



Campbell
COUNTY, VA

Be Welcomed. Be Successful. Be Home.

2025 Comprehensive Economic Development Strategy Update

Phoenix Advantage, LLC | January 7, 2025

The CEDS Process

A CEDS is an economic development planning process and document that helps guide those tasked with the economic development of Campbell County. An effective CEDS:

- Identifies a region's competitive advantages
- Demonstrates grasp of key trends
- Promotes cross-sector collaboration
- Commits to measurable success
- Tells a compelling story: past, present, and future
- Motivates action and implementation

3 Phases

Data Gathering

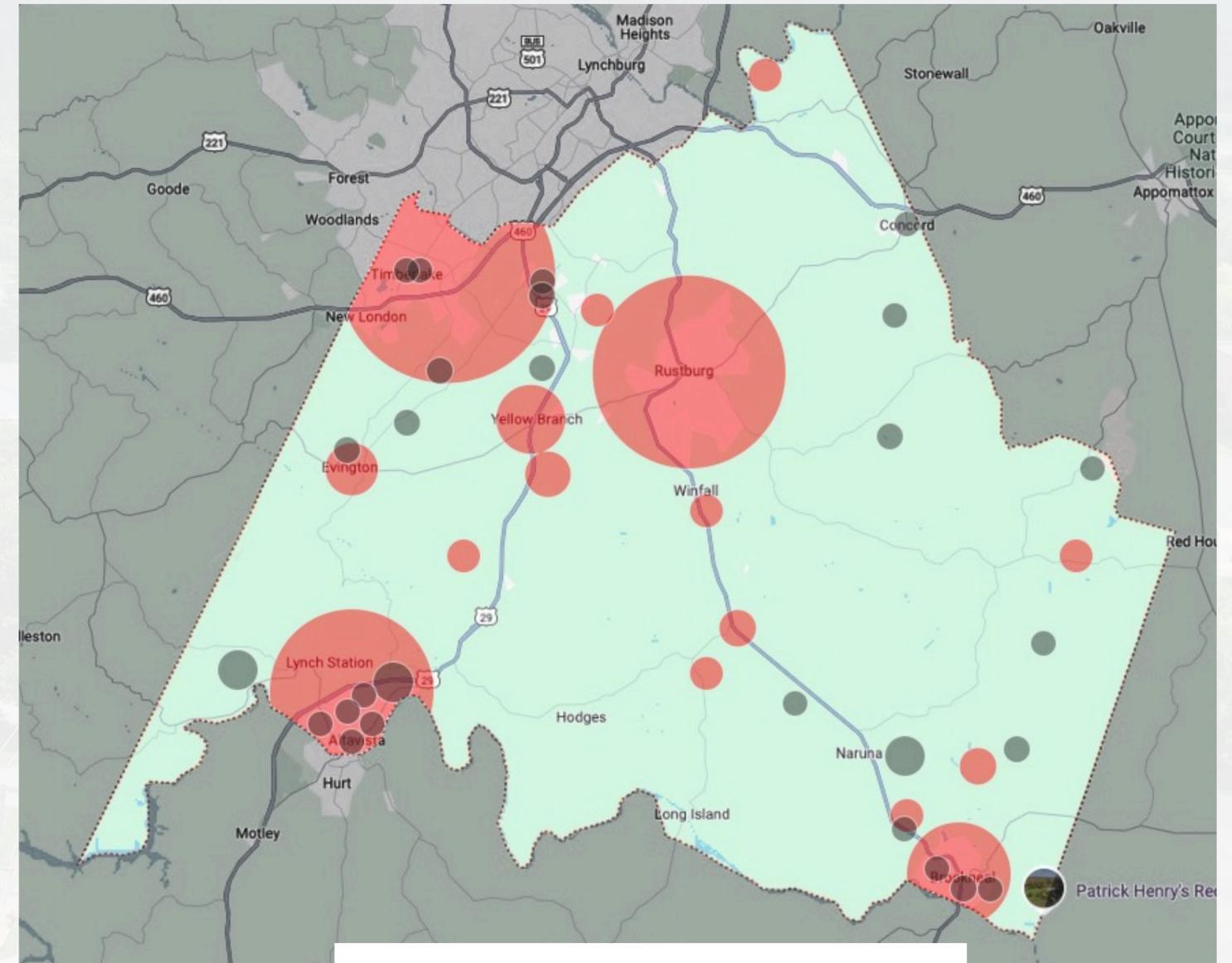
Analysis

Plan Development

The CEDS Process: Comprehensive Analysis

- 161 Personal Interactions
 - 35 Interviews
 - 47 Survey Responses **
 - 6 Roundtable Discussions
 - 3 Advisory Committee Meetings
 - 3 Topical Group Meetings
- 24 Documents and Reports Reviewed and Analyzed
- 45+ Websites Consulted / Data Gleaned

** Details on next slide



Red: Participants
Gray: Additional Invitees

The CEDS Process: Survey Promotion

Promotion Methods

- Website (CEDS page and Alert Message)
- Social Media: Facebook, Instagram, LinkedIn (paid ads and organic)
- Newsletters (April and May)
- Press Release
- Mentions in meetings & discussions

Cross-Platform Results

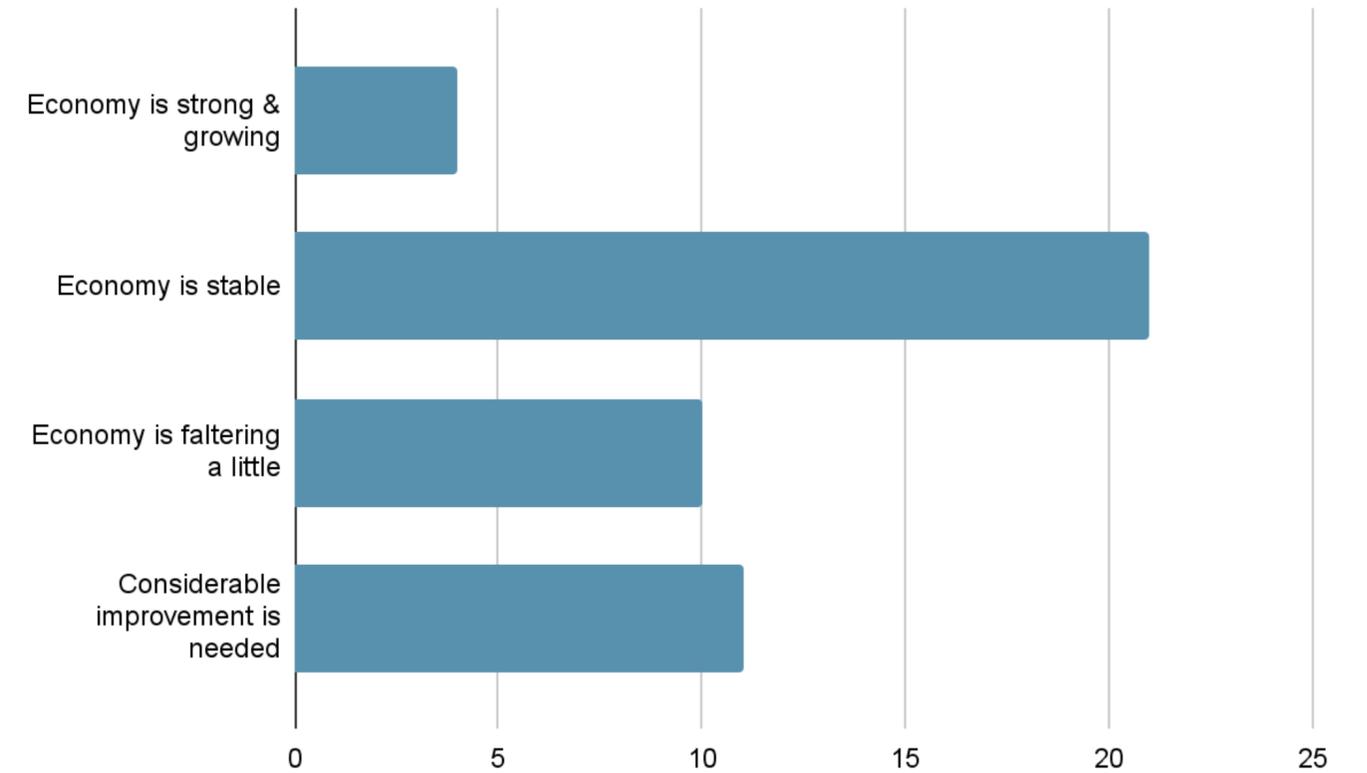
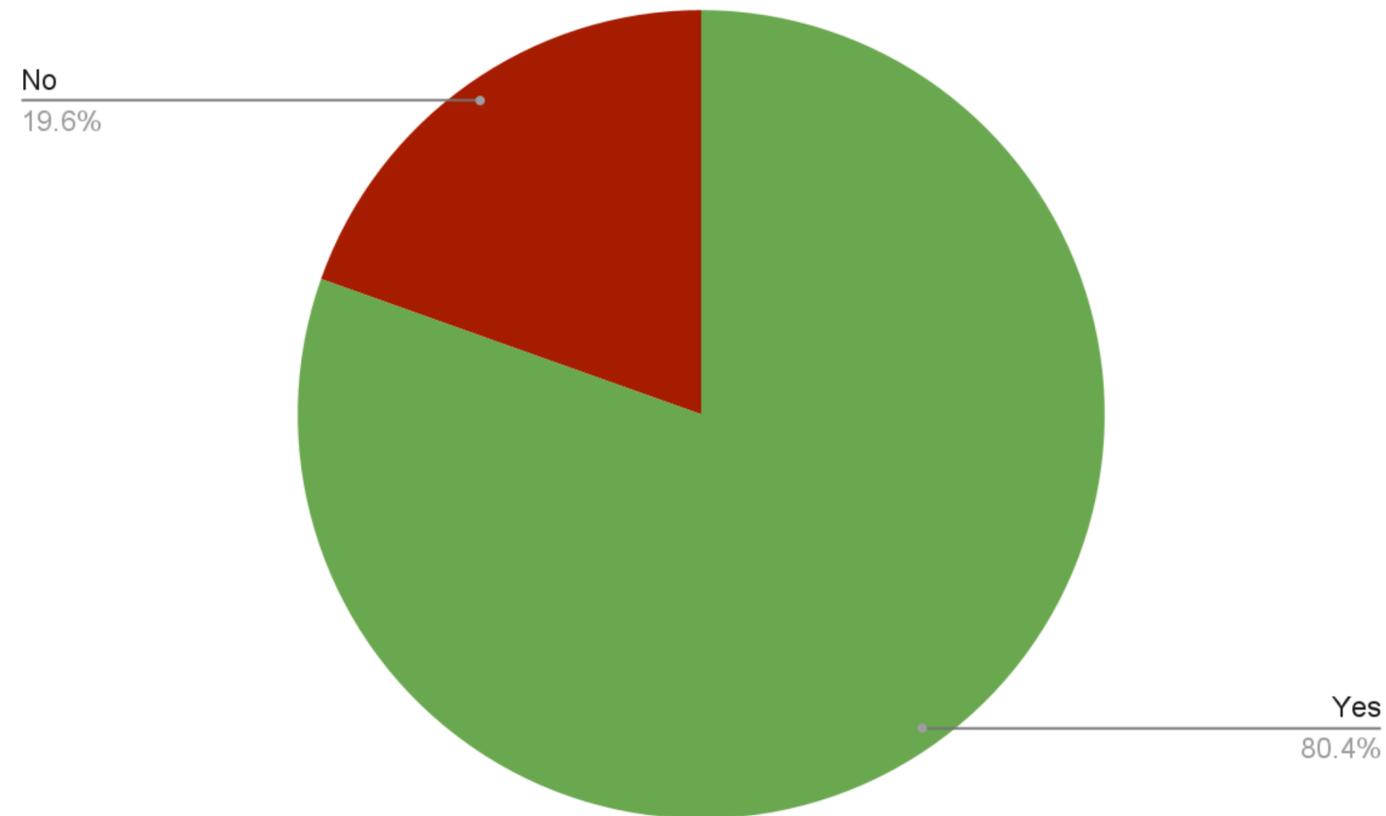
- Impressions/Views/Opens: **20,649**
- Link Clicks: **368**
- QR Code Scans: **16**

Survey Page Views on Phoenix Advantage Website

- Total Views: **619**
- Active Users: **378**

Page path and screen class ▾	+	↓ Views	Active users
Total		619 100% of total	378 100% of total
/Campbell-county-ceds-survey/		416	250
/campbell-county-ceds-survey/		106	55
/campbell-county-ceds-survey		89	84
/Campbell-county-ceds-survey		8	3

The CEDS Process: Key Findings



Would you encourage a friend to open a business here?

Is the local economy stable?

The CEDS Process: SWOT Analysis

Key Positives

- Quality of life & low cost of living
- Stable economy with small businesses and manufacturing
- Pro-business Government

Key Negatives

- Not enough single family housing
- Perception of “No brand”
- Infrastructure lacking

The CEDS Process: Strategic Direction & Action Plan

- I. Develop a Strong Campbell County Brand & Marketing Strategy
- II. Retain, Enhance and Promote the Quality of Life
- III. Grow the Business Base Gradually and with Intention

Develop a Strong Campbell County Brand & Marketing Strategy

GOAL:

- Develop a forward-focused, clear, strengths-based brand and marketing/communications strategy for the County.

Retain, Enhance, and Promote the Quality of Life

GOALS:

- Increase Availability of Single Family Homes
- Expand Childcare Options within the County

Grow the Business Base Gradually and with Intention

GOALS:

- Strengthen the Local Business Community
- Expand Career Opportunities for Campbell County Youth
- Enhance Infrastructure
- Tourism-Related Development
- Aid Town Economic Development Initiatives

Agriculture Industry Cluster Study: Key Findings

- Financial Concerns
- Business Succession and the Need for Education
- Land Use Concerns
- Lack of Veterinary Care in the Region

Agriculture Industry Cluster Study: Recommendations

- Establish a Food Hub
- Establish an Agriculture Education Farm



First Steps

- Determine priorities
- Choose leadership team for each priority
- Work with leadership team to establish timelines and action steps for implementation

Next Steps

- Keep stakeholders informed and involved
- Adopt key goals for each action step
- Begin implementation

Performance Measures

An Action Plan must have progressive, phased Performance Measures to track impacts and allocate resources.

Measures must align with program/project/policy goals and should follow SMART (specific, measurable, achievable, relevant, time-bound) criteria.

- **Short Term Program Outputs** such as # of participants
- **Intermediate Outcomes** demonstrating tangible impact (up to 2 years)
- **Long Term Economic Impacts**

The CEDS Process

Action Plan: Relative priorities for implementation of recommendations

Importance/Level of Difficulty	Easy to Accomplish Fairly Quickly	Moderately Difficult/More Costly	Very Difficult/Time Consuming and/or More Costly
First Priority	Develop a Strong Campbell County Brand & Marketing Strategy	Increase Availability of Single Family Homes	Enhance Infrastructure
Second Priority	Strengthen the Local Business Community	Tourism-Related Development Establish an Agriculture Education Farm	Expand Childcare Options within the County
Third Priority	Expand Youth Career Opportunities for Campbell County Youth	Aid Town Economic Development Initiatives	Establish a Food Hub

An aerial photograph of a town, likely in the Southern United States, featuring a main road with a speed limit sign for 70 MPH. The town is surrounded by green hills and includes various buildings, parking lots, and a large open field. The word "Discussion" is overlaid in the center in a black serif font.

Discussion