Development Authority to work closely with companies considering such moves to help ensure the best of outcomes for the Town.
- The Town provides funding for AOT and its Main Street Coordinator is a direct report to the Town Manager but there is need for closer coordination of activities.
- Finding qualified workers is the number one concern of nearly all businesses in town despite the Town’s relatively high rate of unemployment. There is no single point of contact in Town to engage employers with institutions that can help bridge education and skills deficiencies and to work on systemic challenges. The disproportionate share of workers who are employed in Town but live outside of Town is evidence enough of the need to have a champion in Town to help more of its students and citizens find employment with local businesses.
- The strategic planning process undertaken by the EDA provided an opportunity to reassess the above challenges and opportunities facing the Town of Altavista and determine the appropriate organizational framework for moving forward.

Approach

- Altavista needs engaged, strong champions to help advance quality of life and economic interests at the local, county, regional and state level. This need is best met with a full-time hire and an EDA board committed to implementing a new strategic action plan geared toward making the Town of Altavista a premier example of community revitalization and business success.

STRATEGIC INITIATIVES FOR ACTION

FRAMEWORK

Modify purpose and function of the Altavista Economic Development Authority to comport with a new direction.

- Adopt new vision and mission statements to help guide future activities that retain current responsibilities and are inclusive of place-based development, leadership at the regional level, and efforts geared to enhancing the business climate and quality of life for the Town of Altavista.

Proposed Vision Statement

Through our efforts, the Town of Altavista will become the **community of choice** in the region for high growth businesses and people of all ages who embrace a higher quality of life.

Proposed Mission Statement

We spearhead economic growth by serving as the champion for business, **catalyst for new ideas and programs** that enhance the quality of life and prosperity for all residents, and as a broker of targeted investments that make the Town of Altavista uniquely vibrant.

Develop Guiding Principles to help EDA decision making. Agreement on principles can help the board place key decisions in perspective and assure that operations remain true to its vision and mission.

- For instance, the Virginia Economic Development Partnership adopted investment principles when it reorganized several years ago. When the VEDP executive team was faced with difficult decisions, it often referred to its principles to determine whether a course of action was in alignment with its stated direction, goals and objectives. The team would rank the decision/issue at hand for each principle, giving each a score of 1-10 and then evaluating the strength of the cumulative score. This helped anchor VEDP's decisions around its core beliefs.

The EDA can begin by adopting VEDP's guiding principles (adapted below to fit the Town's purpose). For issues coming before the EDA, members would ask, "How does the issue at hand conform with our guiding principles"?

Proposed Guiding Principles

- Align with Strategic Economic Development Plan
- Complement regional/state strategies
- Diversify the job base for residents

- Further land use development priorities
 - Improve quality of life
 - Leverage resources
 - Produce impactful results
 - Maximize community wealth
 - Solve specific community needs
 - Spur competitive advantage
- Given that primary business attraction responsibilities are placed with the Campbell County Economic Development Office and, more indirectly, the Lynchburg Regional Business Alliance, it is important to place in writing operating protocols for the Town's/EDA's interactions with these regional economic development entities. These protocols (standard operating procedures) are informal at present leaving open the possibility for miscommunication or missed opportunities. A better business approach requires diligence to better manage expectations and produce management control and accountability.

Proposed Memorandum of Understanding to address, at a minimum:

- Expectations of each party to further mutual goals;
 - Processes for each party to follow;
 - Schedules for regular communications concerning marketing, business development leads and prospect development;
 - Reporting of activities conducted.
- After the new strategic plan is well into its implementation phases the pros and cons of establishing a stand-alone public/private economic corporation might be considered. Such an entity could have responsibility for the hiring and firing of staff and daily monitoring of ongoing programs. (See Governance below.)

MANAGEMENT

Hire an Executive Director of Economic Vitality to help advance the quality of life, community-based, and economic priorities of the Town of Altavista.

- Form a search committee of the EDA, working with the Town Manager and a representative of the AOT board, to supervise the recruitment of candidates and hire of a skilled professional to fill the position.
- The Executive Director of Economic Vitality would report to the Town Manager with structured, regular advice and guidance from the EDA Chair and Vice-Chair. This position would be on the Town payroll with operational, financial, legal, and administrative support provided by the Town Manager.
- Conduct a full assessment (program audit) of the roles and responsibilities of the Assistant Town Manager position to determine a) if there is overlap with the proposed Executive Director of Economic Vitality roles and responsibilities, b) whether the positions can be merged as one, and c) if the Assistant Town Manager and Director of Economic Vitality functions warrant separate positions.

- The Executive Director of Economic Vitality would be primarily responsible for carrying-out the current responsibilities of the AEDA and recommendations of the Economic Development Strategic Plan.
- This individual needs to be simultaneously plugged into the dynamics of local businesses, while also engaging regional economic development organizations to put Altavista at the forefront of their minds in terms of advancing the Town’s business attraction and expansion goals.

Hire a Community Development Specialist and reassign Main Street Coordinator as direct reports to the Executive Director of Economic Vitality.

- The Community Development Specialist would report to the Executive Director of Economic Vitality and focus primarily on assisting the Executive Director with day-to-day operations, outreach, program assessment and implementation of the economic development strategic plan recommendations.
- Have the **Main Street Coordinator** position be a direct report to the Executive Director of Economic Vitality. This will give more focus to downtown revitalization, help ensure proper management control and accountability, leverage efforts and help better synchronize activities for the benefit of downtown businesses.
- If the outcome of the program audit mentioned above concludes that an Assistant Town Manager is no longer necessary or can be merged with the Executive Director of Economic Vitality position, then funds would be available to pay for the Executive Director of Economic Vitality. In that case, funds currently allocated for the Director of Economic Development would be used to pay for the Community Development Specialist position and other program use. If, however, an Assistant Town Manager is deemed essential, then funds will need to be allocated to hire a Community Development Specialist position.

GOVERNANCE

Economic Development Authority

- With the Near-Term scenario (see chart in the Executive Summary), the Chair and Vice-Chair of the Town EDA work as one on behalf of the EDA to provide advice and support on an as-needed basis to the Executive Director of Economic Vitality and, together with support from the Town Manager, establish annual performance-based goals to be achieved.

Under the Long-Term Possibility, a separate not-for-profit organization might be considered, with full responsibility for the hire and fire of the Executive Director of Economic Vitality and oversight of programs. This is not the recommended option to pursue at this time, rather, it is provided for future consideration, preferably after 3-5 years of experience with the new staff when progress with operations of the new strategic plan and viable revenue streams can be more fully assessed and only if development projects necessitate such an entity. Some questions to consider in the future is whether formation of a separate EDO is needed to present more options for equity investment with local development projects, to expedite economic development initiatives, own and develop real estate, and generally support greater economic development capacity and supervisory functions.

- Amend the by-laws of the EDA to expand board membership from the current seven (7) to eleven (11) members to more accurately reflect the diversity of interests in the community as follows: seven (7) private sector executives or representatives of not-for-profit organizations, preferably who do not also hold elected or appointed public positions; (1) senior executive level position with a higher education institution; (1) senior administrator to represent public education or workforce development; (1) a philanthropic or civic leader; and (1) citizen at-large. It is our recommendation that the first appointee to fill the university position be a direct report to the President of Liberty University who is engaged in business-related decision making. We also recommend that the civic leader appointment be filled initially by the current Executive Director of the YMCA.

- It is recommended that all current board positions be subject to reappointment upon adoption of amended by-laws with the initial slate of board nominations for staggered terms to be determined by an Ad-Hoc Committee. This recommendation is not a vote of no confidence in the current EDA board. Quite the contrary, the purpose of the Ad-Hoc Committee is to fairly determine recommendations to the Town Council for new appointments and terms to the board. The Ad-Hoc Committee would be comprised of five individuals, three to be selected by the current EDA membership, along with the Mayor and Vice-Mayor. Every effort needs to be made to have the board reflect gender, age, and race diversity.

Appendix G: Data Sources

Esri Business Analyst Online (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.

American Community Survey (ACS), U.S. Census

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>

OnTheMap, U.S. Census

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>.

Economic Modeling Specialists International (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin Associates subscribes to Economic Modeling Specialists Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

About Camoin Associates

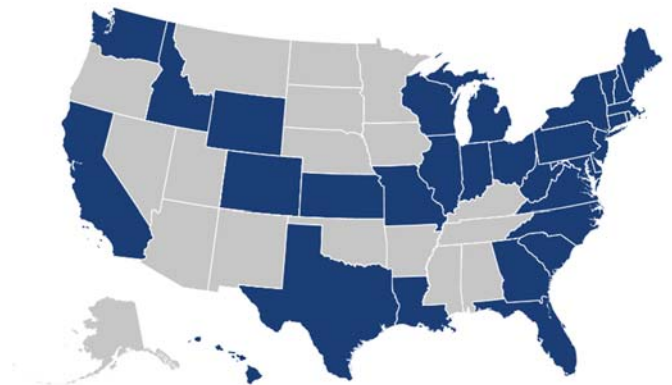
Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 32 states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, *The New York Times* and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociate).

The Project Team

Dan Gundersen
Senior Vice President, Project Principal

Alexandra Tranmer
Project Manager, Project Manager

Bethany Meys
Analyst, Project Staff



Camoin Associates, Inc.
120 West Avenue, Suite 303
Saratoga Springs, NY 12866
518.899.2608
www.camoinassociates.com
@camoinassociate

