

EASTERN SHORE OF VIRGINIA
REGIONAL ECONOMIC DEVELOPMENT PLAN
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY • STRONGER ECONOMIES TOGETHER
2017-2022



PREPARED BY:
ACCOMACK-NORTHAMPTON PLANNING DISTRICT COMMISSION
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CONTENTS

Executive Summary	3
Overview	5
Acknowledgements	5
Eastern Shore of Virginia Description	5
Regional Economic Development Background	6
Plan Development, Maintenance, & Implementation	9
Regional Collaboration	9
Plan Maintenance and Implementation	10
Regional Economic Development Conditions: Evidence Basis for the Plan	10
Regional Demographic Data	11
Regional Economic Data	13
Regional Assets	17
Potential Barriers and Related Strategies	21
Regional Economic Goals	23
Regional Economic Development Plan	25
Aerospace & Defense Action Plan Snapshot	25
Agribusiness & Food Processing Action Plan Snapshot	28
Arts, Entertainment, Recreation & Visitor Industries Action plan Snapshot	29
Foundational & Entrepreneurship Development Action Plan Snapshot	32
Evaluation Framework	35
Key Measures and Strategies to Track Progress:	35
Economic Resilience	38
Regional Economic Resilience Goals	40
Appendices	56
Appendix A: Accomack-Northampton Economic Development Committee Members and Staff	57
Appendix B: Public Comments Received During 2017	34
Appendix C: Aerospace & Defense Action Plan	37
Appendix D: Agribusiness & Food Processing Action Plan	44
Appendix E: Arts, Entertainment, Recreation & Visitor Industries Action Plan	53
Appendix F: Foundational & Entrepreneurship Development Action Plan	63
Appendix G: Completed Economic Development Goals & Objectives	75
Appendix H: Agribusiness & Food Processing Cluster Data	113

EXECUTIVE SUMMARY

The Eastern Shore of Virginia is a region with a strong and unique regional identity that is directly tied to the land, water, and outer space. This Regional Economic Development Plan is intended to complement and strengthen existing regional plans and provide a roadmap for future economic development and growth.

During 2017, the Accomack-Northampton District Commission's (A-NPDC) Economic Development Committee (EDC) completed a process to merge the existing Comprehensive Economic Development Strategy and Stronger Economies

Together Economic Development Plan into one comprehensive document which satisfied the requirements of the U.S. Economic Development Administration and the U.S. Department of Agriculture.



What is a CEDS?

A Comprehensive Economic Development Strategy (CEDS) is a regional plan to achieve economic growth and community development. It is a requirement for organizations funded by the U.S. Economic Development Administration (EDA).

The CEDS includes:

1. Summary Background of the region's economic conditions and demographics
2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis to identify the region's competitive landscape
3. Strategic Direction to develop consensus among regional stakeholders about goals, strategies, and an action.
4. Evaluation Framework to monitor performance measures associated with the plan.
5. Economic Resilience to assess and develop strategies for improving the region's ability to prepare for and respond to economic shocks.

Key business, civic, and community leaders have embraced a spirit of regionalism to support this initiative. A series of six public work sessions where regional stakeholders worked collectively and diligently were held between October 2015 and May 2016. It is expected that implementing the action items described within this document will strengthen the ability of the Eastern Shore of Virginia to secure its economic future and position itself as a competitive region.

Significant research, analysis, and discussions led to the development of this plan. Specifically, the following information identified by the participants was critical to the development of the action plans

produced through this planning process:

- Regional strengths, challenges, opportunities, and resources were identified. ***Education, infrastructure, and business development/support*** were selected as top priority opportunities.
- Four cluster groups were selected for inclusion in the plan: ***Aerospace & Defense; Agribusiness & Food Processing; Arts, Entertainment, Recreation, & Visitor Industries; and Foundational & Entrepreneurship Development***.
- The four cluster groups developed SMART goals that were refined over the course of several months before being included in the final plan. Aerospace & Defense goals were generally focused around ***growing the Wallops Complex, increasing unmanned systems operations, and coastal research***. The Agribusiness & Food Processing group developed goals intended to ***forward a value-added fresh food marketing cooperative, create a wholesale production facility, enhance workforce development opportunities, and advance the regional forestry industry***. Arts, Entertainment, Recreation, and Visitor Industries' goals were focused around ***developing the region as a well-managed tourism destination; creating hospitality, ambassadorship, mentorship & internship programs; enhancing revenues supporting local tourism; and development of recreational facilities***. Foundational & Entrepreneurship Development goals were generally focused on ***building an entrepreneurship culture in the region, increasing funding access for local small business efforts, increasing market & value-add opportunities, and developing infrastructure to facilitate local businesses***.
- A number of goals and objectives addressing steady-state and responsive economic resilience were incorporated into the action plans following an assessment to identify vulnerabilities and ongoing and current economic resilience initiatives.

A framework for ensuring the plan will remain as a living and relevant document has been established where four standing subcommittees of the EDC focusing on the cluster group action plans were created. These subcommittees will meet regularly to monitor, measure, and strategize for the development of existing goals, objectives, and strategies and pursue and develop strategies for emerging opportunities. Stakeholders and the public are encouraged to participate in these meetings ensuring a large and diverse fingerprint on the plan. All proposed changes to the four industry sector action plans will then be presented to the EDC, who will be responsible for making the final determination for which actions are included in the plan. Following a public comment period during November 2017, the plan was approved by the EDC.

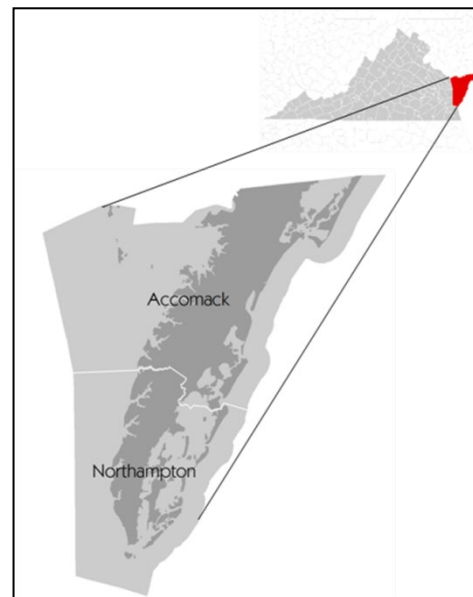
OVERVIEW

ACKNOWLEDGEMENTS

The Eastern Shore of Virginia would like to thank the staff from the U.S. Economic Development Administration, U.S. Department of Agriculture Rural Development, Virginia Department of Housing and Community Development, Regional Rural Development Centers, and Virginia Cooperative Extension for their support. We would also like to show our appreciation to Accomack and Northampton Counties, the Town of Chincoteague, Eastern Shore Community College, Eastern Shore of Virginia Tourism Commission, Eastern Shore of Virginia Chamber of Commerce, Chincoteague Chamber of Commerce, Virginia Cooperative Extension, NASA Wallops Flight Facility, Perdue Farms, the members of the Accomack-Northampton Economic Development Committee, the distinguished individuals that took part in the public input sessions, and numerous other individuals for their invaluable insight and ideas that led to the creation of this plan.

EASTERN SHORE OF VIRGINIA DESCRIPTION

The Eastern Shore of Virginia has a strong, historic regional identity. It is bound on three sides by the Atlantic Ocean and Chesapeake Bay and its economy is intertwined across Accomack (pop. 33,164) and Northampton (pop. 12,389) Counties and 19 Incorporated Towns. The region's dynamic economic history has been closely tied to its abundant natural resources and proximity to urban centers. Beginning after the Civil War, the steamboat and then the railroad and trucks opened opportunities for local watermen and farmers to sell to new markets in nearby urban centers including Hampton Roads and Richmond, Virginia; Annapolis and Baltimore, Maryland; Washington, D.C.; Philadelphia, Pennsylvania; and New York, New York. The region's economy thrived during the late 19th and early 20th centuries and by 1921 federal experts considered Accomack and Northampton Counties the most affluent agricultural counties in the United States. The Eastern Shore of Virginia's rural and relatively pristine environment has long made it one of the more desirable areas for visiting and recreating along the Atlantic seaboard. In more recent decades, the region's economy has diversified to include a burgeoning aquaculture industry and the aerospace and defense industry associated with the NASA Wallops Flight Facility and Mid-Atlantic Regional Spaceport.



The region's geographic isolation from the rest of Virginia and the similarities among local communities have supported the unique comraderie and regional spirit which characterizes Virginia's Eastern Shore. The General Assembly recognized this in 1969 when it divided the Commonwealth into 22 planning districts including the Accomack-Northampton Planning District. The Accomack-Northampton Planning District Commission (A-NPDC) has supported regional economic development on Virginia's Eastern

Shore since its inception and in 2003, the U.S. Department of Commerce Economic Development Administration designated the region as an Economic Development District.

Evidence demonstrating the economic linkages in the region has been documented by several studies including the Origin-Destination Employment Statistics from 2011. This data shows that 963 Accomack residents commute to employment in Northampton County and conversely 1,266 Northampton County residents commute to employment in Accomack County. These two counties each are the largest employment center for each other's residents outside of the counties themselves. Additionally, the 2011 Internal Revenue Service county to county migration data demonstrates the same pattern with each county representing the most significant destination for out migration of the other.

A clear vision for the Eastern Shore is in development, which would encompass and merge the visions of each county to create a cohesive path forward for the region. Through this CEDS and other efforts, the region is identifying common goals and providing mutual support in policy to present as a united front. Effective communication systems must be built to promote cooperation, collaboration, and resource optimization among the counties. Through this collaborative and aligned planning, the region can develop and promote a regional community guide to synthesize and focus regional marketing efforts

Through stakeholder engagement, the following vision statement was proposed:

“We envision the Eastern Shore region as a healthy and inclusive community that preserves, protects, and enhances the rich natural, economic, educational, and cultural resources of the area through inclusive and innovative investments to create a vibrant and sustainable future.”

The Regional Economic Development Plan is intended to build from this vision and existing economic development plans for the Eastern Shore including the Stronger Economies Together (SET) Regional Economic Development Plan since 2016 and the Comprehensive Economic Development Strategy (CEDS) since 2002. The SET and CEDS initiatives and other regionally-collaborative efforts have confirmed that the communities and businesses on Virginia's Eastern Shore are both willing and capable of successfully implementing economic actions on a regional scale.

REGIONAL ECONOMIC DEVELOPMENT BACKGROUND

Comprehensive Economic Development Strategy (CEDS)

In 2003, Accomack and Northampton Counties were designated as an Economic Development District (EDD) by the U.S. Economic Development Administration (EDA). This designation makes the Eastern Shore of Virginia eligible for EDA funding and has been critical for the successful completion of several key facilities and initiatives within the region including the Eastern Shore Community College Workforce Development and Training Center, Accomack Airport Industrial Park, and Virginia Space Flight Academy. To retain this EDD designation, the EDA requires that a Comprehensive Economic Development Strategy (CEDS) be prepared every five years and updated annually with input from the community. A Comprehensive Economic Development Strategy (CEDS) is a regional plan to achieve economic growth and community development. The CEDS strives to contribute to effective economic development through a locally-based, regionally-driven economic development

planning process. The original CEDS for the Eastern Shore of Virginia was developed in the early 2000s with the most recent editions occurring in 2012 and 2017.

The CEDS includes:

1. Summary Background of the region's economic conditions and demographics
2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis to identify the region's competitive landscape
3. Strategic Direction to develop consensus among regional stakeholders about goals, strategies, and an action.
4. Evaluation Framework to monitor performance measures associated with the plan.
5. Economic Resilience to assess and develop strategies for improving the region's ability to prepare for and respond to economic shocks.

Stronger Economies Together (SET) Initiative

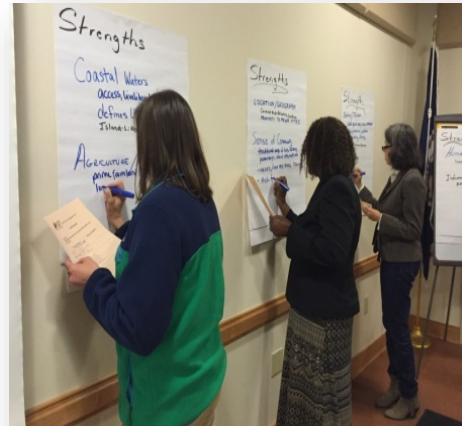
Launched in 2009 by USDA Rural Development in collaboration with the nation's Regional Rural Development Centers (RRDC) and their land-grant university partners, the purpose of Stronger Economies Together (SET) is to strengthen the capacity of communities in rural America to work together in developing and implementing an economic development blueprint that strategically builds on the current and emerging economic strengths of their region. The SET program provides economic analyses that are tailored to capture the region's current or emerging clusters and comparative economic advantages.

The Accomack-Northampton Planning District Commission, with commitment from several key regional institutions, pursued SET for the Eastern Shore of Virginia because the process incorporates a large number of people and naturally fits with the culture of the region. Additionally, SET focuses on existing assets and industries and incorporates industry-specific analysis. Furthermore, it was expected that SET would incorporate more evidence-based strategies than existing economic development plans from the region and lead to innovative strategies within the region's anchor economies: agriculture and food processing, aerospace and defense and tourism; as well as identify strategies that would grow other complementary but distinct industries that would benefit from existing support services and offer diversification of the regional economy. Finally, it was anticipated that the SET plan could be merged with the existing CEDS plan to provide a single, practical and achievable plan whose implementation will result in economic opportunities and increased prosperity for the Eastern Shore of Virginia and have a measurable positive impact on personal income and wealth of the existing workforce and also increase the number of young people who return who left for educational opportunities.

PLAN DEVELOPMENT, MAINTENANCE, & IMPLEMENTATION

REGIONAL COLLABORATION

The plan has buy-in from several key decision-makers in the region including Accomack and Northampton Counties, Town of Chincoteague, Eastern Shore Community College, Eastern Shore of Virginia Tourism Commission, Eastern Shore of Virginia Chamber of Commerce, Chincoteague Chamber of Commerce, Virginia Cooperative Extension, NASA Wallops Flight Facility, Perdue and other entities represented by members of the Accomack-Northampton Economic Development Committee (EDC). The EDC is comprised of 25 members and 5 technical advisors responsible for maintaining and implementing this plan (see **Appendix A**).



Supporting entities including local businesses, academic institutions, and local governments expressed commitment to support the plan's implementation by submitting letters of support and commitment, by participating actively in the plan development work sessions, by developing actions for implementing the goals established in the program, by reviewing and editing drafts of the plan, and incorporating public comments received.



Public comment has been incorporated at several stages during the plan development process beginning in the Fall of 2015 with the SET Civic Forum and subsequent work sessions. During these events, the public was encouraged to participate and provide input and support for the plan. The public was again invited to provide input through a public meeting hosted on May 2, 2016 at the Eastern Shore Community College, a series of open houses hosted at six locations around the region from May 2 to May 6, 2016, and through a presentation to the A-NPDC. During 2017, additional opportunities were provided for public participation and comment. These opportunities included EDC meetings in February, June, and September; 8 subcommittee meetings in April and November; and a series of open houses at six various public locations around the region during November. Public comments received during 2017 are included in **Appendix B**.

For the 2021 update, TPMA conducted a priority-setting session, recovery strategy session, and a resiliency strategy session in addition to individual interviews with key industry leaders.

PLAN MAINTENANCE AND IMPLEMENTATION

The EDC is the entity responsible for maintaining and implementing the Regional Economic Development Plan. The overall goal is to maintain the plan as a living document that evolves as actions are completed, altered, or abandoned or as new regional opportunities arise. During its February 2017 meeting, the EDC created four standing subcommittees that will meet bi-annually and intermittently with the EDC to work specifically on maintaining and implementing the four industry sector action plans. Any updates, alterations, or additions made to the action plans during the subcommittee meetings are then presented to the EDC, where the proposals will be considered, discussed, and included or excluded from the plan. The subcommittee meetings are open to any interested members of the public. The EDC has established rough guidelines for its consideration of actions proposed for inclusion in the regional plan: actions must be evidence-based, must be quantifiable with identified metrics, and capacity for successful completion must exist and be identified with responsible parties and timelines defined.



This process is intended to provide an environment where regional collaboration can flourish on a regular and scheduled basis. The expected outcome is that the action plans remain relevant and responsible parties are held accountable for progress towards successful implementation.

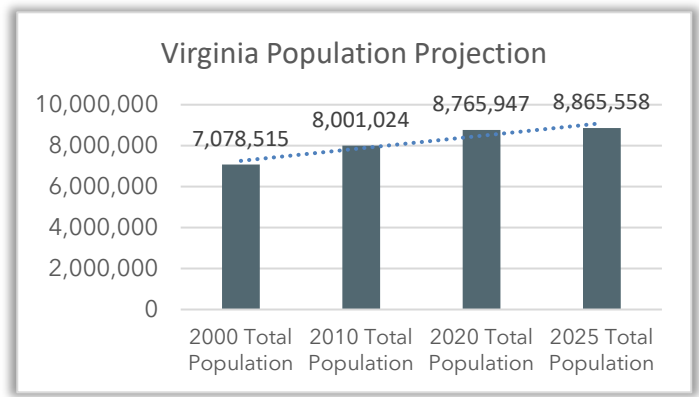
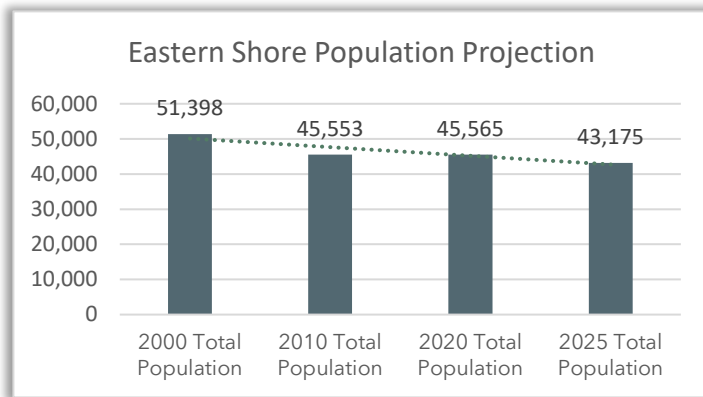
A-NPDC staff will coordinate all meetings and the A-NPDC website (www.a-npdc.org) will host all plan materials, documents, updates, and links to regional resources.



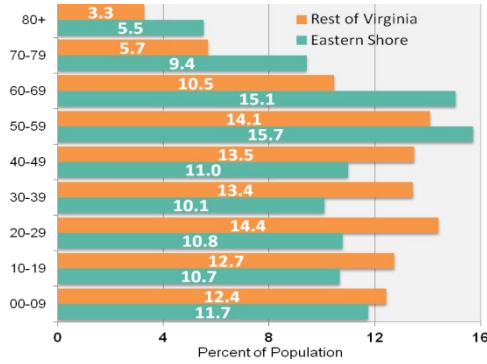
REGIONAL ECONOMIC DEVELOPMENT CONDITIONS: EVIDENCE BASIS FOR THE PLAN

REGIONAL DEMOGRAPHIC DATA

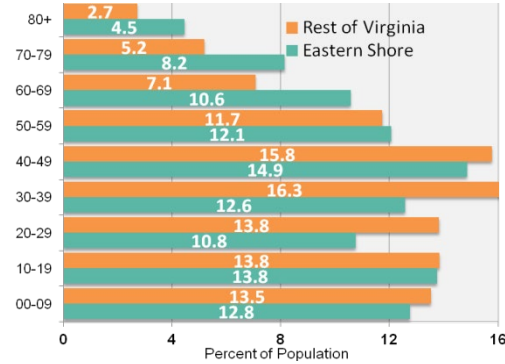
The Eastern shore of Virginia’s population is expected to decline by more than 2,000 people in the next five years. The total population has consistently trended downward in the last twenty years, which deviates from the rest of the state. In the second chart, Virginia’s population can be seen to have increased substantially in the last twenty years, and is expected to continue its growth in the next five. While the Eastern Shore region’s population is predicted to shrink by approximately 5.2% through 2026, Virginia’s is predicted to grow by about 1.2%.



The region had roughly the same proportion of children and young people as the rest of the Commonwealth in 2000. There was a somewhat smaller proportion of working adults ages 20-59, and a higher proportion of older residents. Data shows that the Eastern Shore has an aging population, with higher proportions of the population above 60. The proportion in the prime working years of 20-60 has remained roughly stable from 2000-2014, but the proportion of children and young people has fallen as a proportion of total population.



Population Age Structure, 2000

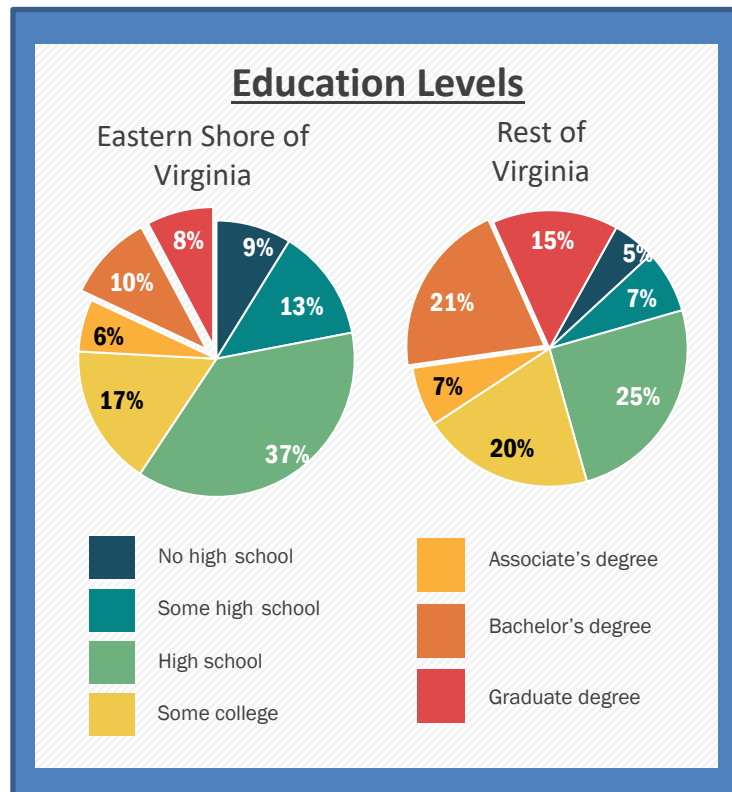


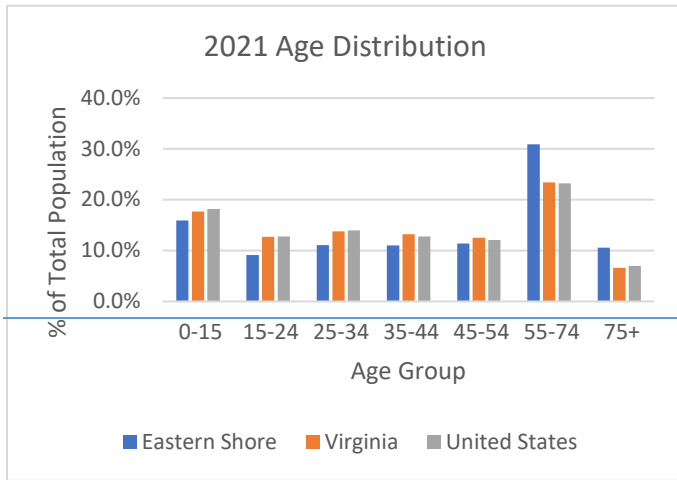
Population Age Structure, 2014

The proportion of the total population and young population in poverty has risen from 2003, but appears to be leveling off (similar to the U.S. rate). However, 1 in 5 Eastern Shore residents live in poverty and over 30% of children below 17 live in poverty. The real median household income has not fluctuated a great deal since 2003, although it is lower in 2013 than in 2008. The real median income is considerably below the U.S. median household income.

	2003	2008	2013
Total Population in Poverty	16.2%	20.3%	20.1%
Minors (Age 0-17) in Poverty	25.3%	29.9%	30.7%
2013 Real Median Household Income*	\$37,891	\$39,765	\$37,570

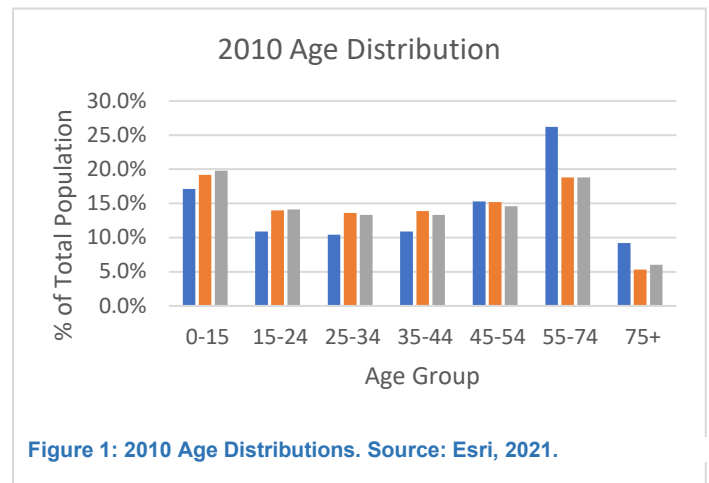
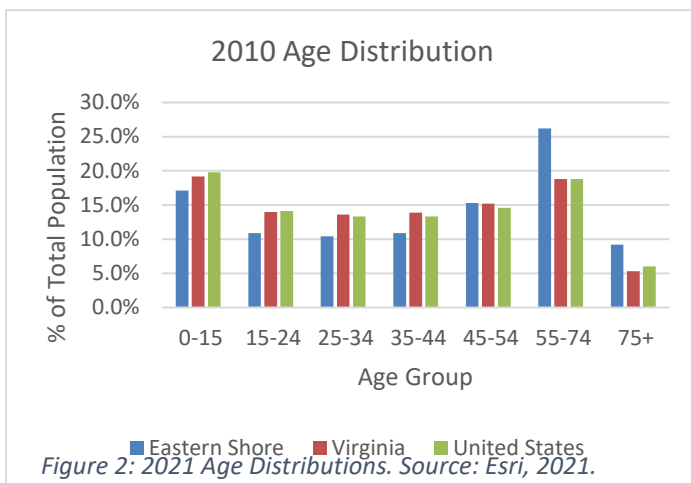
The proportion of Eastern Shore residents with no education beyond elementary school is 9% in 2013 versus 5% in the rest of Virginia. However, 50% of Eastern Shore residents have some high school or have completed high school, a much higher proportion than the rest of Virginia. The proportion with a bachelor's degree or graduate degree is smaller than the rest of Virginia. Thus less than 1 in 5 Eastern Shore residents have a bachelor's degree or higher.





Age Distributions

The graphs below compare population age distributions for the Eastern Shore region, Virginia, and the United States. The Eastern Shore’s population is much older than in the rest of the state or the country; every age group older than 55 years old constitutes a larger percentage of the population than in either of the two comparison groups. The population is aging, and a noticeable increase in the population between the ages of 55-74 from 2010-2021 appears in the data presented in figures 3 and 4.



Poverty Rates

Parameters	Eastern Shore	Virginia	United States
% of Households in Poverty	15.2%	10.3%	12.9%
2021 Unemployment Rate	4.8%	5.8%	6.2%
Minors in Poverty	29% (Accomack) 30% (Northampton)	14%	17.5%
2021 Median Household Income	\$48,442	\$76,448	\$64,730

Table 1: Median Income, Unemployment, and Poverty Rates. Source: Esri 2021.County Health Rankings, Roadmaps.org. ChildTrends.org

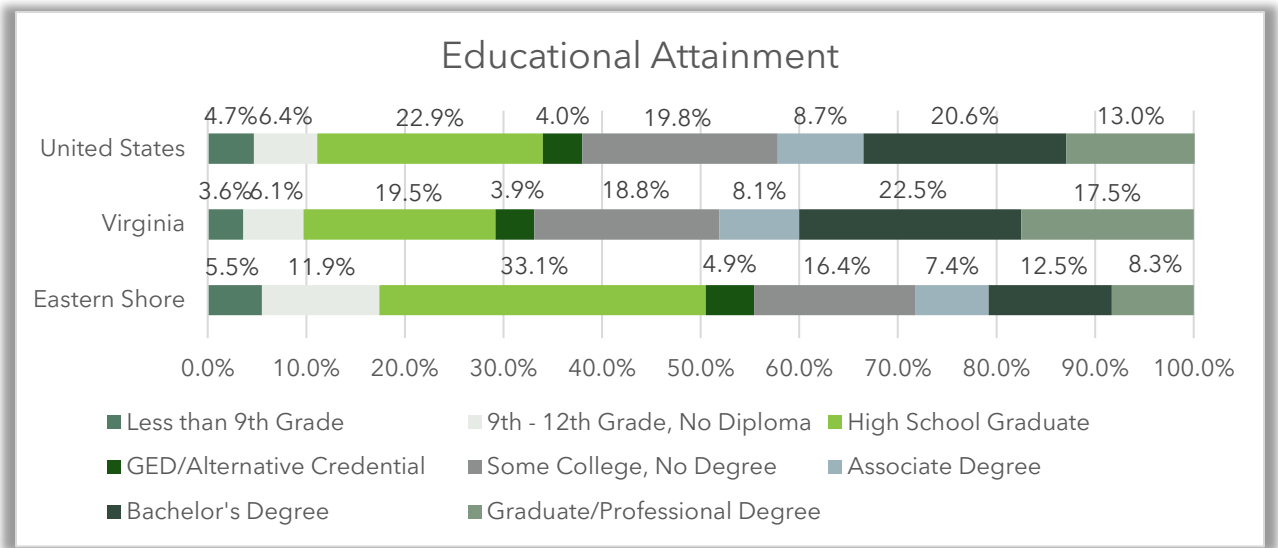
Despite the fact that the Eastern Shore has a lower unemployment rate than Virginia or the rest of the United States, the percentage of households that fall below the poverty line (15.2%) is substantially higher. The median household income is more than \$28,000 lower than that of the rest of the state. In terms of minorities in poverty, Accomack and Northampton counties have very high rates, at approximately 30%, nearly doubling that of the state. Virginia has a lower minority poverty rate than is seen across the country.

According to the United Force Alliance, Accomack County, has seen a high amount of ALICE (Asset, Limited, Income, Constrained, Employed) households staying consistently at a higher than average rate, at 35%. Northampton County has an ALICE household rate of 31% while the state average is 29%. Indicating that a substantial number of residents are at a high risk, as they are above poverty level but earn less than the basic cost of living in the county.

Median household income is far lower than that of the rest of the state, and when compared nationally. In 2019, Median Household income was at \$46,073 for Accomack County and \$47,227 in Northampton County, according to the United States Census Bureau. The state Median Household income is at approximately \$74,222 exceeding the national average of \$62,843, indicating a significant wealth gap in the Eastern Shore area.

Educational Attainment

The percentage of the Eastern Shore’s population without a high school degree (17.4%) is much higher than that of Virginia or the rest of the United States; educational attainment and other economic indicators like median income and unemployment rates are related to the gap in prepared workforce and the upcoming trends in the local market. Approximately 21% of the region’s population holds a bachelor’s degree or higher; in the rest of Virginia, however, nearly 40% holds a bachelor’s degree or higher. Further disparity can be observed in the Bachelor’s Degree and Graduate/Professional Degree, where Eastern Shore falls behind by approximately 8%



REGIONAL ECONOMIC DATA

In their publication *Placing the Rural in Regional Development*, Neil Ward and David Brown of Cornell University suggested that whether in the United States or the United Kingdom, rural development policy has shifted to emphasize natural and cultural amenities (place-based policies) including explicit strategies to make rural places more competitive using an investment-oriented approach (investments instead of subsidies). The diversity of rural areas necessitates planning at a regional rather than national level; however, rural localities' economies are often tied to the nearest population centers and other nearby economies, so regional planning is likely more effective than local planning alone.

Placing the Rural in Regional Development by Neil Ward & David L. Brown (November 2009).

<http://www.tandfonline.com/doi/pdf/10.1080/00343400903234696>

Understanding the importance of building a regional economic plan, Virginia’s Eastern Shore analyzed the industry cluster data to identify emerging, star, mature, and transforming clusters. The regional cluster analysis revealed 1 star cluster (Arts, Entertainment, Recreation, and Visitor Industries), 7 emerging clusters, and 3 mature clusters with even more transforming clusters. This analysis was used to support collaboration among the stakeholders for the purpose of finding the distinct regional advantages of the Eastern Shore and designing economic activities that will position the region to effectively compete in multi-state, national and/or international markets.

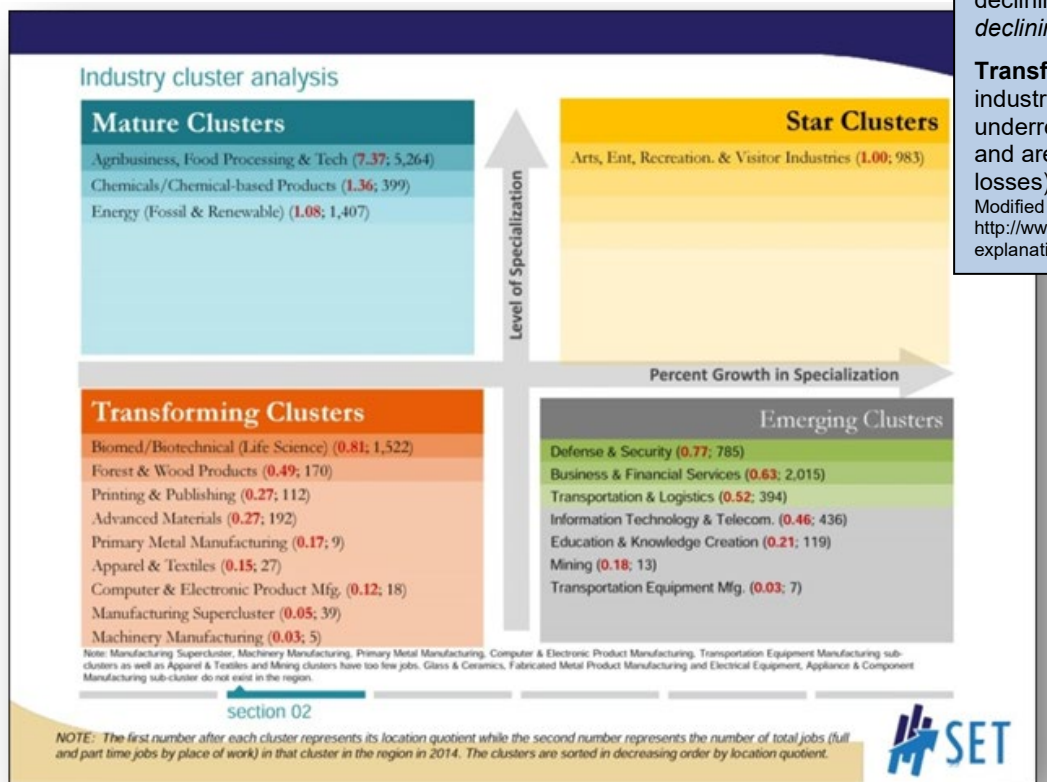
Emerging (bottom right): Contains industry clusters that are under-represented in the region (low Location Quotient (LQ)) but are growing. *Weak but advancing*

Stars (top right): Contains industry clusters that are more concentrated in the region (LQ over 1) and are growing. *Strong and advancing*

Mature (top left): Contains industry clusters that are more concentrated in the region (LQ over 1) but are decreasing or declining (job losses). *Strong but declining*

Transforming (bottom left): Contains industry clusters that are under-represented in the region (low LQ) and are also decreasing or declining (job losses). *Weak and declining*

Modified from:
<http://www.charlestonregionaldata.com/bubble-chart-explanation>



As part of the analysis, a review was conducted on each cluster’s potential for capturing new market share. The review encouraged consideration of all the suppliers and producers that bring a product or service into existence and where the possibility for new development exists.

The Eastern Shore observed economic leakage in its star cluster agribusiness and food processing and in a key emerging cluster, defense and security.

Regional Economic Data

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When identifying the local industry clusters, 5 performance metrics were used to determine ranking. Considering Earnings, Growth, Regional Competitiveness and Gross Regional Product (GRP).

The top 3 industry clusters are Livestock Processing, that creates approximately 3000 jobs, Electric Power Generation and Transmission, generating over 70 jobs in fossil fuel electric power generation, and Federal Government Services, including the Military, postal service and civilians working with the Federal Government creating over 1000 jobs.

Industry Cluster	Industry	NAICS	Jobs
Livestock Processing	Poultry Processing	311615	3009
Electric Power Generation and Transmission	Fossil Fuel Electric Power Generation	221112	77
	US Postal Service	901149	106
Federal Government Services	Federal Government, Civilian, Excluding Postal Service	901199	600
	Federal Government, Military	901200	323

Table 2: Industry Cluster Identification. Source EMSI 2021

Other noteworthy industries include; Local Education and Training, Local Health Services, Business Services and Transportation.

Industry Cluster	Industry	NAICS	Jobs
Local Education and Training:	Elementary and Secondary Schools	611110	39
	Elementary and Secondary Schools (Local Government)	903611	48
	Pharmacies and Drug Stores	446110	100
Local Health Services	Offices of Physicians (except Mental Health Specialists)	621111	511
	Offices of Dentists	621210	40
	Offices of Optometrists	621320	17

	Offices of Physical, Occupational and Speech Therapists, and Audiologists	621340	44
	Kidney Dialysis Centers	621492	26
	Home Health Care Services	621610	116
	General Medical and Surgical Hospitals	622110	236
	Nursing Care Facilities (Skilled Nursing Facilities)	623110	271
	Continuing Care Retirement Communities	623311	65
	Funeral Homes and Funeral Services	812210	20
	Engineering Services	541330	327
	Custom Computer Programming Services	541511	97
	Computer Systems Design Services	541512	76
	Administrative Management and General Management Consulting Services	541611	88
Business Services	Process, Physical Distribution, and Logistics Consulting Services	541614	64
	Translation and Interpretation Services	541930	21
	All Other Professional, Scientific, and Technical Services	541990	10
	Offices of Other Holding Companies	551112	86
	Corporate, Subsidiary, and Regional Managing Offices	551114	14
	Facilities Support Services	561210	47
	Rail transportation	482110	11
Transportation	General Freight Trucking, Long-Distance, Truckload	484121	17
	Packing and Crating	488991	44

STAR Industry Clusters Projected Through 2026

Understanding the importance of building a regional economic plan, Virginia’s Eastern Shore analyzed the industry cluster data to identify emerging, star, mature, and transforming clusters. The regional cluster analysis revealed:

<p>Mature Cluster Agriculture, Food Processing & Tech (7.17;1,653) Manufacturing Supercluster (2.08;3,031) Energy (1.46;95)</p>	<p>Star Cluster Arts Entertainment, Recreation and Visitor Industries (1.59;425) Accommodation and Food Services (1.19;1592) Health Care & Social Assistance (0.84;2,252) Management of Companies & Enterprises (0.56;161)</p>
<p>Transforming Cluster Biomed/Biotechnical (0.73;1,102) Forest & Wood Products (0.31, 150) Educational Services (0.21;109) Finance & Insurance (0.34;275) Construction (0.65;726)</p>	<p>Emerging Cluster Transportation & Warehousing (0.28;235) Professional, Computer and Technical services (0.73,1,008) Information, Technology & Telecom (0.38;129) Retail & Trade (1.00;1796) Wholesale Trade (0.38;259)</p>

Emerging (bottom right): Contains industry clusters that are under-represented in the region (low Location Quotient (LQ)) but are growing. *Weak but advancing*

Stars (top right): Contains industry clusters that more concentrated in the region (LQ over 1) and are growing. *Strong and advancing*

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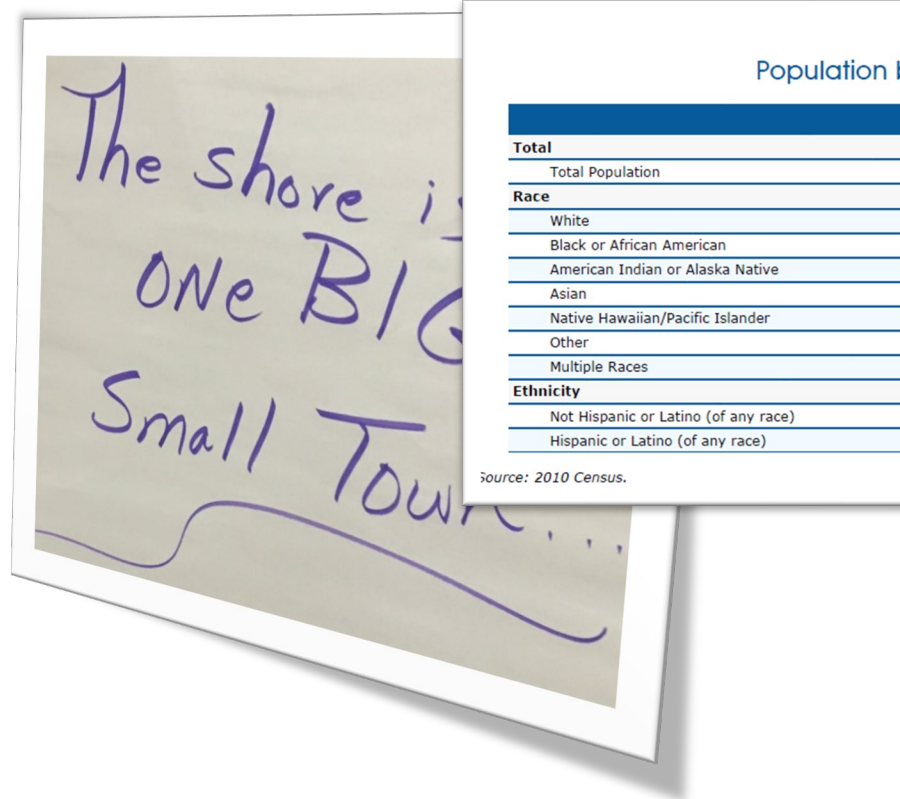
REGIONAL ASSETS

Virginia’s Eastern Shore has an abundance of cultural and natural assets which have historically been at the

center of the regional economy. The continuing trend of increasing the use of sustainable practices for these assets has resulted in additional potential for future economic benefit. In addition, the people who populate the region are invested in its success and exhibit a work ethic required for proactive work. Historically, the main barrier to specific regional economic development has generally been the result of divergent strategies. These barriers are offset by advantages such as a strong regional identity, the people of Accomack and Northampton call themselves Eastern Shoremen, and the sense that we need to do the work to improve the Eastern Shore.

Regional assets identified include:

- **Our Abundant Access to Coastal Waters (Natural Capital)**
 - Provides livelihood opportunities and hobbies which define us
 - Island-like isolation
- **Our Agriculture**
 - Prime farmland, good soils, long growing season, access to water
 - Crop diversity
 - Strong promotion of agriculture
- **Our Aquaculture**
 - Significant growth of small-scale aquaculture businesses
- **Our Location/Geography**
 - Centrally-located in Mid-Atlantic
 - Close proximity to many major cities
- **Our Sense of Community**
 - Traditional ways of life
 - History
 - Partnerships
 - Social interactions
 - Values
 - One Big Small Town
 - Access to high-tech markets
 - STEM opportunities
- **Our People (Human Capital)**
 - Local Shore culture
 - Retirement Community with broad background of interest and experiences
 - People-friendly
- **Our Nature/Tourism**
 - Rural/natural beauty/blank canvas to build upon
 - Quiet way of life
 - Undeveloped
 - Nature preserves
 - Seafood
 - Birds and wildlife
 - Hunting and fishing



- Historic and natural resources
- Ecotourism
- **Our History/Heritage**
 - Culture
 - Traditional way of life
 - Pride of heritage/history
 - A blank canvas for growth, yet a deep desire to maintain traditions/history
- **Industrial Infrastructure (Built Capital)**
 - Airport
 - Two Industrial Parks
 - Central Water and Wastewater Systems
 - Wallops Island, Virginia Space, and Wallops Research Park
- **Racial Diversity**
- **Growth in retirement age**
 - This presents new opportunities for work due to aging/retiring population
 - Retirees could volunteer, tutor, mentor, and provide new expertise within region
 - Retirees relocating to Shore bring unique knowledge, skills & experience

- **Growth in small business (Stage 0-1)**
- **Growth in education**
- Higher secondary graduation rates
- **Low-cost labor force**

POTENTIAL BARRIERS AND RELATED STRATEGIES

Virginia’s Eastern Shore is not without its barriers to economic growth. Interestingly, many of the barriers proposed by participants during the 2016 SET process are associated with the region’s assets. Although generally broad and often interconnected issues, the list of barriers will challenge but not defeat the region. Barriers include:

- **Lack of Opportunity and Higher Education Jobs**
 - Unable to bring young career folks back to the Shore
 - Opportunities for families, children, and businesses
- **Public School Quality**
 - Inadequate social development
 - Underfunded and unstable
- **Poverty Level and Public Health**
 - Lack of affordable health care
 - Lack of affordable housing
- **Lack of Shared Vision, Cohesiveness, and Leadership**
- **Lack of Skilled Workforce**
 - Ability to attract and retain business
- **Geographic Isolation**
- **Division Within the Region**
 - Geographically (Bayside/Seaside, Accomack/Northampton, Counties/Towns, Islands/Mainland)
 - Racially
 - Religiously
- **Lack of Critical Mass**
 - Insufficient numbers of people and businesses to support necessary infrastructure and services
 - Lack of public transportation
 - Lack of access to water and sewer
 - Inadequate dissemination of internet service
- **Government Regulations**
 - Challenges one has to go through to get ideas accomplished on the local level

Through the regional economic development plan process, consideration has been given to understanding a broad host of identified challenges ranging from in/out migration from the Shore by age group, trends in retirees locating to the Shore, availability of better aquaculture and agriculture data, education trends, and localized key economic indicators. The region must capture and analyze data on the:

- Number of people leaving the area, especially young professionals
- Higher education attainment in the region
- Resources for low income, poverty and retirees challenges to the health system
- Influx of retirees may not have a positive effect of support in the schools
- Unskilled workforce
- Lack of training for trades in the school system
- Cheap labor sometimes attracts less desirable businesses and/or employees
- Low taxes=lower teachers wages which doesn’t always attract the best teachers
- Issues retaining the teachers currently in the region

- Lack of housing for this demographic
- Education connection to the regional industrial, agriculture, aquaculture
- Aquaculture and agriculture regional economic impact
- Sales are down but agriculture experienced an increase in prices
- Forecast of lower commodity prices
- Infrastructure including water/sewer and transportation
- Utilize Route 13
- A lot of NASA employees settle in and commute from Maryland
- Identify financial resources



REGIONAL ECONOMIC GOALS

Eastern Shore leaders carefully examined the regional demographic and economic data and engaged in challenging debates on the potential for developing Stars and Emerging clusters, as well as supporting those clusters that were maturing or transforming. Based on the evidence, four focus clusters were selected during the 2016 SET planning process and have been merged with previously identified CEDS priorities. These include:

- ***Aerospace and Defense,***
- ***Agribusiness and Food Processing,***
- ***Arts, Entertainment, Recreation, & Visitor Industries***
- ***Foundational & Entrepreneurship Development***

Each of the cluster areas were investigated by dedicated teams of citizens who worked to reach consensus on goals and strategies that would support economic growth. Accomplishing the goals will capitalize on the Shore's assets including agriculture, nature, history, coastal waters, and its unique aerospace and defense industry. Successful implementation of the strategies addresses the critical barriers to economic growth including preparation of a skilled workforce, expanded opportunity for higher paying jobs, and an increased tax revenue.



EASTERN SHORE OF VIRGINIA REGIONAL ECONOMIC GOALS
AEROSPACE & DEFENSE
GOAL 1: GROW THE WALLOPS COMPLEX (NASA WALLOPS, VIRGINIA SPACE, & WALLOPS RESEARCH PARK) INTO THE NATION’S SPACEPORT-OF-CHOICE FOR ACCESS TO SPACE FOR THE PLATFORM SPECTRUM FROM NANO/MICROSATS TO SMALL SATELLITES, RETURN SPACE VEHICLES THROUGH MEDIUM CLASS ORBITAL MISSIONS SUPPORTING THE NATION’S SCIENCE, TECHNOLOGY, NATIONAL DEFENSE, & COMMERCIAL OBJECTIVES.
GOAL 2: INCREASE TECHNOLOGY DEVELOPMENT, MANUFACTURE, & OPERATIONS FOR UNMANNED AERIAL, UNDERWATER, & GROUND BASED SYSTEMS (UNMANNED SYSTEMS (UMS) IN THE EASTERN SHORE OF VIRGINIA REGION. THIS SHALL INCLUDE THE FULL SPECTRUM OF ACTIVITIES FROM DESIGN THROUGH MANUFACTURE, PILOT TESTING, TEST, & OPERATIONS. THE GOAL WOULD BE TO INCREASE THE NUMBER OF LOCAL JOBS & OPERATIONAL HOURS BY 25% EACH YEAR FROM A BASE YEAR OF 2016.
GOAL 3: DEVELOP & MARKET TWO RESEARCH PROGRAMS TO INCREASE REGIONAL COASTAL RESILIENCE BY 2020.
AGRIBUSINESS & FOOD PROCESSING
GOAL 1: DEVELOP A VALUE-ADDED FRESH FOOD MARKETING COOPERATIVE TO AGGREGATE & MARKET LOCALLY PRODUCED AQUACULTURE, PRODUCE & VITICULTURE; CREATE AN IDENTIFIABLE EASTERN SHORE BRAND; INCREASE CROP DIVERSITY; & INCREASE PRODUCTION AND SALES BY 20% BY DECEMBER 2020. THIS GOAL SUPPORTS & TARGETS SMALL FARMERS.
GOAL 2: DEVELOP A WHOLESALE PRODUCTION THAT SUPPORTS LARGER-SCALE FARMERS TO ADD VALUE TO CROPS AND AQUACULTURE GROWN ON THE SHORE & CREATE VALUE-ADDED OPPORTUNITIES.
GOAL 3: DEVELOP A SAWMILL ON THE EASTERN SHORE OF VIRGINIA. (PINE)
GOAL 4: EQUIP INDIVIDUALS WITH APPROPRIATE SKILLS TO WORK IN THE AGRIBUSINESS & FOOD PROCESSING CLUSTER.
GOAL 5: ENSURE THE SUSTAINABILITY OF NATURAL RESOURCES SUPPORTING AGRIBUSINESS & FOOD PROCESSING INDUSTRIES THROUGH SCIENTIFIC RESEARCH, PLANNING, & MANAGEMENT.
GOAL 6: DEVELOP LOCALIZED STRATEGIES TO ENCOURAGE AGRICULTURAL DEVELOPMENT AND SUSTAINABILITY IN LINE WITH THE CHARACTERISTICS OF THE AREA AND REGIONAL VISION, CREATING A SYNCHRONIZED EFFORT WITH TOURISM, PRESERVATION, AND ECONOMIC DEVELOPMENT.
ARTS, ENTERTAINMENT, RECREATION, & VISITOR INDUSTRIES
GOAL 1: DEVELOP THE EASTERN SHORE AS A WELL-MANAGED TOURISM DESTINATION.
GOAL 2: ELEVATE THE LOCAL TOURISM INDUSTRY AND INCREASE THE DESIRABILITY OF HOSPITALITY JOBS BY DEVELOPING TRAINING AND PROGRAMMING FOR BUSINESSES, WORKFORCE, AND CITIZENS.
GOAL 3: GROW THE ARTS INDUSTRY INTO A PRIMARY ECONOMIC DRIVER FOR THE REGION BY 2022.
FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT
GOAL 1: BUILD AN ENTREPRENEURSHIP CULTURE WITHIN THE REGION BY 2020.
GOAL 2: INCREASE ACCESS TO FUNDING FOR ENTREPRENEURIAL & EASTERN SHORE SMALL BUSINESS EFFORTS TO IMPROVE OUR ECONOMY.
GOAL 3: INCREASE MARKET & VALUE-ADD OPPORTUNITIES FOR EASTERN SHORE PRODUCTS & PROVIDERS.
GOAL 4: DEVELOP AFFORDABLE & RELIABLE INFRASTRUCTURE TO FACILITATE EASTERN SHORE BUSINESSES.
GOAL 5: ESTABLISH A 4-YEAR UNIVERSITY (OR COLLEGE) THAT WILL ATTRACT TALENTED STUDENTS AND PROFESSIONALS FROM OUTSIDE OF THE REGION, PROVIDE ADDITIONAL EDUCATIONAL OPPORTUNITIES FOR LOCAL STUDENTS, AND SUPPORT SYNERGISTICALLY THE OTHER FOCUS CLUSTER REGIONAL ACTION PLANS

REGIONAL ECONOMIC DEVELOPMENT PLAN

The Eastern Shore regional economic development plan is evidence-based, relevant to the region, and realistic. The plan engages every resource in the supporting communities and relies on collaboration to leverage vital support and reduce duplication in developing economic initiatives. Community capitals on which strong economies are built are incorporated into the strategies capitalizing on the built infrastructure, the political will, the natural and cultural assets, social and human resources, and the financial options.

The four clusters on which this plan is constructed are summarized in the following snapshots with fully developed plans of work included in **Appendix C, D, E, and F**. Additionally, a compilation of goals and objectives successfully completed from recent economic development initiatives is included in **Appendix G**.



AEROSPACE & DEFENSE ACTION PLAN SNAPSHOT

Industry Statistics

Defense & Security is an emerging cluster, suggesting that it has growth potential in the Eastern Shore (*Purdue*). In 2013, Defense & Security was the regional requirement with the third largest dollar amount, suggesting it is a significant economic force in the Eastern Shore. However, the region satisfied a very small percentage of its Defense & Security requirements, suggesting high leakages in this growing cluster (*Purdue*).

Leakages at Wallops may be less pronounced than in the Defense & Security cluster, but opportunities for improvement still exist. For example, in 2011, 20% of Wallops' economic impact occurred within Accomack County, 48% occurred in the Lower Eastern Shore (Accomack, Northampton, and 3 Maryland Counties), and 52% occurred outside of the region (*Wallops Island BEACON study, 2011*).

Labor/Workforce Statistics

NASA is the eighth largest employer in the region (*Virginia LMI*). Between 2009 and 2014, there was a 3% increase in STEM jobs in the Eastern Shore (*Purdue*). In addition, atmospheric and space scientists are a growth occupation in Virginia, with a projected 49% increase between 2012 and 2022, and an average salary of \$103,871 (*Virginia LMI*).

The average weekly wage for Professional, Scientific, and Technical Services employees (the broad category into which many Aerospace & Defense jobs fall) during April-June 2015 was \$1,173, the 4th largest of the occupations evaluated (*Virginia LMI*). Employment in Professional, Scientific, and Technical Services is projected to increase 31% in Virginia from 2012-2022 and 3% from 2014-2016 (*Virginia LMI*).

The Eastern Shore has a higher rate of high school completion, college attendance, and graduate degree attainment than Rural Virginia as a whole. However, within the current labor force, the Eastern Shore has a higher rate of less than high school attainment, a lower rate of college attendance/associate's degree attainment, and a lower rate of college degree attainment than Rural Virginia as a whole (*Purdue*). This may justify developing an education-related plan to help Eastern Shore residents qualify

for Aerospace & Defense jobs, as a higher proportion of Professional, Scientific and Technical Services occupations require at least a college degree (BLS). In addition, the high-paying manufacturing jobs that Unmanned Aerial Systems are projected to create will likely require technical baccalaureate degrees (AUVSI Economic Report, 2013).

Wallops’ Competitive Advantage

Wallops is located in one of the nation’s most strategic concentrations of military and aerospace industrial activities. This location is strategic for both the Department of Defense (DOD) and NASA, due to its proximity to restricted military and special-use airspaces over the Atlantic and in the Virginia Beach area (SU Symposium, Wallops Complex Regional Economic Development Opportunities). Actually, 63 miles of Atlantic coastline around Wallops is federally owned or preservation property, which frees Wallops from the encroachment concerns that face the nation’s two other major launch ranges (SU Symposium, Wallops Complex Regional Economic Development Opportunities).

Wallops includes NASA’s only launch range, which primarily supports NASA’s science and technology efforts but also supports the DOD and commercial industry (SU Symposium, Wallops Complex Regional Economic Development Opportunities). In addition, the Mid-Atlantic Regional Spaceport (MARS), located at Wallops, is one of only four space lift launch range capabilities in the nation. MARS is being targeted for new government and commercial missions (SU Symposium, Wallops Complex Regional Economic Development Opportunities).

Orbital Sciences, one of two companies NASA sources to provide payloads to the International Space Station, is located at Wallops (Project Narrative: Optimizing Wallops Research Park Build-Out). In early 2016, NASA awarded a new eight-year contract to Orbital, which includes at least six cargo missions valued at \$1.2-\$1.5 billion, beginning in 2019 (NASA).

Wallops’ MARS launch capabilities, R&D resources, NASA runway access, and payload processing facility create unique assets and infrastructure advantages that could benefit space launch, earth science missions, and Advanced Exploration Systems (AES) testing (SU Symposium, Wallops Complex Regional Economic Development Opportunities). Furthermore, the Mid-Atlantic Aviation Partnership (MAAP) is one of six test sites the FAA selected to verify Unmanned Aerial Systems (UAS) airworthiness and advance UAS commercialization (Project Narrative: Optimizing Wallops Research Park Build-Out).

Table 4.3: Top 10 Beneficiaries of the Aerospace Industry, 2009 (Indirect Impact)

	Employment
Management of companies and enterprises	1,054
Wholesale trade businesses	517
Employment services	434
Scientific research and development services	291
Architectural, engineering, and related services	284
Computer systems design services	275
Business support services	211
Telecommunications	185
Food services and drinking places	176
Real estate establishments	169
Total Top 10 Industries	3,596
Total Indirect Impact	8,934
Source: IMPLAN 2008	

Economic Potential

The impact of UAS on Virginia is projected to be more than \$2.7 billion between 2015 and 2025, creating more than 3,500 jobs and producing \$26.8 million in tax revenue during the same timeframe. Nationally, 34,000 high-paying manufacturing jobs and more than 70,000 new jobs are projected to be created between 2015 and 2017, of which Virginia is expected to have a

Source: Virginia’s Aerospace Industry: An Economic Impact Analysis (January, 2011)

3.55% share, which is the 7th highest of any state in the nation (AUVSI Economic Report, 2013).

Virginia ranks as the state projected to receive the eighth most gains in terms of job creation and additional revenue from UAS (AUVSI Economic Report, 2013).

Regarding Commercial Space Ports: “This is one of the few times I’ve seen a nascent industry birthed in such a way that Virginia could not be poised better to take advantage of it – if we get it right.”
 – Virginia Secretary of Technology Karen R. Jackson, 10/2/14

Wallops’ Regional Benefits

Wallops’ projected regional economic impact in 2013 was \$188 million. This included 1,488 employees between NASA, NAVY and NOAA, and an additional 2,341 local jobs supported. Wallops also had a \$2.4 million impact on tourism (SU Symposium, Wallops Complex Regional Economic Development Opportunities). With full build-out, Wallops’ projected economic impact is 6,558 jobs, which would be a 42% increase from 2013 estimates (Project Narrative: Optimizing Wallops Research Park Build-Out).

Table 4.4: Top 10 Beneficiaries of the Aerospace Industry, 2009 (Induced Impact)	
	Employment
Food services and drinking places	679
Offices of physicians, dentists, and other health practitioners	579
Private hospitals	425
Real estate establishments	376
Wholesale trade businesses	324
Retail Stores - General merchandise	257
Retail Stores - Food and beverage	232
Nursing and residential care facilities	230
Retail Stores - Motor vehicle and parts	221
Private household operations	149
Total Top 10 Industries	3,472

Source: Virginia’s Aerospace Industry: An Economic Impact Analysis (January, 2011)

The Eastern Shore region will capitalize on its aerospace and defense industry with the full support of the Wallops leadership and its regional partners.

AEROSPACE & DEFENSE ACTION PLAN SNAPSHOT		
Goal 1: Grow Wallops Complex	Goal 2: Increase Unmanned Systems (UMS) Operations	Goal 3: Increase Coastal Research & Resilience
<u>Objective A:</u> Create a Dedicated Marketing Function to Promote the Wallops Complex & Eastern Shore of Virginia Capabilities	<u>Objective A:</u> Develop Partnerships to Maximize UMS Systems Capabilities	<u>Objective A:</u> Deploy a Network Oceanographic Sensors
<u>Objective B:</u> Develop Additional Technical, Industrial, & Office Space in the Wallops Research Park	<u>Objective B:</u> Attract Commercial UMS Tenant Companies	<u>Objective B:</u> Demonstrate UMS for Data Collection
<u>Objective C:</u> Create Financing Opportunities & Business Incentives to Grow Launch Operations		<u>Objective C:</u> Market the Region as a Testbed for Conducting UMS-based Coastal Research
<u>Objective D:</u> Attract Additional Space Launch Programs & Missions		
<u>Objective E:</u> Develop Workforce Development & Continuing Education Presence in Wallops Research Park		
<u>Objective E:</u> Develop Foundational Support Infrastructure to Support Wallops Complex Growth		<u>Objective D:</u> Implement Adaptive Management Practices

AGRIBUSINESS & FOOD PROCESSING ACTION PLAN SNAPSHOT

Evidence indicated that the Agribusiness and Food Processing cluster is clearly a mature cluster with employment declining from 3,295 to 1,017 jobs representing a 69.1% decrease. However, the region has valued the land and those that farm this land for hundreds of years. Discussions of economic growth highlighted multiple options for transitioning this mature cluster into the star category.

The Eastern Shore hosts 373 farms with over 133,000 acres of land considered farmland. Between 1970 and 2014, the net income including corporate farms grew from \$18.0 million to \$36.9 million representing a 104.9% increase. During that same timeframe, cash receipts from livestock and products grew from \$47.5 million to \$156.7 million resulting in a 229.8% increase. However, the cash receipts from crops shrank over 30.9% from \$155.6 million to \$107.5 million (**Appendix H**). A Weldon Cooper Center study reported an estimated regional economic impact of nearly \$1.5 billion in 2015 for the Eastern Shore of Virginia's agriculture industry. The region's top two employers, Perdue and Tyson, and 11 of the top 50 regional employers are directly linked to the agribusiness and food processing cluster.

Value of forestry production has increased in the region since 2013 and continues to offer opportunities for growth through value-added processing. The Weldon Cooper Center estimated a regional economic impact of \$12.4 million generated from the forestry industry during 2015.

Virginia aquaculture farmers include 33 hard clam producers with 2013 sales totaling \$20.8 million. These growers produced 32% of total United States hard clam production in 2013 and is ranked number 1 in the United States. Hard clam is the second most valuable crop raised on the Eastern Shore exceeding for example, the values for corn, soybeans, and wheat. In 2012, 516 million seed clams were planted and 171 million market clams were sold at a value of \$26.8 million from Virginia's Eastern Shore farms. Additionally, 86% of clams sold in 2012 went to out-of-state buyers representing a source of economic growth on the Eastern Shore and throughout the Commonwealth. A study conducted by economists from George Mason University estimates that economic activity associated with the aquaculture industries on the Eastern Shore of Virginia was estimated to be \$156.7 million during 2016, adding an additional value of \$114.4 million to the Eastern Shore's gross regional product. This sector of the agribusiness and food processing cluster supports 170 full-time and 75 part-time jobs.

In 2014, the average annual wages in crop production were \$26,040 and \$40,528 in animal production.

The Arts, Entertainment, and Recreation industry received a Star Cluster rating from the Purdue Center for Regional Development. This rating is applied to industry clusters that are strong, concentrated, and growing. In addition, the industry has a location quotient of 1, which indicates the proportion of employment in the tourism industry is equal to the national tourism employment concentration. From 2009-2014 both the Arts, Entertainment, and Recreation and Retail Trade industries have grown, 25% and 10% respectively.

Virginia Labor Market Information on the Eastern Shore indicates that long-term employment growth from 2012-2022 in Retail Trade (9%); Arts, Entertainment, and Recreation (16%); and Accommodation and Food Services (13%) industries. Currently, average weekly wage in these industries are \$382, \$403, and \$265, respectively.

The Virginia Tourism Corporation (VATC) offered the following support for the Eastern Shore tourism industry:

- The Eastern Shore is Virginia's fastest growing tourism region in all key metrics:
 - #1 in total tourism expenditures growth: 4.8%
 - #1 in payroll growth: 7.1%
 - #1 in employment growth: 4.2%
 - #1 in state tax receipt growth: 6.7%
 - #1 in local tax receipt growth: 7.2%
- Visitor spending totaled \$245 million in 2014
- Visitors paid \$6.6 million in taxes through lodging, meals, and sales tax
- From 2009-2014 visitor spending on the Eastern Shore increased 22%
- In 2014, \$1.8 million was collected in lodging taxes, a 43% increase from 2009
- More than 3,000 tourism guides were requested in 2015

The VATC Economic Impact Report (<https://www.vatc.org/research/economicimpact/>) indicated:

- Retail shopping is one of the major activities of people traveling in Virginia. In 2014, domestic travelers spent \$2.1 billion on purchases at retail stores. Retail shopping accounted for 9.2 percent of domestic travelers' trip spending in Virginia.
- The 216,900 jobs supported by domestic travel in Virginia comprised 7.1 percent of the state's total private employment during 2014.
- 20.2% of Virginia tax revenue from tourism went to local government tax
- Domestic travelers spent \$180.68 million in Accomack in 2014
- Domestic travelers spent \$73.75 million in Northampton in 2014
- Tourism routes/trails spread visitor activity across the region, reducing negative environmental impacts, facilitating the management capacity of the tourism destination, and dispersing the economic benefits more widely. Artisans Center of Virginia
<http://www.artisanscenterofvirginia.org/>
- Research, based on similar trails in western North Carolina, has shown that 97% of travelers make a purchase somewhere along the trail, artisan studios & farms have shown an increase of 23% in sales and craft shops and galleries reported a 28% increase in revenue.

The Purdue News published an article, "*Want tourists in your town? Brand it, and they will come*" (<http://www.purdue.edu/uns/html4ever/0009.Cai.natbranding.html>). The article indicated that "creating a 'destination mix' is necessary to attract visitors and ensure that travel amenities are readily available. The destination mix must include: 1) Natural and cultural attractions 2) Infrastructure 3) Lodging facilities 4) Transportation 5) Hospitality training. In addition to the five tourism components,

entrepreneurship opportunities must be built on government support and business collaboration (*Factors for Success in Rural Tourism Development*, Wilson, et. al, 2001).

The Eastern Shore understands that for successful tourism development the region must ensure: “(1) a complete tourism package, (2) good community leadership, (3) support and participation of local government, (4) sufficient funds for tourism development, (5) strategic planning, (6) coordination and cooperation between businesspersons and local leadership, (7) coordination and cooperation between rural tourism entrepreneurs, (8) information and technical assistance for tourism development and promotion, (9) good convention and visitors bureaus, and (10) widespread community support for tourism” (*Wilson*).

The region’s unique identity can directly be attributed to its ability to retain its natural beauty, relatively pristine natural environments and ecosystems, and its vast expansive opportunities for outdoor recreation. A 2017 study of the economic impacts of conservation lands indicated that there approximately 33 percent of the land in the region is conserved with an additional 10 percent held in conservation easements. It was reported that the economic activity associated with organizations involved in land conservation was nearly \$22 million, with contributed \$355,000 via local taxes, \$329,000 in state taxes, and 226 jobs in the region during 2016. The Eastern Shore’s exemplary network of conserved lands also contributes to excellent water quality which supports the burgeoning aquaculture industry. It was estimated that economic activity associated with the regional aquaculture industries is estimated to be \$156.7 million in 2016, adding an additional value of \$114.4 million to the Eastern Shore of Virginia’s gross regional product. Further, the economic activity associated with visitor spending in Accomack and Northampton Counties was estimated to be \$51.38 million in 2016, adding an additional value of \$26.35 million to the gross regional product.

Committed to growing the Arts, Entertainment, Recreation, and Visitor industry, the Eastern Shore has developed an ambitious plan of work to achieve this effort.

ARTS, ENTERTAINMENT, RECREATION, & VISITOR INDUSTRIES ACTION PLAN SNAPSHOT		
Goal 1: Develop the Region as a Well-managed Tourism Destination	Goal 2: Elevate the local tourism industry and increase the desirability of hospitality jobs by developing training and programming for businesses, workforce, and citizens.	Goal 3: Grow Arts Industry into Primary Economic Driver for the Region by 2022
<u>Objective A:</u> Develop cohesive and collaborative marketing strategies in partnership with the ESVA Tourism Commission which help realize the region’s shared vision for the future.	<u>Objective A:</u> Establish at least two tourism certification programs by 2020	<u>Objective A:</u> Drive scalable artisan business growth for existing businesses and start-ups with a goal to create 50 new artisan jobs and 5 new businesses from a baseline of 2018.
<u>Objective B:</u> Establish ESVA brand as a highly-recognized & utilized promotion tool in partnership with the Eastern Shore of Virginia Tourism Commission		<u>Objective B:</u> Grow regional artisan and artist opportunities by establishing one program that provides additional recognition by 2019.

<p>Objective C: Develop recreational and cultural/historical facilities and opportunities to better serve local residents and employees and attract prospective visitors and residents.</p>		<p>Objective C: Promote engagement through arts in local public spaces.</p>
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FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT ACTION PLAN SNAPSHOT

Clusters require not just geographic proximity to thrive but also a culture that favors innovation, provides support for the business networks of the region, and has the capacity to put to use the ‘knowledge spillover’ geographic proximity creates. In addition, cluster development needs coordinated, informed, and involved institutions to help spur innovation and growth.

“In other words, successful innovation and related economic development mostly occur regionally (Amin and Thrift, 1994; Scott, 1996; Storper, 1997; Cooke et al., 1997; Rigby, 2000) where systematic and repeated interactions between relevant local actors encouraged by a favourable institutional framework both shape the innovative capacity of specific regional contexts and allow absorbing and employing exogenously produced knowledge in an economically productive way (Iammarino, 2005, p.499), as highlighted by the (regional) system of innovation literature (Lundvall, 1992; Cooke et al. 1997). Local economic development may be encouraged by the realization of a regional competitive advantage based on location-specific and specialised capabilities and competencies nurtured by socio-institutional and cultural structures. Since such conditions are context-specific, they are extremely difficult to replicate in different settings and each location has to shape its own competitive advantage on the basis of functional and effective interactions between local economic agents and socio-institutional forces.” (p. 8)

Source: Regional Economic Development: A Review, by Andrea Ascani, Riccardo Crescenzi, and Simona Iammarino (2012). <http://www.ub.edu/searchproject/wp-content/uploads/2012/02/WP-1.3.pdf>

Regions, Globalization, Development by Allen J. Scott and Michael Storper (2003)

<p>FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT ACTION PLAN SNAPSHOT</p>				
<p>Goal 1: Build a Regional Entrepreneurship Culture</p>	<p>Goal 2: Increase Funding Access for Local Small Business Efforts</p>	<p>Goal 3: Increase Market & Value-add Opportunities for Eastern Shore Products & Providers</p>	<p>Goal 4: Develop Affordable & Reliable Infrastructure to Facilitate Local Businesses</p>	<p>Goal 5: Establish a 4-Year University</p>

<p><u>Objective A:</u> Create a Regional Economic Think Tank</p>	<p><u>Objective A:</u> Develop Financing Sources to Support Regional Economic Development Plan Goals</p>		<p><u>Objective A:</u> Expand Broadband Availability to All Businesses 80% of Residences by 2025</p>	<p><u>Objective A:</u> Gain Support for Fundraising & Creation of a Development Plan</p>
<p><u>Objective B:</u> Expand Awareness of Entrepreneurship Opportunities to Increase Successful Startups</p>		<p><u>Objective A:</u> Create an Attractive & Compelling Convention Center & Market Location for Sales of Eastern Shore Products on Route 13.</p>	<p><u>Objective B:</u> Plan Future Business Development in Conjunction with Existing Water & Sewage Facilities</p>	<p><u>Objective B:</u> Develop a Master Plan</p>
<p><u>Objective C:</u> Create an Incubator for New Businesses</p>			<p><u>Objective C:</u> Provide Reliable, Cost-Effective “Smart” Power from both Renewable & Traditional Sources</p>	<p><u>Objective C:</u> Attain Needed Funding</p>
<p><u>Objective D:</u> Provide inclusive business support and training, intentionally including minority-owned, woman-owned, and veteran-owned businesses.</p>	<p><u>Objective B:</u> Attract Companies, Particularly Small & Start-up, to the Region via Incentives & Credits to Make the Region More Attractive</p>	<p><u>Objective B:</u> Develop an Entrepreneurial Support Organization (ESO) Map to identify areas of service, strengths, and gaps for providing support for business development which aligns with the needs of the region.</p>		
<p><u>Objective E:</u> Develop Corporate Academics with support from both large and small employers in the area, and targeted industries, partnership with educational institutions to develop curriculum reflecting needs and trends for creating a specialized workforce.</p>			<p><u>Objective D:</u> Ensure Adequate & Reliable Transportation Infrastructure for Local Businesses</p>	<p><u>Objective D:</u> Launch First Courses</p>

EVALUATION FRAMEWORK

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the Economic Development Plan while providing information annually as required by EDA and the USDA. Performance measures. The measures selected were prioritized based upon what was identified to be important to the region, what conditions the region needs to reverse or create, and what regional assets can be leveraged. Further, the measurements were a required criteria for any goal, objective, or strategy that was proposed to be included in the plan.

KEY MEASURES AND STRATEGIES TO TRACK PROGRESS:

Each goal measurement will be used to track progress including tracking outcomes resulting from specific goals, surveys, and monitoring industry trends.

To keep the plan up to date and relevant and to ensure that regional stakeholders continue to be invested in the implementation of the action plans, the Accomack-Northampton Economic Development Committee has assumed the role of responsible entity for the plan. The Committee has updated its by-laws and created standing subcommittees focusing on the four industry sectors that will meet bi-annually to review, update, and discuss existing strategies and within the action plans and formulate additional evidence-based opportunities for potential inclusion in the regional action plans. Newly formulated projects or strategies developed at the subcommittee level will be proposed to the Committee for consideration and the Committee will ultimately decide which projects are appropriate for inclusion in the Regional Economic Development Plan. Subcommittee meetings are open to the public, generally follow an informal meeting structure, and are to be coordinated by A-NPDC staff.

There are numerous avenues for members of the community to become involved in the work of the plan. In addition to membership on the Planning District Commission or the Economic Development Committee, community members can stay informed via updates and news related to the plan via the A-NPDC Economic e-Newsletter or on the A-NPDC website (www.a-npdc.org) and Facebook page. Anyone interested in the project can also contact the A-NPDC Planning Department directly by calling (757) 787-2936.

REGIONAL ECONOMIC DEVELOPMENT MEASUREMENT PLAN

AEROSPACE & DEFENSE

- Increased county tax revenue (Source: Accomack County)
- Increase in number of tenants in Wallops Research Park (Source: Wallops Research Park, Accomack County)
- Number of vendor tours (Source: NASA, Wallops Research Park)
- Number of presentations to STEM departments and workshops (Source: Wallops Island Regional Alliance, Virginia Space)
- Number of requests for facility from Fixed Base Operators (Source: Accomack County)
- Number of new businesses to demonstrate at NASA Wallops and to relocate to region permanently (Source: NASA Wallops, Accomack and Northampton Counties, Chambers of Commerce)
- Increase in amount of research money spent in region (Source: NASA Wallops, Accomack-Northampton Planning District Commission)
- Number of sensors and instruments in the onshore, offshore, and nearshore environment (Source: NASA Wallops)
- Number of UMS flight and/or underwater hours (Source: NASA Wallops)

AGRIBUSINESS & FOOD PROCESSING

- Number of small-farmer growers and current production numbers (Source: USDA/FSA, Virginia Department of Agriculture & Consumer Services)
- Increase in number of farmer's markets in region (Source: Virginia Department of Agriculture & Consumer Services)
- Number of members participating in a buy fresh, buy local chapter (Source: Virginia Cooperative Extension, Virginia Tech)
- Number of potential benefactors of wholesale production facility (Source: USDA, Virginia Department of Agriculture & Consumer Services)
- Production data for all vegetable, grain, fiber, and oilseed crops and aquaculture in region (Source: USDA, Virginia Department of Agriculture & Consumer Services, Virginia Institute of Marine Science)
- Number of commitments from produce brokers to sell Eastern Shore produce (Source: USDA, Virginia Department of Agriculture & Consumer Services)
- Identified number of potential priority commodities (Source: USDA, Virginia Department of Agriculture & Consumer Services, Virginia Cooperative Extension, Virginia Tech)
- Increase number of sawmill companies operating in region (Source: Virginia Department of Agriculture & Consumer Services, Chambers of Commerce)
- Increase number of students in region completing agricultural education and training programs (Source: Accomack & Northampton County Public Schools, Eastern Shore Community College)
- Number of individuals completing skilled labor training within specific industries including nurseries, vegetables, aquaculture, and grain crops (Source: Eastern Shore Community College, Virginia Cooperative Extension)

ARTS, ENTERTAINMENT, RECREATION, & VISITOR INDUSTRIES

- Increase in consumer spending attributed to tourism (Source: Virginia Tourism Corporation).
- Increase in tax revenues (Source: Accomack & Northampton Counties).
- Revenue generated for ESVA Tourism Commission to fund tourism initiatives (Source: ESVA Tourism Commission).
- Number of tourist exploring the Artisan and Oyster Trails as reported by related businesses (Source: Chambers of Commerce).
- Percentage of retail shops on the Eastern Shore selling locally made products from artisans or food producers (Source: Chambers of Commerce).
- Number of regional tourism businesses using the Eastern Shore brand (Source: Chambers of Commerce).
- Percentage of trained tourism frontline workers (Source: Chambers of Commerce).
- Increased understanding and awareness by regional residents and governing bodies of tourism economic impact and value (Source: ESVA Tourism Commission).

FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

- Number of outreach and educational opportunities to increase successful startup businesses (Source: Eastern Shore Community College, Chambers of Commerce)
- Increase number of business opportunities created through the development of a business incubator (Source: Accomack-Northampton Planning District Commission, Chambers of Commerce)
- Number of new small and startup business attracted via new incentive and credit programs (Source: Chambers of Commerce)
- Number of opportunities made available through the creation of a regional market location for sales of Eastern Shore products (Source: Accomack-Northampton Planning District Commission)
- Percentage of broadband availability to businesses and residences (Source: Eastern Shore of Virginia Broadband Authority)
- Number of new businesses developed as result of marketing existing water and sewage facilities (Source; Chambers of Commerce, Accomack & Northampton Counties, Towns with existing water and sewer services)
- Number of new or expanded renewable and traditional power sources (Source: Accomack-Northampton Electric Cooperative)

ECONOMIC RESILIENCE

The Eastern Shore of Virginia’s economic prosperity is linked to the region’s ability to prevent, withstand, and quickly recover from major disruptions to its economic base. Economic resilience may be characterized as including the following three primary attributes:

- The ability to recover quickly from shock,
- The ability to withstand a shock, and
- The ability to avoid the shock altogether.

Establishing a culture of economic resilience in local and regional economies requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. The shocks/disruptions to the economic base are often apparent in the following ways:

- National or international downturns or other significant events which impact demand for locally produced goods and consumer spending;
- Downturns in specific industries that constitute a critical component of the region’s economic activity; and/or
- Other external shocks such as natural or man-made disasters, government shutdowns, , the impacts of long-term phenomena such as sea-level rise or climate change, exit of a major employer, etc.

The following items were identified as potential incidences that have and/or continue to put the Eastern Shore’s regional economy at risk (listed in no particular order):

- Natural and Man-Made Hazards
- Government Shutdowns
- Geographic Isolation
- Out-Migration of Residents
- Aging Demographics
- Overall State of Economy
- Stability of Largest Employers
- Healthcare
- Biological Diseases (i.e. avian flu, fish kills, etc.)
- Transportation Infrastructure Closures (bridges, roads, navigable channels, port closures from meteorological, climate, construction, and traffic events)

Building the capacity for economic resilience on the Eastern Shore of Virginia must be a primary objective of economic development practitioners in order to be successful. In doing so, it is critical that individuals and organizations consider their role in the pre- and post-incident environment to include both steady-state and responsive initiatives.

Steady-state initiatives may be characterized as long-term efforts that seek to bolster the region or community’s ability to withstand or avoid a shock. Current and ongoing steady-state economic resilience initiatives employed on the Eastern Shore are described in the following table:

EASTERN SHORE OF VIRGINIA STEADY-STATE ECONOMIC RESILIENCE INITIATIVES			
Steady-State Initiative	Responsible Entity	Description	Shock/Disruption Type
Regional Hazard Mitigation Plan	Accomack-Northampton Planning District Commission (A-NPDC)	Identifies and works to implement mitigation strategies for high-priority natural hazards: coastal flooding, stormwater flooding, coastal erosion, and high winds	Natural Hazards
Virginia’s Eastern Shore Coastal Resilience Tool Project Site Mapping Portal	The Nature Conservancy, A-NPDC, Climate Adaptation Working Group Partners	Customized tool for identifying vulnerabilities to storm surge, sea-level rise, and coastal habitat change. Includes economic vulnerability assessment tool.	Natural Hazards
Transportation Infrastructure Inundation Vulnerability Assessment	A-NPDC, Transportation Technical Advisory Committee, Climate Adaptation Working Group	2015 regional study identifying transportation infrastructure vulnerability to sea-level rise. Considers connectivity and accessibility limitations to communities and critical facilities.	Natural Hazards
Working Waterfronts Initiative (VA WWF Master Plan)	A-NPDC	Initiative to preserve and enhance working waterfront facilities through mitigation of identified threats and policy/regulation development.	Natural Hazards; Out-Migration; Aging Demographics
Regional Navigable Waterways Committee (Needs Assessment)	A-NPDC	Initiative to implement dredging projects in local waterways to maintain navigable channels	Natural Hazards
Ground Water Committee (Management Plan)	A-NPDC	Partnership to ensure adequate water supply and quality of region’s sole source aquifer system	Natural Hazards, Natural Resource Management
Workforce Development Program	Eastern Shore Community College	Program developing training programs to address regional workforce needs	Out-Migration; Aging Demographic
Community Partners of the Eastern Shore	Eastern Shore Community Services Board, A-NPDC	Regional initiative dedicated to addressing the needs of citizens facing difficulties.	Health and Well-Being
Healthy Communities Initiative	Eastern Shore Healthy Communities Coalition partners	Initiative to improve health and wellness of citizens.	Health and Well-Being

Responsive economic resilience initiatives may be characterized as shorter and immediate-term efforts which can include establishing capabilities for the region to be responsive to recovery needs following an incident. Current and ongoing responsive economic resilience initiatives employed on the Eastern Shore are described in the following table:

EASTERN SHORE OF VIRGINIA RESPONSIVE ECONOMIC RESILIENCE INITIATIVES			
Steady-State Initiative	Responsible Entity	Description	Shock/Disruption Type
Disaster Preparedness	Eastern Shore of Virginia Disaster Preparedness Coalition	Regional partnership to maximize regional capacity to respond to significant natural and man-made disasters	Natural and Man-made Hazards
Regional Hazard Mitigation Plan	Accomack-Northampton Planning District Commission (A-NPDC)	Identifies and works to implement mitigation strategies for high-priority natural hazards: coastal flooding, stormwater flooding, coastal erosion, and high winds	Natural Hazards
Delmarva Hazardous Spill Response	US Coast Guard; Coastal Management Entities	2011 Planning initiative to establish response protocol for large-scale hazardous spill incidents	Man-made Hazards
Delmarva Poultry Disease Task Force	Virginia Department of Health - Eastern Shore Health District	Emergency response preparedness and environmental health initiative	Natural and Man-made Hazards

REGIONAL ECONOMIC RESILIENCE GOALS

As a region with a history of experiencing economic shocks and disruptions, the Eastern Shore of Virginia has a sound understanding of how its industries and citizens are vulnerable to such incidences. The region’s most mature industries are generally connected to the region’s excellent natural resources (i.e. agribusiness, etc.), which have experienced significant impacts from natural hazard and economic downturns. In recent years, the region has enhanced its overall economic resilience by diversifying its industrial base to include a broader variety of industry types including significant growth in the ecotourism and aerospace and defense sectors. Additionally, the agribusiness sector itself has evolved in a manner that has made it more economically resilient. For example, agriculture has expanded to include a growing number of small farm operators and aquaculture has shifted from predominantly single-harvesters to larger commercial operations. While these changes have resulted in some improvements to the region’s overall economic resilience, a number of vulnerabilities remain requiring a host of both steady-state and responsive initiatives.

Many of the outlying needs have been included as objectives in the action plans. Examples of this include, the Aerospace & Defense sector’s goal to enhance coastal resilience to storms, sea-level rise, and other natural phenomena and the Arts, Entertainment, Recreation, and Visitor Industry sector’s goals and objectives to inform elected officials and address financing needs to enhance their capacity to achieve their objectives. However, the Economic Development Committee feels additional objectives and strategies are necessary to more adequately address the region’s overall economic resilience and plans to continue to work towards making progress by encouraging the four standing subcommittees to address their sector-specific economic resilience vulnerabilities through the continued development of steady-state and responsive goals, objectives, and strategies.

COVID-19 ECONOMIC RECOVERY

The COVID-19 pandemic has been a defining and pivotal moment in our nation's history with impacts that will shape the future of our communities. The decisions and resulting actions of our leaders will set the course for either resilience and recovery or economic decline.

The Accomack-Northampton Planning District Commission (A-NPDC) partnered with Thomas P. Miller & Associates to update the Eastern Shore of Virginia Regional Economic Development Plan (CEDS) with new priorities based on the pandemic's impact to date. Building on the strong foundation of the CEDS (last updated in 2019), this update views its strategies through a new critical lens.

For the purposes of this section, we will be focusing on the impacts of COVID-19 and the current state of the region, defining resilience as the ability of the region to recover from a sudden disruption, shock, or stress to the local economy.

The region has engaged in industrial base diversification, with the strong investment in aerospace & defense, agriculture and aquaculture, arts and entertainment, hospitality and tourism, and special attention to the development of the local entrepreneurial ecosystem, encouraging the growth of small businesses and startups. In this process it is important to consider economic variables like business locations, centers of economic activity, and the infrastructure present.

COVID-19 Impact Data

The impacts of the COVID-19 pandemic were absorbed by economies throughout the country; in order to recover and develop resiliency, it is important first to understand the ways in which the local economy was affected by the pandemic.

Impact on Taxable Sales

An analysis of taxable sales on the Eastern Shore indicates that the region has remained resilient. There was a 2% increase in taxable sales overall. There was a nearly 6% increase in local sales tax revenue in 2020 and an 8% increase through the first two months of 2021. During 2020, there was a net loss of only 41 of 1,300 total outlets.

Selected examples of sales declines at local businesses:

- Personal and laundry services -48%
- Clothing/Clothing Accessories Stores -24%
- Food Services and Drinking Places -16%
- Furniture/Home Furnishings Stores -16%
- Accommodation (lodging) -10%

Source: Department of Taxation; compiled and published by the University of Virginia Center for Economic Policy Studies; calculations by TPMA. <https://ceps.coopercenter.org/economic-data>

Impact on Employment

One of the easiest ways to measure an economic shock such as the one introduced by the pandemic is through analyzing employment and overall workforce trends in the region.

Year-over-year Eastern Shore employment (household survey) in March 2021 was still down by more than -5% but COVID-19 losses only accelerated the downward trend. The March peak was in 2009 and it has decreased by 18% since then.

Source: Bureau of Labor Statistics, LAUS. Calculations by TPMA.

Like most regions throughout the country, the region experienced shifts in unemployment rates and benefit claims. The chart below illustrates the trends in both initial and continuing claims from March 2020 through November 2020 for the Eastern Shore. “Initial claims” measure the number of new jobless claims filed by workers who requested unemployment benefits. “Continuing claims” measure the number of people who filed for unemployment benefits after having already filed an initial claim in the past; in other words, they’ve already filed an initial claim.

According to Emsi economic modeling, in March of 2020, the Eastern Shore saw a massive increase in initial claims; the number of newly filed unemployment benefit claims increased by nearly 200% in less than one month. As the “Continued Claims” trendline demonstrates, the individuals who had initially filed for unemployment benefits continued to do so in the coming months. From March 2020 to May 2020 the number of continued claims filed increased from approximately 200 to more than 1,800 – an increase of 800%. The unemployment increase was not permanent, and by August, both the initial claims and continued claims had fallen near to pre-COVID-19 levels. While impacts were significant, the recovery in terms of unemployment claims is indicative of the region’s resilience.

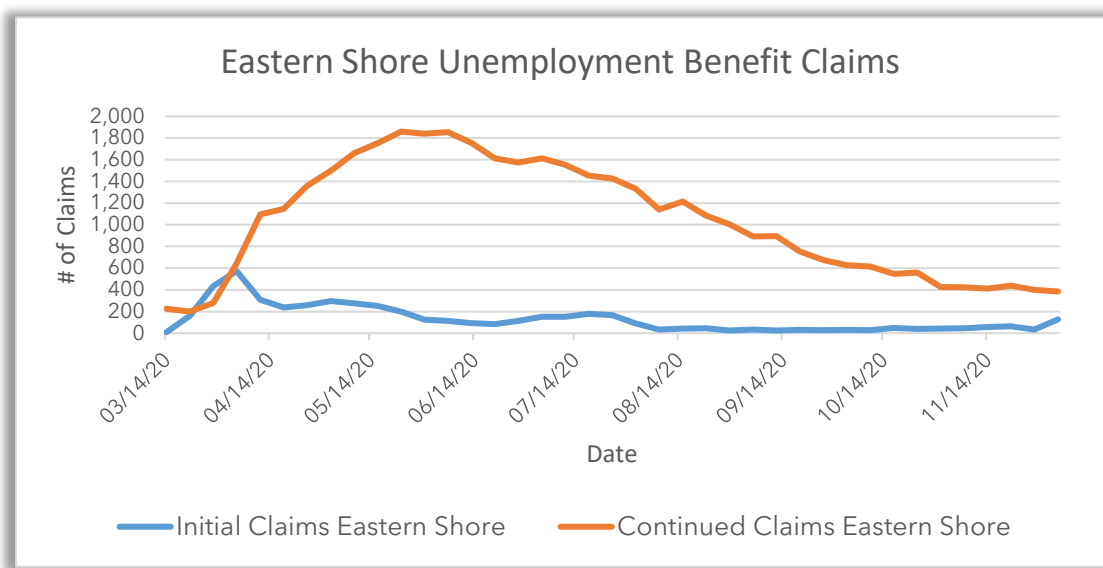


Figure 3: Eastern Shore Unemployment Benefits Claims. Source: Emsi, 2021.

It can be observed that unemployment effects of the pandemic varied greatly by industry. The graph below illustrates changes in unemployment rates for three industries: Tourism; Agriculture, Forestry, Fishing, and Hunting; and Manufacturing. These 2-digit North American Industry Classification System (NAICS) code industry categorizations are the standard for federal economics data organization. Data provided for each of the three industries presented in this section (Tourism; Agriculture, Forestry, Fishing and Hunting; and Manufacturing) offer a high-level overview of industry changes. The more specific sectors measured in following sections fall into the three industry groups presented in this section. Unemployment rates are presented for every month between January 2020 and February 2021.

Unsurprisingly, the Tourism industry was severely impacted by the pandemic. Travel restrictions and quarantine mandates limited the ability of vacationers to travel, sight-see, and recreate in the area. The industry was unable to retain many of its workers; from March 2020 to April 2020, unemployment increased by more than 700 workers. By February 2021, the industry had still not completely recovered, and unemployment was more than 2.5 times what it had been prior to the pandemic. This indicates that the industry sector is still struggling to recover from the initial and ongoing impacts of the COVID-19 pandemic.

The Manufacturing industry saw a brief, and relatively mild, spike in unemployment rates between March and April of 2020. After the initial increase in unemployment, the rate actually dropped to a lower level than it had been before the pandemic. It remained low through the end of 2020; by February 2021, it was back to a similar level to what it had been at the beginning of 2020.

The Agriculture, Forestry, Fishing and Hunting industry data shows limited impacts from the pandemic. The unemployment rates decreased in March while they skyrocketed in other industries. Unemployment remained low throughout the summer; this could be due to being considered “essential” throughout the declared pandemic emergency as well as the seasonal nature of work within the industry. By February 2021, the unemployment rate was at the same level it had been at prior to the pandemic.

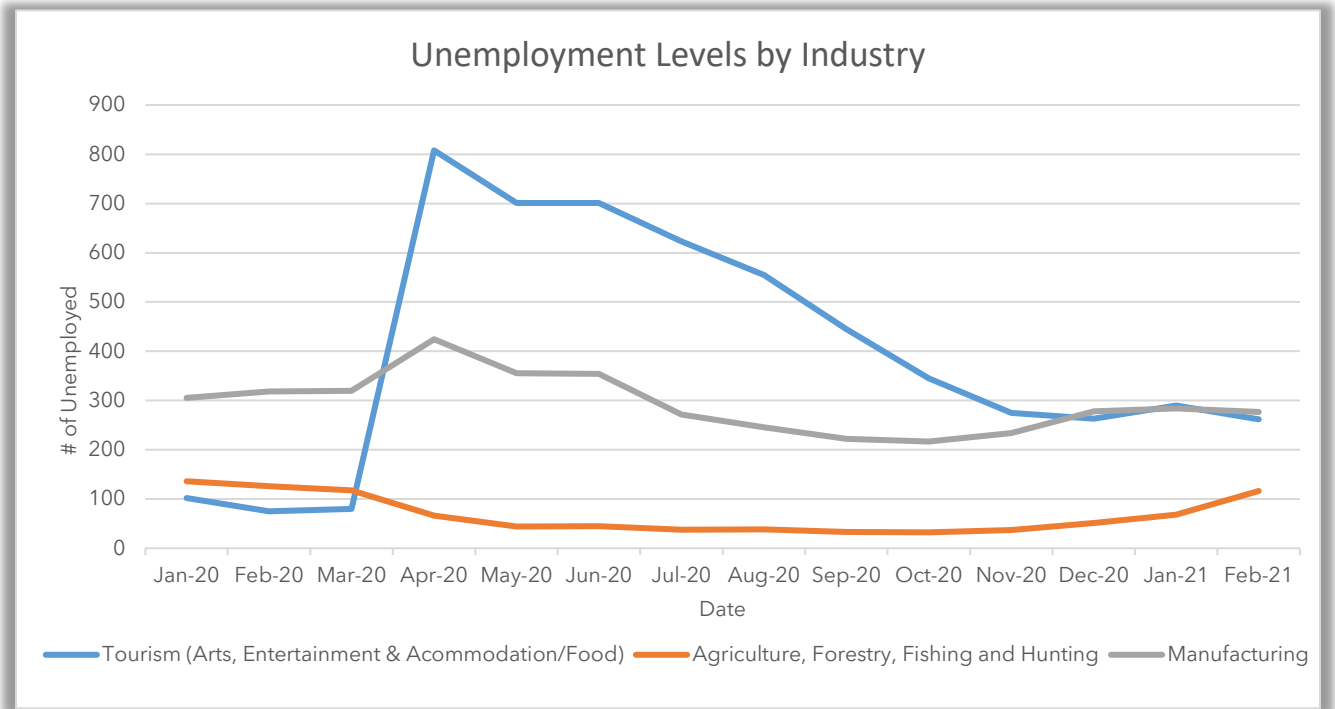


Figure 4: Unemployment Levels by Industry. Source: Emsi, 2021.

COVID-19 Impact by Targeted Industries

Aerospace & Defense:

The graph below illustrates the data for job postings in the Aerospace and Defense industry by month from March 2017 through March 2021. Overall, the number of job postings in the sector increased from March 2017 until the summer of 2019. Job postings remained relatively constant between September 2019 until March 2020, when they increased sharply. In the following months, job postings decreased again, indicating that there was not a significant negative impact of the pandemic on the Aerospace and Defense industry.

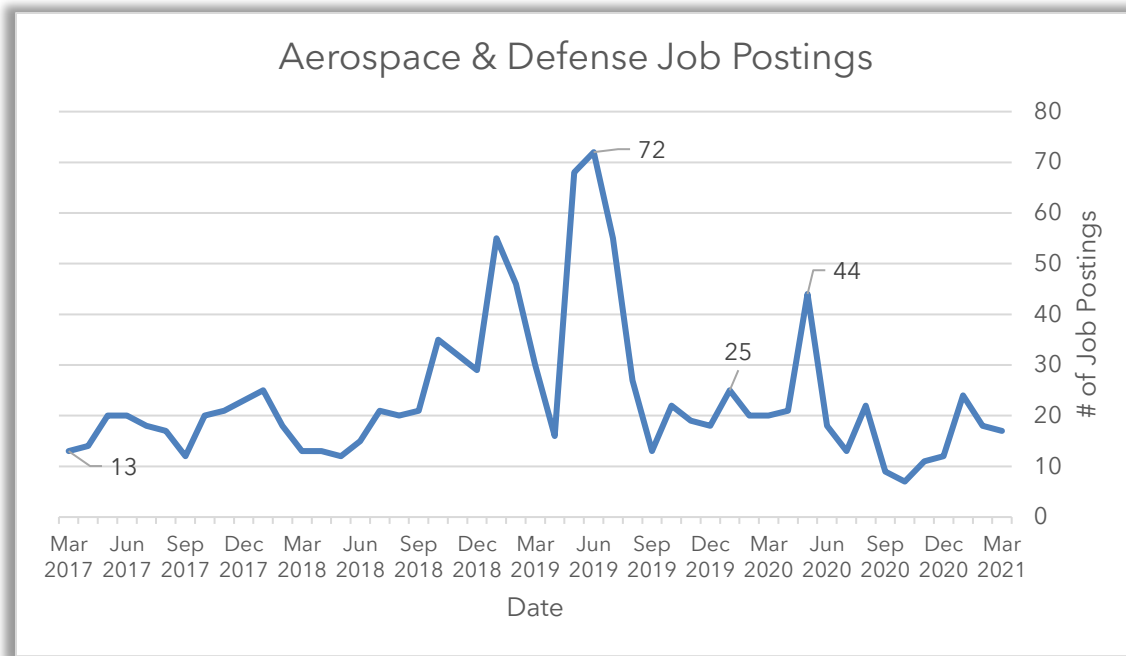


Figure 5: Aerospace & Defense Unique Job Postings. Source: Emsi, 2021.

Most of the jobs posted for this industry required a bachelor’s degree or higher; 10% required a master’s degree, and 6% required a PhD. Most jobs also required at least some prior experience; 60% required 10 or more years, and 21% required 4 or more years. Over the next five years, jobs in this sector are projected to decline by 36 jobs, or 5.8%. However, employers like Wallops Flight Facility had a quick response to the pandemic and were able to create a relatively smooth transition to remote working environments.

Essential workers have been defined by the [U.S Department of Homeland Security](#), as “those who conduct a range of operations and services that are typically essential to continue critical infrastructure operations. Critical infrastructure is a large, umbrella term encompassing sectors from energy to defense to agriculture.”

Education & Minimum Work Experience Required		
Education Level	Postings	% of Total
No Education Listed	166	35%
High school or GED	73	15%
Associate's degree	86	18%
Bachelor's degree	189	40%
Master's degree	46	10%
Ph.D. or professional degree	27	6%
Minimum Experience	Postings	% of Total
No Experience Listed	152	32%
0 - 1 Years	43	9%
2 - 3 Years	185	39%

4 - 6 Years	70	15%
7 - 9 Years	11	2%
10+ Years	17	4%

Table 3: Aerospace & Defense Job Posting Requirements. Source: Emsi, 2021.

Agriculture & Food Processing

The impact of the COVID-19 pandemic can be seen in the graphs below. Job postings remained relatively consistent between March 2017 and September 2019. However, by the beginning of 2020, job postings were at a higher level than they had been in the last three years; indicating a gap in qualified and willing workforce. Moreover, they continued to increase until their peak in July 2020, when 125 unique jobs were posted. Compared to July 2019, when only 65 new jobs were posted, which is an increase of nearly 100%. The increase in unique job postings corresponds with the start of the pandemic, and it is possible that the conditions of the pandemic indicated that related workforce disruptions initiated a hiring trend in the Agriculture and Food Processing industries. This decrease in workforce is like due to increased restrictions and governmental response to the pandemic creating a shift in the market influencing employees cost of opportunity.

76% of jobs posted in these industries had no educational requirement or required only a high school diploma or GED. Only 24% required a bachelor’s degree or higher. Similarly, the experiential requirements were relatively low for jobs in these industries. 70% of jobs posted required less than 1 year of experience; none required more than 6 years of experience. According to Emsi economic modeling, over the next 5 years, jobs in this industry are expected to decrease by approximately 389 jobs, or 10.2%.

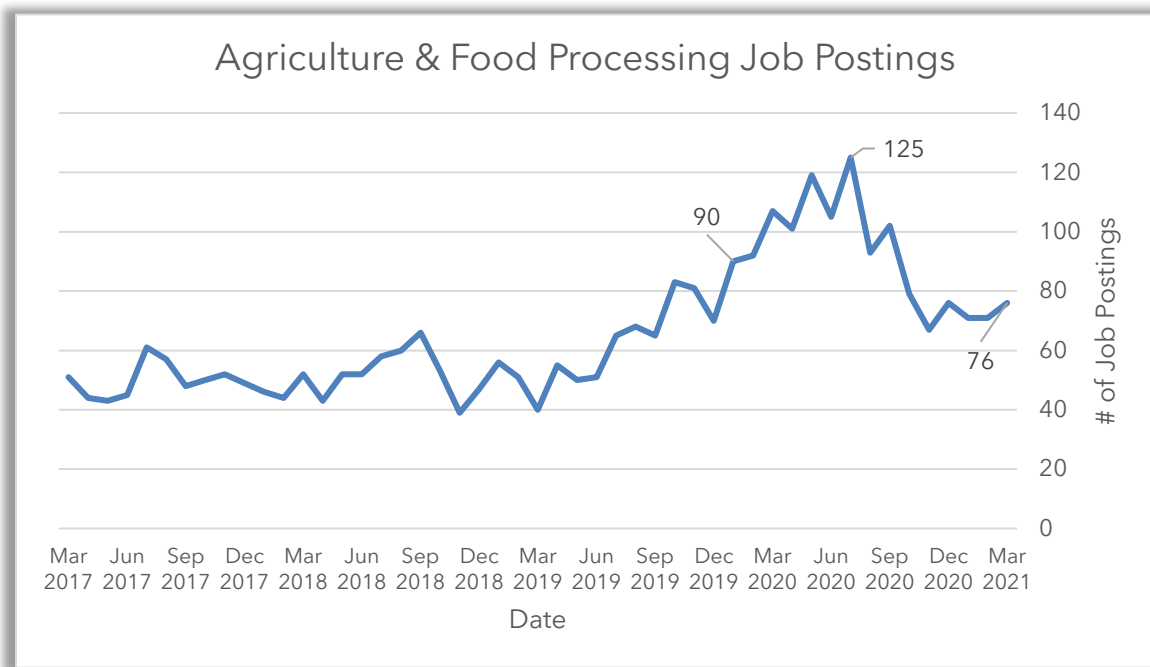


Figure 6: Agriculture & Food Processing Job Postings. Source: Emsi, 2021.

As mentioned above, this industry does not have prohibitive entry in terms of education. However, after speaking to member of the industry other gaps were identified that are often outside of academic curricula. Some of these skill gaps include basic knowledge in electricity, mechanical repair, applications, software implementation, and knowledge on the biology of the local crops and their surroundings. Candidates are expected to dedicate most of the day to agrarian activities, with work often extending to the weekends during harvest.

On the job training is common in the industry, as different farms use different forms of technology, and often cycle through different types of crops. Part of the recent hinderances is in the transportation of goods to their destination. Truck drivers and other forms of freight have become scarce and increasingly expensive as demand continues to grow with little addition to supply, affecting supply chains across the industry.

Education & Minimum Work Experience Required		
Education Level	Postings	% of Total
No Education Listed	166	35%
High school or GED	73	15%
Associate's degree	86	18%
Bachelor's degree	189	40%
Master's degree	46	10%
Ph.D. or professional degree	27	6%
Minimum Experience	Postings	% of Total
No Experience Listed	152	32%
0 - 1 Years	43	9%
2 - 3 Years	185	39%
4 - 6 Years	70	15%
7 - 9 Years	11	2%
10+ Years	17	4%

Table 4: Agriculture & Food Processing Job Posting Requirements. Source: Emsi, 2021.

Arts & Entertainment

The Arts and Entertainment industries saw the largest increase in job postings in 2017. The number of jobs posted on a monthly basis remained relatively high until the end of 2019, when the number of postings fell. The number of jobs posted throughout 2020 were consistently between 10 and 20 jobs per month. By March of 2021, the number of jobs posted (in March) in these industries were 19; that number increased throughout the summer of 2021, as pandemic-related restrictions were lifted and consumers returned to the market; even without the lifting of pandemic restrictions, an increase in job postings in these industries would be expected as the demand for recreational activities typically increases in the summer.

Consumer behavior has started to see a shift away from classic seasonality, as remote work becomes more prevalent. Travelers have higher flexibility, and highly prefer areas with strict COVID-19 prevention plans, access to dependable internet connections, easy access to amenities, and rich cultural experiences.

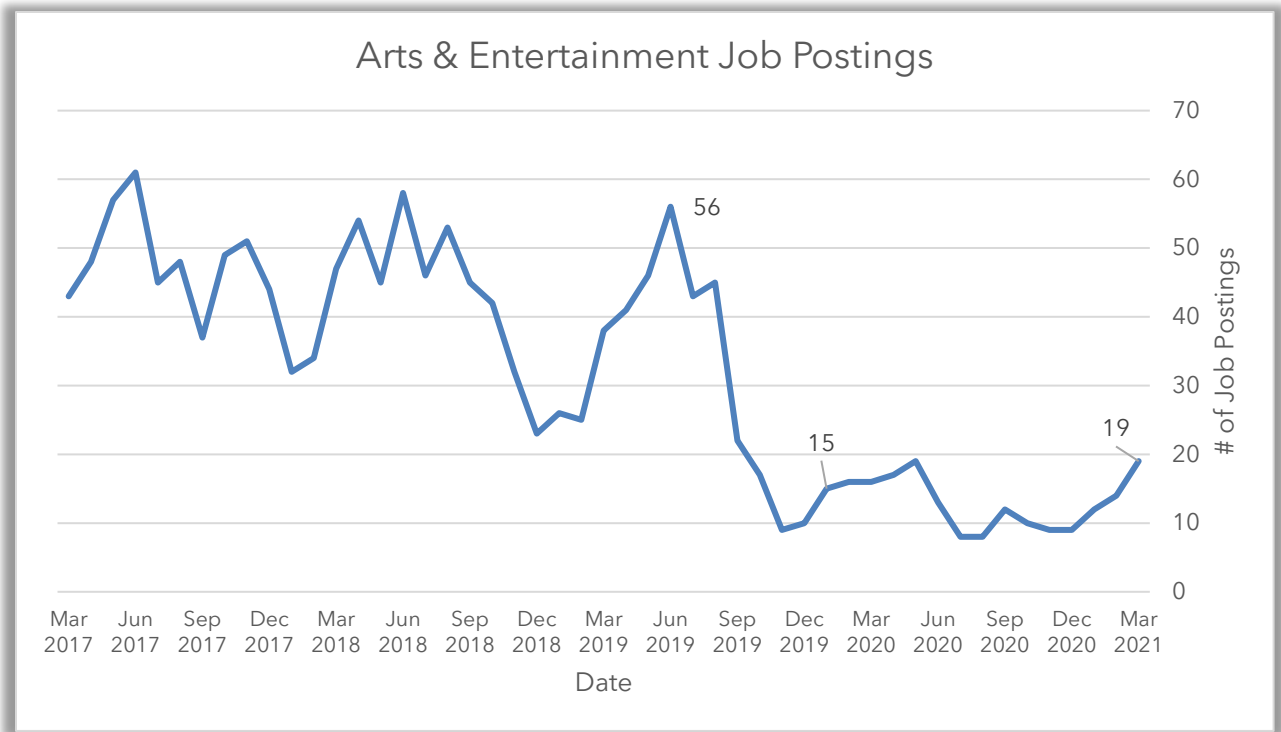


Figure 7: Arts & Entertainment Job Postings. Source: Emsi, 2021.

These jobs, much like those posted in the Agriculture and Food Processing industries, required low educational attainment. Approximately 95% of the job postings required only a high school diploma or GED or had no education requirement listed at all. Only 3% required a bachelor’s degree. Similarly, 70% required no prior work experience; 21% required between 0-1 year and 8% required between 2-3 years of experience. Over the next five years, jobs in this industry are expected to increase by 44 jobs, or 7.2%.

Education & Minimum Work Experience Required		
Education Level	Postings	% of Total
No Education Listed	224	37%
High school or GED	354	58%
Associate's degree	24	4%
Bachelor's degree	17	3%
Master's degree	2	0%
Ph.D. or professional degree	3	0%
Minimum Experience	Postings	% of Total
No Experience Listed	426	70%
0 - 1 Years	128	21%
2 - 3 Years	47	8%
4 - 6 Years	9	1%

7 - 9 Years	1	0%
10+ Years	0	0%

Table 5: Arts & Entertainment Job Posting Requirements. Source: Emsi, 2021.

Foundational & Entrepreneurship Development

The COVID-19 pandemic had significant impact on Eastern Shore businesses overall.

The Eastern Shore of Virginia Chamber of Commerce launched a “Ready Set Go” survey to gather information from businesses on how the pandemic impacted operations:

- 26.39% laid off or furloughed employees
- 19.44% reduced employee hours
- 20.83% worked without a salary
- 27.78% maintained or brought employees back as a result of receiving Payroll Protection Program (PPP)
- 26.39% gave employees the opportunity to work remotely
- 22% reported estimated losses of over \$25,000

Businesses in the region adapted to the shock of the pandemic in a variety of ways, such as offering new delivery options and new products. Of businesses that participated in the “Ready Set Go” survey, 27.42% of respondents changed their physical location. About half of survey participants say they anticipate keeping those innovations and adaptations to their businesses long-term.

Despite the negative impacts of COVID-19, the Eastern Shore has gained new businesses, bringing market diversification and job growth for the region. Restaurants have been the most prevalent kind of business to emerge, followed by retail services, the formation of trade associations, and auto repair. Smaller growth was observed in service oriented industries like consulting and veterans and military organizations.

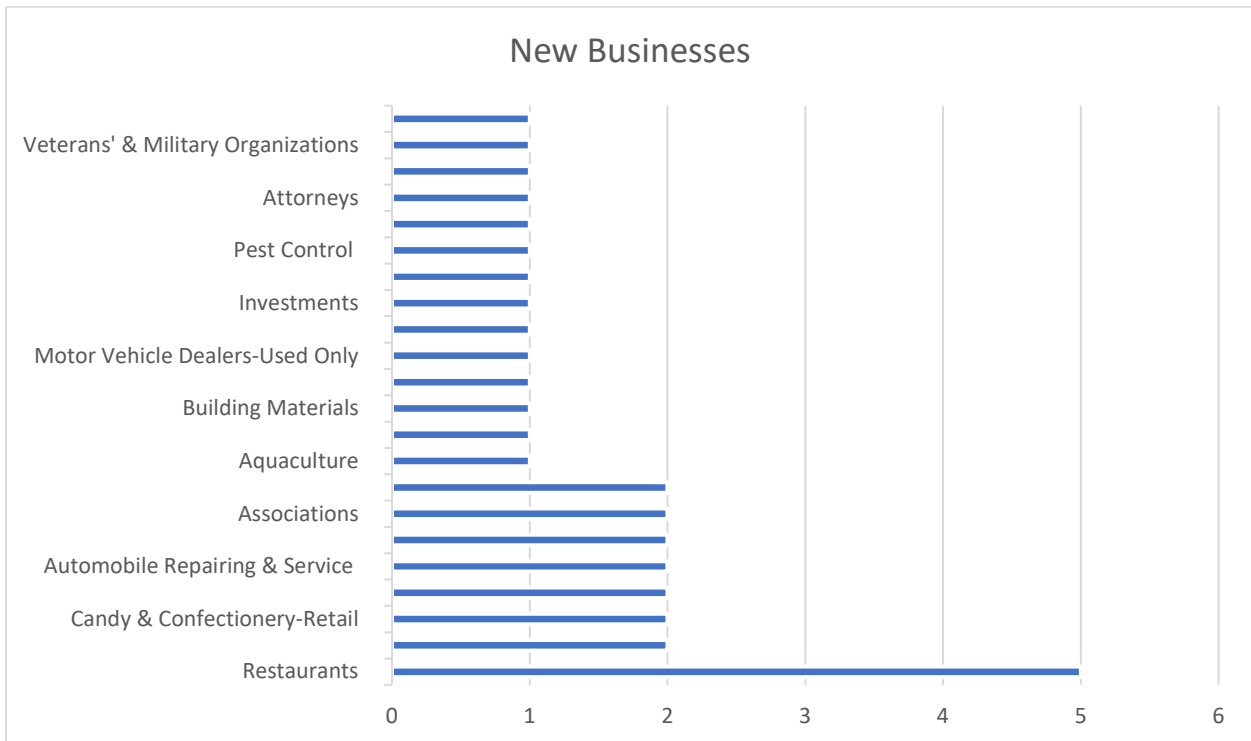


Figure 8: New Business Creation-Within 1 year. Source: Data Axel Genie. US New Business Data Base

Over the last 5 years, the Eastern Shore has seen growth in industries related to retail like gift shops and

antique dealers, and highly specialized services. Although they are not abundant, the diversification present in the region has led to a more dynamic market generating local benefit and reduced cost of acquisition for residents.

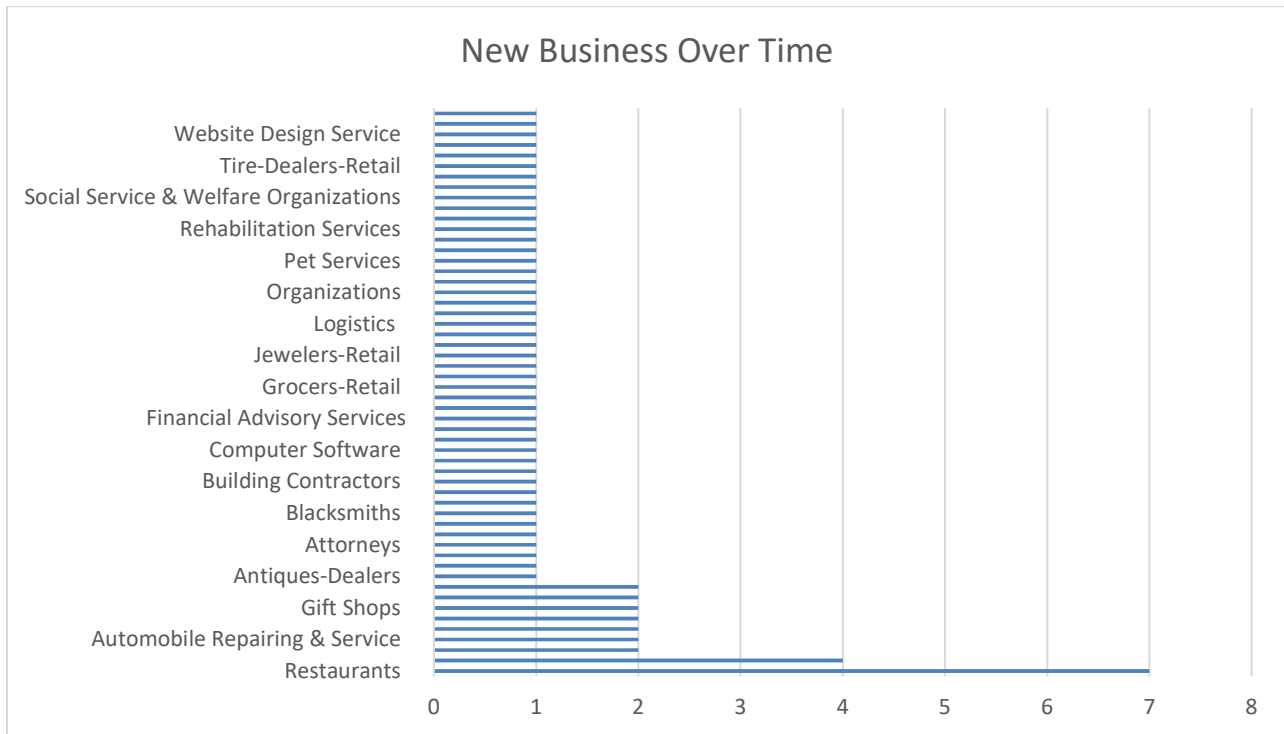


Figure 9: New Business Creation-Within 5 years. Source: Data Axel Genie. US Business Data Base

Overview of Engagement

To inform the quantitative data regarding recovery trends, stakeholder engagement was expanded to a wide array of industries and professionals, who expressed their concerns, needs, and opinions regarding the impacts and current economic environment in the Eastern Shore.

Methods implemented include priority-setting, recovery and short-term strategy session, resilience and long-term strategy session, and individual interviews. Valuable insight and experience contributed to the design of strategies, the alignment of partnerships, and the definitions of priorities to be addressed.

SWOT Analysis

Through these engagements, an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) of the region was conducted as the Eastern Shore recovers from the pandemic. This process identified what stakeholders and citizens perceive to be important considerations for economic and community development in this new environment. Shifting priorities have highlighted critical areas for resiliency of the Eastern Shore.

A priority-setting session was held on May 13, 2021, with a diverse group of attendees from Accomack and Northampton counties. In addition to this session, the SWOT analysis was informed by two strategy workshops as well as one-on-one interviews with key industry partners and individual residents.

Priorities:

- Education & Training
- Broadband
- Housing
- Tourism/Marketing
- Aerospace Industry
- Healthcare
- Environment
- Workforce Development
- Talent Attraction & Retention
- Taxes and Incentives
- Local Capacity & Funding
- Transportation & Infrastructure

The identified priority topics for the Eastern Shore are listed above. The priorities cover not just the current state of the region, but also some of the most significant impacts of the pandemic on the Eastern Shore. Below are the strengths, weaknesses, opportunities, and threats identified within this broad range of topics.

Strengths:

- Natural Resources & Conservancy
- Tourism (30% increase in TOT in 2020)
- Entrepreneurial Culture
- Health Care
- Agriculture, Aquaculture, and Aerospace
- Primed for Development
- Progress on Broadband Service Areas

The Eastern Shore relies heavily on tourism, as its natural resources and conservancy attract nature-lovers and adventurers from around the globe. Complimented by an entrepreneurial culture, the Eastern Shore is a haven and muse for artisans and crafters. Attributes which make the region such a destination also provide a great quality of life for residents.

The region has shown itself to be attractive for physicians and other healthcare professionals and has increased its healthcare facilities in recent years as well. Agriculture and aquaculture have been defining industries on the Eastern Shore for generations but increasing technology and innovation have opened these industries to new efficiencies and opportunities.

The Eastern Shore is primed for development with availability of land, industrial park, low taxes, as well as opportunity zones and other incentives. Significant progress has been made to expand broadband service to both households and businesses throughout the region. Since the beginning of the pandemic, the Eastern Shore of Virginia Broadband Authority (ESVBA) has accelerated its timeline for increasing internet access to support remote work and learning in an effort to build resiliency.

Weaknesses:

- Isolation
- Transportation & Access
- Specialized Healthcare
- Blight and Zoning Problems
- Capacity for Grant Work
- Wastewater Management
- Quality and Affordable Housing
- Rural Broadband & Cellular Service
- Water Quality

- Education & Workforce
- Marketing of the Area

Despite its strengths, the Eastern Shore remains isolated from the rest of Virginia. Access to the region is limited by a variety of transportation issues from coastal flooding to tolls. Currently, the region is mostly dependent on automotive transportation. One example of transportation as a limiting factor on the Eastern Shore is the ability to access specialized healthcare services, where a round-trip visit to a specialist can range from 80-120+ miles. The cost of the Bridge Tunnel toll can be a barrier as well.

Along the primary corridor of SR 13 and many of the rural roadways, blight is an increasingly significant problem. Zoning and other development barriers, such as the lack of capacity for grant work and wastewater management challenges, have constrained investment. Litter is also a prevalent issue along the corridor, affecting the environment as well as the perception of visitors and residents alike.

Among residents, housing quality and affordability is a growing issue. In terms of infrastructure, water quality, broadband quality, and cellular service consistency are also of concern.

Attracting, developing, and retaining the necessary workforce for the region's future is one of the most critical problems facing the Eastern Shore. Most schools throughout the region lack funding and resources to be competitive in teacher compensation, programming and career development. Since quality education and its effects on the overall workforce is a primary consideration for businesses and individuals looking to move to the area, regional marketing of this key asset is a challenge.

Opportunities:

- Diverse Leadership & Increased Collaboration
- Educational Innovation
- Environmental Awareness & Ecotourism
- Maker spaces & Artisan Entrepreneurship
- Infrastructure - Sewage remedy on the horizon, grants, bunding
- Remote worker attraction (as broadband expands)

The increasingly diverse makeup of Eastern Shore residents provides an opportunity for a new and intentional leadership strategy. Diverse leadership and increased collaboration efforts, especially across counties, could set the stage for innovative and aligned regional progress.

The Eastern Shore would greatly benefit from innovative educational strategies which would take a holistic approach to shifting the narrative of this rural region and capitalizing on the growing industries and occupations.

The tourism industry in the region is heavily dependent on the natural environment, and to protect it, both residents and tourists will need increased awareness and education. Ecotourism is a growing interest which could serve to raise awareness, educate, and provide positive economic benefit to the region.

Threats:

- Impacts on Environment
- Competition
- Low Wages and Declining Workforce
- Lack of childcare, transportation, and amenity access
- Right resources at the right time

The delicate ecosystem of the region is threatened by pollution, rising sea levels and saltwater intrusion, over-withdrawal of groundwater from the confined aquifer, and lack of use of surficial aquifer. Threats to this ecosystem impact major industries and quality of life.

Low wages and declining workforce also threaten the economic fabric of the Eastern Shore. Competition from other states also jeopardizes the economic stability of education, tourism, manufacturing, and other industries. Priority actions are often stunted by increased costs (like building costs), lack of funding, and/or lack of capacity.

Recovery and Resiliency Strategies

The responsiveness of leaders on the Eastern Shore significantly contributes to economic recovery and demonstrates the resiliency of the region.

While the COVID-19 pandemic affected the region, the Eastern Shore and Chincoteague Chambers of Commerce coordinated by focusing efforts on business advocacy and resources. Working as support pillars for local community stakeholders, both Chambers facilitated virtual business training seminars and networking opportunities. They provided the necessary up-to-date information to business owners on available financial aid and other resources. Based on quantitative and qualitative analysis of their efforts, both Chambers utilized hands-on marketing and communication practices through social media to expand their reach to provide assistance and to assure business owners that the Chambers are willing to provide a wide array of services to ensure continuity for their small businesses (Quarterly Chamber Reports, 2021).

Government, nonprofit, and business leaders across the region swiftly responded to regional needs stemming from or escalated by the pandemic.

Specific Actions Taken During COVID-19 Pandemic – Urgent Needs Response:

1. Small Business Assistance: Through the Virginia Department of Housing and Community Development (VHCD), Accomack County is providing rent/mortgage relief and non-construction reopening cost coverage to businesses impacted by COVID-19.
2. Food Security and Distribution: Also, through VDHCD, both Northampton and Accomack Counties are providing food vouchers from small restaurants and local markets to 750 low and moderate-income households. The vouchers will be purchased from local restaurants and farmers' markets in support of COVID-19 response and recovery.
3. Food Distribution Sites: Establish food distribution sites and food delivery service of 3,000 meals for 12 weeks to seniors, individuals and families.

Alignment with Existing Economic Resilience Initiatives:

1. Regional Hazard Mitigation Plan – Identify mitigation strategies for high priority natural hazards
2. Coastal Resilience Master Plan – Involves all industry sectors. Identify and plan for vulnerabilities due to storm surge, sea-level rise, flooding, and erosion. (Specific to Agricultural Sector, received new grant in October 2021 to study vulnerability to crop planning and production.)
3. Regional Navigable Waterways Needs Assessment – Maintain navigable channels through dredging projects in cooperation with Army Corps of Engineers.
4. Groundwater Management Plan – Ensure quality and adequate sanitary water supply through region's sole source aquifer system

To build on these efforts and develop strategies for continued recovery and resiliency, TPMA led interactive

working sessions with stakeholders. The first strategy session was hosted by the Eastern Shore's Economic Development Committee on June 9, 2021; the second workshop was with a broader group of stakeholders on August 9, 2021. The sessions focused on the strategic importance of the new regional economic reality and explored various economic scenarios based on current pandemic conditions and future post-pandemic trends.

The sessions employed critical-thinking boards and breakout groups to discuss, approach, and formulate regional strategies regarding vital industries, employer needs, and economic re-growth. In addition to business stabilization and workforce challenges, the sessions explored issues related to quality of life for residents in the region. The goal of these sessions was to put forth economic stabilization strategies, thereby strengthening resilience to future disruptions to its economic base. Ultimately, the region's goal is to establish a culture of economic resilience to anticipate risk, evaluate its impact on key economic assets, and build response capacity.

As a result of these engagements, vulnerabilities for ESVA have been identified to be in infrastructure, environment, housing, education, placemaking, and collaboration. Key industry-specific strategies relating to those vulnerabilities have been added to the existing strategic framework. However, it is important to address some of the most significant challenges to economic recovery and growth that are not industry-specific:

- Quality, affordable housing and infrastructure (such as transportation, wastewater management, and broadband);
- Environmental concerns;
- Education and workforce (including the lack of quality and affordable childcare);
- and Healthcare.

Housing and Infrastructure

At the time of this update, the Eastern Shore is in the process of conducting a housing study to address the issue of quality and affordable housing. Stakeholder concerns regarding housing were significant. The following tactics were suggested:

- Blight elimination and preservation of housing stock
- Initiate changes in zoning to increase development.
- Attract developers.
- Develop various typologies for housing including mixed income housing.
- Expand inventory of mid-range housing options
- Development in resort areas
- Develop housing in walkable/bikeable areas
- Explore the use of county bonds and ARP allocations for funding
- Create subsidy for repairs and construction
- Provide assistance/subsidies to lower loan cost and cost per unit for housing affordability
- Rent-to-purchase to help renters build equity
- Support infrastructure for housing development

It is anticipated that the housing study will also provide guidance on the above tactics, especially infrastructure needs and action items relating to water and sewer access as well as broadband services. The Eastern Shore should work toward improving and modernizing water access and waste water management to develop housing and provide a consistent quality of service across the shore. While the Groundwater Management Plan addresses this issue, some suggested actions are:

- Encourage students and local startups to join Imagine H2O and other innovative partners to develop a solution tailored to the needs of the ESVA
- Develop partnerships with organizations like the Hampton Roads Sanitation District and [Community Sewer](#), for an innovative and expandible approach considering the specific issues in the shore.
- Research the effects of hydroponics on the aquifer and put measures in place to mitigate risk.

Broadband redundancy, affordability, and availability were a concern for both residential and commercial uses. Significant progress has been made to expand broadband connectivity through the Eastern Shore's Broadband Authority (ESVBA). As a next step, stakeholders identified the need to conduct a collaborative regional study.

The study would assess the current and anticipated needs for regional broadband infrastructure, and outline next steps for implementation.

Transportation is a barrier to resiliency on the shore, particularly in terms of mobility for workers commuting to locations across the shore. Additionally, the Bridge Tunnel toll can be a deterrant for commuters and other travelers to and from the shore. One other significant challenge relates to the closures and lack of a shoulder on the Chincoteague Causeway. Public transit (STAR Transit) has recently been initiated in the region.

Environment

The Eastern Shore has battled the effects of storm surge, sea-level rise, flooding, and erosion. Environmental concerns impact residents, visitors, and business operations throughout the region. Significant efforts already exist for the area in terms of conservation and planning, including but not limited to the Regional Hazard Mitigation Plan, the Virginia Coastal Resilience Mater Plan, the Regional Navigable Waterways Needs Assessment, the Groundwater Management Plan, and the recent Coast Guard’s Hazardous Spill Response Plan.

Stakeholders identified the need to promote environmental awareness to both residents and visitors, and suggest including these efforts in both external and internal regional marketing efforts. Groups such as the Virginia Eastern Shore Conservation Alliance, the Climate Adaptation Work Group, and the Ground Water Committee are addressing these marketing effort needs. For instance, the Ground Water Committee exists to promote education and advocacy of the aquifer.

Education and Reliable Workforce

Due to population, occupation, and cultural shifts, the Eastern Shore is facing a significant workforce shortage. With a declining labor force, there is increased competition to attract and retain talent. Without adequate water quality, wastewater management, housing, transportation, broadband and cellular service, and access to childcare, the Eastern Shore will be at a disadvantage.

A regional workforce development strategy with broad community support would be a positive step toward addressing this challenge. Stakeholders expressed a need for increased communication and connection among students, parents, education partners, and employers. Suggested actions from stakeholders were:

- Develop comprehensive career development resources and connection with parents.
- Develop an online access website to connect trades and students.
- Introduce trade occupations and alternatives in career paths.
- Advocate for the behavioral and psychological needs of students.

This type of workforce development strategy might explore ways to support workers transitioning to new jobs, disseminate information like workforce projections, and align leadership and advocacy for funding prioritization.

The strategy would prioritize curriculum to train those in the workforce in areas of competitive advantage with an emphasis on trades, STEM education, and corporate academics. Important in-demand occupations were identified by stakeholders as fiber technicians, underground construction, aerial construction, internet electronics, information technology, construction, maintenance, electrical, carpentry, and plumbing. Support for internship, apprenticeship, and work-based learning programs remains critical. As with any training and education program, employing teachers and facilitators can be a significant challenge. The Eastern Shore should explore opportunities for teacher attraction and retention to produce quality educational experiences in the region.

The COVID-19 pandemic has strained the already limited childcare options for families in the region with closures due to illness and staffing shortages. The lack of quality and affordable childcare has significant impact on labor force participation. Childcare may be too expensive to see benefit in working income. A lack of quality in available daycare options may also be a deterrent for parents to rejoin or remain in the workforce. To develop the capacity to fund and sustain affordable childcare, regional strategies include:

- Establish a nonprofit childcare center partnering with Eastern Shore Community College, and

Division of Child Care and Early Childhood

- Partner and staff nonprofit with Early Childhood Education students to license and provide hands-on experience while providing an essential service to the region at a lower cost.
- Facilitate Licensed Family Day Systems, where homes may be approved as a system member. The system provides operators with training, assistance, consultation, supervision and inspection.

Healthcare

The Eastern Shore has a strong healthcare system. The region has a high COVID-19 vaccination rate, a 60-bed hospital, and 3 new large clinics. There is a concentration of mental and dental health care providers on the Eastern Shore, distinguishing it from many other rural areas across the country. However, stakeholders identified some challenges including access to recreational amenities, healthy food, specialized care, and service gaps. While support and marketing for recreational amenities and inclusive access to healthy foods are outlined in the industry-specific strategic framework, action should be taken to address other challenges to health and wellness in the region.

To assess and address barriers to healthcare service capacity, expand specialized care options, and increase overall wellness in the region, strategies include:

- Collaborate with and increase awareness of existing health and wellness programs through a common portal or social media platform
- Evaluate HPSA score and identify most common needs such as urgent care, pharmacies, mental health care, and substance abuse resources
- Create an asset map with locations, capacity, and services for all medical services and clinics available in the region to identify healthcare infrastructure gaps.
- Increase participation in training and pathways for emergency services.

Conclusion

Overall, the Eastern Shore of Virginia has made significant progress in recovery from COVID-19, and has set the course for continued resiliency. Focusing on initiatives that improve the quality of life for residents will be critical in supporting the four major industry clusters outlined in the strategic framework. Funding is key to many of these initiatives, and many opportunities are available at this time. To accomplish its ambitious goals, the region must increase the capacity for processing grant work. Collaboration is also critical, as one entity would be unable to lead every piece of this complex puzzle. With capacity and collaboration, the Eastern Shore can act on the strategies of this plan, and create a stronger and more resilient region.

APPENDICES

APPENDIX A: ACCOMACK-NORTHAMPTON ECONOMIC DEVELOPMENT COMMITTEE MEMBERS AND STAFF

<i>Voting Members</i>	
REPRESENTATION	MEMBER (AFFILIATION)
A-NPDC (Accomack)	Hon. Donald Hart (A-NPDC)
A-NPDC (Northampton)	Butch Bailey (A-NPDC)
A-NPDC (Chincoteague)	Hon. Arthur Leonard (A-NPDC)
Acc. Co. Economic Development Authority	Wesley Edwards (Acc. Co. EDA)
North. Co. Joint Industrial Development Authority	John Pavlik (North. Co. JIDA)
NASA Wallops Flight Facility	Gary Letchworth (NASA)
Wallops Island Regional Alliance	Peter Bale (Sentinel Robotic Solutions)
ES Community College	T.J. Johnson (ESCC)
Ag. & Food Processing Sector	Dr. Richard Snyder (VIMS)
Arts, Entertainment, Recreation, & Visitor Industries Sector	Evelyn Shotwell (Chincoteague Chamber of Commerce)
Found. & Entrepreneurship Development Sector	Ron Matthews (Matthews & Company, CPAs)
Private Sector 1 (Accomack)	Andy Mason (Weichert, Realtors Mason-Davis)
Private Sector 2 (Accomack)	Robie Marsh (ESVA Chamber of Commerce), Chairman
Private Sector 3 (Accomack)	Kevin Taylor (Tyson Foods)
Private Sector 4 (Accomack)	Joseph Betit (Tech Entrepreneur)
Private Sector 5 (Accomack)	David Lumgair (Luminary Air Group)
Private Sector 6 (Accomack)	Dr. Mark Reiter (Virginia Tech)
Private Sector 7 (Accomack)	Karyn Belknap (Ten Good Sheep)
Private Sector 8 (Accomack)	Elizabeth Lankford (Blue Crab Bay Co.)
Private Sector 9 (Accomack)	Vacant
Private Sector 10 (Northampton)	Ava Gabrielle-Wise (New Road Community Development)
Private Sector 11 (Northampton)	Sara Baldwin (Entrepreneur), Vice Chair
Private Sector 12 (Northampton)	Jacqueline Chatmon (Citizen)
Private Sector 13 (Northampton)	Richard Williams (Entrepreneur)
Private Sector 14 (Chincoteague)	Tommy Clark (Tom's Cove Aquafarms)
<i>Non-Voting Technical Advisors</i>	
County Admin. (Accomack)	Mike Mason (Acc. Co.)
County Admin. (Northampton)	Charles Kolakowski (North. Co.)
Executive Director (A-NPDC)	Elaine Meil (A-NPDC), Secretary
Delegate (VA General Assembly)	Hon. Rob Bloxom (VA General Assembly)
Senator (VA General Assembly)	Hon. Lynwood Lewis (VA General Assembly)
<i>Staff</i>	
Anne Doyle (A-NPDC)	

APPENDIX B: PUBLIC COMMENTS RECEIVED DURING 2017

Contact	Comment	Response	Action Taken
<p>Peggy Riley Quinby, VA (November 2017)</p>	<p>Thank you for inviting our comments on the Regional Economic Development Plan.</p> <p>When you read this, the last thing I wrote is most likely the most important. I read the invitation to send our comments to you by November 15th. I really have not had a chance to make sure this is written correctly, and I apologize but be assured this comes from a person who is passionate about the Eastern Shore. We have lived in Austin, Texas, and at the base of Mt. Hood in Oregon, Pennsylvania, Tennessee, and various places around the commonwealth. My roots are here, and this is where I have come back to live. I would love to have a place for my grandchildren to live to make a decent living.</p> <p>This has to do with tourism: with reference to what I read about our waterways. It appeared tome that the emphasis was on kayaking. I saw many maps that had kayaking trails mostly up around Chincoteague. One I believe was from Quinby harbor to Wachapreague. And then down around Cape Charles.</p> <p>I did not see anything that would cause the sport fisherman to come here to fish or to want to move here.</p> <p>I don't believe in raising an issue without at least offering some way of fixing the problem. I would suggest our delegates work for us to change the regulations on the fish being caught: the size and the number. Also change the regulations on the commercial fishermen.</p> <p>Perhaps fishing a certain distance off shore. It is pretty frustrating when a man comes and sinks his nets beside you when you are fishing. This is happening on the seaside, but I don't know what happens on the bayside. Put together a group of fishermen who fish for fun and let them come up with what they believe to be fair.</p> <p>There was in the development plan the reference as to how to get the 3 million or so who travel up our shore to stop. For the fisherman traveling by, who would come back and pay for a motel room to fish for 2 fish??? Makes no sense.</p> <p>Who is going to buy a home here if there thing is fishing, and they can't fish? Our attraction is our remoteness, our waterways, beaches, and our way of life. The waterways need to be kept open not just for businesses primarily but for the enjoyment of the residents here and hopefully those coming here to live. We want people to come and live here.</p> <p>Which brings me to: There must be good paying jobs. We don't need just retirees. We have got to work on getting high paying jobs here. Not just manufacturing with low paying jobs. We keep some of our local college graduates I am sure, but most will live in other places where they can be paid well. People speak of our beautiful shore, yes, it is. It is the reason I live here, because I love it. But it is also not pretty. It is not pretty to me</p>	<p>The Economic Development Committee thanks Ms. Riley for providing written comments. There are multiple goals and objectives in the Plan related to Tourism and Recreation development. The Committee recommends that you contact Anne Doyle of the Accomack-Northampton Planning District Commission to discuss your vision in greater detail and to learn how to get involved in the meetings of the Accomack-Northampton Economic Development Committee and its subcommittees.</p> <p>The Foundational & Entrepreneurship Development Subcommittee's primary</p>	<p>Comment forwarded to Chair of the Accomack-Northampton Economic Development Committee.</p> <p>Comment forwarded to Chair of the Accomack-</p>

APPENDIX B: PUBLIC COMMENTS RECEIVED DURING 2017

Contact	Comment	Response	Action Taken
	<p>to see the number of folks who are poor. And we don't make them richer by giving them a hand out or raising the minimum wage. We just do away with jobs and go to automation. We must work for them. It is called caring about people not just ourselves. It is not enough just to have a good food bank. I am thankful for the training provided by the community college. I know we will always have the poor with us, that is true. But let's get good companies in here, for those who want to raise their families here.</p> <p>How? Decide who you want here? Think big. Microsoft? An IT company? Then set up a task force to get them and sell the Eastern Shore to them. We have NASA but we need more than NASA.</p> <p>The beauty of our Shore lies in its remoteness yet accessibility to the big cities within a few hours of drive time, its waterways, both bayside and seaside, and its beaches, but we have too few.</p> <p>We need more public beaches. We have beaches north and south, but none mid-shore that are accessible by car. The reason for not having more public beaches, some might say, is that the ones on the lower end of the Shore are not being used enough to justify the need for more. The reason maybe that it is too far to drive. Most of the population center is in the middle of the shore, but there is no public beach near us. This would help homes sales, restaurants, and motels. I can never visualize this becoming another Va. Beach or Ocean City. How much land does the Nature Conservancy own and how much has been put into land trusts? And how much will continue to be held onto by family land owners?</p> <p>This is something I really don't have a suggestion for but our pristine barrier islands are another incredible asset. I grew up, almost, on Parramore. These are dearest memories of my childhood. To have them available to get to is another reason our waterways need to be continually dredged, and marked.</p> <p>The inlets need to be continually marked by the Coast Guard. There is water traffic that needs to be able to make its way into Wachapregue, Quinby, and Willis Wharf, without running aground. It may not be to support businesses, but boats need to be able to find safety from the weather. To say nothing of those who visit and locals who cannot use our waterways because of the threat of running aground not because they cannot get out of our harbors (thank you for having Quinby dredged!) but once they are out either the channel is not marked, or the inlets are not marked. We will obviously always be having shifting sands. But with work it can be kept up to date with movable buoys.</p> <p>As I read your proposals for development it wasn't that I was opposed to anything in particular. It was that I did not believe your vision is large enough.</p> <p>One last thought; and probably the most important thought;</p>	<p>goal is sustainable growth in line with the vision you have presented. The subcommittee meets twice annually and you are encouraged to become involved with their work.</p> <p>There are multiple goals and objectives in the Plan related to Tourism and Recreation development. The Committee recommends that you contact Anne Doyle of the Accomack-Northampton Planning District Commission to discuss your vision in greater detail and to learn how to get involved in the meetings of the Arts, Entertainment, Recreation and Visitor Industries Subcommittee and the Foundational & Entrepreneurship Subcommittee</p>	<p>Northampton Economic Development Committee and members of the Foundational & Entrepreneurship Development Subcommittee.</p> <p>Comment forwarded to Chair of the Accomack-Northampton Economic Development Committee and members of the Arts, Entertainment, Recreation, and Visitor Industries Subcommittee and the Foundational & Entrepreneurship Development Subcommittee.</p>

APPENDIX B: PUBLIC COMMENTS RECEIVED DURING 2017

Contact	Comment	Response	Action Taken
	<p>By building your planning on tourism for economic growth you are promoting exactly what you don't want: another Ocean City or the Outer Banks. These economies are built on tourism. Which first of all is seasonal, causes jammed roads, even bikers etc. With an economy built on bringing a good company(s) here that will keep our own young families and bring in more, we will have a steady economy.</p> <p>I want to compare what I have observed over the last 3 years. I have lived near Williamsburg. It attracts retirees to live there and tourism. But you would be amazed at the number of homeless people in James City County because on the surface you see money. But the poor are very much present.</p> <p>By comparison, I visit our daughter and her family in Arlington. The city of Arlington itself is not built on tourism. Obviously, we have the government that employs tons of people. These folks have high paying jobs. There are private sector companies available that will make other areas prosperous as well.</p> <p>And even with a large company coming here all the things I mentioned about the Eastern Shore and its assets are still true. Folks won't want to come live here unless they can play here as well and we have so much to enjoy playing. Notice where the large companies locate, I am just thinking of Microsoft for instance, the incredibly beautiful Pacific Northwest, with skiing and hiking available. People these days, our young in particular, are into the outdoors and that is what we have, that is so wonderful. Yes, retirees are great, but this is the place for the active millennial who like the outdoors. They are outside folks; they like to sit around a fire pit in the cold. They like to eat outside with a blanket over them. They come out of the city to sit by a view of the water with blankets around them. We don't want them to visit us and do this, but to live here. Guys, property values go up!! And they will give our small businesses income all year round. More good restaurants will be needed.</p> <p>Aquaculture is important. Agriculture is important, but not many are going to get rich off of selling at a farmer's market. That is nice for the retiree who is supplementing his income for fun. But no one is going to feed a family from that. How about spending your energy and time on getting good companies into this area?</p> <p>Revitalization is great. Just because a town looks better does not mean by any stretch of the imagination that people will visit, or buy property, or set up business. Look at Exmore. We must have permanent people with good jobs to support anybody putting a business into the old Benjamin's (?) building. It is a pointless and wasteful use of money. I must acknowledge the building does look better.</p> <p>Thank you for asking for our input. I do feel so strongly about these things.</p>	<p>The Regional Economic Development Plan is intended to identify projects of regional importance that may result in the sharing of resources between local communities to accomplish common opportunities. With regards to tourism and economic growth surrounding tourism, this will be controlled almost in entirety by local zoning codes, which are not addressed in the Regional Economic Development Plans.</p> <p>The Agribusiness & Food Processing Action Plan includes goals and objectives that would provide opportunities for both large and small-scale farming.</p>	<p>Comment forwarded to Chair of the Accomack-Northampton Economic Development Committee.</p> <p>Comment forwarded to Chair of the Accomack-Northampton Economic Development Committee and members of the Agribusiness and Food Processing Subcommittee.</p>

GOAL 1: Grow the Wallops Complex (NASA Wallops, Virginia Space, and Wallops Research Park) into the nation’s spaceport-of-choice for access to space for the platform spectrum from nano/microsats to small satellites, return space vehicles through medium class orbital missions supporting the Nation’s science, technology, national defense, and commercial objectives.

The future of the industry for U.S. Department of Defense, NASA, and commercial endeavors is small and medium class missions. The Eastern Shore of Virginia is not widely recognized as a center for aerospace and the existing assets could be better integrated to leverage our marketability and viability. SET provided data shows that Resource and Development is the highest performing industrial sub-sector in terms of the relative performance of the region as compared to the Commonwealth of Virginia and nation at-large.

Objective A: Create a single, dedicated (funded) Wallops Complex marketing function to both promote Wallops Complex and supporting Eastern Shore regional capabilities i.e. (Cape Charles Port and other transportation and aviation infrastructure) while assisting potential customers to develop their concept of operations and business case elements.

Strategy	Responsibility	Key contact	Timeline		Activity Outcome/ Output Measurements	Progress Status
Establish a regional “consolidated” marketed management structure and strategy	<u>Primary:</u> Wallops Island Regional Alliance, Accomack County, Accomack-Norhampton Planning District Commission <u>Secondary:</u> Aerospace & Defense Working Group Partners	Peter Bale (Wallops Island Regional Alliance); Rich Morrison (Accomack County); Anne Doyle (Accomack-Norhampton Planning District Commission)	Short Term	Dec. 2019	Develop consolidated marketing strategy and materials • 2018 – ODU economic impact study underway & due during Fall 2018 • 2019 – ODU study completed. Will proceed with marketing strategy development using new information.	Ongoing
			Mid Term	Jun. 2020	Gain approval for marketing strategy from all principals	Pending completion of short term strategy

APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

<p>Implement a consolidated marketing strategy and hire a marketing professional to represent and recruit for the Wallops Complex and regional transportation and aviation infrastructure.</p> <p><i>The WIRA organizations are individually promoting the ESVA, but a consolidated strategy is needed. WIRA does not have the budget to fund this, but the Working Group Partners will seek funding to have the strategy completed or attempt to develop the strategy "in-house" over time.</i></p>	<p><u>Primary:</u> Wallops Island Regional Alliance, Accomack County, Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Aerospace & Defense Working Group Partners; Accomack County Airport</p>	<p>Peter Bale (Wallops Island Regional Alliance); Rich Morrison (Accomack County); Anne Doyle (Accomack-Northampton Planning District Commission)</p>	Short Term	Mar. 2020	<p>Develop draft business plan outline to include hiring of a marketing professional</p> <ul style="list-style-type: none"> - WIRA internal committee developing strategy. Met with VA Economic Development Partnership but no progress to date. Discussions held around GOVa but no proposal submitted for 2017. In 2018, VA General Assembly did not pass bill which included dedicated VEDP position for Aerospace. - Target approx. \$200k for marketing strategy and website (WIRA could hire/manage consultant with Wallops partners providing supplementary info) - Include approx. \$7k for development of promotional video for targeted marketing for unmanned systems 	Fall 2018 - Julie has an inventory and worked with VEDP to develop a program budget and will work with Peter to establish an outline Spring 2019 – No update
			Short Term	Jun. 2020	Identify funding source or mechanism for developing consolidated marketing strategy.	Pending completion of short term strategy
			Mid Term	Aug. 2020	Deliver a consolidated Regional Business Plan for the area. Increased activity for the local regional communities attend trade shows, compile print media secure prime marketing opportunities. Output is measured by an economic impact study that can be compared against historical data that shows increased tax revenue via employment tax figures for Accomack County	Pending completion of short term strategy
			Mid-Long Term	Jan. 2021	Hire marketing professional to represent and recruit for the Wallops Complex and local aviation facilities. Pointperson should have credentials in aviation industry, in addition to aerospace credentials, and ability to assemble a business plan to present to local official & business to grow economic opportunities.	Pending completion of mid-term strategy

APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

Objective B: Secure funding of Class A flexible and configurable office and technical/industrial space to support campaign mode operations. Build a flexible configurable building for “campaign mode” company operations and workforce development training and certification programs in the Wallops Research Park.

Build Class A office, laboratory, and flex Space	<p><u>Primary:</u> Accomack County Wallops Research Park (Facilitator)</p> <p><u>Secondary:</u> Accomack-Northampton Planning District Commission</p>	Rich Morrison (Accomack County)	Short/Mid Term	Jan. 2021	<p>Fill the 211 acres of the Wallops Research Park with a suitable mixture of tenants.</p> <ul style="list-style-type: none"> - Northrop Grumman Innovation Systems in need of building space for support businesses - DOD contractors in need of building space - Rocket Lab integration facility announcement for construction in October 2018 	<p>Ongoing - Lead emerging for growth. Have concept but lack of business plan has been primary barrier. Continue to pursue government funding/loan for construction. ODU marketing report due for completion before next meeting, will proceed based on results</p>
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Objective C: Create a state or regional level competitive launch financing and effective local and state business incentives.

Establish a regional incentive strategy	<p><u>Primary:</u> Wallops Island Regional Alliance; Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Virginia & Maryland Legislators, Accomack & Northampton Counties, Town of Chincoteague, Virginia Economic Development Partnership</p>	Peter Bale (Wallops Island Regional Alliance); Anne Doyle (Accomack-Northampton Planning District Commission)	Short Term	March 2020	<p>Establish a working group of regional legislators (VA & MD) and stakeholders to discuss and pursue regional incentive strategy development (A-NPDC to coordinate meetings).</p> <ul style="list-style-type: none"> - VA General Assembly failed to pass bill that would have created dedicated Aerospace position at VEDP during 2018 session. - UAS working group, under Dept. of Aviation: In meetings VEDP was very vocal, but funding/resources unavailable - VEDP aerospace position remains vacant after staff change 	<p>Proposal developed to be submitted to MD legislation for 2018 session. MD legislators and VA Governor at Wallops for UMS demo. VA legislation failed in 2018. Need to connect w/ new Secretary of Transportation. Bale to attend Governor’s Transportation Meeting in Nov. Need to appoint one expert with the ability to speak to the state without need to go through committees. No updates for Spring 2019.</p>
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APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

		Rich Morrison (Accomack County), Stephen Moret (Virginia Economic Development Partnership)	Short Term	July 2016 – March 2020	<ul style="list-style-type: none"> • Include options for incentive programs that will attract aerospace and technology and aviation (helicopter, other)-related business to the region. • Develop an interstate compact to authorize Celestial Revenue Bonds to finance the launch of spacecraft to be repaid with generated revenue over the life of the spacecraft • Re-establish HUB Zones in Accomack and Northampton Counties • Opportunity for attracting helicopter operations that carry workers to offshore energy development sites. Operators currently seeking coastal airport base for operations. 	Pending completion of short-term strategy
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APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

Objective D: Attract new additional space launch programs or missions to fly from the Wallops Complex to the rate of 6-10 major launches per year by 2021.

<p>Pursue the basing of next-generation launch systems at the Wallops Complex. <i>This strategy is supported by the market potential identified in the May 2018 Draft Wallops Flight Facility Site-wide Programmatic Environmental Impact Statement</i></p>	<p><u>Primary:</u> Virginia Space <u>Secondary:</u> Wallops Island Regional Alliance, NASA Wallops</p>	<p>Dale Nash (Virginia Space), NASA Wallops New Business Office</p>	<p>Short Term</p>	<p>July 2019</p>	<ul style="list-style-type: none"> • Integrate this objective as a principle marketing objective for the Marketing Strategy to be developed under Objective A. • Conduct vendor tours of Wallops Complex capabilities • Wallops Complex to host LEO Air Launch demonstration missions in 2018, 2019, and 2020 by one or more providers. • Permanent availability of nano/microsatellite Air Launch support capability from WRP established, ideally with carrier aircraft based here. • Still need to work as group to incorporate this strategy into Objective A. 	<p>Complete for 2018 - Vector for 3 microsatellite launches in 2018 with more to come. Vector still intends to come to NASA, with a likely date of 2019-2020; NASA working closely with Vector on developments for autonomous flight safety Emerging competitors for Vector include Firefly and Virgin Orbital. Rocket Lab announcement to establish launch operations at Wallops with facility construction in Wallops Research Park. Launches could commence within one year. For 2019 & beyond - Four launches likely in 2019. Working toward at least one mission annually for Minotaur series. On target to reach 2021 goal.</p>
<p>Develop dedicated launch and other end-to-end mission support capabilities for a variety of small launch systems</p>	<p><u>Primary:</u> Virginia Space <u>Secondary:</u> NASA Wallops</p>	<p>Dale Nash (Virginia Space), NASA Wallops</p>	<p>Short Term</p>	<p>October 2018</p>	<ul style="list-style-type: none"> • Integrate this objective as a principle marketing objective for the Marketing Strategy to be developed under Objective A. • Identify funding opportunities to develop the capabilities. 	<p>Ongoing - Rocket Lab announcement to establish launch operations at Wallops with facility construction in Wallops Research Park. Still need to work as group to incorporate this strategy into Objective A</p>

APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

Objective E: Develop a workforce development/continuing education presence in the Wallops Research Park based on completed feasibility study.

Review 2008 feasibility study and update as necessary	<u>Primary:</u> Accomack County Wallops Research Park <u>Secondary:</u> Aerospace & Defense Working Group Partners	Rich Morrison (Accomack County)	Short /Mid Term	Dec. 2018	One finalized feasibility study reported to Aerospace & Defense Working Group	Not started
Implement strategies set forth in feasibility study	<u>Primary:</u> Accmack County Wallops Research Park <u>Secondary:</u> Aerospace & Defense Working Group Partners	Rich Morrison (Accomack County),	Long Term	Dec. 2020	At least one tenant located and operating in Wallops Research Park	Not started

Objective F: Develop necessary foundational support infrastructure to support sustained growth at the Wallops Complex.

Create additional funding for local public schools through aerospace.	<u>Primary:</u> Accomack County <u>Secondary:</u> Aerospace & Defense Working Group Partners	Rich Morrison (Accomack County),	Short Term	Dec. 2018	Research innovative local funding mechanisms generated by aerospace in other localities/regions • Need to explore Henrico County Public Schools fellowship agricultural program as potential template for providing graduates jobs and education following graduation. Could be potential opportunity for aerospace	Not started
			Mid Term	June 2019	Pursue identified opportunities and complete at least one new partnership/opportunity	Not started

APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

Assess and develop needed housing to support sustained growth at the Wallops Complex	<p><u>Primary:</u> Accomack County; Accomack-Norhampton Planning District Commission</p> <p><u>Secondary:</u> Aerospace & Defense Working Group Partners</p>	Russ Williams (Accomack-Norhampton Planning District Commission), Elaine Meil (Accomack-Norhampton Planning District Commission, with Northampton County as part of the Regional Housing Plan)	Short /Mid Term	June. 2019	<p>Assess housing needs of Wallops Complex partners including affordability.</p> <ul style="list-style-type: none"> •Include infrastructure such as cell reception, high-speed & affordable internet, daycare, clean water, sewer lines •Solutions: Present data showing launch rates are increasing, customers are interested incoming to the Shore, but balk at lack of amenities 	<p>-ANPDC is updating the Regional Housing Plan with completion expected early 2022.</p> <p>-Held northern Accomack Public Input Session.</p>
			Mid Term	Dec. 2019	Identify and pursue necessary funding for housing development that meets needs of Wallops Complex	Not started
			Long Term	Dec. 2020	Construct housing	Not started

GOAL 2: Increase technology development, manufacture, and operations for unmanned aerial, underwater, and ground based systems (unmanned systems (UMS)) in the Eastern Shore of Virginia region. This shall include the full spectrum of activities from design through manufacture, pilot testing, test, and operations. The goal would be to increase the number of local jobs and operational hours by 25% each year from a base year of 2016.

The challenge has been to attract technology education partners to the Eastern Shore of Virginia for unmanned systems testing in all three domains. It is important to achieve this goal to support Commonwealth invested Infrastructure developments, of both the Wallops Research Park and the UAS runway. The area needs to value add to these investments and create return on investments at both state and county levels. This will increase activity at the NASA Wallops Flight Facility and raise awareness of the unique capabilities and the wide variety of opportunities that exist. Successful implementation of this goal will stimulate the economy by driving high-tech educated jobs into the employment pipeline.

Objective A: Partner with other regions within the Commonwealth to provide comprehensive end to end government and commercial unmanned systems capabilities.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Partner with the Hampton Roads Economic Development Alliance. Attract a local Virginia university with strength in this area (i.e. Virginia Tech). Strengthen relationship with the Virginia Institute of Marine Science and other institutions as pertains to sea coast erosion and the use of unmanned air and sea vehicles.	<i>Primary:</i> Virginia Space, Wallops Island Regional Alliance <i>Secondary:</i> Accomack County, Accomack-Northampton Planning District Commission	Dale Nash (Virginia Space), Peter Bale (Wallops Island Regional Alliance)	Hampton Roads Economic Development Alliance			
			Short Term	180 days	<ul style="list-style-type: none"> • MOU between Accomack County as a member • Attract 1 new business in sector to demonstrate at the NASA Wallops • Attract 1 new business to area permanently 	<ul style="list-style-type: none"> • Hampton Roads Economic Development Alliance 10% • NASA Langley 40% WIRA has been invited to a new ESVA Chamber Consortium • VA Space 100% WIRA participates quarterly and gives regular presentations.
			Virginia Tech			
			Short Term	120 days	<ul style="list-style-type: none"> • Fly at the new UAS runway with earth science payload • Identify and pursue use of the UAS runway on an ongoing basis as a paying tenant • Explore potential opportunity for collaboration with Agriculture Research & Extension Center in Painter to assist with research. Should include temporary, as well as permanent, business transactions – draws visitors to local hotels, restaurants, etc 	<ul style="list-style-type: none"> • Bale to meet with VT in October to explore building a working relationship – ESVA would benefit them as a sea connection to their interesection of land, air and sea program

APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

			Virginia Institute of Marine Science/Randolph-Macon College/University of Delaware			
			Short Term	90 days	<ul style="list-style-type: none"> Develop and submit underwater UAS proposal to the Mid-Atlantic Coastal Research Institute Establish budget requirement Perform routine ongoing ocean measurements at Wallops coast. 	Ongoing –UMS demo held in Fall 2017. Multiple coastal resilience proposals utilizing UMS submitted and developing. Complete if funded.

Objective B: Attract commercial UAS companies for short term and permanent tenant status.

Develop a variety of concepts or operations tailored to attract UMS companies to the Wallops Complex	<p><u>Primary:</u> Wallops Research Park</p> <p><u>Secondary:</u> Virginia Space, Wallops Island Regional Alliance</p>	Peter Bale (Wallops Island Regional Alliance)	Short Term	Oct. 2017	<ul style="list-style-type: none"> Increasing number of companies using Wallops Complex facilities on a more frequent basis in campaign mode Permanent company facilities at Wallops Complex State funded incubator facility to the Wallops Research Park to attract business to operate as a return on investment opportunity for Virginia to attract all as mentioned to become small footprint tenants to the region 	Sentinel Robotic Solutions located in Wallops. Other potential developments ongoing. Runway booked through 2019. Ongoing study for establishing port on Wallops Is.
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GOAL 3: Develop and market two research programs to increase regional coastal resilience by 2020.

With over \$1 Billion in federal and state infrastructure located within several meters of sea level on Wallops Island, understanding the fundamental coastal processes occurring in the region is essential to the long-term viability of the Wallops Complex. When equipped with the best available scientific information, facility managers will be able to adjust their respective management strategies so as remain viable in the face of climate change. In turn, the economic benefits made possible by the Complex’s mission success will continue to serve the region for years to come. Furthermore, the unique characteristics of the Wallops Complex - including its coastal location, restricted airspace, and runway infrastructure - coupled with NASA’s commitment to making the Wallops Island shoreline a “living laboratory” – make the area an ideal testbed for development of UMS-based sensors. Demonstrated success in this line of business will not only increase regional economic inputs including meals and transient occupancy but could also spur UMS companies’ capital investments in the area.

Objective A: Deploy a network of permanent and semi-permanent oceanographic sensors within the Assateague-Wallops-Assawoman multi-island system.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Secure funding for Phases I and II of Integrated Barrier Island System project	<p><u>Primary:</u> NASA Wallops</p> <p><u>Secondary:</u> Mid-Atlantic Coastal Resiliency Institute partners</p>	Josh Bundick, NASA Wallops	Short Term	2016-2018	<p>1) Research money spent in region</p> <p>2) Number of sensors and instruments in the on-shore, off-shore and near-shore environment</p>	Proposal development - No update for November 2017 or April/October 2018

APPENDIX C: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

Complete Phases I and II of Integrated Barrier Island System project	<u>Primary:</u> NASA Wallops <u>Secondary:</u> Mid-Atlantic Coastal Resiliency Institute partners	Josh Bundick, NASA Wallops	Mid Term	2018-2020	1) Research money spent in region 2) Number of sensors and instruments in the on-shore, off-shore and near-shore environment	Pending completion of short-term strategy
Objective B: Demonstrate the utility of both aerial and underwater UMS for collecting high resolution, repeatable, topographic and shallow-water bathymetric datasets.						
Complete Phases I and II of Integrated Barrier Island System project	<u>Primary:</u> NASA Wallops <u>Secondary:</u> Mid-Atlantic Coastal Resiliency Institute partners	Josh Bundick, NASA Wallops	Mid Term	2018-2020	1) Research money spent in region 2) Number of UMS flight and/or underwater hours	Pending completion of short-term strategy. Underway with completion during 2021.
Objective C: Market the region as a testbed for conducting UMS-based coastal research.						
Develop marketing materials	<u>Primary:</u> NASA Wallops <u>Secondary:</u> Mid-Atlantic Coastal Resiliency Institute partners	Josh Bundick, NASA Wallops	Short/Mid Term	On-going during 2016-2020	Number and types of marketing materials developed	In development – No update for November 2017 or April/October 2018
Deploy marketing representatives at industry and academic venues	<u>Primary:</u> NASA Wallops <u>Secondary:</u> Mid-Atlantic Coastal Resiliency Institute partners	Josh Bundick, NASA Wallops	Short/Mid Term	On-going during 2016-2020	Number of industry/academic gatherings attended	In development - No update for November 2017 or April/October 2018

Objective D: Implement adaptive management practices on dynamic high-energy properties to assist with enhancing regional coastal resilience.

<p>Help the US Fish & Wildlife Service, NASA, and Chincoteague explore adaptive management practices that sustain resiliency of Assateague, Wallops, Assawoman and Metompkin Islands</p>	<p><u>Primary:</u> Eastern Shore of Virginia Climate Adaptation Working Group Partners, Including Accomack-Northampton Planning District Commission, The Nature Conservancy, Research Institutions <u>Secondary:</u> US Fish and Wildlife Service, NASA, Chincoteague</p>	<p>Anne Doyle, Accomack-Northampton Planning District Commission</p>	<p>Short/ Mid Term</p>	<p>On-going during 2018-2020</p>	<p>Gather barrier island property managers upon completion of new, relevant coastal research to learn of outcomes, consider implications, and explore related adaptive management practices.</p> <ul style="list-style-type: none"> • 2018: Complete. Various Randolph-Macon, VIMS & other research underway. VIMS workshop held Nov. 2018 to present research on barrier/back-barrier dynamics, model for projecting barrier island change, and forum for discussion among managers & stakeholders. VIMS awarded NFWF funding to design innovative beneficial use of dredged material project to enhance resilience of southern Cedar Island. • 2019: Underway. Meetings scheduled between barrier island researchers & USFWS/NPS representatives to explore beneficial use of dredged material projects for enhancing coastal resilience at southern Assateague Island. 	<p>Complete for 2018. Underway for 2019.</p>
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APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

GOAL 1: Develop a value added fresh food marketing cooperative to aggregate and market locally produced aquaculture, produce, and viticulture; create an identifiable Eastern Shore brand; increase crop diversity; and increase production and sale by 20% by December 2020. This goal is in support of and is targeted toward small farmers.

Objective A: Assess the regional production capacity (small farmer focus).

Strategy	Responsibility	Key Contact	Timeline	Activity Outcome/Output Measurements	Progress Status	
Inventory growers at this scale and evaluate current production along with potential capacity.	<u>Primary:</u> USDA offices (NASS, FSA). Virginia Institute of Marine Science, Accomack-Northampton Planning District Commission <u>Secondary:</u> Virginia Cooperative Extension, Virginia State University, Virginia Shellfish Growers Association	USDA/FSA; Patrick Johnson (Virginia State University); Karen Hudson (Virginia Institute of Marine Science); Anne Doyle (Accomack-Northampton Planning District Commission)	Short/ Mid Term	July 2019	Comprehensive inventory publication of all vegetable, grain, fiber, and oilseed crops and aquaculture. - VIMS compiles a non-ESVA-specific annual report on shellfish production based on survey results - FSA/NASS compile data for larger ag. operations - 2018: ANPDC compiled preliminary inventory of regional products. ANPDC was awarded USDA-RBDG & project advisory committee & consultant will use VIMS, FSA/NASS data to fill gaps & complete strategy by July 2019. - 2019: Draft market analysis expected from ANPDC in April. Presentation to EDC scheduled for June.	Complete – USDA-RBDG project advisory committee during 2019.
Conduct a feasibility study for expanding locally-produced products with additional consideration for organic and value-added products.	<u>Primary:</u> Virginia Dept. of Agriculture & Consumer Services, Accomack-Northampton Planning District Commission <u>Secondary:</u> Virginia Finest Program, Delmarva Famers Union, Eastern Shore Resource Conservation & Development Council, Perennial Roots Farm	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services); Anne Doyle (Accomack-Northampton Planning District Commission)	Short/ Mid Term	July 2019	Economic analysis of high margin items and processed goods and feasibility of raising items on the Eastern Shore. - ANPDC awarded USDA-RBDG funding to conduct economic analysis for value-added opportunities. Study to begin during Fall 2018 and to be completed by Summer 2019. - Include grain, hops, etc. for breweries & distilleries. - Consider if additional or mobile Farmers Markets are needed. Also identify issues with current restrictions ut on market vendors. - Assess warm and cold storage needs	Complete
Conduct a feasibility study for expanding local seafood processing capacity with additional consideration for value-added products	<u>Primary:</u> Accomack-Northampton Planning District Commission, Robert S. Bloxom Agricultural Complex <u>Secondary:</u> Toms Cove Aquafarms	Anne Doyle (Accomack-Northampton Planning District Commission)	Mid- Long Term	July 2019	Economic analysis of seafood products and feasibility of increasing value of local products - 2018: Will attempt to include economic analysis in ANPDC USDA-RBDG study wth agriculture & artisans. Project advisory committee needs to include both farmers, artisans, & aquaculture/seafood producers. - 2019: Draft market analysis expected from ANPDC in April. Presentation to EDC scheduled for June.	Complete

Objective B: Assess the market potential outside of the region for specific farm and farmer’s markets throughout the

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

Eastern Shore.

Very few formal arrangements exist for off-Shore food movement.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Design a study to assess the market potential for sales off of the Eastern Shore and potential for a Shore-wide marketplace in concert with local farmers markets.	<u>Primary:</u> Virginia Dept. of Agriculture & Consumer Services <u>Secondary:</u> USDA-NASS, USDA-ERS, Virginia Tech, Virginia Institute of Marine Science, Virginia Marine Products Board	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Mid Term	July 2019	<ul style="list-style-type: none"> Study to address potential for product movement from the Eastern Shore to large city centers Establishment of contracts with markets and restaurants off the shore <ul style="list-style-type: none"> Local sales to: Food Lion, Walmart, Publix, Military Produce, Kroger, and Shockley Farms Farm Stand in VA Beach 	Pending completion of USDA-RBDG study during Summer 2019.

Objective C: Evaluate and enhance existing agriculture business infrastructure.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Improve agriculture & aquaculture/seafood research facility for use by local stakeholders	<u>Primary:</u> Virginia Tech, Virginia Cooperative Extension, Virginia Institute of Marine Science, University of Virginia Long Term Ecological Research Facility, Accomack-Northampton Planning District Commission <u>Secondary:</u> Farm Operators, Chincoteague Bay Field Station, Kiptopeke State Park, local government-owned parks	Mark Reiter & Steve Rideout (Virginia Tech); Ursula Deitch & Theresa Pittman (Virginia Cooperative Extension); Richard Snyder (Virginia Institute of Marine Science); Cora Johnston (University of Virginia Long Term Ecological Research Facility), Anne Doyle (Accomack-Northampton Planning District Commission)	Short Term	Sep. 2019	Hold meeting among primary stakeholders to develop needs assessment for local education and research facilities <ul style="list-style-type: none"> 2018: Curt to coordinate meeting during Winter. Suggestion during October is for group to consider development of 4-year college (“Shore U”) whose leaders have a preference for affiliation with VA Tech. 2019: Regional infrastructure planning meeting to be held during 2019. 	Ongoing
			Long Term	Jan. 2020	<ul style="list-style-type: none"> Improve meeting facilities and demonstration areas for information dissemination for stakeholders <ul style="list-style-type: none"> 2018: VIMS awarded funding from VA General Assembly to rebuild Eastern Shore Lab with six support buildings to be completed by 2021. 2019: VT AREC main building improvements not funded during 2019 VA General Assembly but funding is in place for greenhouse replacement. Purchase necessary equipment to produce new and innovative crops in test and demonstration plots Opportunity for farmers to share innovative growing techniques (best practices) 	VIMS Facility Construction Underway in Wachapreague

Objective D: Research and promote production opportunities.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Specialty Crops - Explore feasibility of raising three specialty crops in addition to fresh market vegetables and other varieties of shellfish	<u>Primary:</u> Virginia Tech, Virginia Institute of Marine Science, Virginia Cooperative Extension, Accomack-Northampton	Mark Reiter & Emmuel Torres (Virginia Tech); Richard Snyder (Virginia Institute of Marine Science); Ursula Deitch &	Mid Term	Dec. 2020	<ul style="list-style-type: none"> Identification and production practice development for novel and innovative specialty crops and markets for Eastern Shore farmers. <ul style="list-style-type: none"> 2018: No updates provided 2019: Ongoing at VT AREC but no specific metrics reported. ANPDC USDA-RBDG study to explore opportunities with completion in July. Identify new aquaculture opportunities for Eastern Shore producers – 	Ongoing

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

	Planning District Commission <u>Secondary:</u> Agriculture and Aquaculture Business Owners	Theresa Pittman (Virginia Cooperative Extension), Anne Doyle (Accomack-Norhampton Planning District Commission)			<ul style="list-style-type: none"> ○ 2018: ANPDC USDA-RBDG study to explore opportunities. VIMS working on restoration grant ○ 2019: ANPDC USDA-RBDG study to explore opportunities with completion in July. • Grant funding to support new crop research (<u>USDA Value Added Producer Grant</u>) <ul style="list-style-type: none"> - 2018: Crop research grants acquired but promotion/production opportunities still needed - 2019: Lavendar class held 8/22/17. - 2020-2-21: Green Tea studied and farmer training provided • Grant funding to support needed outreach and staffing for Virginia Cooperative Extension <ul style="list-style-type: none"> ○ 2019: No updates provided ○ 2020: High tunnel research begun 	
Test process for season extension of vegetable production. For example: sweet potatoes, white potatoes and strawberries	<u>Primary:</u> Virginia Tech <u>Secondary:</u> Virginia Cooperative Extension, Eastern Shore Resource Conservation & Development Council	Mark Reiter & Emmanuel Torres (Virginia Tech), Ursula Deitch & Theresa Pittman (Virginia Cooperative Extension); Larry Breech (Eastern Shore Resource Conservation & Development Council)	Long Term	Jan. 2020	<ul style="list-style-type: none"> • High tunnels <ul style="list-style-type: none"> ○ 2018: Work continuing. Educational talks being held across the state. ○ 2019: No updates provided ○ 2021: Two grants awarded for high tunnel research • Identify, research, and demonstrate new technologies for season extension to give farmers longer crop producing time (high and low tunnels, row covers) <ul style="list-style-type: none"> ○ 2018: Season extension projects ongoing. Educational talks being held across the state. ○ 2019: No updates provided • Identify profitable crops that are marketable during the shoulder seasons. <ul style="list-style-type: none"> ○ 2018: No updates provided ○ 2019: No updates provided • Grant dollars to support research and Extension programs ongoing 	Ongoing

Objective E Encourage participation in a buy fresh, buy local chapter.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Expand current interests with a formal establishment of a Buy Fresh, Buy Local Eastern Shore chapter.	<u>Primary:</u> Delmarva Farmers Union, Virginia Tech, Virginia Cooperative Extension <u>Secondary:</u> Virginia Dept. of Agriculture & Consumer Services, Virginia Institute of Marine Science, Eastern Shore Resource Conservation	Stewart Lundy (Delmarva Small Farmers Union); Emmanuel Torres (Virginia Tech); Ursula Deitch & Theresa Pittman (Virginia Cooperative Extension); Larry Breech (Eastern Shore Resource Conservation &	Short/Mid Term	May 2019	<ul style="list-style-type: none"> • Establish an Eastern Shore Chapter with 20 members. <ul style="list-style-type: none"> ○ 2018: Need to confirm interest in local participation remains as some farmers already belong to Hampton Roads Chapter. Delmarva Farmers Union established & launched brand early in year. ○ 2019: Delmarva Farmers Union considering participation but no action yet. • Members present at each of the local farm markets. <ul style="list-style-type: none"> - 2018-2019: Pending confirmation of interest in local chapter. No grant funding received to date 	Ongoing

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

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GOAL 2: Develop a wholesale production that supports larger-scale farmers to add value to crops and aquaculture grown on the Shore and create value-added opportunities.

Objective A: Research priority crop production.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Research production practices	<u>Primary:</u> Virginia Cooperative Extension, Virginia Tech <u>Secondary:</u> Virginia Dept. of Agriculture & Consumer Services, USDA – FSA, USDA-NASS,	Ursula Deitch & Theresa Pittman (Virginia Cooperative Extension); Steve Rideout (Virginia Tech); Richard Snyder (Virginia Institute of Marine Science)	Long Term	Dec. 2020	<ul style="list-style-type: none"> • Identify desired production practices <ul style="list-style-type: none"> ○ 2017-2019: Need to identify additional practices and establish specific target metrics • Develop desired production practices <ul style="list-style-type: none"> ○ 2017: Some practices identified & production practice underway (VA Tech – snap beans) ○ 2018: Current ag. & aquaculture research is ongoing, more research & funding is needed. ○ 2019: VIMS reported hatchery enhancement study funded for 2018-2019. 	Ongoing
Priority commodity to include aquaculture & vegetable commodities	<u>Primary:</u> Virginia Dept. of Agriculture & Consumer Services, Virginia Institute of Marine Science, Accomack-Northampton Planning District Commission <u>Secondary:</u> Virginia Cooperative Extension, USDA – FSA, USDA-NASS, Virginia Tech Association of Potato & Vegetable Growers	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services); Richard Snyder (Virginia Institute of Marine Science), Clara Vaughn (Accomack-Northampton Planning District Commission)	Long Term	Dec. 2020	<ul style="list-style-type: none"> • Identify, research, and demonstrate new technologies for dissemination to growers in order to increase profitability and yields <ul style="list-style-type: none"> ○ 2017 & 2018: Current ag. and aquaculture research is ongoing, but more research and funding is needed. ○ 2019: VIMS hard clam broodstock enhancement grant underway. • Identify profitable crops that are marketable <ul style="list-style-type: none"> ○ 2018: ANPDC awarded USDA-RBDG study could explore profitable & marketable crops ○ 2019: Pending findings of ANPDC study (due in July), Identification of known markets and new aggregation/distribution opportunities could increase vegetable production • Identify grant dollars to support research & Extension programs. <ul style="list-style-type: none"> ○ 2017-2019: No updates provided 	Ongoing

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

Objective B: Assess and address infrastructure needs.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Extend natural gas pipeline from Maryland to meet needs of local businesses	<i>Primary:</i> Accomack County Economic Development Officials <i>Secondary:</i> Accomack -Northampton Planning District Commission, Northampton County Economic Development Officials	Rich Morrison (Accomack County)	Long Term	Dec. 2021	Facilitate extension of natural gas pipeline from Maryland to Accomack County <ul style="list-style-type: none"> • 2018: Eastern Shore Natural Gas extension project held open season. Environmental assessment pending. • 2019: No updates provided 	No action
		Rich Morrison (Accomack County)	Long Term	2022	Extend pipeline further to major employers <ul style="list-style-type: none"> • 2018-2019: Not started. Pending completion of first strategy 	Not started
Conduct a needs assessment for cold and warm ag storage.	<i>Primary:</i> Virginia Cooperative Extension, Virginia Dept. of Agriculture & Consumer Services, Accomack-Northampton Planning District Commission <i>Secondary:</i> USDA – FSA, USDA-NASS, Virginia Tech	Ursula Deitch & Theresa Pittman (Virginia Cooperative Extension); Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services); Anne Doyle (Accomack-Northampton Planning District Commission)	Mid Term	Jul. 2019	Conduct assessment of warm and cold storage that may lead to expansions of existing sites such as the Bloxom Agricultural Complex or additional construction. <ul style="list-style-type: none"> • 2017: Not started • 2018: ANPDC awarded USDA-RBDG study which could assess needs by July 2019 • 2019: ANPDC study is exploring storage availability of Melfa agricultural complex with results expected in July. 	Ongoing
Compile farm location data & submit to broadband providers to assist with enhancing broadband connectivity to agriculture & aquaculture/seafood producers	<i>Primary:</i> Accomack -Northampton Planning District Commission <i>Secondary:</i> Eastern Shore of Virginia Broadband Authority, Wireless Internet Service Providers	Elaine Meil (Accomack-Northampton Planning District Commission)	Short Term	July 2019	<ul style="list-style-type: none"> • Compile publicly available groundwater withdrawal information from DEQ permits to capture where farms, poultry operations, nurseries are located <ul style="list-style-type: none"> ○ 2018: ESVA Ground Water Committee maintains groundwater withdrawal permit database • Contact Farm Bureau to request general location information of member operations <ul style="list-style-type: none"> ○ 2018-2019: Need to contact • Compile general location information for working waterfronts <ul style="list-style-type: none"> ○ 2018: ANPDC completed inventory of regional working waterfronts in 2016.. ○ As of September 2021, Eastern Shore of VA Broadband Authority has developed a 5-year strategy to complete universal coverage. 	Underway

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

GOAL 3: Develop a sawmill on the Eastern Shore of Virginia. (Pine)

The forest resource on the Eastern Shore has been devalued by more than 50% since 2007 because of the loss of 80% of industrial sawmill capacity on the Delmarva peninsula, thereby reducing asset values to both Eastern Shore of Virginia forestland owners and the real estate tax base required for local County revenue generation.

Objective A: Obtain funding for development of Eastern Shore Forest Inventory and Pine Sawmill Marketing Plan.						
Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Solicit local and state supporters for Planning Grant(s)	<u>Primary:</u> Eastern Shore of Virginia Chamber of Commerce, Accomack-Northampton Planning District Commission <u>Secondary:</u> Agribusiness & Food Processing Working Group Partners	Robie Marsh (Economic Development Committee); Anne Doyle (Accomack-Northampton Planning District Commission)	Mid Term	Fall 2018	Obtain letters of support for Planning Grant(s) including the Virginia Board of Forestry and Virginia Agribusiness Council - Some letters of support attained but still need: o Forest landowners/stakeholders o Both County Board of Supervisors o Wildlife stakeholders o Farm Bureau in both Counties	Ongoing. Grant app conversations underway in 2019.
Prepare application for Governor's Agriculture and Forestry Industries Development Grant and US Forest Service Planning Grant	<u>Primary:</u> County Economic Development Directors, Accomack-Northampton Planning District Commission <u>Secondary:</u> Virginia Department of Forestry, Virginia Dept. of Agriculture & Consumer Services, U.S. Fish & Wildlife Service, others	County Economic Development Directors, Anne Doyle (Accomack-Northampton Planning District Commission)	Mid Term	Winter/ Spring 2019	Obtain approx. \$100,000 for planning grant - Need to identify match, if needed - 2019: Conversations underway with VDACS and counties regarding AFID planning grant application. Requests to county supervisors forthcoming by end of 2019.	Started - Initial grant app development discussions and strategies held during Spring 2018. No progress for 2019.
Objective B: Develop a regional Eastern Shore Forest Inventory and Pine Sawmill Marketing Plan.						
Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Solicit Request for Proposals for Plan	<u>Primary:</u> Accomack and Northampton Counties, Accomack-Northampton Planning District Commission <u>Secondary:</u> Private service providers	County Economic Development Directors, Anne Doyle (Accomack-Northampton Planning District Commission)	Mid Term	Summer 2019	Planning document that categorizes extent and type of forest resources available and associated domestic and international marketing opportunities to attract investors - Complete inventory/marketing plan (1 year duration)	Pending award of grant

GOAL 4: Equip individuals with appropriate skills to work in the agribusiness and food processing cluster.

Objective A: Establish agricultural education and training programs in middle/high schools and at the community college level.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
By graduation every student has a Meaningful Agricultural Experience (MAG E)	<p><u>Primary:</u> Accomack & Northampton County School Boards, Eastern Shore Soil & Water Conservation District, Virginia Cooperative Extension</p> <p><u>Secondary:</u> Agribusiness & Food Processing Working Group Partners, The Nature Conservancy</p>	Carmie Savage (Eastern Shore Soil & Water Conservation District); Ursula Deitch & Theresa Pittman (Virginia Cooperative Extension); Accomack & Northampton County School Superintendents	Mid Term	2018/2019	<ul style="list-style-type: none"> Career & Technical Education Curriculum – 2017: underway in Northampton County, 2018-2019: no updates provided Farm Tours – 2018: Northampton Co. in November & Accomack Co. in September; 2019: No updates Aquaculture Tour/Experience – 2018-2019: No updates Pumpkin Mania – 2018-2019: No updates School Gardens – 2018-2019: No updates Job Shadow within industry – 2018-2019: No updates Agriculture Fairs – 2018: ESCC hosted one. Exploring opportunity for Aquaculture Annual Conference; 2019: No updates Watershed Festivals – 2018-2019: No updates Internships – 2018-2019: No updates Barrier Islands – 2018-2019: The Nature Conservancy providing field trips for students & teachers regularly Other Educational Tools - Spring 2019: ESSWCD Soils Trailer will be available 	Complete??? – need to define strategy with metrics to determine if recent growth in programs is sufficient
Expand non-credit, but credential oriented training program with a focus on areas of agribusiness	<p><u>Primary:</u> Eastern Shore Community College</p> <p><u>Secondary:</u> Agribusiness & Food Processing Working Group Partners</p>	TJ Johnson (Eastern Shore Community College)	Short/Mid Term	June 2019	<p>Offer noncredit training leading to industry-recognized credentials</p> <ul style="list-style-type: none"> - 2018: ESCC's Adult Ed. Program does offer classes on-site at Tyson and exploring similar classes at Perdue. These classes incorporate basic work skills in the industry. ESCC is open to partnering with any business that has needs & has opportunity to access grant funds to assist with tuition for classes via fastforwardva.org - 2019: No updates provided 	Ongoing – need to add quantifiable metrics to this strategy
Establish an active and engaged Future Farmers of America (FFA) program in public schools on the Eastern Shore of Virginia	<p><u>Primary:</u> Eastern Shore Soil & Water Conservation District, Accomack & Northampton County School Boards</p> <p><u>Secondary:</u> Farm Bureau, Virginia Future Farmers of America Foundation, Young Farmers of Virginia, Virginia Association of Potato & Vegetable Growers</p>	Environmental Education Director (ES Soil & Water Conservation District); Accomack & Northampton County School Superintendents, Ursula Deitch & Theresa Pittman (Virginia Cooperative Extension)	Mid Term	2019-2020 school year	<ul style="list-style-type: none"> Attain commitments from each County School Board -2018: Virginia Cooperative Extension successful in soliciting support from Farm Bureau in Accomack County. Need to identify “champion” to promote to each county school board. -2019: No updates provided Establish Agriculture Teachers in High Schools -2018-2019: Pending completion of school commitments Host Regional FFA Competition - pending completion of school commitments Develop Certificate Programs - pending completion of school commitments 	Planning phase ongoing

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

Establish a college level agricultural education program at Eastern Shore Community College to assist with building a sustainable rural business class	<p><u>Primary:</u> Eastern Shore Community College; Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Agribusiness & Food Processing Working Group Partners</p>	TJ Johnson (Eastern Shore Community College); Anne Doyle (Accomack-Northampton Planning District Commission)	Long Term	By 2020 the first cohort will have associate degree	<ul style="list-style-type: none"> • Agribusiness Associate – 2018-2019: No plans to offer degree program at ESCC • Horticulture Associate – 2018-2019: No plans to offer degree program at ESCC • Aquaculture Associate Degree – 2017: ESCC, VIMS and private aquaculture partners currently discussing potential programs. 2018-2019: No plans to offer degree program at ESCC 	No plans to offer degree in either field. Demand from local industry needed.
Objective B: Prepare skilled labor within specific industries: nursery, vegetable, aquaculture and grain crops.						
Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Develop an apprenticeship with the private sector	<p><u>Primary:</u> Eastern Shore Community College</p> <p><u>Secondary:</u> Agricultural associations (Farm Bureau, Potato, Soybean board, Nurserymen)</p>	TJ Johnson (Eastern Shore Community College)	Mid Term	Dec. 2018	<ul style="list-style-type: none"> • Skilled labor ready to enter workforce – Complete with one apprenticeship reported - ESCC has an apprenticeship program with Tyson Foods in the Industrial Technology program. Students begin employment in their 2nd year of education, work at Tyson for a good wage (\$14/hour) & this leads to full-time employment with benefits. - ESCC has held discussions with the aquaculture industry & are providing assistance to meet their workforce needs through non-credit offerings • Establish industry specific job fair – 2017-2019: not started 	Partially complete & ongoing
Fund, expand and market internship programs – target agribusiness and aquaculture	<p><u>Primary:</u> Eastern Shore Community College, Virginia Institute of Marine Science</p> <p><u>Secondary:</u> University of Virginia, Virginia Tech, Virginia Cooperative Extension</p>	TJ Johnson (Eastern Shore Community College), Richard Snyder (Virginia Institute of Marine Science)	Mid/ Long Term	2019	<ul style="list-style-type: none"> • 50% increase of interns at each school – Need to establish baseline year (2016 or 2017?) - 2016-2018: In progress at ESCC during 2016 & expansion to other programs planned in the next 1-2 years has not taken shape. ESCC still would like to expand internship programs to agriculture & aquaculture. - 2010-2018 -2019: VIMS Eastern Shore Lab supports 5 interns each summer with additional positions dependent on grant funding • 30% more funding – Need to establish baseline year (2016 or 2017?) - 2016: ESCC program funding ended in June but the program will continue. Additional resources need to be secured. - 2017-2019: No updates provided. 	Current and ongoing internships exist at schools. Attendance at other schools and cumulative regional attendance has yet to be quantified. Current internships also at Tyson and Perdue.

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

GOAL 5: Ensure the sustainability of natural resources supporting agribusiness and food processing industries through scientific research, planning, and management.

Objective A: Identify and fill gaps in scientific research regarding critical natural resources by 2020.

Strategy	Responsibility	Key Contact	Timeline	Activity Outcome/Output Measurements	Progress Status	
Pursue & obtain needed funding to better understand the region's hydrogeologic framework & groundwater sustainability & vulnerability	<u>Primary:</u> Accomack-Northampton Planning District Commission <u>Secondary:</u> Accomack & Northampton Counties	Anne Doyle (Accomack-Northampton Planning District Commission)	Long Term	Dec. 2020	<ul style="list-style-type: none"> At least one study focusing on the Hydrogeologic Framework - 2018-2019: USGS study underway to enhance mapping of paleochannels. Will need to assess further data needs upon completion of study. At least one study regarding Groundwater Vulnerability & Sustainability. Could also include regulated use topics such as how upermitted withdrawals effect management of the resource - 2018: USGS study underway will advance understanding of potential saltwater intrusion areas. ANPDC applied for NFWF funding to study & model groundwater inundation & impacts to shallow groundwater from sea-level rise. ESVA Groundwater Model needs funding for significant update. - 2019: ANPDC not awarded NFWF funding for sea-level rise impacts to groundwater study. Other needs from 2018 remain. 	Complete December 2019
Pursue & obtain needed funding to study the impact of nutrient cycling (nitrogen) & other land-use related contaminants as it pertains to ground & surface water quality	<u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore Soil & Water Conservation District <u>Secondary:</u> Virginia Cooperative Extension <u>Tertiary:</u> VIMS Eastern Shore Lab, VA Tech	Anne Doyle (Accomack-Northampton Planning District Commission), Carmie Savage (Eastern Shore Soil & Water Conservation District)	Long Term	Dec. 2020	<ul style="list-style-type: none"> At least one study adding to previous studies regarding the fate & transport of historically applied fertilizer (nitrogen) - 2019: No progress. Still major need. At least one study documenting the impact of current agricultural practices on groundwater relative to past practices. Could include researching: impact of plasticulture practices, increased irrigation, cycling between the vadose zone & groundwater table, or age dating groundwater plumes - 2019: Poultry litter and production house runoff monitoring scheduled for Spring. At least one study investigating residential on-site waste disposal effectiveness. Could include comparison of design criteria to actual performance for varous disposal system types, evaluation of suitability of long-standing regulatory criteria such as 50-foot setback distances, investigation for the optimal use of resources (land apply wastewater vs. discharge to surface water), or study of impacts from emerging contaminants (pharmaceutical, herbicides/pesticides, energy product byproducts, etc.) - 2019: No progress but still needed. 	Needs identified, but funding needed to pursue research.
Pursue & obtain needed funding to study stormwater collection and reuse for agricultural irrigation and	<u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore Soil & Water Conservation District	Anne Doyle (Accomack-Northampton Planning District Commission), Carmie Savage	Long Term	Dec. 2020	<ul style="list-style-type: none"> Obtain adequate funding for one study - 2018: Funding source not identified to date. Chesapeake Bay Phase 3 WIP local action plan included this as need in comments to DEQ. - 2019: ANPDC awarded funds to continue planning and begin implementing Phase 3 WIP action plan, but funding needed for specific study. 	Ongoing

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

industrial purposes.	<u>Secondary:</u> Virginia Cooperative Extension	(Eastern Shore Soil & Water Conservation District)			<ul style="list-style-type: none"> - 2021: Awarded funding to study the impact of intense rainfall/flooding on the Eastern Shore's agricultural sector • Conduct study – pending completion of first step. 	
Pursue & attain funding to study invasive species remediation	<u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore Soil & Water Conservation District <u>Secondary:</u> Virginia Cooperative Extension, Virginia Department of Conservation & Recreation	Anne Doyle (Accomack-Northampton Planning District Commission), Carmie Savage (Eastern Shore Soil & Water Conservation District)	Long Term	Dec. 2020	<ul style="list-style-type: none"> • At least one study addressing invasive species specific to the Eastern Shore with emphasis on impacts on local habitats & stormwater management issues. - 2019: No progress 	Not started
Pursue & obtain funding or volunteer assistance to conduct surface water sampling beyond current DEQ sample locations	<u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore Soil & Water Conservation District <u>Secondary:</u> Virginia Cooperative Extension	Anne Doyle (Accomack-Northampton Planning District Commission), Carmie Savage (Eastern Shore Soil & Water Conservation District)	Long Term	Dec. 2020	<ul style="list-style-type: none"> • Identify gaps beyond the 11 DEQ sampling stations in Accomack County (Assawoman, Folly, Gargatha, Holdens, Hunting, Little Mosquito, Parker, Pettit Branch, Pungoteague, Sandy Bottom Branch, Trib to Pitts Creek) and the 7 DEQ sampling stations in Northampton County (Cape Charles Harbor, Hungars, Kings, Nassawadox, Occohannock, Parting, The Gulf) - 2019: No progress • Develop strategic sampling plan including desired additional watersheds for sampling - pending completion of first step. • Approach academic institutions & non-governmental organizations who may be interested in leading volunteer or student sampling programs - pending completion of previous steps. • Pursue grant funding as needed - pending completion of previous steps. 	Not started
Pursue & obtain funding to conduct local research regarding potential climate change impacts	<u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore Soil & Water Conservation District <u>Secondary:</u> Virginia Cooperative Extension	(Accomack-Northampton Planning District Commission), Carmie Savage (Eastern Shore Soil & Water Conservation District)	Long Term	Dec. 2020	<ul style="list-style-type: none"> • At least one study to enhance projections for atmospheric changes. Could include changes to precipitation patterns/intensities, air temperature, etc. - 2019: No progress • At least one study to enhance projections for tertiary responses to climate change. Could include sea-level rise (land subsidence data needed as well), impacts to landforms & coastal habitats, etc. - 2019: VIMS funded \$300k by General Assembly to conduct study of Chincoteague Inlet to better understand how coastal system may evolve • At least one study to address vulnerabilities to climate change. Could include vulnerability assessments for groundwater supply, surface inundation rates, or surficial aquifer/water table response. - 2019: No progress 	Ongoing pursuit of funding and partially complete. Funding obtained September 2021

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

Objective B: Develop natural resource adaptation and management plans that incorporate the best available local scientific information by 2021.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Develop a regional climate adaptation plan that addresses impacts & includes specific short & long term strategies for all key regional industries.	<u>Primary:</u> Accomack-Northampton Planning District Commission <u>Secondary:</u> ESVA Climate Adaptation Working Group partners	(Accomack-Northampton Planning District Commission)	Long Term	Dec. 2021	<ul style="list-style-type: none"> Once regional climate adaptation plan developed - 2017-2018: NOAA Coastal Resilience grant funding applied for but not awarded. Need to pursue other source of funding for plan. - 2019: ANPDC participating in development of VA Coastal Resilience Master Plan. Eastern Shore to have own chapter. ANPDC applying for funds to update Regional Hazard Mitigation Plan. 	Ongoing
Update existing plans to incorporate best available information	<u>Primary:</u> Accomack-Northampton Planning District Commission, Accomack & Northampton Counties. 19 Incorporated Towns <u>Secondary:</u> ESVA Climate Adaptation Working Group Partners	Anne Doyle (Accomack-Northampton Planning District Commission); Local government officials	Long Term	Dec. 2021	<ul style="list-style-type: none"> Update Existing Plans with Emphasis on: <ul style="list-style-type: none"> - ESVA Groundwater Supply & Management Plan - 2019: Update underway - Accomack & Northampton Water Supply Plans - 2019: Updates to be completed - ESVA Hazard Mitigation Plan - 2019: Update slated to begin in 2020 with completion during 2021 - ESVA Regional Economic Development Plans - 2019: Ongoing but few resilience strategies incorporated to date - ESVA Long-Range Transportation Plan - 2019: No progress nor timeline for update - ESVA Housing Plan - 2019: Funding requests underway. - 2019: No progress nor timeline for update - Local Comprehensive Plans - 2019: Northampton County and Town of Cape Charles plan updates to begin 	Ongoing

Objective C: Implement natural resource adaptation and management plans that enhance the agribusiness & food processing industry's overall resilience and sustainability over both short and long timescales.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Implement action items pertaining to the Agribusiness & Food Processing Industry within the regional climate adaptation plan	<u>Primary:</u> Agribusiness & Food Processing subcommittee partners <u>Secondary:</u> Accomack-Northampton Planning District Commission, Eastern Shore Soil & Water Conservation District, Virginia Cooperative Extension	Agribusiness & Food Processing subcommittee partners	Long Term	Dec. 2022	<ul style="list-style-type: none"> Implement 50% of action items by 2022 	Not started. Pending completion of Objectives A & B

APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

GOAL 6: Develop localized strategies to encourage agricultural development and sustainability in line with the characteristics of the area and regional vision, creating a synchronized effort with tourism, preservation, and economic development.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Conduct Supply Chain Analysis and develop strategies for stabilization, diversification, and localization.						
Explore opportunities for agritourism and ecotourism.						

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

GOAL 1: Develop the Eastern Shore as a well-managed tourism destination.

A major component in the success of fueling growth in a tourism destination is marketing the region and the region's development opportunities effectively. Destination tourism is publicized as an important source of income for the Eastern Shore. A 2013 report by the Virginia Tourism Corporation (VTC) indicated that domestic travel in Virginia generated \$20.4 billion representing an 8% increase over the 2010 figures. Domestic travel to the Eastern Shore generated approximately \$254 million in customer spending during 2014. During the 2012 Virginia Outdoors Plan public meetings, the region established the importance of balancing economic endeavors with conservation as a regional priority. In addition, the small-town qualities of the Eastern Shore, including tourism outdoor recreation attractions in Onancock, are highly valued and are being promoted by the Eastern Shore Tourism Commission.

<http://www.dcr.virginia.gov/recreational-planning/document/voppd22.pdf>

Objective A: Develop cohesive and collaborative marketing strategies in partnership with the ESVA Tourism Commission which help realize the region's shared vision for the future.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Support a regional tourism strategic plan that rolls up to the state's DRIVE tourism strategic plan	<p><u>Primary:</u> Eastern Shore of Virginia Chamber of Commerce, Northampton Chamber of Commerce, Chincoteague Chamber of Commerce, Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Eastern Shore Museum Network, Eastern Shore Public Library, Eastern Shore of Virginia Tourism Commission</p>	Robert Sabbatini (ESVA Chamber of Commerce); Elizabeth Russell (Northampton Chamber of Commerce); Evelyn Shotwell (Chincoteague Chamber of Commerce); Jessica Steelman (Accomack-Northampton Planning District Commission)	Short Term	Summer 2019	Develop a scope of work and budget for development of regional tourism strategic plan.	Not Started
			Mid Term	Jan. 2020	A completed prioritized strategic plan that provides a 5-10 year plan for the Eastern Shore that will identify gaps, infrastructure needs, tourism product development, legislative needs, marketing and partnerships. Tourism strategic plan needs to be combined with regional agriculture/artisan goods marketing strategy/brand development.	Determined VTC can't lead and need to identify funding for regional plan.
Develop scalable technology platforms to meet present and future industry and consumer demands and complement/support Eastern Shore of Virginia Tourism website	<p><u>Primary:</u> Accomack-Northampton Planning District Commission, The Nature Conservancy, Birding Eastern Shore, Eastern Shore Creatives</p> <p><u>Secondary:</u> Eastern Shore of Virginia Tourism Commission, Incorporated Towns, Accomack and Northampton Counties</p>	Jessica Steelman (Accomack-Northampton Planning District Commission); Martina Coker (Birding Eastern Shore.); Jill Bieri (The Nature Conservancy); Karyn Belknap (Eastern Shore Creatives)	Mid Term	Jan. 2021	<ul style="list-style-type: none"> Launch New Virginia Water Trails Website with updated Seaside Water Trail and new bayside water trails Launch Virginia Oyster Trail Trip Planner Integrate birding and wildlife tourism into trails websites – efforts underway by ESVA Birding & Wildlife Inc. to coordinate & link into trail websites (VA Water Trails, TNC/DCR, DGIF). Linked to ES Tourism website. 	Complete

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

Create marketing program in partnership with the ESVA Tourism Commission to promote new recreational tools, websites, and strategies.	<p><u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore of Virginia Chamber of Commerce, The Nature Conservancy, Birding Eastern Shore, Eastern Shore Creatives</p> <p><u>Secondary:</u> Eastern Shore of Virginia Tourism Commission, Town Leaders, Eastern Shore Museum Network, Eastern Shore Public Library</p>	Jessica Steelman (Accomack-Northampton Planning District Commission); Christy Betz (ESVA Chamber of Commerce); Jill Bieri (The Nature Conservancy); Martina Coker (Birding Eastern Shore); Karyn Belknap (Eastern Shore Creatives)	Mid Term	Jan. 2020	<p>Funding to produce marketing materials; increase in campsite utilization; increase in vacation rental occupancy rates; increase in wedding and group/bus tour bookings</p> <ul style="list-style-type: none"> • 2017: Chincoteague Chamber: ads in VMA Membership Directory resulting in at least one tour booked; ad in Leisure Group Travel Magazine resulted in multiple leads; website updated to include pages for group tours and weddings • 2018: ESVA Tourism Commission launched new website highlighting content for group tours, weddings, and camping. Marketing program focus for multi-generational family travel still needed. • 2019: A-NPDC and ESVA Tourism Commission initiate collaborations to market new marketing strategies for local products, water trails, and Rural Coastal Virginia 	Substantially complete
Strengthen collaborations among schools, businesses, main street programs, chambers of commerce, and other local organizations and governments.						Ongoing

Objective B: Establish ESVA brand as a highly-recognized and utilized promotion tool in partnership with the Eastern Shore of Virginia Tourism Commission.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Present the recommendations from the A-NPDC regional marketing strategy & marketplace feasibility study to relevant marketing & development entities	<p><u>Primary</u> Accomack-Northampton Planning District Commission, Virginia Tech Office of Economic Development</p>	Jessica Steelman (Accomack-Northampton Planning District Commission)	Short Term	Dec. 2019	<p>Give presentation of feasibility study & recommendations to:</p> <ul style="list-style-type: none"> •Accomack-Northampton Economic Development Committee •Eastern Shore of Virginia Tourism Commission 	Complete.

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

<p>Enhance existing Eastern Shore, "You'll love our Nature" brand and integrate to all local producers</p>	<p><u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore of Virginia Chamber of Commerce <u>Secondary:</u> Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, Brand Expert, Eastern Shore Museum Network, Eastern Shore Public Library, Eastern Shore of Virginia Tourism Commission; Virginia Tourism Corporation</p>	<p>Jessica Steelman (Accomack-Northampton Planning District Commission); Robert Sabbatini (ESVA Chamber of Commerce)</p>	<p>Short Term</p>	<p>Jan. 2020</p>	<p>Establish entity to oversee regional marketing strategy for local agriculture, seafood, art, and artisan products. <ul style="list-style-type: none"> •2019: Initial discussions underway for organizing the responsible entity. <p>Attain commitment from ESVA Tourism Commission to incorporate strategy into regional marketing efforts. <ul style="list-style-type: none"> •2019: Concept presented to ESVATC with positive initial feedback. </p> </p>	<p>Underway</p>
<p>Leverage local industry to sell Eastern Shore products</p>	<p><u>Primary:</u> Eastern Shore of Virginia Chamber of Commerce, Accomack-Northampton Planning District Commission <u>Secondary:</u> Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, Eastern Shore Creatives, Delmarva Small Farmers Union</p>	<p>Robert Sabbatini (Eastern Shore of Virginia Chamber of Commerce); Jessica Steelman (Accomack-Northampton Planning District Commission)</p>	<p>Short Term</p>	<p>July 2019</p>	<p>Conduct regional inventory of retail shops on the Eastern Shore to establish baseline for how many carry locally made products from artisans or food producers, such as items from the Artisan trails, Eastern Shore oysters, Moonrise jewelry, Eastern Shore Coffee Roasting, Chatham Vineyards wine, Annie's Chocolates, Blue Bay Crab, or Chincoteague salt water taffy. Inventory to support development of regional marketing strategy or brand development. <ul style="list-style-type: none"> •2018: Regional inventory begun (April). Draft regional inventory complete. Inventory of products begun. Gaps in agricultural & artisan products to be completed under USDA-RBDG grant during 2019. (October) •2019: USDA-RBDG feasibility study completed. </p>	<p>Complete; private developer Pearl Market assumed operation.</p>
			<p>Mid Term</p>	<p>Dec. 2019</p>	<p>Assess inventory and define percentage of shops to be considered for regional goal <ul style="list-style-type: none"> •2018: Initial meeting to be held during Fall 2018 with partners </p>	<p>Underway</p>
			<p>Long Term</p>	<p>Mar. 2021</p>	<p>Achieve an increase of 5% in local sales of Eastern Shore products from 2017 baseline. At least 20% (need to refine this goal based on inventory findings) of retail shops on the Eastern Shore carry locally made products from artisans or food producers</p>	<p>Ongoing</p>
			<p>Long Term</p>	<p>June 2021</p>	<p>Develop in-store/point of purchase signage program for retailers. Signage could align with "Shore Made/Shore Grown" or new regional marketing strategy campaign</p>	<p>Not started.</p>

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

Designate region as a "Tourism Enterprise Zone" to facilitate significant investment of \$50 million in tourism-related projects	<i>Primary:</i> Virginia Tourism Corporation, Accomack-Northampton Planning District Commission, County & Town officials	Staci Martin (Virginia Tourism Corporation), Jessica Steelman (Accomack-Northampton Planning District Commission)	Long Term	Jan. 2022	Major investment in strategic tourism product	Ongoing - Initial discussions held but next steps not identified
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APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

Objective C: Develop recreational and cultural/historical facilities and opportunities to better serve local residents and employees and attract prospective visitors and residents.

Construct recreational and cultural/historical facilities and opportunities to enhance the overall health and quality of life for working families and individuals. The region currently ranks among the lowest in the Commonwealth according to multiple health metrics. Facilities including recreational-focused buildings, parks, and trails would be developed by 2022.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Construct three local trail segments within highest priority areas from regional Bicycle Plan and support the Rails to Trails initiative.	<p><u>Primary:</u> Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Virginia Department of Transportation, U.S. Fish & Wildlife Service, Kiptopeke State Park, Accomack-Northampton Transportation District Commission/Canonie-Atlantic, Counties, Towns (Cape Charles, Onancock, Onley, Exmore, Chincoteague, Parksley), Eastern Shore of Virginia Tourism Commission, Eastern Shore of Virginia Chamber of Commerce</p>	Ashley Mills (Accomack-Northampton Planning District Commission)	Mid Term	July 2020	<p>Projects -</p> <ul style="list-style-type: none"> • Southern Tip trail - Phases 1 & 2 constructed (2015-2018). Phase 3 & 4 feasibility study completed Summer 2018. Cape Charles agreed to own Phase IV from Town Harbor to Food Lion along railroad. ANPDC to submit submitted grant app for design & construction in Oct. 2019 2018. • Cape Charles biking and pedestrian trail – 1.5 miles complete to date with plans to expand and connect to regional trail • Assateague/Chincoteague trail - planning for Maddox Street enhancements underway 2019 2018 • Onancock/Onley facilities Accomack Co., Onancock & Onley signed resolutions of support in 2018 for bike lanes along Market Street. VDOT preliminary engineering & cost estimates for project underway. Exploring opportunity for completing project as road diet pilot for state. • Northampton County/Cheriton – submitted app for bike lane construction along Business 13 during 2018. Selected for Smart Scale funding in 2019 with construction around 2022. • Parksley – adopted plans for pedestrian enhancements in the downtown area. Applying for VDOT TAP funding in October 2019 for construction. • Exmore – exploring options for constructing pedestrian facilities between downtown & hotels/retail along Rte. 13. 	Partially complete (Entire Southern Tip Trail design complete & approx. 40% constructed. Cape Charles 1.5 miles completed; Cheriton Business 13 bike shoulders awarded funding for construction)
			Long Term	2022	<ul style="list-style-type: none"> • Pursue funding to construct three segments of the Eastern Shore Rail Trail 	In process

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

<p>Develop and implement a regional recreational marketing strategy highlighting regional trails (bike, water, birding & wildlife) & recreational opportunities (parks, beaches, sporting venues/events).</p> <p>(suggest moving this to Objective A)</p>	<p><u>Primary:</u> Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Counties, Towns (Cape Charles, Onancock, Onley, Exmore, Chincoteague, Parksley), Eastern Shore of Virginia Tourism Commission, Eastern Shore of Virginia Chamber of Commerce</p>	<p>Ashley Mills (Accomack-Northampton Planning District Commission)</p>	<p>Long Term</p>	<p>July 2020</p>	<ul style="list-style-type: none"> • Create one unique recreational marketing strategy -36-month Rural Coastal VA Water Trails website and ecotourism marketing strategy underway 2018-2020 • Incorporate strategy into all relevant online platforms (minimum of three) • VirginiaWaterTrails.org launched in 2018 with updated Seaside Water Trail. To include new Bayside Water Trails in 2019-2020 	<p>Complete</p>
<p>Establish & promote new water trails</p>	<p><u>Primary:</u> Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Eastern Shore of Virginia Tourism Commission, Eastern Shore of Virginia Birding & Wildlife Inc.</p>	<p>Shannon Alexander (Accomack-Northampton Planning District Commission)</p>	<p>Mid to Long Term</p>	<p>Oct. 2019</p>	<ul style="list-style-type: none"> • Create water trails for selected Bayside creeks — -First meeting held in Jan. 2019 with second meeting scheduled in May 2019 • Incorporate local businesses as stops along water trail -2019: Complete for Seaside Water Trail and to be completed for Bayside Water Trails in 2019-2020 • Integrate new trails with Captain John Smith National Historic Water Trail and Eastern Shore water trail brand • Incorporate birding & wildlife trails on website • Research potential of a cooperative sponsorship program for supporting long-term water trail website and social media marketing 	<p>Complete</p>
<p>Build accessible community structures, amenities, and creative public spaces which promote interactive and shared experiences.</p>					<ul style="list-style-type: none"> • 	
<p>Explore potential locations and feasibility for a mid-shore beach and/or public access dock.</p>					<ul style="list-style-type: none"> • 	

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

<u>Primary:</u> Lisa Cypress <u>Secondary:</u> Eastern Shore of Virginia Tourism Commission, OTHER PARTNERS??	Lisa Cypress	Short Term	June 2020	Solicit one commitment from an owner of a prominent public facility for hosting the monument.	Not started
		Short Term	Oct. 2020	Complete design and cost estimate for monument	Pending completion of previous strategy
		Mid Term	June 2021	Obtain funding and construct monument	Pending completion of previous strategy
		Mid Term	Dec. 2021	Partner with ESVA Tourism Commission to market monument as destination	Pending completion of previous strategy

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

GOAL 2: Elevate the local tourism industry and increase the desirability of hospitality jobs by developing training and programming for businesses, workforce, and citizens.

To better prepare the Eastern Shore of Virginia tourism industry and frontline staff to concierge the traveling public and encourage visitors to explore the region. Currently, the closest accredited hospitality management programs are located at Tidewater Community College, J. Sargeant Reynolds, Northern Virginia Community College, and George Mason University requiring at least an hour or more travel time from the Eastern Shore.

Objective A: Establish at least two tourism certification programs by 2020.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Develop program to enhance industry connections & assist partnership & product formation	<p><u>Primary:</u> Eastern Shore of Virginia Chamber of Commerce – Young Professionals Group, Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, Eastern Shore of Virginia Tourism Commission, Town business associations</p>	Rober Sabbatini (Eastern Shore of Virginia Chamber of Commerce); Anne Doyle (Accomack-Northampton Planning District Commission)	Mid Term	May 2020	<p>Ten (10) networking events held in the region each year with at least 15 businesses participating in each event to enhance partnerships, networking, and economic development initiatives, using face-to-face, webinars, blogs and other tactics</p> <ul style="list-style-type: none"> 2018 - ESVA Chamber created Young Professionals Facebook group to act as a social avenue for workforce to meetup, plan activities, & become engaged in the community. Local restaurants, ecotour guides, etc. will be invited to post activities and events to act as conductor for engagement and networking with goal of employee retention. ANPDC hosted exploratory meeting for regional marketing strategy/brand development for local goods during Spring 2018 (1 event). Chincoteague Chamber of Commerce holds monthly network lunches Oct. – Dec. (3 events) & regular Business After Hours/Membership Meetings (8 events). ESVA Tourism Commission April & Oct. Tourism Summits (2 events). 2019 – Chincoteague Chamber to hold monthly network lunches (7 events) & regular Business After Hours/Membership Meetings (≈8 events) 	Complete for 2018 & 2019
Launch one tourism internship program through regional universities & local business partners	<p><u>Primary:</u> Eastern Shore Community College, Eastern Shore of Virginia Chamber of Commerce</p> <p><u>Secondary:</u> Northampton Co. Chamber of Commerce, Chincoteague Chamber of Commerce</p>	TJ Johnson (Eastern Shore Community College), Robert Sabbatini (Eastern Shore of Virginia Chamber of Commerce)	Mid Term	May 2019	<p>At least five students participate in a tourism internship program annually. At least 10 students will attend seminars on tourism careers and opportunities</p> <ul style="list-style-type: none"> 2019: No update for April. 	Complete - Northampton Co. has established a high school curriculum.

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

<p>Create one hospitality curriculum with a certification and/or Associates Degree</p>	<p><u>Primary:</u> Eastern Shore Community College, Eastern Shore of Virginia Chamber of Commerce <u>Secondary:</u> Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce</p>	<p>TJ Johnson (Eastern Shore Community College), Robert Sabbatini (Eastern Shore of Virginia Chamber of Commerce)</p>	<p>M i d T e r m</p>	<p>May 20 20</p>	<p>A curriculum leading to a certificate and/or Associates Degree implemented at the Eastern Shore Community College per currently SCHEV-approved curriculum currently taught at Tidewater Community College</p> <ul style="list-style-type: none"> • October 2018: Suggestion to contact Stacey Shiflet, who teaches hotel hospitality at ODU. Suggestion to contact Shannon Alexander (ANPDC) to explore potential of linking program to the VA Certified Ecotour Guide Course (3 CEUs) and The Nature Conservancy's ecotour access certification (under development). • 2019: A-NPDC completed VA Ecotourism Guide Certification Course & will continue to offer program annually. 	<p>Partially Complete: ESCC certification established. Assoc. Degree still needed. Certification experiencing poor enrollment and need greater buy-in from businesses and non-profits.</p>
<p>Create a holistic hospitality industry stabilization program with worker and business incentives, training, and marketing</p>						

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

GOAL 3: Grow the Arts Industry into a Primary Economic Driver for the region by 2022.

The region has an exceptional track record of successful entrepreneurs growing art and artisan businesses to employ hundreds. Resources exist to assist existing and start-up art businesses but need expansion to fully capitalize on this opportunity.

Objective A: Drive scalable artisan business growth for existing businesses and start-ups with a goal to create 50 new artisan jobs and 5 new businesses from a baseline of 2018.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Develop and launch one art apprenticeship or internship workshop to teach business owners interested in significantly growing their business essential skills outside of general management skills (i.e. marketing/branding, scaling, systemizing, etc.)	<u>Primary:</u> To Be Determined <u>Secondary:</u> Accomack-Northampton Planning District Commission, Eastern Shore Community College, Hampton Roads Small Business Development Center, Others (To Be Determined)	Sara McCaleb (Accomack-Northampton Economic Development Committee)	Short Term	March 2020	Conduct meeting to have exploratory discussion. Refine objective and identify key stakeholders. • 2018: Initial discussion held with ES Community College & other key stakeholders but no kickoff meeting held to date.	Started – need to schedule & hold meeting
			Short Term	April 2020	Develop strategic plan for establishing apprenticeship/internship workshop.	Pending completion of kickoff meeting.
			Mid Term	Dec. 2020	Conduct inventory to establish 2018 baseline for number of scalable artisan production jobs and number of existing businesses	Not started.
		Sara McCaleb (Accomack-Northampton Economic Development Committee)	Mid Term	Feb. 2021	Initiate apprenticeship/internship workshop	Not started
			Long Term	Nov. 2022	Have 10 business owners complete workshop with 5 businesses creating a total of 50 new jobs.	Not started

APPENDIX E: EASTERN SHORE REGIONAL PLAN OF ACTION: ARTS, ENTERTAINMENT, RECREATION & VISITOR INDUSTRIES

Objective B: Grow regional artisan and artist opportunities by establishing one program that provides additional recognition by 2019.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Establish a Regional Artisan Champion Competition to provide additional marketing capacity for artisans and encourage growth in number of artisans.	<u>Primary:</u> Eastern Shore's Own Art Center <u>Secondary:</u> Arts Council of the Eastern Shore, Eastern Shore Art League, Eastern Shore of Virginia Artisans Guild	Ashleigh Maggard (Eastern Shore's Own Art Center)	Short Term	Dec. 2018	Conduct meeting to have exploratory discussion. Refine objective and identify key stakeholders. <ul style="list-style-type: none"> Oct. 2018: SWOT analysis & regional background research conducted.. 2019: No update (April) 	Kickoff meeting to be held Fall 2018.
			Short Term	Dec. 2018	Develop competition guidelines and identify artisans to invite to competition <ul style="list-style-type: none"> Oct. 2018: Identified Dare Co., NC Arts Council as potential model program. ANPDC artisan inventory available for identifying potential invitees. 2019: No update (April) 	Identified model guidelines and potential invitees.
Hold first Regional Artisan Champion Competition and establish long-term operational and management plan for continuity.	<u>Primary:</u> Eastern Shore's Own Art Center <u>Secondary:</u> Arts Council of the Eastern Shore, Eastern Shore Art League, Eastern Shore of Virginia Artisans Guild	Ashleigh Maggard (Eastern Shore's Own Art Center)	Mid Term	Jan.-Feb. 2019	Schedule initial competition and have commitments in place for artisans <ul style="list-style-type: none"> 2019: No update (April) 	Pending completion of strategies 1 & 2

Objective C: Promote engagement through arts in local public spaces.

The Eastern Shore has great potential to activate public spaces with programming and interactive art experiences for visitors and residents alike. Such programming fosters cultural and community development.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Scan the region for potential locations for art installations or public spaces which could be activated through arts programming.					•	
Poll businesses, residents, and visitors regarding attraction to various types of art (music, healing arts, crafts, fine art, culinary arts, etc.)					•	

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

GOAL 1: Build an entrepreneurship culture within the region by 2020.

Research shows that poor rural economies do best by growing local talent and business opportunities. Successful communities attract outside investment—not the reverse. The Eastern Shore needs to end the population loss and lack of opportunity for its educated youth to live and work in the region.

Objective A: Create an “Economic Think Tank” for the Eastern Shore.

The Eastern Shore needs a single central entity to understand and promote the region’s economic goals.

Strategy	Responsibility	Key Contact	Timeline	Activity Outcome/Output Measurements	Progress Status	
Create and maintain a customized regional data dashboard to publish all action plan metrics on the A-NPDC Economic Development website	<u>Primary:</u> Accomack-Northampton Planning District Commission <u>Secondary:</u> Accomack-Northampton Economic Development Committee and Think Tank Subcommittee Members	Anne Doyle (Accomack-Northampton Planning District Commission), T.J. Johnson (Eastern Shore Community College)	Short Term	Nov. 2019	Ensure that all Goals, Objectives, and Strategies have incorporated metrics	Underway, expected Spring 2022
			Short Term	Dec. 2019	Present draft updates to Economic Development Committee for adoption	Ongoing
			Mid Term	Jan. 2020	Create dashboard and publish initial metrics	Tableau software purchased
			Long Term	Ongoing Semi-annually	Update metrics on a semi-annual basis including any changes to action plans	Underway
Think Tank Subcommittee reviews action items and harvests economic data to support existing and potential action plans goals, objectives, and strategies by making data available to project leaders	<u>Primary:</u> Accomack-Northampton Economic Development Think Tank Subcommittee Members <u>Secondary:</u> Accomack-Northampton Planning District Commission	Ava Gabrielle-Wise (Accomack-Northampton Economic Development Committee),	Mid-Long Term	Ongoing Semi-annually	Subcommittee meets semi-annually between full Economic Development Committee and four industry sector Subcommittee meetings. • 2018: First meeting held & local government survey concept approved by EDC. • 2019: Second meeting held. Local government survey distributed with minimal feedback. Results to be presented to EDC in June.	No update

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Objective B: Expand the awareness of entrepreneurship opportunities to increase successful startups.

Research by the Darden School shows the rural areas that develop their entrepreneurial base the best are the most successful in growing their economy against declining trends.

Host entrepreneurship educational discussions each year.	<p><u>Primary:</u> Accomack-Northampton Planning District Commission, Eastern Shore of Virginia Chamber of Commerce, Hampton Roads Small Business Development Center</p> <p><u>Secondary:</u> Eastern Shore Community College</p>	Joe Betit (Accomack-Northampton Economic Development Committee), George Bryan (Hampton Roads Small Business Development Center)	Short Term & On-going	Annually by Nov.	<ul style="list-style-type: none"> • At least 2 sessions per year <ul style="list-style-type: none"> ○ 2016: Complete ○ 2017 Incomplete: no free public sessions held, only paid sessions ○ 2018: Complete. ANPDC hosted ESVA Entrepreneurship Summit II in May. NASA Space Apps Challenge held in October. ESCC held paid series. ○ 2019: Partially complete. ODU workshop held but only one attendee. • Goal of attendance at least 8 members per session • At least one attendee per session begins operation • Help with local advertisement of events in adjacent regions (Salisbury/Perdue annual entrepreneurship competition; Hampton Roads entrepreneurship competition) 	For 2016: Complete For 2017: Incomplete For 2018: Complete For 2019: 1 event held
Advertise and expand reach of local investment funds	<p><u>Primary:</u> Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Shore Growth Ventures, Accomack County Economic Development Authority, Northampton County Joint Industrial Development Authority</p>	Elaine Meil (Accomack-Northampton Planning District Commission), Pat Coady (Shore Growth Ventures)	Short Term & On-going	NA	<p>Manage and promote utilization of available local investment funds</p> <ul style="list-style-type: none"> • Shore Growth Ventures: Raised \$85,000 and funded Neubeam startup • ESVA Economic Development Revolving Loan Fund: <ul style="list-style-type: none"> – 1 existing. Previous loan successfully paid off. <p>Startup was sold to another commercial enterprise.</p>	Ongoing
Increase participation in business networking opportunities.						

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Objective C: Create “incubator” for new businesses.

The Eastern Shore needs readily available infrastructure to support startups and new re-locators. Startups need experienced professional support they may not have or be able to afford at critical points.

Select the physical location(s) for incubator and enhance the GigVA co-workspace and entrepreneurial center.	<u>Primary:</u> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Accomack-Northampton Planning District Commission <u>Secondary:</u> Eastern Shore Public Library, Eastern Shore of Virginia Chamber of Commerce, Eastern Shore Community College	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County), Anne Doyle (Accomack-Northampton Planning District Commission)	Short Term	Dec. 2019	At least one public or privately-owned location selected <ul style="list-style-type: none"> Oct. 2018 – Applied for GO Virginia funding to help establish privately run makers space, conference room, & Hot Desk location in Exmore. Announcement due in December. No progress regarding publicly owned option but potential remains. 2019 – No update 	Complete pending GO Virginia grant application outcomes in December 2018. No update for April 2019.
Mentoring professionals in subject matter areas i.e. law, technology marketing, contracts, human resources, & accounting	<u>Primary:</u> Shore Growth Ventures, Hampton Roads Small Business Development Center <u>Secondary:</u> Eastern Shore Community College, Eastern Shore of Virginia Chamber of Commerce	Ron Matthews (Shore Growth Ventures), Joe Betit (Accomack-Northampton Economic Development Committee), George Bryan (Small Business Development Center)	Mid Term	2019	<ul style="list-style-type: none"> Number of companies & individuals mentored <ul style="list-style-type: none"> - 2018: No update - 2019: GO VA proposal for unmanned systems surveying training program submitted will train approx. 5 high school students Number of mentors committed and in which fields <ul style="list-style-type: none"> - 2018 – No update - 2019 – GO VA proposal for unmanned systems surveying training program submitted 	Ongoing
Develop selected location as incubator	<u>Primary:</u> Accomack-Northampton Planning District Commission, Private Sector Development	Elaine Meil (Accomack-Northampton Planning District Commission), Private Sector Development	Mid/Long Term	Dec 2020	Develop the incubator and installation of first company. May be public or privately-owned/managed incubator.	Complete, GO Virginia grant received

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Objective D: Provide inclusive business support and training, intentionally including minority-owned, woman-owned, and veteran-owned businesses.

Work with chambers of commerce, SBA, main street programs, veteran services and other organizations to assess the barriers to business development for these populations.

Create strategies for overcoming barriers and providing more inclusive access to resources for all businesses.

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GOAL 2: Increase access to funding for entrepreneurial and Eastern Shore small business efforts to improve our economy.

Banks are not favorably inclined to fund startups. Most new businesses fail within five years. Lack of capital resources at critical junctures is a main reason for failure.

Objective A: Develop financing sources to support Regional Economic Development Plan (SET/CEDS) Goals.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Document & attract sources of funding	<p><u>Primary:</u> Accomack-Northampton Planning District Commission, Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Financial Solutions</p> <p><u>Secondary:</u></p>	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County), John Fiege (Financial Solutions, Ltd.)	Short to Mid Term	June 2020	<p>Identify unique funding source and strategy for all Regional Economic Development Plan goals eligible for state or federal grant or loan funding.</p> <ul style="list-style-type: none"> • 2018: To be focal point of Think Tank subcommittee once started • 2019: Some progress made but much to be done. Think Tank yet to address this. 	Some projects connected to funding source, but not all

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

	Shore Growth Ventures		Mid Term	Jan. 2021	<ul style="list-style-type: none"> • Achieve \$500k in revolving loan funds – Need to determine baseline of available loan funds & understand totals for public & private funds available • Build to \$2M in available investing funds – to be dependent pending establishment of baseline 	No action
Provide financing that supports objectives of the Regional Economic Development Plan	<p><u>Primary:</u> Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Shore Growth Ventures, Financial Solutions</p>	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County), Pat Coady (Shore Growth Ventures), John Fiege (Financial Solutions, Ltd.)	Mid Term	Jan. 2020	Target loan funds to businesses locating in the incubator and support financing needs of other Regional Economic Development Plan Goals. Make one loan to an organization or new business participating or partnering in the regional economic development planning process	Private funds: first loan repaid (Shore Growth Ventures)
Determine methods of distribution of funds, meeting funders' requirements	<p><u>Primary:</u> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority</p> <p><u>Secondary:</u> Shore Growth Ventures, Accomack-Northampton Planning District Commission</p>	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County), Pat Coady (Shore Growth Ventures)	Short Term	May 2020	Designate three agencies to distribute funds: two public and one private	Not started
Determine criteria for awarding funding	<p><u>Primary:</u> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority</p> <p><u>Secondary:</u> Shore Growth Ventures, Accomack-Northampton Planning District Commission</p>	Northampton County Economic Development Representative, Rich Morrison (Accomack County), Pat Coady (Shore Growth Ventures)	Short Term	May 2020	Business case ability to meet goals repay loans or credible investment	Not started
Establish due diligence/support/compliance committees	<p><u>Primary:</u> Shore Growth Ventures</p> <p><u>Secondary:</u> Accomack-Northampton Planning District Commission</p>	Ron Matthews (Shore Growth Ventures)	Short Term	Mar. 2020	Ensure compliance with requirements and decrease failure rate < 30% compared to baseline of 2016 rate	Started but not complete Oct. 2018: suggestion to task Think Tank with this

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Objective B: Attract companies, particularly small and start-up, to the region with incentives and credits to make the Eastern Shore more attractive.

Provide a central source for complete listing of federal, state, local, and private incentives and credits available to new firms.

Document credits available to specific sectors for locating on the Shore	<u>Primary:</u> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority <u>Secondary:</u> Accomack-Northampton Economic Development Subcommittee Partners	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County)	Short Term and Ongoing	Mar 2020 & semi-annually	10 sector specific reports of credits available at Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority and economic development offices	Not started
Provide contacts to assist in obtaining such incentives and credits	<u>Primary:</u> Accomack-Northampton Planning District Commission, Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority <u>Secondary:</u> Accomack-Northampton Economic Development Subcommittee Partners	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County)	Short/ Mid Term	Apr. 2020	One contact list distributed to all related and relevant parties and in information packet for prospective companies	Not started

GOAL 3: Increase market and value-add opportunities for Eastern Shore products and providers.

Most of the Shore production in Agriculture and Aquaculture is sold offshore and wholesale. Most value added to those products is also done offshore, often providing greater margin than received by the producers. Building our economy on our production strengths and keeping more of the sales and tax dollars home will build our employment and our community. To increase our market and profitability and to capture more dollars from our sizable “pass through” traffic, it is important to provide our producers more market visibility and ways to improve their profitability. The anticipated outcome is improved margins for our producers and increased sales and tax dollars for our producers and communities.

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Objective A: Create an attractive and compelling convention center and market location for sales of Eastern Shore products on U.S. Route 13.

The Shore produces significant agriculture and aquaculture products and has significant artisans and crafts. There is a need to increase retail (taxable) sales of the former and to increase the visibility and further develop the market for the latter.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Examine Business Case for Market & Convention Center	<p><u>Primary:</u> Accomack-Northampton Economic Development Committee, Accomack-Northampton Planning District Commission, Shore Growth Ventures</p> <p><u>Secondary:</u> Foundational & Entrepreneurship Development Working Group Partners</p>	Pat Coady (Shore Growth Ventures)	Mid Term	Dec. 2019	<p>Recommendation of go/no-go on business case to Accomack-Northampton Economic Development Committee</p> <ul style="list-style-type: none"> • 2018 – Marketplace development currently being pursued by private sector. Public ownership remains an option but will be dependent upon nature of private sector development. Also potential for combining marketplace with other emerging community center development projects • 2019 – Study recommendations forthcoming in July. 	Ongoing – Pending completion of ANPDC grant in July 2019.
Obtain funding for initial construction	<p><u>Primary:</u> Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Vending organizations</p>	Accomack-Northampton Planning District Commission	Mid/Long Term	Nov. 2020	<p>\$2 M in initial funding committed if decision is a go</p> <ul style="list-style-type: none"> • 2018 – Publicly owned facility dependent on private sector developments & outcomes of ANPDC grant in 2019 • 2019 – Privately run Rt. 13 marketplace in southern Northampton County underway. Publicly-owned facility recommendation coming in July at end of ANPDC grant 	Complete

Objective B: Develop an Entrepreneurial Support Organization (ESO) Map to identify areas of service, strengths, and gaps for providing support for business development which aligns with the needs of the region.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Conduct a small business needs assessment and create a consistent feedback loop.					•	

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Work with existing business support organizations to assess current services through asset-mapping and SWOT analysis.						
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GOAL 4: Develop affordable and reliable infrastructure to facilitate Eastern Shore businesses.

The Shore has a major advantage compared to similar rural areas in having an outstanding fiber-based Internet service structure. The need exists to extend high quality broadband beyond U.S. Route 13, the rail corridor, and the towns to reach nearly all small businesses and residences. Water, Sewer, and Power are always considerations for any new entrant.

Objective A: Make broadband (25 Mbps down & 4 Mbps up) available to all businesses and 80% of residences by 2025.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Further fiber construction to bring all mainland areas within reach (second phase)	<i>Primary:</i> Eastern Shore of Virginia Broadband Authority Board	Robert Bridgham (Eastern Shore of Virginia Broadband Authority)	Long Term	Mar. 2019	\$10-12 M in bonds and other funds issued for buildout. <ul style="list-style-type: none"> • 2018: Capital Improvement Plan complete. \$5 M in bonds authorized in October • 2019: No update provided 	5-year build-out plan complete -

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Fiber to the premises on existing lines for 20% of residents	<u>Primary:</u> Eastern Shore of Virginia Broadband Authority Board	Robert Bridgham (Eastern Shore of Virginia Broadband Authority)	Long Term	Nov. 2020	<ul style="list-style-type: none"> • >20% of all addresses have access. <ul style="list-style-type: none"> ○ 2017 – Funded 7 lines of 24 with 3 open as of November ○ 2018 – Capital Improvement Plan to have 7 more lines in 2019 & 2020 each with majority of all addresses by end of 2020. The line opened in Sep. 2016 now has a take rate of 27.46%. The next two lines opened in March 2017 have take rates of 13.89% & 23.81%. Eighteen additional lines have been opened with dates ranging from Dec. 2017 to Oct. 2018. ○ 2021: 56 wireless private service poles in service. • 7% have connected and taken a service package to date. <ul style="list-style-type: none"> ○ 2018 – There are 116 residential customers connected, 57 with signed contracts awaiting installation, & 8 prospective customers reviewing contracts for service. The line opened Sep. 2016 has a take rate of 27.46%. ○ 2019: No update provided 	Nearing completion. As of 9/19/21, 1,752 residential customers in service, 266 are pending construction, and 29 contracts remain.
Grants, loans, and private investment to extend broadband service to residents	<u>Primary:</u> Declaration Networks Group, Eastern Shore Communications	Barry Toser (Declaration Networks Group), Ronald van Geijn (Eastern Shore Communications)	Short Term	Mar. 2019	2 new grants obtained for last mile service <ul style="list-style-type: none"> • 2017: Grants submitted with support from many regional partners. Awaiting decision. • 2018: Eastern Shore Communications awarded \$1.8M USDA grant for construction of broadband fixed-wireless high speed serving Chincoteague, Wallops, Accomac, Exmore & Cape Charles • 2019: No update provided 	Complete, received USDA funding.
			Long Term	2019-2020	4 new grants obtained for last mile service, 2 Virginia Telecommunications Initiative grants submitted, not funded	Not started. Pending completion of short term strategy
Continue to apply for grants and loans to extend footprint	<u>Primary:</u> Eastern Shore of Virginia Broadband Authority <u>Secondary:</u> Accomack-Northampton Planning District Commission	Eastern Shore of Virginia Broadband Authority members & staff	Mid Term	Dec. 2019	2 new broadband grants obtained <ul style="list-style-type: none"> • 2017: Not started • 2018: ESVBA Executive Director has attended the VA Telecommunications Initiative; 2021 VATI submitted. input session & submitted comments. • 2019: No update provided 	Initial steps underway

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Explore further co-operation with the Accomack-Northampton Electric Cooperative	<i>Primary:</i> Eastern Shore of Virginia Broadband Authority, Accomack-Northampton Electric Cooperative	Eastern Shore of Virginia Broadband Authority members, Kelvin Pettit (Accomack-Northampton Electric Cooperative)	Mid Term	Dec. 2019	Agreement on future projects together <ul style="list-style-type: none"> • Pole attachment agreement • 	Completed, Spring 2021 meeting held.
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Objective B: Plan commercial/industrial concentrations for future development together with methods of providing water and sewage.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Work with water and sewer providers to expand locations for commercial & industrial development.	<i>Primary:</i> Northampton & Accomack County Economic Development Officials, Existing Water & Sewer Providers	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County), Town Officials	Short/ Mid Term & ongoing	June 2019	<ul style="list-style-type: none"> • Agreements reached with 2 town sewage plants for additional hookup terms. <ul style="list-style-type: none"> ○ 2018: Congressman Taylor Town Infrastructure summit held in April identified water/sewer expansion as top priority. Additional meetings held to explore opportunities for federal rural infrastructure funding. Hampton Roads Sanitation District preliminary engineering design underway for expansion from Onancock plant to Nassawadox ○ 2019: HRSD finds operating sewer transmission line from Onancock plant to Nassawadox and Accomack to be feasible. Localities and HRSD working to implement project. • Agreement with two well owners on terms for additional hookups for commercial service – No updates provided during 2018 and 2019 	Underway. September 2021 construction meeting held
Market existing locations for business development.	<i>Primary:</i> Accomack-Northampton Planning District Commission; Northampton & Accomack County Economic Development Officials <i>Secondary:</i> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority	Elaine Meil (A-NPDC); Charles Kolakowski (Northampton County); Rich Morrison (Accomack County)	Long Term	Dec. 2019 & ongoing	4 new firms attracted – <ul style="list-style-type: none"> • 2018: No updates reported regarding number of firms locating in existing available locations. Northampton County awarded Brownfields Grant that will make environmental assessment funds available for redevelopment of eligible properties in the county. • 2019: A-NPDC awarded GO VA funding to catalog existing locations for development on VA Economic Development Partnership online marketing portal. 	Underway & ongoing

Objective C: Coordinate with the Accomack-Northampton Electric Cooperative to provide reliable cost-effective “smart” power from both renewable and traditional sources.

Strategy	Responsibility	Key Contact	Timeline	Activity Outcome/Output Measurements	Progress Status
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APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Become an attractive test site for power grid scale power storage	<u>Primary:</u> Northampton & Accomack County Economic Development Officials, Wallops Research Park <u>Secondary:</u> Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County)	Long Term	Dec. 2019	One firm committed to locating test plant on Eastern Shore	Not started
Extend natural gas pipeline from Maryland to meet needs of local businesses.	<u>Primary:</u> Accomack County Economic Development Officials <u>Secondary:</u> Accomack -Northampton Planning District Commission, Northampton County Economic Development Officials	Rich Morrison (Accomack County)	Long Term	Dec. 2021	Facilitate extension of natural gas pipeline from Maryland to Accomack County • 2018: Eastern Shore Natural Gas extension project held open season. Environmental assessment pending. • 2019: No update	Ongoing
		Rich Morrison (Accomack County)	Long Term	2022	Extend pipeline further to major employers	Pending completion of first strategy
Encourage new generation rapid start fill-in power (peaker plants)	<u>Primary:</u> Northampton & Accomack County Economic Development Officials <u>Secondary:</u> Accomack-Northampton Electric Cooperative	Charles Kolakowski (Northampton County), Rich Morrison (Accomack County)	Long Term	Dec. 2022	One new “peaker” plant or continuous run plant capable of offsetting existing solar capacity	Pending completion of natural gas pipeline

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Objective D: Coordinate with local transportation agencies to ensure adequate and reliable transportation infrastructure for local businesses.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Maintain the railroad & explore potential opportunities for expanded/restored usage.	<p><u>Primary:</u> Canonie Atlantic Co., Accomack-Northampton Transportation District Commission</p> <p><u>Secondary:</u> Accomack-Northampton Planning District Commission, Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority</p>	Northampton & Accomack County Economic Development Officials	Mid Term	Dec. 2019	<p>Explore potential opportunities for new or existing businesses to restore or expand use of railroad.</p> <ul style="list-style-type: none"> •2018: Railroad deactivated from Cape Charles to Hallwood. Business opportunities currently being pursued. •2019: Railroad remains deactivated with tracks removed at Cape Charles Harbor. A-NTDC allowing some alternative uses within rail corridor at Cape Charles and potentially Parksley. Corridor also being considered for sewer line extension from Onancock to Nassawadox and for bike trail from Cape Charles Harbor to Rt. 13. 	Closed, railroad decommissio ned.
Protect, preserve, & enhance working waterfronts by implementing the recommendations included in the Eastern Shore Chapter of the Virginia Working Waterfronts Master Plan	<p><u>Primary:</u> Accomack-Northampton Planning District Commission</p> <p><u>Secondary:</u> Accomack County, Northampton County, waterfront towns</p>	Grayson Williams (Accomack- Northampton Planning District Commission)	Long Term	Dec. 2020	<p>Implement all recommended items in the Eastern Shore Chapter of the Virginia Working Waterfronts Master Plan</p> <ul style="list-style-type: none"> •2018: ANPDC produced outreach materials for reducing use conflicts with residential property owners. VA General Assembly funded \$1.3 M VA Waterway Maintenance Fund for 2019. •2019: No update. 	Ongoing
Ensure regional navigable waterways are of adequate depth to support existing and new businesses and users	<p><u>Primary:</u> Eastern Shore of Virginia Regional Navigable Waterways Committee</p> <p><u>Secondary:</u> Accomack-Northampton Planning District Commission</p>	John Joeckel (Eastern Shore of Virginia Regional Navigable Waterways Committee), Grayson Williams (Accomack- Northampton Planning District Commission)	Long Term	Mar. 2022	<ul style="list-style-type: none"> • Complete dredging of at least 5 dredging projects for federally-designated waterways with each considering alternative beneficial uses of dredge spoils <ul style="list-style-type: none"> ○ 2018: \$1.75 M issued for dredging a component of Virginia Inside Passage. ES Regional Navigable Waterways Committee voted in October to prioritize Bradford Bay/Finney/Wachapreague channel. USACE plan development for dredging & alternative use underway for Cedar Island/Wachapreague area. Alternative use study for Tangier awaiting funding. Chincoteague Inlet dredged annually. ○ 2019: Greenbackville dredging completion anticipated by April. Oyster channel dredging completion anticipated by Summer. 	Ongoing & on schedule for completion.

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

			Long Term	Mar. 2022	<ul style="list-style-type: none"> • Complete dredging of at least 3 dredging projects for non-federally-designated waterways - 2018: VA General Assembly funded \$1.3 M VA Waterway Maintenance Fund. ES Regional Navigable Waterways Committee holding initial discussions regarding priority applications to be developed for funding in 2019. - 2019: Two applications for design of dredging projects at Kings Creek and Quinby Creek submitted for VA Waterway Maintenance funding. 	Ongoing
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APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

GOAL 5: Establish a 4-year university (or college) that will attract talented students and professionals from outside of the region, provide additional educational opportunities for local students, and support synergistically the other focus cluster Regional Action Plans.

Objective A: Publicize the project through education and outreach and engage relevant partners to gain needed support for fundraising and creation of a development plan.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Solicit letters or resolutions of support from local and state stakeholders voicing preliminary support for project concept	<i>Primary:</i> University of the Eastern Shore of Virginia Foundation	Terry Malarkey (University of the Eastern Shore of Virginia Foundation)	Short Term	June 2019	Get invited to present concept to County Supervisory Boards. <ul style="list-style-type: none"> •2019: Emailed Accomack Supervisors Hart and Crockett Seek support from state government or academic representatives. <ul style="list-style-type: none"> •2019: Contacted Peter Black (SCHEV); Fran Bradford (VA Dep. Sec. of Education); Ron May (former ESCC President) 	Ongoing
Reach out to current and retired higher education administrators in the Commonwealth and surrounding states of Maryland and Delaware to solicit their advice and recommendations regarding key elements of a 4-year university. Especially seek suggestions as to education that will enhance job creation and support for middle class.	<i>Primary:</i> University of the Eastern Shore of Virginia Foundation	Terry Malarkey & Kristine Marcy (University of the Eastern Shore of Virginia Foundation)	Short Term	June 2019	Solicit information from Higher Education Contacts <ul style="list-style-type: none"> •2019: Contacted Frank Atkinson (Maguire Woods LLC), Frank Moore (NASA retired) 	Ongoing

Objective B: Develop a master plan for the development of the 4-year college to guide fundraising and construction activities.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Establish an advisory committee to assist the University of the Eastern Shore of Virginia Foundation with the development of a master plan	<i>Primary:</i> University of the Eastern Shore of Virginia Foundation <i>Secondary:</i> Accomack and Northampton County, Private Sector Representatives, State Government & Academic Representatives	Terry Malarkey (University of the Eastern Shore of Virginia Foundation)	Short Term	Aug. 2019	Advisory Committee members committed and holds first meeting. <ul style="list-style-type: none"> •2019: Leader (Maureen Dooley, ESCC retired) selected Solicit curriculum recommendations. <ul style="list-style-type: none"> •2019: Pending first meeting 	Underway

APPENDIX F: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Develop appropriate fundraising goals to support identified facility needs.	<i>Primary:</i> University of the Eastern Shore of Virginia Foundation; Shore U Advisory Committee	Terry Malarkey (University of the Eastern Shore of Virginia Foundation); Shore U Advisory Committee Members	Short Term	Dec. 2019	Prepare budget proposal including construction, acquisition, or reconstruction costs and operating costs. Identify preferred site.	Not started
Solicit donations of land & facilities to act as incentives to participating established universities.	<i>Primary:</i> University of the Eastern Shore of Virginia Foundation; Shore U Advisory Committee	Terry Malarkey (University of the Eastern Shore of Virginia Foundation)	Mid Term	Feb. 2020	Needed land or facility identified & obtained. •2019: Met with Accomack County EDA and real estate professionals.	Ongoing
Advertise worldwide to attract possible participating established universities.	<i>Primary:</i> University of the Eastern Shore of Virginia Foundation; Shore U Advisory Committee	Terry Malarkey (University of the Eastern Shore of Virginia Foundation)	Mid Term	Mar. 2020		Pending securement of land or facility donations

Objective C: Complete needed fundraising to support creation and long-term sustainability of the 4-year college.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Raise needed funding for launch from private and public sources.	<i>Primary:</i> University of the Eastern Shore of Virginia Foundation <i>Secondary:</i> Shore U Advisory Committee	Terry Malarkey (University of the Eastern Shore of Virginia Foundation)	Mid Term	Jun. 2020	Fundraising metrics to be determined upon completion of master plan budget	Pending completion of Objective B

Objective D: Launch first courses at the 4-year university.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Establish curriculum and enroll students for first year launch of university	<i>Primary:</i> University of the Eastern Shore of Virginia Administrators <i>Secondary:</i> Shore U Advisory Committee	To Be Determined	Long Term	Aug. 2022	Enroll students in courses for first year launch	Pending completion of Objective C

APPENDIX G: COMPLETED ECONOMIC DEVELOPMENT GOALS & OBJECTIVES

COMPLETED ECONOMIC DEVELOPMENT GOALS & OBJECTIVES

A Comprehensive List of Successfully Implemented Economic Development Projects Dating to the 2012 Comprehensive Economic Development Strategy

Aerospace & Defense Sector

Goal/Objective	Plan Location (Year)	Date Completed
Secure funding for Phases I and II of Integrated Barrier Island System project	Reg. Econ. Dev. Plan (2017) – Goal 3, Obj. B	2019
Partner with other regions within the Commonwealth to provide comprehensive end to end government and commercial unmanned systems capabilities	SET (2016) – Goal 2, Obj A	2017 & ongoing
Attract commercial UAS companies for short term and permanent tenant status	SET (2016) – Goal 2, Obj B	2017 & ongoing
Cultivate a payload pipeline “Students & Startups” – initiated with current plans for continued growth	SET (2016) – Goal 1, Obj E	2016-2017 & ongoing
Accomack County secures \$4 million in state funding for the taxiway into the Wallops Research Park	CEDS (2012)	2013
Accomack County completes additional steps to remove federal deed restriction on County land at WRP	CEDS (2012)	2013
Accomack County Board approves \$4 million to finance WRP infrastructure.	CEDS (2012)	2013

Agribusiness & Food Processing Sector

Goal/Objective	Plan Location (Year)	Date Completed
Educate local public officials in both Accomack and Northampton Counties and State Officials on the community economic impact of the loss of pine saw timber manufacturing on the Eastern Shore of Virginia	Reg. Econ. Dev. Plan (2017) – Goal 3, Obj. A	2019
Survey towns for possible establishment of additional local farm markets.	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. B	2018
Assess regional production capacity for development of wholesale production facility to support large-scale farmers to add value to local crops and create new opportunities	SET (2016) – Goal 2, Obj A	2017
Assess market potential for development of wholesale production facility to support large-scale farmers to add value to local crops and create new opportunities	SET (2016) – Goal 2, Obj B	2017

Arts, Entertainment, Recreation & Visitor Industries Sector

Goal/Objective	Plan Location (Year)	Date Completed
Update Eastern Shore Tourism website with desired capacities	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. A	2018

Update the regional Bicycle Plan <ul style="list-style-type: none"> • Policy decisions regarding establishing bike routes on low-volume secondary roads awaiting from VDOT. • Bay Coast and ANEC initial discussions regarding use of right of way held. • Regional sidewalk inventory completed. • Chincoteague Walking & Biking Trail Brochure updated in 2017 & reprinted in Oct. 2018 	Reg. Econ. Dev. Plan (2017) – Goal 5, Obj. A	2018
Conduct submarket strategic planning sessions in primary tourism communities (Chincoteague, Parksley, Onancock, Cape Charles, Wachapreague, Exmore, Saxis, Eastville, Tangier) to identify submarket-specific strategies, both geographic and activity based, including boutique travel niche markets in each community.	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. A	2018
Enhance & promote existing water trails.	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. C	2019
Educate local government officials on the economic impact of regional tourism.	SET (2016) – Goal 3, Obj A	2017 & ongoing
Foundational & Entrepreneurship Development Sector		
Goal/Objective	Plan Location (Year)	Date Completed
Complete strategic funding plan for dredging of non-federally-designated waterways	Reg. Econ. Dev. Plan (2017) – Goal 4, Obj. D	2019
Examine and modify where necessary, zoning codes to place likely sites closer to existing water and sewer as feasible	Reg. Econ. Dev. Plan (2017) – Goal 4, Obj. B	2019
Document and advertise all federal, state, and local incentives available	Reg. Econ. Dev. Plan (2017) – Goal 2, Obj. B	2019
Develop consolidated document with potential financing sources for Regional Economic Development Plan goals.	Reg. Econ. Dev. Plan (2017) – Goal 2, Obj. A	2019
Develop a summary publication of funds available & firms funded & promote in local media, on county and regional economic web sites and chambers	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. B	2019
Think Tank Subcommittee holds initial meeting	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. A	2019
Create concentration of efforts on attracting firms related to Wallops activities and opportunities	Reg. Econ. Dev. Plan (2017) – Goal 2, Obj. B	2018
Conduct feasibility study of current & potential local agricultural & artisan products for sale	Reg. Econ. Dev. Plan (2017) – Goal 3, Obj. A	2018
Complete regional survey of current pedestrian use areas and present findings to relevant stakeholders. (Report available here)	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. A	2018
Accomack-Northampton Economic Development Committee Establishes Subcommittee to serve as “Think Tank” and identifies initial members	Reg. Econ. Dev. Plan (2017) – Goal 1, Obj. A	2017
Deepen Cape Charles Harbor and Natural Channel	CEDS (2012)	2014-2015

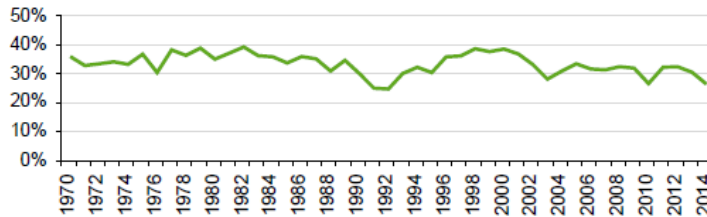
APPENDIX H: AGRIBUSINESS & FOOD PROCESSING CLUSTER DATA

Source: Headwaters Economics/Economic Profile System (EPS) (January 2015)

Farm Employment

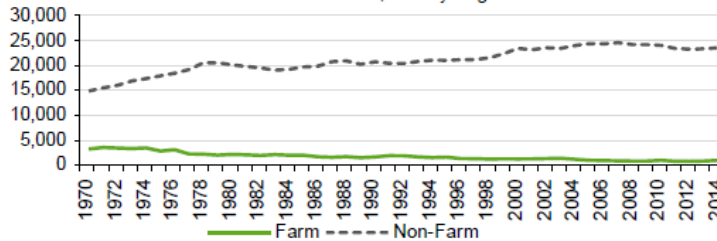
- In 1970, farm proprietors represented 36 percent of all farm employment. By 2014, farm proprietors represented 26.5 percent of all farm employment.

Farm Proprietors as a Percent of Farm Jobs, County Region



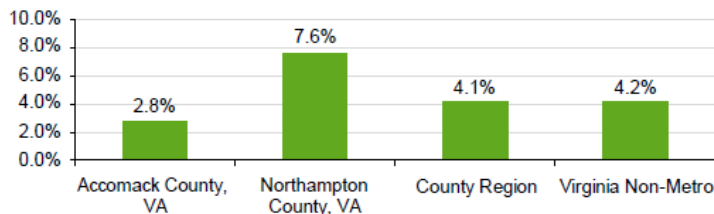
- From 1970 to 2014, farm employment shrank from 3,295 to 1,017 jobs, a 69.1 percent decrease.

Farm and Non-Farm Jobs, County Region



- From 1970 to 2014, non-farm employment grew from 14,885 to 23,553 jobs, a 58.2 percent increase.

Farm Jobs as a Percent of Total Employment, 2014



- In 2014, Northampton County, VA had the largest percent of total farm employment (7.63%), and Accomack County, VA had the smallest (2.8%).

Information on Farm Worker Skills Bureau of Labor Statistics:

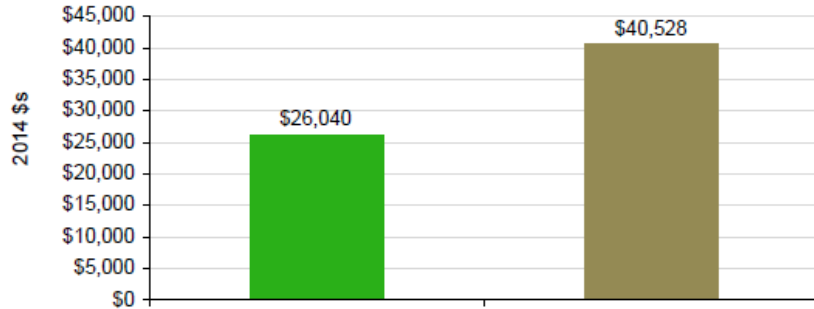
<http://www.bls.gov/oes/current/oes452092.htm>

How do farm jobs and wages compare?

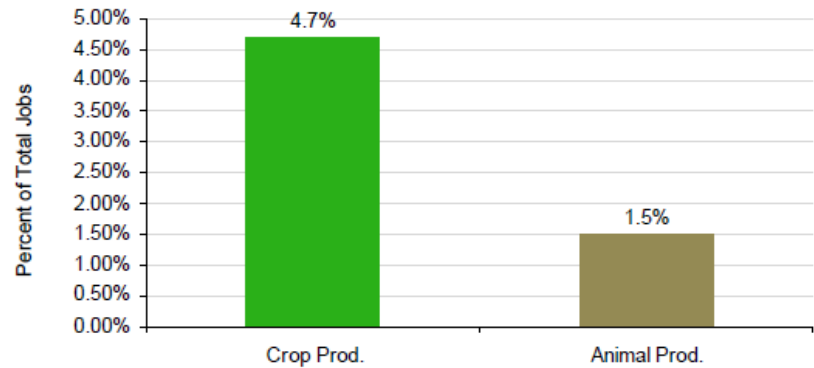
This page describes average wages (in real terms) and employment levels in crop and animal production. It also shows average wage trends (in real terms) for these farm sectors.

Avg. Annual Wages & Percent of Total Employment in Crop & Animal Production, County Region, 2014

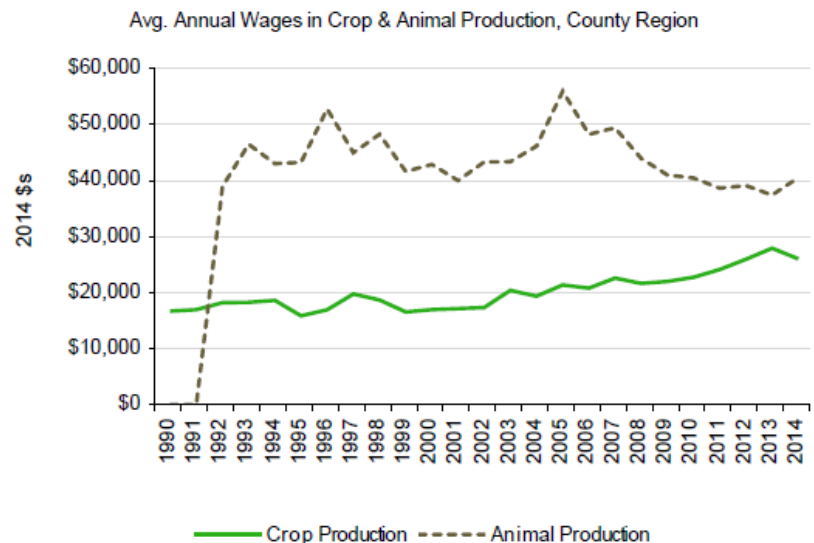
- In 2014, average annual wages in crop production were \$26,040 and average annual wages in animal production were \$40,528.



- In 2014, crop production jobs were 4.7 percent of total employment and animal production jobs were 1.5 percent of total employment.



- From 1990 to 2014, average annual wages in crop production grew from \$16,694 to \$26,040, a 56 percent increase.



Data Sources: U.S. Department of Labor. 2015. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Washington, D.C.

Average Annual Wages, 2014 (2014 \$s)

	Accomack County, VA	Northampton County, VA	County Region	Virginia Non-Metro
Total Private & Public	\$34,360	\$30,884	\$33,367	\$34,905
Total Private	\$31,610	\$29,878	\$31,099	\$33,864
Farm	\$40,562	\$27,155	\$29,514	\$30,195
Crop Production	\$48,002	\$22,738	\$26,040	\$28,640
Animal Production	\$30,908	\$45,043	\$40,528	\$33,540
Non-Farm	\$30,804	\$28,146	\$30,200	\$31,763

This table shows wage data from the Bureau of Labor Statistics, which does not report data for proprietors or the value of benefits and uses slightly different industry categories than those shown on previous pages of this report.

Economic Impacts

Source: The Economic Impacts of Agriculture and Forest Industries in Virginia.
Terance J. Rephann, Ph.D. (June 2013).

Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Output 2011 (\$ Millions)

Locality	Agriculture		Forestry		Agriculture & Forestry	
	Direct	Total	Direct	Total	Direct	Total
Accomack	861.9	998.4	3.3	4.1	865.2	1,002.5
Northampton	145.9	174.9	3.4	4.5	149.3	179.4

Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Employment 2011 (\$ Millions)

Locality	Agriculture		Forestry		Agriculture & Forestry	
	Direct	Total	Direct	Total	Direct	Total
Accomack	4,142	5,372	23	29	4,165	5,401
Northampton	917	1,176	17	26	934	1,202

Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Value-added 2011 (\$ Millions)

Locality	Agriculture		Forestry		Agriculture & Forestry	
	Direct	Total	Direct	Total	Direct	Total
Accomack	168.6	257.8	1.4	1.8	169.9	259.6
Northampton	60.3	81.6	1.5	2.2	61.9	83.8

Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Output 2015 (\$ Millions)

Locality	Agriculture		Forestry		Agriculture & Forestry	
	Direct	Total	Direct	Total	Direct	Total
Accomack	915.8	1060.9	3.5	4.4	919.3	1065.2
Northampton	155	185.8	3.6	4.8	158.6	190.6

Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Value-added 2015 (\$ Millions)

Locality	Agriculture		Forestry		Agriculture & Forestry	
	Direct	Total	Direct	Total	Direct	Total
Accomack	179.1	273.9	1.5	1.9	180.5	275.8
Northampton	64.1	86.7	1.6	2.3	65.8	89

Greenhouse/Nursery Farms

Source: From Headwaters Economics/Economic Profile System (EPS) (January 2015)

According to 2012 US Census of Agriculture, there are 42 greenhouse/nursery farms on the Eastern Shore of Virginia. Sales in Accomack are withheld, but sales in Northampton were \$11,832,000 in 2012. Total sales of the two counties may total over \$50 million (if average size Accomack equals average size Northampton).

Farm Business Income 2014 (EPS Ag 2015)

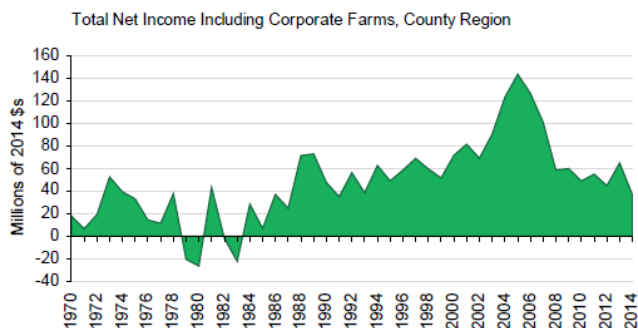
Source: Headwaters Economics/Economic Profile System (EPS) (January 2015)

Farm Business Income, 2014 (Thousands of 2014 \$s)

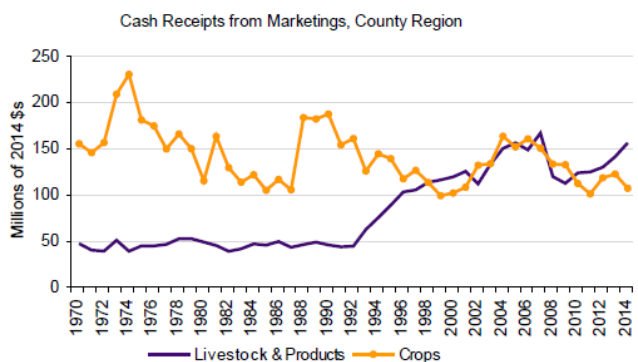
	Accomack County, VA	Northampton County, VA	County Region	Virginia Non-Metro
Total Cash Receipts & Other Inc. (\$1000)	192,712	86,734	279,446	2,538,945
Cash Receipts from Marketing	186,278	77,962	264,240	2,287,201
Livestock & Products	132,167	24,554	156,721	1,416,274
Crops	54,111	53,408	107,519	870,927
Other Income	6,434	8,772	15,206	251,744
Government Payments	1,563	377	1,940	74,515
Imputed Rent & Misc. Income	4,871	8,395	13,266	177,135
Total Production Expenses	147,742	91,445	239,187	2,218,243
Realized Net Income (Receipts - Expenses)	44,970	-4,711	40,259	320,702
Value of Inventory Change	-2,423	-974	-3,397	-70,190
Total Net Income Including Corp. Farms	42,547	-5,685	36,862	250,472
Ratio: Total Cash Receipts & Other Income/Total Production Expenses	1.30	0.95	1.17	1.14

Farm business income shown here is different than farm personal income shown on the previous page.

- From 1970 to 2014, net income including corporate farms grew from \$18.0 million to \$36.9 million, a 104.9 percent increase.



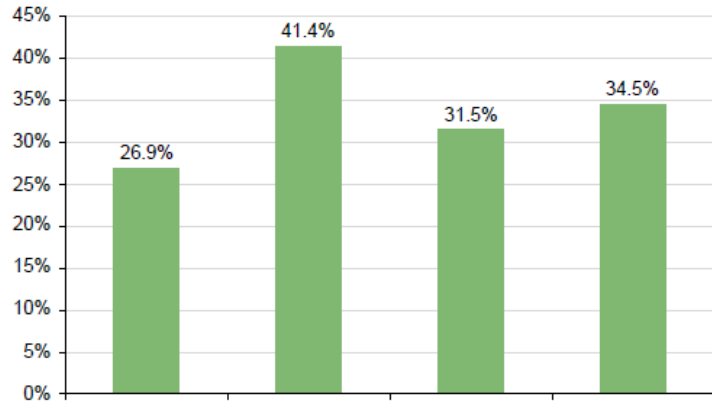
- From 1970 to 2014, cash receipts from livestock and products grew from \$47.5 million to \$156.7 million, a 229.8 percent increase.
- From 1970 to 2014, cash receipts from crops shrank from \$155.6 million to \$107.5 million, a 30.9 percent decrease.



Number of Farms and Land in Farms (Acres), 2012

	Accomack County, VA	Northampton County, VA	County Region	Virginia Non-Metro
Number of Farms	226	147	373	19,101
Land in Farms (Acres)	77,389	56,050	133,439	3,997,096
Average Farm Size (Acres)	342	381	358	209
Approximate Land Area (Acres)	287,681	135,432	423,113	11,578,118
Approximate Percent of Land Area in Farms	26.9%	41.4%	31.5%	34.5%

Approximate Percent of Land Area in Farms, 2012



- In 2012, Northampton County, VA had the largest percent of land area in farms (41.4%), and Accomack County, VA had the smallest (26.9%).

Number of Farms by Type, 2012

	Accomack County, VA	Northampton County, VA	County Region	Virginia Non-Metro
All Farms	226	147	373	19,101
Oilseed & Grain Farming	71	59	130	1,084
Vegetable & Melon Farming	13	13	26	367
Fruit & Nut Tree Farming	5	5	10	376
Greenhouse, Nursery, etc.	27	8	35	527
Other Crop Farming	15	16	31	5,136
Beef Cattle Ranch. & Farm.	6	3	9	8,103
Cattle Feedlots	0	0	0	185
Dairy Cattle & Milk Prod.	0	0	0	196
Hog & Pig Farming	4	0	4	123
Poultry & Egg Production	46	2	48	566
Sheep & Goat Farming	4	3	7	584
Animal Aquaculture & Other Animal Prod.	35	38	73	1,854

Land in Farms According to Use (Acres), 2012

	Accomack County, VA	Northampton County, VA	County Region	Virginia Non-Metro
Land in Farms	77,389	56,050	133,439	3,997,096
Cropland	64,271	42,807	107,078	1,385,574
Woodland	6,767	3,488	10,255	1,276,106
Land in Farmsteads & Buildings	5,523	0	5,523	178,710
Permanent Pasture & Rangeland	828	0	828	1,143,246
Percent of Total				
Cropland	83.0%	76.4%	80.2%	34.7%
Woodland	8.7%	6.2%	7.7%	31.9%
Land in Farmsteads & Buildings	7.1%	0.0%	4.1%	4.5%
Permanent Pasture & Rangeland	1.1%	0.0%	0.6%	28.6%

Poultry Processing

Source: VEC/LMI Dec2015: www.VirginiaLMI.com

Industry Employment and Projections

Long Term

	Employment			Percent	
	Estimated 2012	Projected 2022	Change	Total	Annual
Total, All Industries	3,947,721	4,481,928	534,207	13.53%	1.28%
Agriculture, Forestry, Fishing and Hunting	53,926	47,146	-6,780	-12.57%	-1.33%

2014 Economic Contribution of the Poultry Industry

Northampton County, VA

	Jobs	Wages	Economic Impact
Direct Impacts			
Poultry Production	7	\$250,100	\$2,094,700
Poultry Processing	0	\$0	\$0
Total	7	\$250,100	\$2,094,700

Supplier Impacts			
Agriculture	43	\$922,700	\$2,053,600
Mining	0	\$0	\$0
Construction	0	\$42,000	\$90,400
Manufacturing	2	\$149,300	\$1,709,700
Transportation & Communication	4	\$247,300	\$852,300
Wholesaling	4	\$336,000	\$795,600
Retailing	0	\$6,600	\$12,900
Finance, Insurance & Real Estate	1	\$92,300	\$411,700
Travel & Entertainment	1	\$39,500	\$99,600
Business and Personal Services	9	\$876,200	\$1,473,100
Government	0	\$17,600	\$36,400
Other	0	\$0	\$0
Total Supplier Impacts	64	\$2,729,500	\$7,535,300

Induced Impacts			
Agriculture	1	\$26,800	\$84,600
Mining	0	\$0	\$0
Construction	0	\$6,100	\$14,300
Manufacturing	0	\$34,100	\$280,300
Transportation & Communication	1	\$64,100	\$218,100
Wholesaling	1	\$80,200	\$192,900
Retailing	2	\$79,900	\$162,800
Finance, Insurance & Real Estate	1	\$69,000	\$379,000
Travel & Entertainment	2	\$51,900	\$129,800
Business and Personal Services	6	\$397,300	\$639,900
Government	0	\$11,000	\$20,100
Other	0	\$4,100	\$15,600
Total Induced Impacts	14	\$824,500	\$2,137,400

Total Economic Impact	85	\$3,804,100	\$11,767,400
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**2014 Economic Contribution of the Poultry Industry
Accomack County, VA**

	Jobs	Wages	Economic Impact
Direct Impacts			
Poultry Production	41	\$1,378,100	\$11,976,700
Poultry Processing	2,899	\$113,950,400	\$1,500,932,600
Total	2,940	\$115,328,500	\$1,512,909,300
Supplier Impacts			
Agriculture	107	\$2,326,600	\$5,178,400
Mining	0	\$0	\$0
Construction	3	\$180,700	\$388,500
Manufacturing	10	\$644,000	\$7,377,200
Transportation & Communication	5	\$363,800	\$1,253,500
Wholesaling	6	\$582,900	\$1,379,700
Retailing	0	\$20,800	\$40,200
Finance, Insurance & Real Estate	5	\$333,200	\$1,486,300
Travel & Entertainment	4	\$106,100	\$267,300
Business and Personal Services	16	\$1,624,000	\$2,730,300
Government	1	\$84,400	\$175,000
Other	0	\$0	\$0
Total Supplier Impacts	157	\$6,266,500	\$20,276,400
Induced Impacts			
Agriculture	3	\$67,600	\$213,400
Mining	0	\$0	\$0
Construction	0	\$26,000	\$61,800
Manufacturing	1	\$147,100	\$1,209,200
Transportation & Communication	1	\$94,300	\$320,700
Wholesaling	1	\$139,100	\$334,600
Retailing	7	\$250,400	\$510,000
Finance, Insurance & Real Estate	4	\$249,100	\$1,368,500
Travel & Entertainment	5	\$139,300	\$348,100
Business and Personal Services	11	\$736,400	\$1,185,900
Government	1	\$52,400	\$96,700
Other	1	\$12,700	\$49,100
Total Induced Impacts	35	\$1,914,400	\$5,698,000
Total Economic Impact	3,132	\$123,509,400	\$1,538,883,700

Source: US Poultry and Egg Association <http://www.poultryfeedsamerica.org/>

Forestry Value

COUNTY	Average Yearly Value	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
ACCOMACK	\$1,819,370	\$3,323,827	\$2,885,945	\$2,600,669	\$3,333,152	\$1,483,528	\$1,306,048	\$807,103	\$909,788	\$676,468	\$894,471	\$1,792,073
NORTHAMPTON	\$831,387	\$1,927,656	\$2,683,803	\$1,302,918	\$1,618,650	\$296,066	\$235,371	\$214,423	\$550,080	\$222,800	\$47,894	\$45,602

Source: Virginia Department of Forestry, Annual Harvest Value 2002-2012 (current \$)
<http://www.dof.virginia.gov/harvest/data/harvest-value-name.htm>

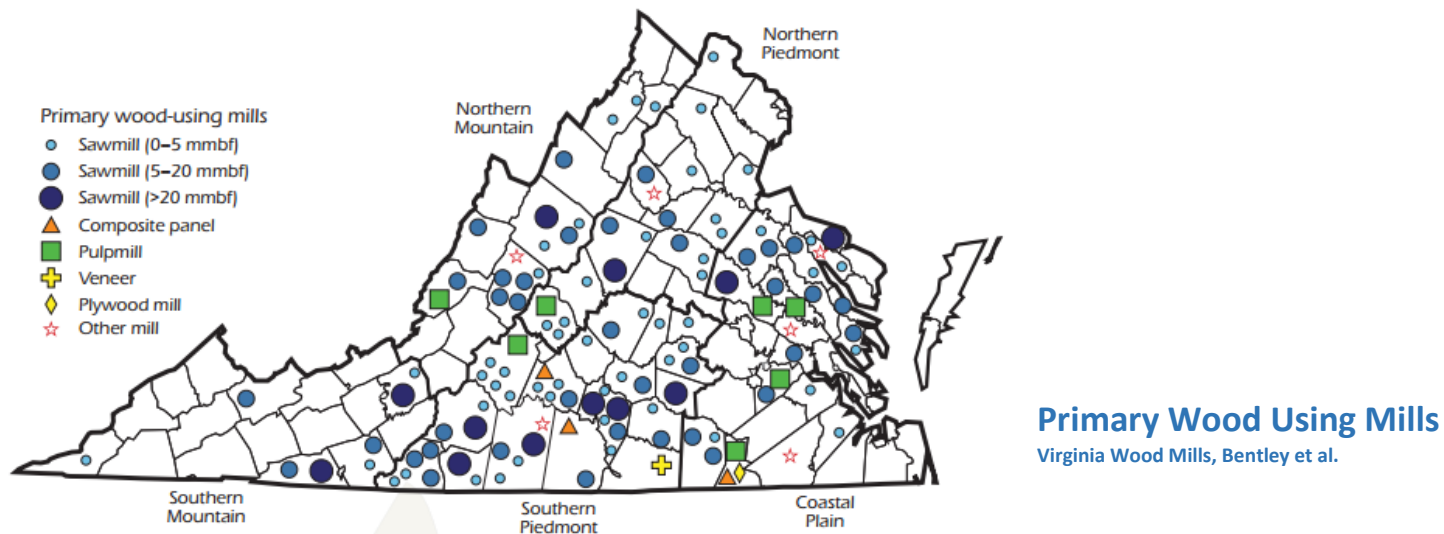


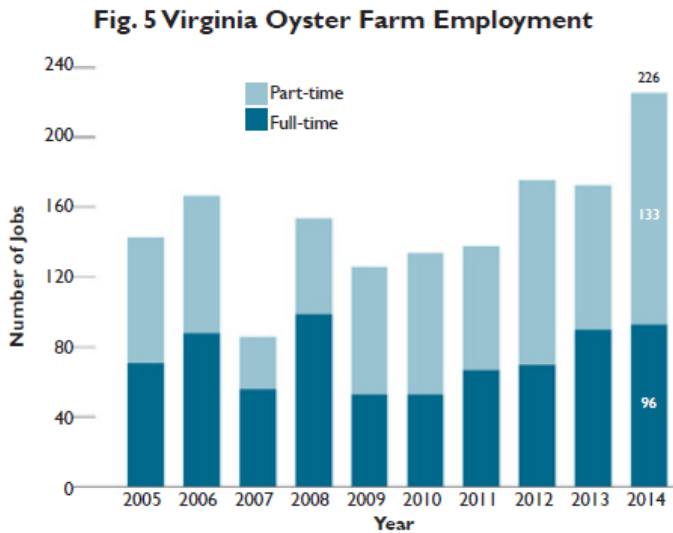
Figure 3—Primary wood-using mills by region, Virginia, 2011.

Aquaculture

	Hard Clams			
	2013		2005	
	Farms	Sales (\$000)	Farms	Sales (\$000)
US	278	64,594	434	60,403
Virginia	33	20,759	41	(D)
	12%	32%		

2014 (count)	Oysters, All				
		2013		2005	
		Farms	Sales (\$000)	Farms	Sales (\$000)
243m (\$38.8m) (+14%)	US	483	180,150	589	102,896
39.8m (\$17.1m) (+33%)	Virginia	60	20,763	18	(D)
		12%	12%		

Virginia aquaculture farmers include 33 hard clam producers with 2013 sales totaling \$20.8 million. These growers produced 32% of the total US hard clam production in 2013 and is #1 in US. Virginia's 60 oyster producers harvested \$20.8 million in 2013 as well, but their share of total US production was only 12%.



Source: Virginia Shellfish Aquaculture Situation and Outlook Report: Results of the 2014 Virginia Shellfish Aquaculture Crop Reporting Survey. (March 2015); Karen Hudson, Shellfish Aquaculture Specialist, Services Virginia Sea Grant Marine Extension Program; Thomas J. Murray, Associate Director Advisory, Virginia Institute of Marine Science

Single Oysters

- 66.7 million individual oysters were planted in 2012.
- 28.1 million previously planted market oysters valued at \$9.5 million were sold in 2012.
- 112 million seed oysters were sold by Virginia’s oyster hatcheries in 2012.
- 74% of market oysters sold in 2012 went to out-of-state buyers, a source of economic growth throughout the state.
- 70 full-time and 106 part-time jobs make up the total direct employment associated with oyster aquaculture sales in 2012.

	Hard Clams	Single Oysters	Total
Output (\$ millions)	\$61.5	\$19.7	\$81.2
Employment (#)	693	232	925
Income (\$ millions)	\$17.1	\$10.0	\$27.1
Taxes (\$ millions)	\$2.4	\$1.2	\$3.6

Source: Economic Activity Associated with Shellfish Aquaculture in Virginia – 2012 (July 2013)
Thomas J. Murray & Karen Hudson
Virginia Institute of Marine Science
Virginia Sea Grant Extension Program/Hard Clams

1. Expanded Definition for Manufacturing

Manufacturing Industries							
NAICS	Description	2016 Jobs	2020 Jobs	2016 - 2020 Change	2016 - 2020 % Change	Avg. Earnings Per Job	Location Quotient
2-Digit NAICS Code							
31	Manufacturing	3,727	3,334	(393)	(11%)	\$50,360	2.19
3-Digit NAICS Codes							
311	Food Manufacturing	3,063	3,069	6	0%	\$50,081	15.27
312	Beverage and Tobacco Product Manufacturing	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.23
4-Digit NAICS Codes							
3116	Animal Slaughtering and Processing	2,919	3,009	90	3%	\$50,184	45.88
3117	Seafood Product Preparation and Packaging	140	49	(90)	(65%)	\$43,835	12.18
3113	Sugar and Confectionery Product Manufacturing	0	11	11	Insf. Data	\$50,844	1.25
5-Digit NAICS Codes							
31161	Animal Slaughtering and Processing	2,919	3,009	90	3%	\$50,184	45.88
31171	Seafood Product Preparation and Packaging	140	49	(90)	(65%)	\$43,835	12.18
31134	Nonchocolate Confectionery Manufacturing	0	11	11	Insf. Data	\$50,844	4.19
6-Digit NAICS Codes							
311615	Poultry Processing	2,667	3,009	341	13%	\$50,185	101.62
311710	Seafood Product Preparation and Packaging	140	49	-90	-65%	\$43,835	12.18
311340	Nonchocolate Confectionery Manufacturing	0	11	11	Insf. Data	\$50,844	4.19

2. Expanded Definition for Government

Government Industries							
NAICS	Description	2016 Jobs	2020 Jobs	2016 - 2020 Change	2016 - 2020 % Change	Avg. Earnings Per Job	Location Quotient
2-Digit NAICS Code							
90	Government	4,161	4,021	(139)	(3%)	\$65,548	1.35
3-Digit NAICS Codes							
903	Local Government	2,654	2,495	(159)	(6%)	\$53,904	1.47
901	Federal Government	1,007	1,029	23	2%	\$100,650	1.68
902	State Government	500	498	(2)	(0%)	\$51,298	0.75
4-Digit NAICS Codes							
9036	Education and Hospitals (Local Government)	1,715	1,611	(104)	(6%)	\$52,411	1.58
9039	Local Government, Excluding Education and Hospitals	939	883	(55)	(6%)	\$56,627	1.29
9011	Federal Government, Civilian	675	706	31	5%	\$127,051	1.89
9012	Federal Government, Military	332	323	(9)	(3%)	\$42,939	1.35
9029	State Government, Excluding Education and Hospitals	281	270	(12)	(4%)	\$60,468	0.97
9026	Education and Hospitals (State Government)	219	228	9	4%	\$40,448	0.59
5-Digit NAICS Codes							
90361	Education (Local Government)	1,715	1,611	(104)	(6%)	\$52,411	1.73
90399	Local Government, Excluding Education and Hospitals	939	883	(55)	(6%)	\$56,627	1.29

90119	Federal Government, Civilian, Excluding Postal Service	572	600	28	5%	\$140,234	2.01
90120	Federal Government, Military	332	323	(9)	(3%)	\$42,939	1.35
90299	State Government, Excluding Education and Hospitals	281	270	(12)	(4%)	\$60,468	0.97
90261	Education (State Government)	219	228	9	4%	\$40,448	0.68
90114	US Postal Service	103	106	3	3%	\$52,531	1.43
90262	Hospitals (State Government)	0	0	0	0%	\$0	0.00
90362	Hospitals (Local Government)	0	0	0	0%	\$0	0.00
6-Digit NAICS Codes							
903611	Elementary and Secondary Schools (Local Government)	1,715	1,606	(109)	(6%)	\$52,170	1.89
903999	Local Government, Excluding Education and Hospitals	939	883	(55)	(6%)	\$56,627	1.29
901199	Federal Government, Civilian, Excluding Postal Service	572	600	28	5%	\$140,234	2.01
901200	Federal Government, Military	332	323	(9)	(3%)	\$42,939	1.35
902999	State Government, Excluding Education and Hospitals	281	270	(12)	(4%)	\$60,468	0.97
902612	Colleges, Universities, and Professional Schools (State Government)	219	228	9	4%	\$40,448	0.69

901149	US Postal Service	103	106	3	3%	\$52,531	1.43
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SWOT Engagement Jamboards

Strengths

tourism can continue to be built out. BUT it's also part of the issue with housing, there's a lot of room for tourism, opportunity for expedition businesses	Northampton Co is experiencing a boom in housing	NASA Wallops is poised for expansion, Rocket Lab is sending off rockets. Could be the new Cape Canaveral and possibly bring a 4-year university with it	Aerospace: Space business is growing quickly, unique asset at the moment, synergistic impacts
30% increase in TOT tax last year and projections upward this year	culture of enterprise, inventory of artisans - agricultural, aquaculture, crafts, etc.	Rural Health is the reason why we have high vaccination rate	autonomous systems that service off shore wind
Tourism Industry: HIP Camping, Airbnb, ecotourism - kayaking, bird migration	Incentives for Development; Low tax-> availability of land; industrial park	Healthcare - 60-bed hospital, Rural Health has built 3 large clinics in the past few years; mental and dental health care providers	Appahannock accepted the less expensive waterfront property in the US
proximity to D.C. area - wealthy tourists	BARC Electric - coop, placing fiber cables for broadband	a lot of healthcare centers; attractive area for physicians	Beauty of the area; interest in environment; nature conservancy; a lot of space to develop environmental programs

Weaknesses

	Workforce: cant find workers for downtown businesses (restaurants) or talent to do the necessary infrastructure work in the region	lack of capacity for processing grant work	struggle to get answers at health care centers - get answers elsewhere	lack of drug/alcohol facilities; nowhere local for respite/behavioral care
Backlog on housing; the housing in the area is not sufficient to meet future needs; we don't have the qualified builders to address increase in # of houses; permit process	Marketing and tourism awareness can be better, increase access	Infrastructure to support economic growth: waste water management and business drawing water for their business needs (liquor)- Hampton Roads Sanitation Dist	Struggle to recruit and retain K-12 teachers; lack of funding for early childhood care businesses	broadband still an issue for attracting residents, spotty cell service, poor telephone service, moderate electricity rates, prevents home sales, especially in rural areas
Housing - cant find LT rentals, no where for workforce to live, housing costs are a barrier, lack of affordable housing at various income levels (low and middle), zoning and development problem	lack of mid-shore beach; we don't have a nice spa to rejuvenate	lack of environmental awareness	Education - Detractors from talent moving is education, schools ranked low, need late 20s-30s in-flow with kids, people choosing to live outside of area due to schools	Internet - we do not have universal internet and prevents home sales from going through, esp in rural communities
Housing is difficult and expensive, especially for teachers, Cape Charles is no where near affordable	Cell service during peak tourism season (summer)	infrast - sewage is a barrier to development, water quality is problematic in some areas.	K-12 are not highly regarded; NASA Wallops families live near the MD border.	K-12 schools had to use hot spots due to limited broadband access
				Too expensive to place broadband cables underground, broadband is a mixed bag (improving for residential)

Opportunities

Sewage infrastructure remedy on the horizon, grants, funding, HSSD - spreads funding across its users = lower fees	University of Eastern Shore Virginia Foundation - have a business plan, students bring \$ and economic development to the area	Exposure and awareness blue collar work opportunities; opportunity to train ppl with blue collar skills, keep them in the area; teachers	space growth - rocket lab, manufacturing of this rocket facility, synergistic benefits from this facility - multiplier impacts; new entrants coming into the market (space industry) all the time
School system boost/ culture shift / utilize training for teachers - behavioral and psychological needs of students	New and dynamic communication with Eastern Shore Community College. They're expanding; workforce development center which trains workers for NASA Wallops and poultry factories	young ppl participation on the harbor review, parks, town council commits, most ppl are elderly on these, not a diverse set of perspectives	1/3 of the area is minority - certain sectors only hire those populations b/c they are hard workers and willing to take extra hours
education for/leverage of artisan entrepreneurs; developing culture of enterprise, entrepreneur & maker spaces	As we get more broadband, possibly for remote working. People like the rural nature and QOL	If the bridge toll were eliminated, we could become the "Virginia Beach"	Rising retirement population - they're spending the money
teachers from pennsylvania turnover creates opportunity	Training in target sectors. What do aquaculture growers need? no more low tech industry, training for this - growth opportunity	responsible/eco tourism; hip camping	leveraging ARP funds
redundancy of broadband, increased cell capacity	Opportunity for leadership among entrepreneurial efforts (collaboration and shared vision)	tourism branding and marketing; collaborative marketing; targeted marketing within drive time	build capacity for grant writers and managers
			healthcare: medical staff retention & life expectancy

Threats

have a hard time finding teachers for blue collar skills at CC	lack of water/sewer infrastructure	litter - SO MUCH litter and lack of support for clean ups and "adopt a highway" programs
Community college structure hinders flexibility for new relevant courses. Walla Wash, winmaking PBS special	Limited transportation; due to have bus service but no ride share companies like Uber or Lyft	over withdrawn from confined aquifer and lack of use of the surficial aquifer
cant make money building affordable housing - cost of supplies - how long?	Low taxes - but we have low taxes b/c we dont pay teachers much; new teachers tend to come from Pennsylvania but leave the area after a few years	Were not that close to DC. Isolated to the south b/c we have a bridge toll which deeply impacts lower-income workers
not enough affordable housing for workers	Not great marketing for what to do on the shore. Arts and entertainment options need to be established for the WF; accessibility and cost factor for some entertainment	saltwater intrusion into groundwater
Distance to major medical activities happening in Virginia Beach area	hard to find blue collar WF, these are good jobs, but also missing technical skills	Wages for industries need to be livable
		reluctance to sometimes unique solutions
		competition from other states to attract rocket manufacturing, but closer you are to launch facility the better

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