



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



PREPARED BY:

ACCOMACK-NORTHAMPTON PLANNING DISTRICT COMMISSION
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STRONGER ECONOMIES TOGETHER 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. Important elements of the Stronger Economies Together program will build collaboration between communities in a region, provides economic analyses that is tailored to help capture the region's current or emerging clusters and comparative economic advantages and is supported by technical assistance provided by land-grant university extension systems to the regions over a period of several months including the SET training.

The Accomack-Northampton Planning District Commission (A-NPDC), with commitment from several key regional institutions, pursued SET for the Eastern Shore, because the process incorporates a large number of people and naturally fits with the culture of our region. Additional factors which created interest in SET were as follows:

- SET focuses on existing assets and industries and incorporates industry-specific analysis and topics identified that were expected to be a good match to the Eastern Shore's rural economy;
- Another SET region, the Northern Neck, soon after completing the process was able to obtain resources to advance their economy and it was anticipated that once a SET plan was completed and a leadership team developed on the Eastern Shore of Virginia, it may be possible to partner with Northern Neck on other potential opportunities;
- It was hoped that the SET process would support workforce discussions that are needed to address the region's demographic profile, which is older than other parts of the Commonwealth;
- 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; and
- It was anticipated that in the future the SET plan could be merged with existing regional economic development plans 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.

The Eastern Shore of Virginia was selected as one of three Virginia planning districts to participate in the 2015-2016 SET initiative. As a leadership and planning initiative, the Eastern Shore of Virginia SET project brought leaders from the region together to develop and implement an economic development blueprint. Eastern Shore SET meetings began in the fall of 2015 and extended through spring 2016, with implementation of the SET economic development plan extending through 2016. To guide and implement the Eastern Shore SET process into the future, it is planned that the Eastern Shore of Virginia Economic Development Committee will be reconfigured as the responsible SET organization.

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.

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 SET participants was critical to the development of the action plans produced through this planning process:

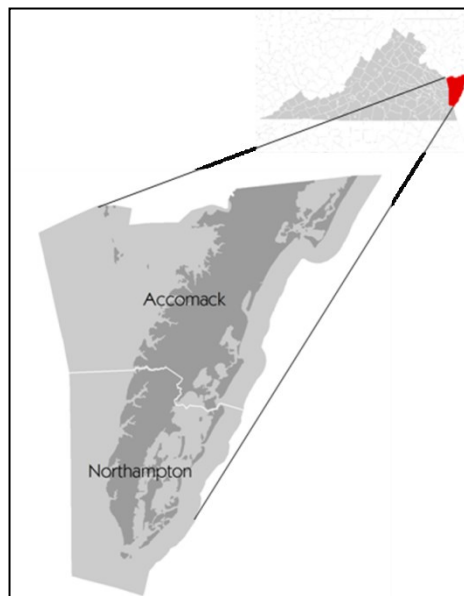
- Regional strengths, challenges, opportunities, and resources were identified. **Education, infrastructure, and business development/support** were selected as top priority opportunities.
- Four cluster groups were selected for inclusion in the plan: **Aerospace & Defense; Agribusiness & Food Processing; 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 SET 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 well-managed tourism destination; creating hospitality, ambassadorship, mentorship & internship programs; and enhancing revenues supporting local tourism.** 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 framework for ensuring the plan will be monitored, measured, and implemented was created. Following a public comment period, the plan was approved by the Accomack-Northampton Planning District Commission. The Eastern Shore of Virginia Economic Development

Committee will begin its management and implementation of the plan during the Summer of 2016.

EASTERN SHORE OF VIRGINIA DESCRIPTION

The Eastern Shore of Virginia has a strong, historic regional identity. It is bounded 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.

The region's geographic isolation from the rest of Virginia and the similarities among local communities have supported the unique comradere and regional spirit which characterizes Virginia's Eastern Shore. The General Assembly recognized this in 1969 when it divided the Commonwealth into 21 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.

One measurable way to demonstrate the economic linkages in the region is 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. 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.

The SET plan is intended to supplement, enhance, and build from existing economic development plans for the Eastern Shore. The A-NPDC has developed and maintained a regional Comprehensive Economic Development Strategy (CEDS) since 2002. The CEDS and other regionally-collaborative efforts have confirmed that the communities and businesses on Virginia's Eastern Shore are both willing and capable to implement economic actions on a regional scale.

INTRODUCTION

ACKNOWLEDGEMENTS

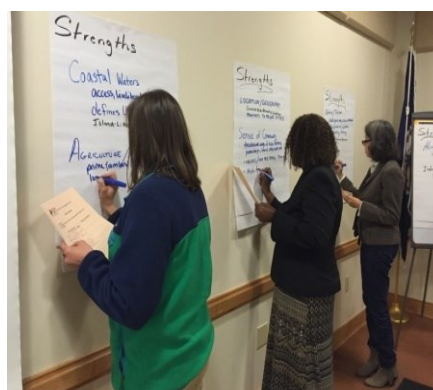
The Eastern Shore Region would like to thank the staff from the United States Department of Agriculture Rural Development, Virginia Department of Housing and Community Development, Regional Rural Development Centers, and Virginia Cooperative Extension for support throughout the course of this project. 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 distinguished individuals that took part in the training sessions, and numerous other individuals, for their invaluable insight and ideas that led to the creation of this plan.

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, and Perdue. These agencies, along with several representatives from local businesses and the general public comprised the SET Steering Committee (see [Appendix F](#)).

The members of the SET Steering Committee expressed commitment to support the plan's implementation by submitting letters of support and commitment, by participating actively in the SET 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.

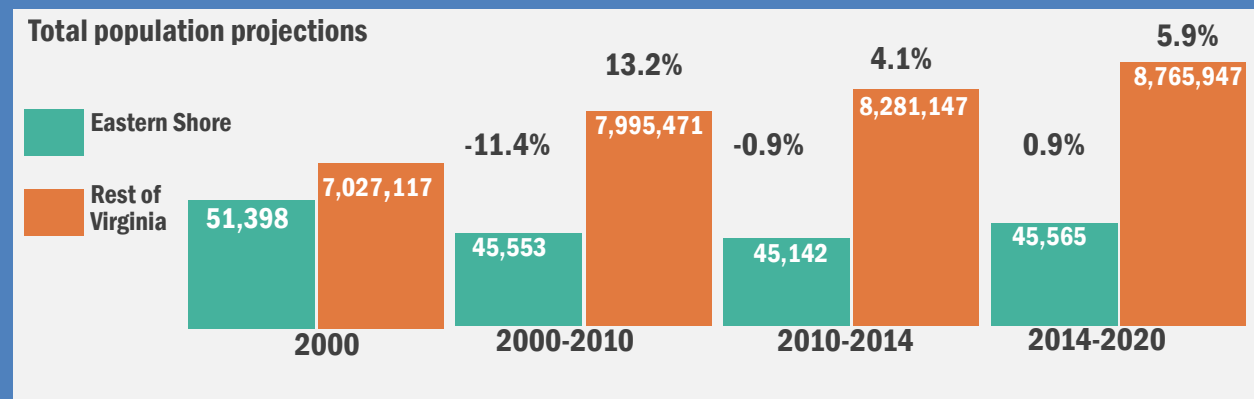
Aside from the SET Civic Forum and subsequent work sessions where the public was encouraged to participate, public input and support for the plan was garnered through a public meeting hosted on May 2, 2016, at the Eastern Shore Community College, a series of open houses hosted at six locations around the region from May 2 to May 6, 2016, and through a presentation to the Accomack-Northampton Planning District Commission, which is comprised of citizen and government representatives of Accomack and Northampton Counties and the Town of Chincoteague.



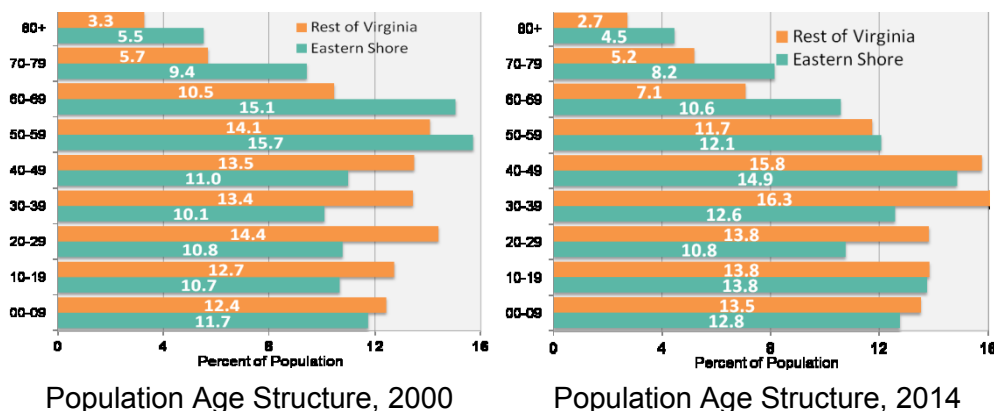
EVIDENCE BASIS FOR THE PLAN

REGIONAL DEMOGRAPHIC DATA

The Eastern Shore of Virginia's population has experienced significant decline except for a small uptick projected for 2014-2020. The population in 2014 is 11.3% lower than in 2000. Conversely, Virginia's population has experienced continuous growth through 2000 and projected to 2020. The impacts of the economic recession of 2008-2009 can be seen in the figure below as the growth rate fell from 13.2% to 4.1% between 2000 period and the 2010-2014 period.



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.

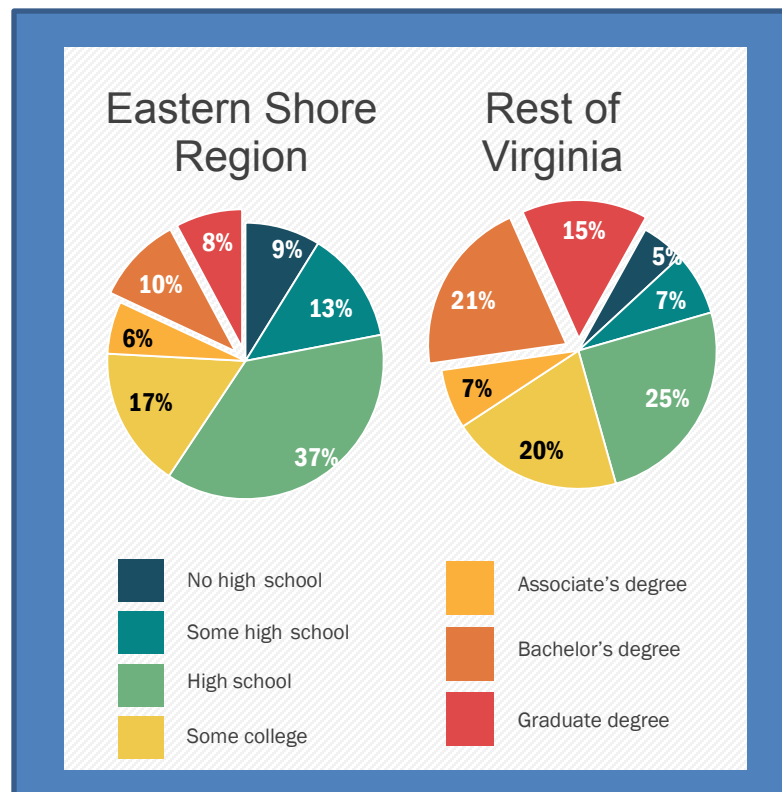


The proportion of the total population and young population in poverty has risen from 2003, but

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.



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.

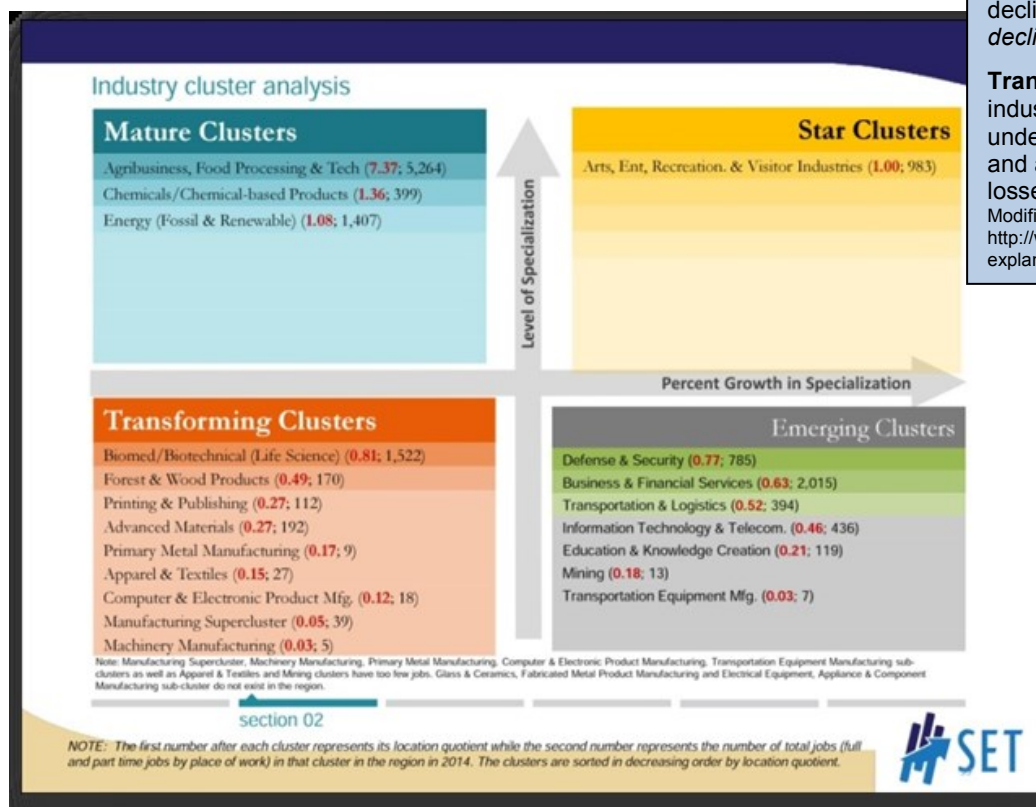
Emerging (bottom right): Contains industry clusters that are under-represented in the region (low Location Quotient (LQ)) but are growing. *Weak but advancing*

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 underrepresented 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 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**

Population by Race/Ethnicity

	PDC 22	Virginia	United States
Total			
Total Population	45,553	8,001,024	308,745,538
Race			
White	28,830	5,486,852	223,553,265
Black or African American	13,831	1,551,399	38,929,319
American Indian or Alaska Native	162	29,225	2,932,248
Asian	266	439,890	14,674,252
Native Hawaiian/Pacific Islander	53	5,980	540,013
Other	1,695	254,278	19,107,368
Multiple Races	716	233,400	9,009,073
Ethnicity			
Not Hispanic or Latino (of any race)	41,829	7,369,199	258,267,944
Hispanic or Latino (of any race)	3,724	631,825	50,477,594

Source: 2010 Census.

POTENTIAL BARRIERS AND RELATED STRATEGIES

Virginia's Eastern Shore is not without its barriers to economic growth. Interestingly, many of the barriers proposed by the SET participants 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 SET regional economic plan, 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 economic and demographic 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 for the 2016 SET plan and includes:

- ***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 address 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 SET ECONOMIC GOALS	
AEROSPACE & DEFENSE	
<u>GOAL 1:</u> 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.	
<u>GOAL 2:</u> 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.	
<u>GOAL 3:</u> INCREASE REGIONAL COASTAL RESILIENCE BY 2020.	
AGRIBUSINESS & FOOD PROCESSING	
<u>GOAL 1:</u> 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 SALES BY 20% BY DECEMBER 2018. THIS GOAL SUPPORTS AND TARGETS SMALL FARMERS.	
<u>GOAL 2:</u> DEVELOP A WHOLESALE PRODUCTION FACILITY SUPPORTING LARGER-SCALE FARMERS TO ADD VALUE TO CROPS GROWN ON THE SHORE AND CREATE VALUE ADDED OPPORTUNITIES FOR LARGER-SCALE FARMERS WITH A FOCUS ON SUPPORTING POTATO CHIP PRODUCTION ON	

THE EASTERN SHORE. THE FINAL GOAL IS TO ATTRACT JIMMY ASH POTATO CHIP MANUFACTURER TO THE EASTERN SHORE.
<u>GOAL 3</u> : DEVELOP A SAWMILL ON THE EASTERN SHORE OF VIRGINIA BY DECEMBER 2018. (PINE)
<u>GOAL 4</u> : EQUIP INDIVIDUALS WITH APPROPRIATE SKILLS TO WORK IN THE AGRIBUSINESS AND FOOD PROCESSING CLUSTER.
ARTS, ENTERTAINMENT, RECREATION, & VISITOR INDUSTRIES
<u>GOAL 1</u> : DEVELOP THE EASTERN SHORE AS A WELL-MANAGED TOURISM DESTINATION.
<u>GOAL 2</u> : IMPLEMENT AN AMBASSADORSHIP, MENTORSHIP, AND INTERNSHIP PROGRAM TO EDUCATE WORKERS AND CITIZENS ON HOSPITALITY AND TOURISM OPPORTUNITIES.
<u>GOAL 3</u> : ENGAGE LOCAL GOVERNMENTS IN ENHANCING SUPPORT FOR TOURISM.
FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT
<u>GOAL 1</u> : BUILD AN ENTREPRENEURSHIP CULTURE WITHIN THE REGION BY 2020.
<u>GOAL 2</u> : INCREASE ACCESS TO FUNDING FOR ENTREPRENEURIAL AND EASTERN SHORE SMALL BUSINESS EFFORTS TO IMPROVE OUR ECONOMY.
<u>GOAL 3</u> : INCREASE MARKET AND VALUE-ADD OPPORTUNITIES FOR EASTERN SHORE PRODUCTS AND PROVIDERS.
<u>GOAL 4</u> : DEVELOP AFFORDABLE AND RELIABLE INFRASTRUCTURE TO FACILITATE EASTERN SHORE BUSINESSES.

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 A, B, C, and D**.



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

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

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*). 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*).

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

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
Total Indirect Impact	10,147
Source: IMPLAN 2008	

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

AEROSPACE & DEFENSE ACTION PLAN SNAPSHOT		
Goal 1: Grow Wallops Complex	Goal 2: Increase Unmanned Systems (UMS) Operations	Goal 3: Increase Coastal Research
Objective A: Marketing	Objective A: Develop Partnerships to Maximize Unmanned Systems Capabilities	Objective A: Deploy Oceanographic Sensors
Objective B: Develop Additional Technical, Industrial, & Office Space	Objective B: Develop a variety of concept of operations tailored to attract UMS companies to the Wallops Complex	Objective B: Demonstrate Unmanned Systems for Data Collection
Objective C: Create Financing Opportunities & Business Incentives to Grow Launch Operations		Objective C: Market Unmanned System-based Research
Objective D: Attract Additional Space Launch Programs & Missions		
Objective E: Cultivate “Students & Startups” Payload Pipeline		
Objective F: Develop Additional Commercial Support Infrastructure		

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 E**). 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 over the last three years and continues to offer opportunities for growth through value-added processing.

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. 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.

AGRIBUSINESS & FOOD PROCESSING ACTION PLAN SNAPSHOT			
Goal 1: Develop a Value-Added Fresh Food Marketing Cooperative	Goal 2: Develop a Wholesale Production Facility	Goal 3: Develop a Pine Sawmill	Goal 4: Agribusiness & Food Processing Workforce Development
Objective A: Assess Regional Production Capacity with a Small Farmer Focus	Objective A: Assess Regional Production Capacity with a Larger Farmer Focus	Objective A: Complete Economic Impact Educational Campaign from Timber Manufacturing	Objective A: Establish Agricultural Education & Training Programs
Objective B: Assess the Potential for Specific Farm & Farmer's Markets	Objective B: Assess Market Potential for Local Producers	Objective B: Obtain Funding for Forest Inventory & Pine Sawmill Marketing Plan	Objective B: Prepare Labor Force for Nursery, Vegetable, Aquaculture, & Grain Crops
Objective C: Evaluate & Enhance Existing Agribusiness Infrastructure	Objective C: Research Priority Crop Production	Objective C: Develop Forest Inventory & Pine Sawmill Marketing Plan	
Objective D: Research & Promote Production Opportunities	Objective D: Assess & Address Agribusiness Infrastructure Needs	Objective D: Attract Forestry Sector Operations	
Objective E: Encourage Participation in a Buy Fresh, Buy Local Chapter			

ARTS, ENTERTAINMENT, AND RECREATION SNAPSHOT

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.

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

- ES is Virginia's fastest growing tourism region
- ES 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 ES 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

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).

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: Create Hospitality Ambassadorship, Mentorship, & Internship Programs	Goal 3: Enhance Local Government Support for Tourism
Objective A: Promote Tourism Development, Events & Opportunities	Objective A: Establish Tourism Certification Programs	Objective A: Inform Local Officials, Public Service employees, and NGO Boards of Tourism Economic Impact
Objective B: Establish ESVA Brand as a Highly-recognized & Utilized Promotion Tool	Objective B: Increase Understanding	Objective B: Increase Revenue Generated to Tourism Commission for development and marketing

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). [http://www.lse.ac.uk/geographyAndEnvironment/whosWho/profiles/Michael%20Storper/pdf/Region sGlobDevelopment.pdf](http://www.lse.ac.uk/geographyAndEnvironment/whosWho/profiles/Michael%20Storper/pdf/Region%20Development.pdf)

FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT ACTION PLAN SNAPSHOT			
Goal 1: Build an Entrepreneurship Culture	Goal 2: Increase Funding Access for Local Small Business Efforts	Goal 3: Increase Market & Value-add Opportunities	Goal 4: Develop Infrastructure to Facilitate Local Businesses
Objective A: Create an Economic Think Tank	Objective A: Increase Access to Funding for Local Entrepreneurial & Small Business Efforts	Objective A: Create a Market Location for Sales of Eastern Shore Products	Objective A: Expand Broadband Availability to All Businesses & Vast Majority of Residences
Objective B: Expand Awareness of Entrepreneurship Opportunities	Objective B: Attract Small Start-up Companies via Incentives & Credits		Objective B: Plan Future Business Development in Conjunction with Existing Water & Sewage Facilities
Objective C: Create an Incubator for New Businesses			Objective C: Provide Reliable, Cost-effective Power from Renewable & Traditional Sources

EVALUATION 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 SET plan up to date and relevant and to ensure that regional stakeholders continue to be invested in the implementation of the action plans, the Eastern Shore of Virginia Economic Development Committee will assume the role of responsible entity for the SET plan. The Committee will explore rewriting its by-laws in a manner that would allow the focus groups developed during SET to continue meeting to discuss and strategize for items within the action plan.

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 SET in 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.

SET MEASUREMENT PLAN
AEROSPACE & DEFENSE
<ul style="list-style-type: none">• 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
<ul style="list-style-type: none">• 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)

APPENDICES

APPENDIX A: AEROSPACE & DEFENSE REGIONAL ACTION PLAN

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 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	Primary: Wallops Island Regional Alliance	Peter Bale, Wallops Island Regional Alliance	Short Term	June 2016 – June 2017	Develop consolidated marketing strategy and materials	
	Secondary: Wallops Research Park		Mid Term	June 2017 - June 2019	Gain approval for marketing strategy from all principals	
Implement a consolidated marketing strategy	Primary: Wallops Island Regional Alliance Secondary: Wallops Research Park, Accomack-Northampton Planning District Commission	Peter Bale, Wallops Island Regional Alliance	Short Term	July 2016 – July 2017	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	

APPENDIX A: 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 and flex Space	Primary: Wallops Research Park (Facilitator) Secondary: Accomack-Northampton Planning District Commission	Julie Wheatley, Accomack County	Short/Mid Term	18 months from when a lease is signed	Fill the 211 acres of the Wallops Research Park with a suitable mixture of tenants	
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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	Primary: Accomack-Northampton Planning District Commission Secondary: Accomack & Northampton Counties, Town of Chincoteague, Virginia Economic Development Partnership	Curt Smith (Accomack-Northampton Planning District Commission), Rich Morrison (Accomack County), Northampton County JIDA Representative, Mike Lehmkuhler (Virginia Economic Development Partnership)	Short Term	July 2016 – July 2017	<ul style="list-style-type: none"> • Include options for incentive programs that will attract aerospace and technology-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 	
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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.

Pursue the basing of next-generation launch systems at the Wallops Complex.	Primary: Virginia Space Secondary: Wallops Island Regional Alliance, NASA Wallops	Dale Nash (Virginia Space), NASA Wallops New Business Office	Short Term	July 2017	<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. 	
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APPENDIX A: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

Develop dedicated launch and other end-to-end mission support capabilities for a variety of small launch systems	Primary: Virginia Space Secondary: NASA Wallops	Dale Nash (Virginia Space), NASA Wallops	Short Term	October 2017	<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. 	
Objective E: Cultivate a payload pipeline ‘Students & Startups’ which provides technical expertise and capabilities to assist potential “payloaders” to add flight opportunities on Wallop Complex missions with an annual growth rate of 10% for launch access to space.						
Develop a concept to attract and support commercially-oriented university researchers and aerospace tech startups with nano/microsatellite missions and ISS payloads	Primary: Wallops Island Regional Alliance Secondary: NASA Wallops, Virginia Space	Peter Bale (Wallops Island Regional Alliance), Dale Nash (Virginia Space)	Short Term	May 2017	<ul style="list-style-type: none"> Host quarterly Experimenter’s Workshops beginning in Fall of 2016. Present on-campus to STEM (i.e. Phys/Chem/Eng) depts. at 50 nearest colleges 	
Objective F: Develop additional commercial support infrastructure necessary to support air-launch providers, private-sector flight test operations (including drones), and other launch and recovery missions, including, for example, fixed base operators providing fueling, avionics, airframe & powerplant maintenance, repair & overhaul to fully utilize Wallops Research Park and Accomack County Airport tarmac capacities by 2021.						
Recruit Fixed Base Operator (FBO)	Primary: Wallops Research Park Secondary: Virginia Space	Julie Wheatley (Accomack County), Dale Nash & Peter Bale (Virginia Space)	Short/Mid Term	December 2017	Request made for facility	

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.

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

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 as pertains to sea coast erosion and the use of unmanned air and sea vehicles. Strengthen and build on relationship through STEM initiatives with Virginia Space Grant Consortium	Primary: Virginia Space Secondary: Wallops Island Regional Alliance, Accomack County	Peter Bale, Mid-Atlantic Regional Spaceport	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 0% • NASA Langley 40%
			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 	0%
			Virginia Institute of Marine Science			
			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. 	20%
			Virginia Space Grant Consortium			
			Short Term	Ongoing Now	<ul style="list-style-type: none"> • Continued STEM projects that are self-sustaining to the NASA Wallops Flight Facility 	50%

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

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	Primary: Wallops Research Park Secondary: Virginia Space, Wallops Island Regional Alliance	Julie Wheatley (Accomack County), Peter Bale (Wallops Island Regional Alliance)	Short Term	October 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 attract all as mentioned to become small footprint tenants to the region 	
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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	Primary: NASA Wallops Secondary: Mid-Atlantic Coastal Resiliency Institute partners	Josh Bundick, NASA Wallops	Short Term	2016-2018	1) Research money spent in region 2) Number of sensors and instruments in the on-shore, off-shore and near-shore environment	Proposal development
Complete Phases I and II of Integrated Barrier Island System project	Primary: NASA Wallops Secondary: 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 funding

Objective B: Demonstrate the utility of both aerial and underwater UMS for collecting high resolution, repeatable, topographic and shallow-water bathymetric datasets.

Secure funding for Phases I and II of Integrated Barrier Island System project	Primary: NASA Wallops Secondary: Mid-Atlantic Coastal Resiliency Institute partners	Josh Bundick, NASA Wallops	Short Term	2016-2018	1) Research money spent in region 2) Number of UMS flight and/or underwater hours	Proposal development
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APPENDIX A: EASTERN SHORE REGIONAL PLAN OF ACTION: AEROSPACE & DEFENSE

Complete Phases I and II of Integrated Barrier Island System project	Primary: NASA Wallops Secondary: 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 funding
Objective C: Market the region as a testbed for conducting UMS-based coastal research.						
Develop marketing materials	Primary: NASA Wallops Secondary: 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
Deploy marketing representatives at industry and academic venues	Primary: NASA Wallops Secondary: 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

APPENDIX B: AGRIBUSINESS & FOOD PROCESSING REGIONAL ACTION PLAN

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 2018. 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.	Primary: USDA offices (NASS, FSA) Secondary: Virginia Cooperative Extension, Virginia Institute of Marine Science	USDA/FSA	Short Term	October 2016	Comprehensive inventory publication of all vegetable, grain, fiber, and oilseed crops and aquaculture.	Current inventory/survey available but need to fill in data holes.
Conduct a feasibility study for expanding locally produced products.	Primary: Virginia Dept. of Agriculture & Consumer Services Secondary: Virginia Finest Program	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Short/ Mid Term	October 2017	Economic analysis of high margin items and processed goods and feasibility of raising items on the Eastern Shore.	Planning phase.

Objective B: Assess the potential for specific farm and farmer's markets throughout the Eastern Shore.

Survey towns for possible establishment of additional local farm markets	Primary: Virginia Dept. of Agriculture & Consumer Services Secondary: Town Councils, local businesses	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Short Term	May 2016 and again in May 2018	<ul style="list-style-type: none"> Establishment of local markets in major Eastern Shore towns. Expand capacity of community-supported agriculture's (CSA) for promotion and availability of local foods. Promotion of local products in grocery stores, restaurants, etc. 	A few farm markets exist, but overall capacity is limited. Launch of Cape Charles Market for 2016 growing season.
Design a study to assess the market potential for sales off of the Eastern Shore	Primary: Virginia Dept. of Agriculture & Consumer Services	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Mid Term	January 2018	<ul style="list-style-type: none"> Product movement from the Eastern Shore to large city centers 	Very few formal arrangements exist for off-shore food movement.

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

	Secondary: USDA-NASS, USDA-ERS, Virginia Tech				<ul style="list-style-type: none"> Establishment of contracts with markets and restaurants off the shore 	
Objective C: Evaluate and enhance existing agriculture business infrastructure.						
Evaluate agriculture research facility for use by local stakeholders	Primary: Virginia Tech, Virginia Cooperative Extension Secondary: Farm Operators	Mark Reiter & Steve Rideout (Virginia Tech) Ursula Deitch & Theresa Long (Virginia Cooperative Extension)	Short Term	January 2017	<ul style="list-style-type: none"> Evaluate meeting facilities and demonstration areas for information dissemination for stakeholders Evaluate research laboratories for assistance with local questions 	Underway
Improve agriculture research facility for use by local stakeholders	Primary: Virginia Tech, Virginia Cooperative Extension Secondary: Farm Operators	Mark Reiter & Steve Rideout (Virginia Tech) Ursula Deitch & Theresa Long (Virginia Cooperative Extension)	Long Term	January 2020	<ul style="list-style-type: none"> Improve meeting facilities and demonstration areas for information dissemination for stakeholders Improve research laboratories for assistance with local questions Purchase necessary equipment to produce new and innovative crops in test and demonstration plots Opportunity for farmers to share innovative growing techniques (best practices) 	Several projects in planning phase but implementation needs support and funding
Objective D: Research and promote production opportunities.						
Specialty Crops - Explore at least 3 (Hops, sweet potatoes, new varieties of potatoes, horseradish, lavender, herbs, asparagus, grapes (viticulture), bay scallops, Hog Island figs and honey)	Primary: Virginia Tech Secondary: Virginia Cooperative Extension, Virginia Institute of Marine Science	Mark Reiter & Ramon Arancibia (Virginia Tech), Dick Snyder (Virginia Institute of Marine Science)	Mid Term	December 2018	<ul style="list-style-type: none"> Identification and production practice development for novel and innovative specialty crops and markets for Eastern Shore farmers. Identify new aquaculture opportunities for Eastern Shore producers. Grant dollars to support new crop research. 	Current research is ongoing, but more research and funding is needed.
Test process for season extension of vegetable production. For example: sweet potatoes, white potatoes and strawberries	Primary: Virginia Tech Secondary: Virginia Cooperative Extension	Mark Reiter & Ramon Arancibia (Virginia Tech), Ursula Deitch & Theresa Long (Virginia Cooperative Extension)	Long Term	January 2020	<ul style="list-style-type: none"> High tunnels Identify, research, and demonstrate new technologies for season extension to give farmers longer crop producing time (high and low tunnels, row covers) Identify profitable crops that are marketable during the shoulder seasons. Grant dollars to support research and Extension programs 	Planning phase and preliminary data collection.

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

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

Expand current interests with a formal establishment of a Buy Fresh, Buy Local Eastern Shore chapter.	<p>Primary: Virginia Tech, Virginia Cooperative Extension</p> <p>Secondary: Virginia Dept. of Agriculture & Consumer Services, Virginia Institute of Marine Science</p>	Ramon Arancibia (Virginia Tech), Ursula Deitch & Theresa Long (Virginia Cooperative Extension)	Short/Mid Term	<ul style="list-style-type: none"> Farmer Launch: Sep. 2017 Public Launch: May 2018 	<ul style="list-style-type: none"> Establish an Eastern Shore Chapter with 20 members. Members present at each of the local farm markets. 	Planning phase.
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GOAL 2: Develop a wholesale production facility supporting larger-scale farmers to add value to crops grown on the shore and create value added opportunities for larger-scale farmers with a focus on supporting potato chip production on the Eastern Shore. The final goal is to attract Jimmy Ash potato chip manufacturer to the Eastern Shore.

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

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
To identify potential benefactors of facility with a focus on potatoes	<p>Primary: Virginia Dept. of Agriculture & Consumer Services</p> <p>Secondary: Virginia Cooperative Extension, , USDA – FSA, USDA-NASS, Virginia Tech Association of Potato & Vegetable Growers</p>	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Mid Term	December 2018	<ul style="list-style-type: none"> Identify potential benefactors of wholesale production facility e.g. growers and skilled and unskilled labor Work with Jimmy Ash potato chip manufacturer to create jobs in production facility Create chip market for local growers 	Planning phase and preliminary data collection.

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

Objective B: Assess market potential.

Potential market areas in other regional areas: Washington D.C., New York, Richmond, and Hampton Roads	Primary: Virginia Dept. of Agriculture & Consumer Services Secondary: Virginia Cooperative Extension, USDA – FSA, USDA-NASS, Virginia Tech	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Short Term	December 2017	<ul style="list-style-type: none"> Identify market opportunities for Eastern Shore producers. Grant dollars needed to support market research. 	Planning phase and preliminary data collection.
Assess obstacles and competition	Primary: Virginia Dept. of Agriculture & Consumer Services Secondary: Virginia Cooperative Extension, USDA – FSA, USDA-NASS, Virginia Tech Association of Potato & Vegetable Growers	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Mid Term	January 2018	Comprehensive survey publication of all vegetable, grain, fiber, and oilseed crops and aquaculture on Eastern Shore.	Current assessment is ongoing, but more research and funding is needed.
Engage produce brokers in other regional areas: Washington D.C., New York, Richmond, and Hampton Roads	Primary: Virginia Dept. of Agriculture & Consumer Services Secondary: Virginia Cooperative Extension, USDA – FSA, USDA-NASS, Virginia Tech	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Mid/ Long Term	December 2018	Commitment from produce brokers to sell Eastern Shore produce.	Planning Phase

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

Objective C: Research priority crop production.

Research production practices; explore first for potato varieties	Primary: Virginia Cooperative Extension Secondary: Virginia Dept. of Agriculture & Consumer Services, USDA – FSA, USDA-NASS, Virginia Tech	Ursula Deitch & Theresa Long (Virginia Cooperative Extension)	Short Term	December 2017	Identification and production practice development (potato varieties initially)	Current research is ongoing, but more research and funding is needed.
Priority commodity	Primary: Virginia Dept. of Agriculture & Consumer Services Secondary: Virginia Cooperative Extension, USDA – FSA, USDA-NASS, Virginia Tech Association of Potato & Vegetable Growers	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services)	Long Term	December 2020	<ul style="list-style-type: none"> Identify, research, and demonstrate new technologies for dissemination to growers in order to increase profitability and yields Identify profitable crops that are marketable Identify grant dollars to support research and Extension programs. 	Current research is ongoing, but more research and funding is needed.

Objective D: Assess and address infrastructure needs.

Natural Gas	Primary: Accomack & Northampton County Boards of Supervisors Secondary: Directors of Economic Development, Local Suppliers	Board of Supervisors – Accomack County, Sharp Energy, Pep-Up	Mid Term	December 2019	<ul style="list-style-type: none"> Assistance with extending a natural gas line into Accomack County to serve Eastern Shore residents and commercial operations. (Come down from Maryland) Key to food processing – many of the operations setup to utilize natural gas not electricity 	Environmental Funding Federal Permitting Company identified – Somerset Utilities Current research is ongoing, but more research and funding is needed.
Cold storage (potato farms)	Primary: Virginia Cooperative Extension Secondary: Virginia Dept. of Agriculture & Consumer Services, USDA – FSA, USDA-NASS, Virginia Tech	Ursula Deitch & Theresa Long (Virginia Cooperative Extension)	Mid Term	December 2018	Multiple sites for cold storage	Planning phase

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

GOAL 3: Develop a sawmill on the Eastern Shore of Virginia by December 2018. (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: 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.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Conduct presentation to both County Boards of Supervisors	Primary: Virginia Dept. of Agriculture & Consumer Services, Virginia Dept. of Forestry Secondary: SET Focal Group Partners	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services), Robbie Lewis (Virginia Dept. of Forestry)	Short Term	Summer of 2016	Develop County support to provide partial funding for an Eastern Shore Forest Inventory and Market develop plan. Cost sharing available VDACS Agricultural and Forestry Industry Development Planning Grant	
Conduct educational presentation to County Economic Development organizations and stakeholders	Primary: Virginia Dept. of Agriculture & Consumer Services, Virginia Dept. of Forestry, Eastern Shore of Virginia Chamber of Commerce Secondary: Farm Bureau organizations, SET Focal Group Partners	Butch Nottingham (Virginia Dept. of Agriculture & Consumer Services), Robbie Lewis (Virginia Dept. of Forestry), Jean Hungville (Eastern Shore of Virginia Chamber of Commerce)	Short Term	Summer of 2016	Develop County support to provide partial funding for an Eastern Shore Forest Inventory and Market develop plan. Cost sharing available VDACS Agricultural and Forestry Industry Development Planning Grant	

Objective B: Obtain funding for development of Eastern Shore Forest Inventory and Pine Sawmill Marketing Plan.

Solicit local and state supporters for Planning Grant(s)	Primary: Eastern Shore of Virginia Chamber of Commerce, Accomack-Northampton Planning District Commission Secondary: SET Focal Group Partners	Virginia Board of Forestry, Virginia Agribusiness Council	Short Term	Summer of 2016	Obtain letters of support for Planning Grant(s)	
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APPENDIX B: EASTERN SHORE REGIONAL PLAN OF ACTION: AGRIBUSINESS & FOOD PROCESSING

Prepare application for Gov. AFID and US Forest Service Planning Grant	<p>Primary: County Economic Development Directors, Accomack-Northampton Planning District Commission</p> <p>Secondary: Virginia Department of Forestry, Virginia Dept. of Agriculture & Consumer Services, U.S. Fish & Wildlife Service, others</p>	County Economic Development Directors, Curt Smith (Accomack-Northampton Planning District Commission)	Short Term	Fall of 2016	Obtain approx. \$100,000 for planning grant	
Objective C: Develop a regional Eastern Shore Forest Inventory and Pine Sawmill Marketing Plan.						
Solicit Request for Proposals for Plan	<p>Primary: Accomack and Northampton Counties, Accomack-Northampton Planning District Commission</p> <p>Secondary: Private service providers</p>	County Economic Development Directors, Curt Smith (Accomack-Northampton Planning District Commission)	Mid Term	Fall of 2017	Planning document that categorizes extent and type of forest resources available and associated domestic and international marketing opportunities to attract investors	
Objective D: Attract forestry sector operations.						
Attract a sawmill company to create a mill on the Eastern Shore.	<p>Primary: Accomack and Northampton Counties, Accomack-Northampton Planning District Commission</p> <p>Secondary: Investors, Virginia Dept. of Agriculture & Consumer Services, Virginia Dept. of Forestry, Governor's office</p>	County Economic Development Directors, Curt Smith (Accomack-Northampton Planning District Commission)	Mid/Long Term	Fall of 2018	Creation of Eastern Shore of Virginia pine sawmill manufacturing facility	

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

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 (MAgE)	Primary: Accomack & Northampton County School Boards Secondary: Agriculture Community Partners	Accomack & Northampton County School Superintendents	Mid Term	By 2018/19	<ul style="list-style-type: none"> • Farm Tours • Aquaculture Tour/Experience • Pumpkin Mania • School Gardens • Job Shadow within industry 	Currently being held with plans to expand
Expand non-credit, but credential oriented training program with a focus on areas of agribusiness	Primary: Eastern Shore Community College Secondary: Agriculture Community Partners	Eastern Shore Community College Workforce Development Staff	Short/Mid Term	December 2017	Offer noncredit training leading to industry-recognized credentials	ESCC's Adult Ed. Program does offer GED and Integrated English Literacy/Civics classes on-site at Perdue and have also had classes at Tyson's; these classes incorporate basic work skills in the industry
Establish an active and engaged Future Farmers of America (FFA) program in public schools on the Eastern Shore of Virginia	Primary: Accomack & Northampton County School Boards Secondary: Agriculture Community Partners	Accomack & Northampton County School Superintendents	Mid Term	By 2018/19 school year	<ul style="list-style-type: none"> • Agriculture Teachers in High Schools • Regional FFA Competition • Certificate Programs 	Planning phase
Establish a college level program at Eastern Shore Community College (reference SVCC, CCC, RCC)**	Primary: Eastern Shore Community College Secondary: Agriculture Community Partners	Vice President of Academic Affairs	Long Term	By 2020 the first cohort will have associate degree	<ul style="list-style-type: none"> • Agribusiness Associate • Horticulture Associate • Aquaculture Associate Degree 	Build upon Building a Sustainable rural business class

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

Objective B: Prepare skilled labor within specific industries: nursery, vegetable, aquaculture and grain crops.

Develop an apprenticeship with the private sector	<p>Primary: Eastern Shore Community College</p> <p>Secondary: Agricultural associations (Farm Bureau, Potato, Soybean board, Nurserymen)</p>	Teresa Guy, Career Pathways Coordinator, Eastern Shore Community College	2018; Currently in progress, but looking to expand through a Dept. Of Labor grant in partnership with Tidewater Community College; timeline is being worked out with TCC	<ul style="list-style-type: none"> • Skilled labor ready to enter workforce • Establish industry specific job fair 	ESCC has an apprenticeship program with Tyson's Foods in the Industrial Technology program. Students begin employment in their 2 nd year of education, work at Tyson's for a good wage (\$14/hour) and this leads to full-time employment with benefits
Fund, expand and market internship programs – target agribusiness	<p>Primary: Eastern Shore Community College</p> <p>Secondary: University of Virginia, Virginia Tech, Virginia Cooperative Extension, Virginia Institute of Marine Science</p>	Teresa Guy, Career Pathways Coordinator, Eastern Shore Community College	Currently in progress, but expansion to other programs at ESCC is planned in the next 1-2 years; funding ends on June 30, 2016, but the program will continue. Additional resources need to be secured. ESCC does market the internship program through all marketing venues.	<ul style="list-style-type: none"> • 50% increase of interns at each school • 30% more funding 	Current Internships at Tyson and Perdue. Planning phase for expansion

**SVCC- Southside Virginia Community College - Agribusiness
 CCC- Carteret Community College – Aquaculture
 RCC- Rappahannock Community College – Horticulture

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

APPENDIX C: ARTS, ENTERTAINMENT, RECREATION, & VISITOR INDUSTRIES REGIONAL ACTION PLAN

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: Promote regional tourism events and opportunities.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Complete a regional tourism strategic plan that rolls up to the state's DRIVE tourism strategic plan	Primary: Virginia Tourism Corporation Secondary: Eastern Shore of Virginia Tourism Commission, Chambers of Commerce, County and Town Leadership, Eastern Shore Museum Network, Eastern Shore Public Library	Staci Martin, Virginia Tourism Corporation	Short Term	October 2017	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	
Develop a scalable technology platform to meet present and future industry and consumer demands	Primary: Eastern Shore of Virginia Tourism Commission, Web developer	Kerry Allison, Eastern Shore of Virginia Tourism Commission	Short Term	Funding by Dec. 2016	Funding acquired via state marketing leverage grant or other sources; increase in key performance measures across digital channels; decrease in tourism staff resources required to manage local industry partner information	
	Secondary: SET Focal Group Partners		Mid Term	Executed by Dec. 2018		

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

Create marketing program to target new groups, including group tours, weddings/special events/corporate meetings, multi-generational family travel, camping	<p>Primary: Blue Crab Bay</p> <p>Secondary: County ED Staff, Town Leaders, Virginia Tourism Corporation, Eastern Shore of Virginia Tourism Commission, Eastern Shore Museum Network, Eastern Shore Public Library</p>	Amy Savona, Blue Crab Bay	Mid Term	March 2018	Funding to produce marketing materials; increase in campsite utilization; increase in vacation rental occupancy rates; increase in wedding and group/bus tour bookings	
Build tourism “shoulder” season to extend tourism activity beyond high season 90-day window, leveraging regional trails and key annual events	<p>Primary: Virginia Oyster Trail Management Team of the Eastern Shore of Virginia, Artisan Trail Management Team of the Eastern Shore of Virginia</p> <p>Secondary: Eastern Shore of Virginia Tourism Commission, Virginia Tourism Corporation, USDA-Rural Development, Virginia Dept. of Housing & Community Development, Virginia Seafood Industry & Seafood Lobby Groups, Eastern Shore Museum Network, Eastern Shore Public Library</p>	Sherri Smith, Artisan Center of Virginia	Short Term	Dec. 2017	Development of funds to market tourism assets that bring consumers during shoulder seasons: Artisan and Oyster Trails, key annual industry events (Fall Oyster/Culinary Events; Birding/Winter Recreation; Industry partners display signage, brochures, host events; increase in trail-related business activity, increase in attendance/ROI at key events; increase in key performance measures; expansion of tourism season with increased ROI throughout the year)	

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

Objective B: Establish ESVA brand as a highly-recognized and utilized promotion tool.

Evaluate effectiveness of existing Eastern Shore brand, "You'll love our Nature" and enhance brand integration to all local industry	<p>Primary: Virginia Tourism Corporation,</p> <p>Secondary: Eastern Shore of Virginia Chamber of Commerce, Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, Eastern Shore of Virginia Tourism Commission, Brand Expert, Eastern Shore Museum Network, Eastern Shore Public Library</p>	Staci Martin, Virginia Tourism Corporation	Short Term	June 2017	Funding to hire brand management experts and evaluate brand equity, opportunities, sub brands and enhanced industry integration across the region	
Educate the frontline tourism workforce and community on regional assets and customer service	<p>Primary: Eastern Shore of Virginia Chamber of Commerce</p> <p>Secondary: Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, Eastern Shore of Virginia Tourism Commission, County Economic Directors, Eastern Shore Community College, Eastern Shore Public Library</p>	Jean Hungiville, Eastern Shore of Virginia Chamber of Commerce	Short Term	March 2017	Tourism trainings/workshops with at least 50 frontline workforce staff completing at least 1 training/workshop each year	

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

Leverage local industry to sell Eastern Shore products	<p>Primary: Eastern Shore of Virginia Chamber of Commerce</p> <p>Secondary: Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce</p>	Jean Hungiville, Eastern Shore of Virginia Chamber of Commerce	Mid/Long Term	March 2019	Increase 5% in local sales of Eastern Shore products. At least 20% of retail shops on the Eastern Shore carry locally made products from artisans or food producers, such as items from the Artisan trails, Eastern Shore oysters, Moonrise jewelry, Eastern Shore Coffee Roasters, Chatham Vineyards wine, Annie's Chocolates, Blue Bay Crab, or Chincoteague salt water taffy	
Develop marketing program to encourage 5 million annual passengers along U.S. Route 13 to stop and spend money in the region	<p>Primary: Eastern Shore of Virginia Tourism Commission</p> <p>Secondary: Virginia Tourism Corporation</p>	Kerry Allison, Eastern Shore of Virginia Tourism Commission	Short Term	Dec. 2017	Funding to deploy a tactical, measureable marketing program to divert 10% of passersby off U.S. Route 13. Tactics could include a combination of physical signage, radio, digital strategies	

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

GOAL 2: Implement an ambassadorship, mentorship, and internship program to educate workers and citizens on hospitality and tourism opportunities.

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 2 tourism certification programs by 2018.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Launch tourism internship program through regional universities and local business partners	Primary: Eastern Shore Community College, Eastern Shore of Virginia Chamber of Commerce Secondary: Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, Eastern Shore Community College, Northampton High School, Nandua High School, Chincoteague High School, Arcadia High School, DECA	Dr. Linda Glover (Eastern Shore Community College), Jean Hungiville (Eastern Shore of Virginia Chamber of Commerce)	Mid Term	May 2018	At least 5 students participate in a tourism internship program annually. At least 10 students will attend seminars on tourism careers and opportunities	

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

Create hospitality curriculum with a certification and/or Associates Degree	Primary: Eastern Shore Community College, Eastern Shore of Virginia Chamber of Commerce Secondary: Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, SCHEV	Dr. Linda Glover (Eastern Shore Community College), Jean Hungiville (Eastern Shore of Virginia Chamber of Commerce)	Mid Term	May 2018	A curriculum leading to a certificate and/or Associate Degree implemented at the Eastern Shore Community College per currently SCHEV approved curriculum currently taught at Tidewater Community College	
Objective B: Increase the understanding of regional tourism industry stakeholders on the value of tourism.						
Create a Tourism Ambassador community program to articulate the tourism brand across the region	Primary: Chincoteague Chamber of Commerce, Eastern Shore of Virginia Chamber of Commerce, Northampton County Chamber of Commerce Secondary: Eastern Shore of Virginia Tourism Commission, Town business associations, Virginia Tourism Corporation Advocacy Team	Evelyn Shotwell, Chincoteague Chamber of Commerce	Mid Term	Oct. 2018	Ten (10) individuals identified and trained to deliver the Eastern Shore tourism story to at least 20 civic organizations, churches, community groups, and other local stakeholders annually	

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

Develop program to enhance industry connections and assist partnership and product formation	<p>Primary: Eastern Shore of Virginia Chamber of Commerce – Young, Professionals Group</p> <p>Secondary: Northampton County Chamber of Commerce, Chincoteague Chamber of Commerce, Eastern Shore of Virginia Tourism Commission, Town business associations</p>	Jean Hungiville, Eastern Shore of Virginia Chamber of Commerce	Mid Term	May 2018	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	
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GOAL 3: Engage local governments in enhancing support for tourism.

Build regional consensus that a robust tourism economy will transform the Eastern Shore of Virginia from one of Virginia's poorest areas to one of its most prosperous. Accomack received \$5.27 million in local taxes from domestic travel in 2014 (4.4% increase from 2013) and employed 2,000 people. Northampton received \$1.37 million in local taxes from domestic travel in 2014 (1.8% increase from 2013) and employed 780 people (Virginia Tourism Commission).

Objective A: Educate local government officials on the economic impact of regional tourism.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Inform local government leaders annually on tourism economic impacts	<p>Primary: Eastern Shore of Virginia Tourism Commission</p> <p>Secondary: Virginia Tourism Corporation Advocacy Team</p>	Kerry Allison, Eastern Shore of Virginia Tourism Commission	Short Term and Ongoing	January (Annually)	Report to 10 government bodies on Eastern Shore tourism impacts based on Virginia Tourism Commission and local tourism indicators.	

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

Host at least 1 familiarization tour for local government officials each year	Primary: Eastern Shore of Virginia Tourism Commission Secondary: Eastern Shore Public Library	Larry LeMond, Eastern Shore of Virginia Tourism Commission Chairman	Short Term and Ongoing	May (Annually)	At least 50% of the local government elected officials and at least 2 members of the government staff participate annually; fold into Eastern Shore of Virginia Tourism Commission annual May meeting	
Objective B: Increase tourism marketing and tourism budget.						
Increase tourism related tax revenues by 5% per year for the next 5 years.	Primary: Eastern Shore of Virginia Tourism Commission Secondary: County and town government officials	Larry LeMond, Chairman, Eastern Shore of Virginia Tourism Commission	Short/ Mid/ Long Term	January 2017- 2022	Total tax revenues will increase for tourism by 25% by 2022.	
Create new revenue stream from producing annual tourism guide in house	Primary: Eastern Shore of Virginia Tourism Commission Secondary: Publisher	Kerry Allison, Eastern Shore of Virginia Tourism Commission	Short Term	January 2017	Change the way the regional tourism guide is produced to create a new revenue stream for the Eastern Shore of Virginia Tourism Commission.	
Encourage new business formation that brings new tax revenues to the regional tourism economy	Primary: County and Town leaders Secondary: Accomack-Northampton Planning District Commission	County and Town Economic Development Representatives	Long Term	January 2020	One Eastern Shore of Virginia town participates in the Virginia Department of Housing & Community Development's Main Street program; Region participates in the Virginia Department of Housing & Community Development's Entrepreneurial Challenge program	
Designate region as a "Tourism Enterprise Zone" to facilitate significant investment of \$50 million in tourism-related projects	Primary: Accomack-Northampton Planning District Commission, County and Town officials; Virginia Tourism Corporation	Staci Martin (Virginia Tourism Corporation), Curt Smith (Accomack-Northampton Planning District Commission)	Long Term	January 2022	Major investment in strategic tourism product	

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

APPENDIX D: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT REGIONAL ACTION PLAN

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 by 2017.

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
Expand role of Eastern Shore Economic Development Committee to implementing both CEDS & SET goals	Primary: Accomack-Northampton Economic Development Committee, Accomack-Northampton Planning District Commission	Curtis Smith (Accomack-Northampton Planning District Commission)	Short Term	January 2017	Change in membership to include at least two entrepreneurial members	
Eastern Shore Economic Development Committee is the designated forum for monitoring SET progress	Primary: Accomack-Northampton Economic Development Committee, Accomack-Northampton Planning District Commission	Curtis Smith (Accomack-Northampton Planning District Commission)	Short Term and On-going	Quarterly From 2017 to 2019	Quarterly Report of progress of goals, objectives, & strategies to Eastern Shore of Virginia Economic Development Committee	

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.	Primary: Eastern Shore Community College, Eastern Shore of VA Chamber of Commerce Secondary: Accomack-Northampton Planning District Commission	Joe Betit (Eastern Shore Community College), Jean Hungiville (Chamber of Commerce)	Short Term and On-going	Annually by November of each year	<ul style="list-style-type: none"> At least 2 sessions per year Goal of attendance at least 8 members per session At least one attendee per sessions begins operation 	
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APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Advertise and expand reach of local investment fund	Primary: Accomack-Northampton Planning District Commission Secondary: Shore Growth Ventures	Elaine Meil (Accomack-Northampton Planning District Commission), Pat Coady (Shore Growth Ventures)	Short Term and On-going	By November 2016 and ongoing	Publication of funds available & firms funded in local media, on county economic web sites and chambers	Shore Growth Ventures is formed and has funded first company
Objective C: Create “incubator” for new businesses. <i>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.</i>						
Select the physical location(s) for incubator.	Primary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Accomack-Northampton Planning District Commission Secondary: Eastern Shore Public Library	Northampton County Economic Development Representative, Rich Morrison (Accomack County), Curt Smith (Accomack-Northampton Planning District Commission)	Short Term	May 2017	Location(s) selected	
Mentoring professionals in subject matter areas i.e. law, marketing, contracts, human resources, & accounting	Primary: Shore Growth Ventures, Eastern Shore Community College, Hampton Roads Small Business Development Center Secondary: Eastern Shore of Virginia Chamber of Commerce, Accomack-Northampton Planning District Commission	Ron Matthews (Shore Growth Ventures), Joe Betit (Eastern Shore Community College), George Bryan (Small Business Development Center)	Mid Term	2018	<ul style="list-style-type: none"> Number of companies & individuals mentored Number of mentors committed and in which fields 	
Explore models of successful incubators and select type of incubator	Primary: Accomack-Northampton Planning District Commission	Elaine Meil (Accomack-Northampton Planning District Commission)	Short Term	Feb 2017	Present appropriate models to Accomack-Northampton Economic Development Committee and select type of incubator to construct	

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

Develop selected location as incubator	Primary: Accomack-Northampton Planning District Commission	Elaine Meil (Accomack-Northampton Planning District Commission)	Mid/Long Term	Dec 2019	Develop the incubator and installation of first company	
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GOAL 2: Increase access to funding for entrepreneurial and Eastern Shore small business efforts to improve our economy.

Banks are basically forbidden 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 SET Goals.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Document & attract sources of funding	Primary: Accomack-Northampton Planning District Commission, Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Financial Solutions Secondary: Shore Growth Ventures	Curtis Smith (Accomack-Northampton Planning District Commission), Northampton County Economic Development Representative, Rich Morrison (Accomack County), John Fiege (Financial Solutions, Ltd.)	Short Term	February 2017	<ul style="list-style-type: none"> • Achieve \$500k in revolving loan funds • Build to \$2M in available investing funds • Publication of relevant & applicable sources of funds 	

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

Provide financing that supports objectives of the SET Plan	<p>Primary: Accomack-Northampton Planning District Commission</p> <p>Secondary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Shore Growth Ventures, Financial Solutions</p>	Curtis Smith (Accomack-Northampton Planning District Commission), Northampton County Economic Development Representative, Rich Morrison (Accomack County), Pat Coady (Shore Growth Ventures), John Fiege (Financial Solutions, Ltd.)	Mid Term	February 2018	Target loan funds to businesses locating in the incubator and support financing needs of other SET Plan Goals. Make one loan to a partnering SET organization or new business	
Determine methods of distribution of funds, meeting Funders' requirements	<p>Primary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority</p> <p>Secondary: Shore Growth Ventures, Accomack-Northampton Planning District Commission</p>	Northampton County Economic Development Representative, Rich Morrison (Accomack County), Pat Coady (Shore Growth Ventures), Curtis Smith (Accomack-Northampton Planning District Commission)	Short Term	April 2017	Designate three agencies to distribute funds: two public and one private	
Determine criteria for awarding funding	<p>Primary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority</p> <p>Secondary: Shore Growth Ventures, Accomack-Northampton Planning District Commission</p>	Northampton County Economic Development Representative, Rich Morrison (Accomack County), Pat Coady (Shore Growth Ventures), Curtis Smith (Accomack-Northampton Planning District Commission)	Short Term	April 2017	Business case ability to meet goals repay loans or credible investment	

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

Establish due diligence/support/compliance committees	Primary: Shore Growth Ventures Secondary: Accomack-Northampton Planning District Commission	Ron Matthews (Shore Growth Ventures)	Short Term	June 2017	Ensure compliance with requirements and decrease failure rate < 30%	
Objective B: Attract companies, particularly small and start-up, to the region with incentives and credits to make the Eastern Shore more attractive. <i>Provide a central source for complete listing of federal, state, local, and private incentives and credits available to new firms.</i>						
Document and advertise all federal, state, and local incentives available	Primary: Accomack-Northampton Planning District Commission, Shore Growth Ventures Secondary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority	Curtis Smith (Accomack-Northampton Planning District Commission), Pat Coady (Shore Growth Ventures)	Short Term	April 2017	<ul style="list-style-type: none"> Place 4 advertisements in local media Advertise incentives on pertinent local web sites Publish documents of incentives 	
Document credits available to specific sectors for locating on the Shore	Primary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority Secondary: SET Focal Group partners	Northampton County Economic Development Representative, Rich Morrison (Accomack County)	Short Term and Ongoing	April 2017 & semi-annual thereafter	10 sector specific reports of credits available at Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority and economic development offices	

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

Provide contacts to assist in obtaining such incentives and credits	<p>Primary: Accomack-Northampton Planning District Commission, Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority</p> <p>Secondary: SET Focal Group partners</p>	Curtis Smith (Accomack-Northampton Planning District Commission), Northampton County Economic Development Representative, Rich Morrison (Accomack County)	Short/ Mid Term	May 2017	One contact list distributed to all related and relevant parties and in information packet for prospective companies	
Create concentration of efforts on attracting firms related to Wallops activities and opportunities	<p>Primary: Wallops Research Park</p> <p>Secondary: SET Focal Group partners</p>	Julie Wheatley (Accomack County)	Short/ Mid Term	December 2017	<ul style="list-style-type: none"> • 4 firms exploring location at or in conjunction with Wallops work • 1 new firm committed on location 	

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.

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

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

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

Feasibility study of current and potential products for sale	Primary: Accomack-Northampton Planning District Commission Secondary: Seafood, farm and craft organizations	Curtis Smith (Accomack-Northampton Planning District Commission)	Short Term	Nov. 2016	Submit study to Accomack-Northampton Economic Development Committee	
Examine Business Case for Market Center	Primary: Accomack-Northampton Economic Development Committee, Accomack-Northampton Planning District Commission, Shore Growth Ventures Secondary: SET Focal Group partners	Curtis Smith (Accomack-Northampton Planning District Commission), Pat Coady (Shore Growth Ventures)	Short Term	March 2017	Recommendation of go/no-go on business case to Eastern Shore of Virginia Economic Development Committee	
Obtain funding for initial construction	Primary: Accomack-Northampton Planning District Commission Secondary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority, Vending organizations	Curtis Smith (Accomack-Northampton Planning District Commission)	Short Term	Nov. 2017	\$2 M in initial funding committed if decision is a go	

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.

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

Objective A: Make broadband (20 MB & down) available to all businesses and 95% of residences by 2020.

Strategy	Responsibility	Key Contact	Timeline		Activity Outcome/Output Measurements	Progress Status
Complete tower and propagation study for entire Eastern Shore	Primary: Center for Innovative Technology Secondary: Virginia Tech	Peter Sforza	Short Term	August 2016	Final Report recommending number and location for tower and pole locations for complete safety and Internet coverage	Draft for Northampton County complete
Complete the Public Private Partnership request for proposal issued by Eastern Shore of Virginia Broadband Authority	Primary: Eastern Shore of Virginia Broadband Authority	Nick Pascaretti (Eastern Shore of Virginia Broadband Authority)	Short Term	May 2016	Completed contract	In negotiation
Bond for further fiber construction to bring all mainland areas within reach (second phase)	Primary: Eastern Shore of Virginia Broadband Authority Board	Steve Miner, Chair, Eastern Shore of Virginia Broadband Authority	Short Term	Nov. 2016	\$10-12 M in bonds issued for buildout	
Continue to apply for grants and loans to extend footprint	Primary: Eastern Shore of Virginia Broadband Authority Secondary: Accomack-Northampton Planning District Commission	Nick Pascaretti, Eastern Shore of Virginia Broadband Authority i	Short Term	January 2017	2 new broadband grants obtained	
Explore further co-operation with the Accomack-Northampton Electric Cooperative	Primary: Eastern Shore of Virginia Broadband Authority, Accomack-Northampton Electric Cooperative	Nick Pascaretti (Eastern Shore of Virginia Broadband Authority), Kelvin Pettit (Accomack-Northampton Electric Cooperative)	Short Term	Dec. 2016	Agreement on future projects together	

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

Objective B: Plan commercial/industrial concentrations for future development together with methods of providing water and sewage.

Examine and modify where necessary, zoning codes to place likely sites closer to existing water and sewer as feasible	Primary: Northampton County, Accomack County Secondary: Northampton & Accomack County Boards of Supervisors	County Administrator (Northampton County), Rich Morrison (Accomack County)	Short Term	December 2016	2 zoning codes modified to facilitate new venture locations near existing water and sewer	
Work with water and sewer providers to expand locations for commercial and industrial development.	Primary: Northampton & Accomack County Economic Development Officials, Existing Water & Sewer Providers	County Administrator (Northampton County), Rich Morrison (Accomack County)	Short/ Mid Term	June 2017	<ul style="list-style-type: none"> • Agreements reached with 2 town sewage plants for additional hookup terms. • Agreement with two well owners on terms for additional hookups for commercial service 	
Market existing locations for business development.	Primary: Northampton & Accomack County Economic Development Officials Secondary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority	Northampton County Representative, Rich Morrison (Accomack County)	Mid Term	December 2018	4 new firms attracted	

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

Encourage more renewal power providers	Primary: Northampton & Accomack County Economic Development Officials Secondary: Accomack-Northampton Electric Cooperative	Northampton County Representative, Rich Morrison (Accomack County)	Mid Term	June 2018	New or expansion of 2 alternative providers	
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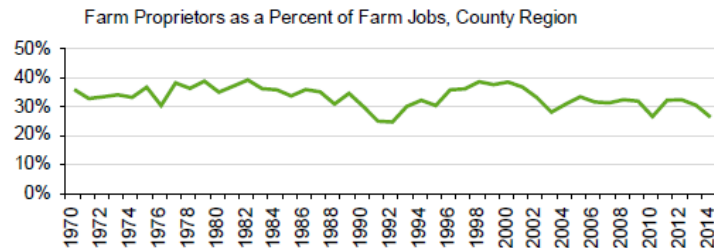
APPENDIX D: EASTERN SHORE REGIONAL PLAN OF ACTION: FOUNDATIONAL & ENTREPRENEURSHIP DEVELOPMENT

Encourage new generation rapid start fill-in power (peak plants)	<p>Primary: Northampton & Accomack County Economic Development Officials</p> <p>Secondary: Accomack-Northampton Electric Cooperative</p>	Northampton County Representative, Rich Morrison (Accomack County)	Mid Term	December 2019	One new “peaker” plant capable of offsetting existing solar capacity	
Become an attractive test site for power grid scale power storage	<p>Primary: Northampton & Accomack County Economic Development Officials, Wallops Research Park</p> <p>Secondary: Northampton County Joint Industrial Development Authority, Accomack County Economic Development Authority</p>	Northampton County Representative, Rich Morrison & Julie Wheatley (Accomack County)	Long Term	December 2019	One firm committed to locating test plant on Eastern Shore	

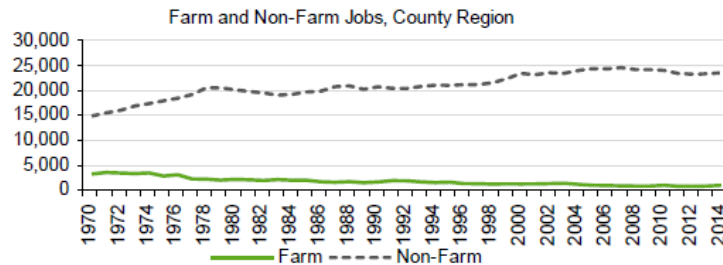
APPENDIX E: AGRIBUSINESS & FOOD PROCESSING CLUSTER DATA

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

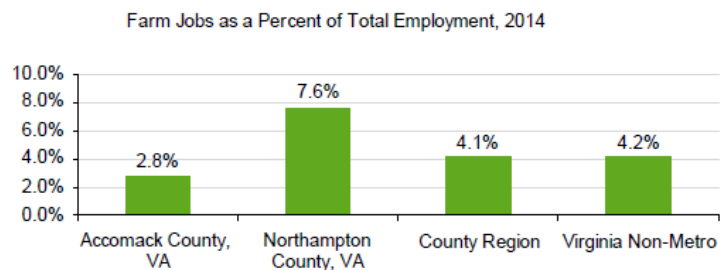
- In 1970, farm proprietors represented 36 percent of all farm employment. By 2014, farm proprietors represented 26.5 percent of all farm employment.



- From 1970 to 2014, farm employment shrank from 3,295 to 1,017 jobs, a 69.1 percent decrease.
- From 1970 to 2014, non-farm employment grew from 14,885 to 23,553 jobs, a 58.2 percent increase.



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



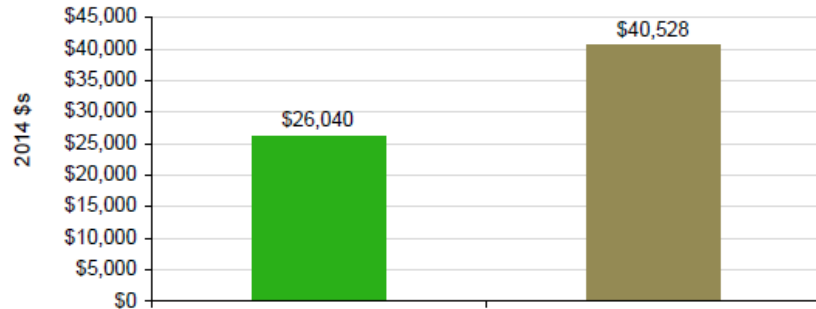
Information on Farm Worker Skills Bureau of Labor Statistics:
<http://www.bls.gov/oes/current/oes452092.htm>

How do farm jobs and wages compare?

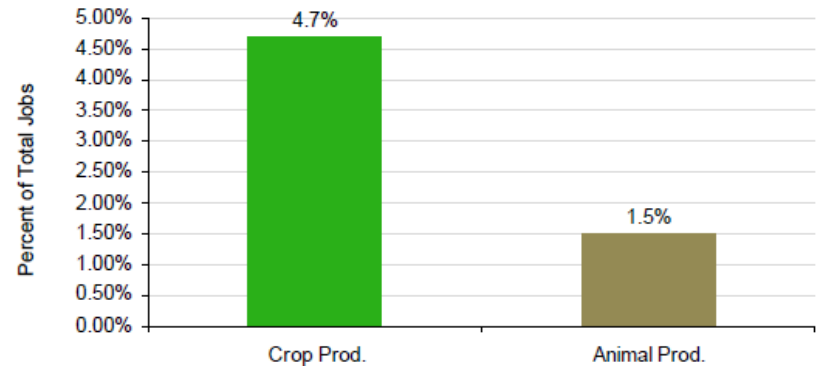
This page describes average wages (in real terms) and employment levels in crop and animal production. It also shows average wage trends (in real terms) for these farm sectors.

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

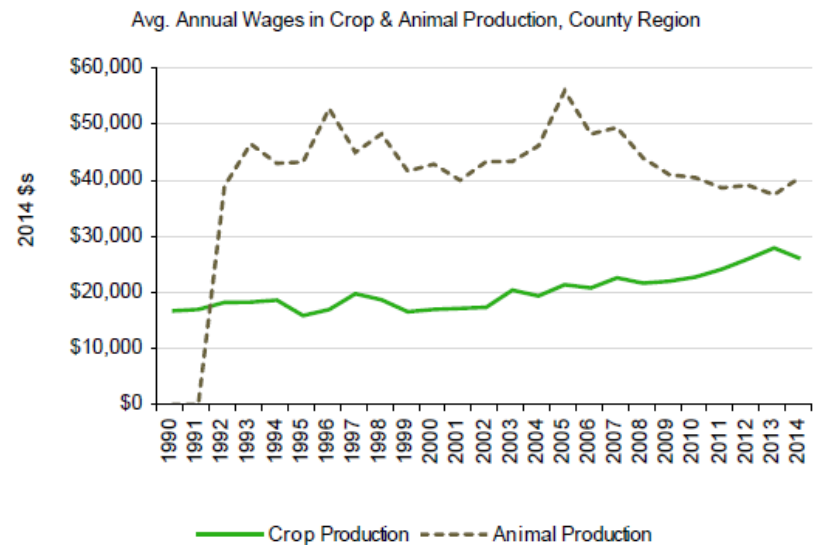
- In 2014, average annual wages in crop production were \$26,040 and average annual wages in animal production were \$40,528.



- 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).

Table D.1 Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Output 2011 (\$ Millions)

Agriculture			Forestry		Agriculture & Forestry	
Locality	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

Table D.2 Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Employment 2011

Agriculture			Forestry		Agriculture & Forestry	
Locality	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

Table D.3 Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Value-added 2011 (\$ Millions)

Agriculture			Forestry		Agriculture & Forestry	
Locality	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

Table D.1 in real 2015\$ (Millions)

Table D.1 Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Output 2015 (\$ Millions)

Agriculture			Forestry		Agriculture & Forestry	
Locality	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

Table D.3 Direct and Total Economic Impacts of Virginia Agriculture and Forestry-related Industries by Locality, Value-added 2015 (\$ Millions)

Agriculture			Forestry		Agriculture & Forestry	
Locality	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 Eastern Shore. Sales in Accomack are withheld, but sales in Northampton were \$11,832,000 in 2012. Total sales of the two counties may total over \$50million (if average size Accomack equals average size Northampton).

Farm Business Income 2014 (EPS Ag 2015)

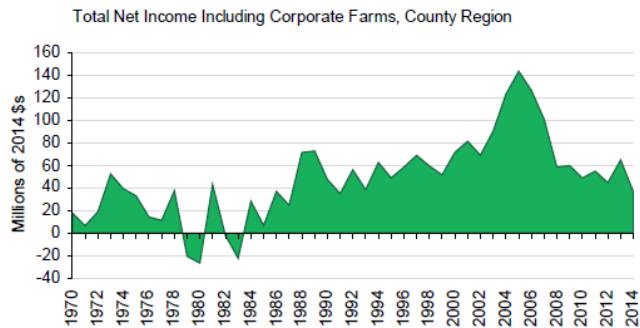
Source: Headwaters Economics/Economic Profile System (EPS) (January 2015)

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

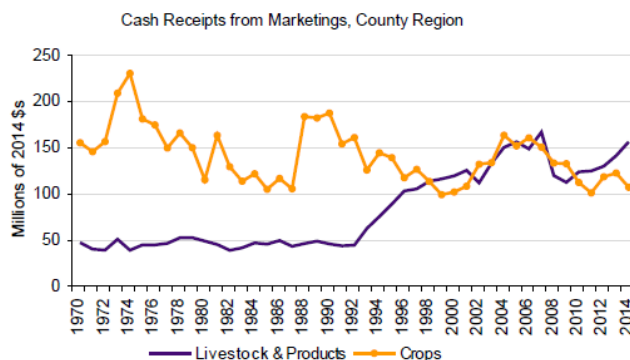
	Accomack County, VA	Northampton County, VA	County Region	Virginia Non-Metro
Total Cash Receipts & Other Inc. (\$1000)	192,712	86,734	279,446	2,538,945
Cash Receipts from Marketing	186,278	77,962	264,240	2,287,201
Livestock & Products	132,167	24,554	156,721	1,416,274
Crops	54,111	53,408	107,519	870,927
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.



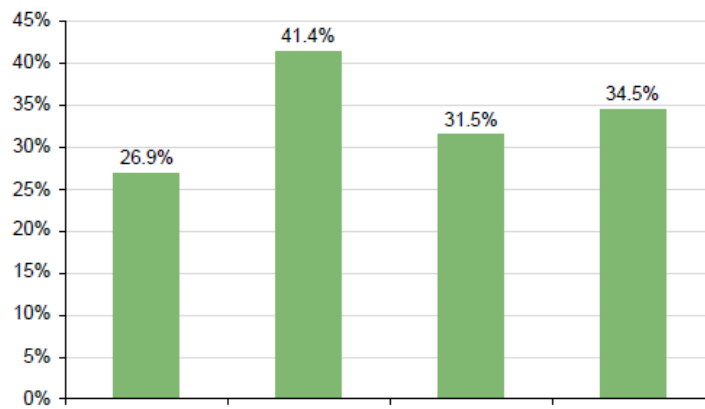
- From 1970 to 2014, cash receipts from livestock and products grew from \$47.5 million to \$156.7 million, a 229.8 percent increase.
- From 1970 to 2014, cash receipts from crops shrank from \$155.6 million to \$107.5 million, a 30.9 percent decrease.



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

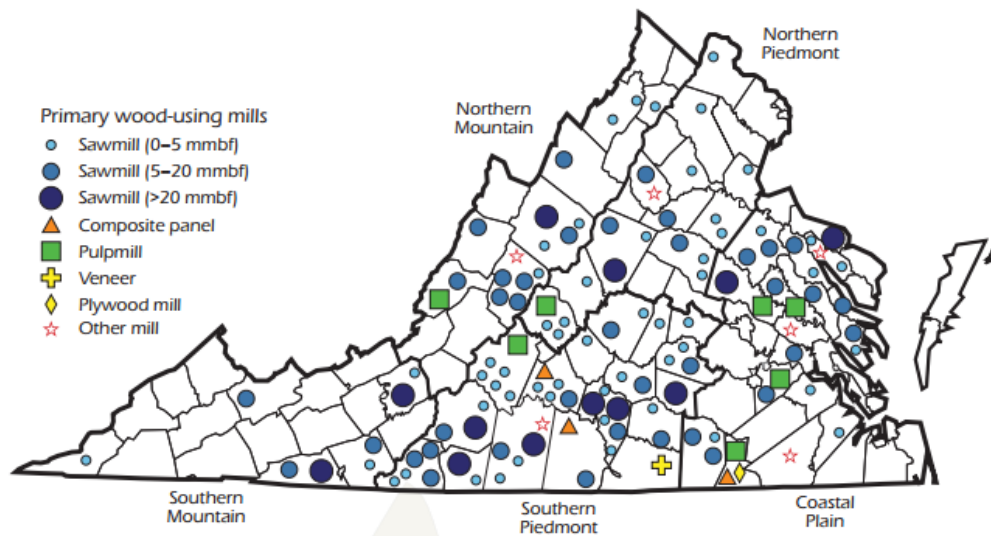
	Jobs	Wages	Economic Impact
Direct Impacts			
Poultry Production	41	\$1,378,100	\$11,976,700
Poultry Processing	2,899	\$113,950,400	\$1,500,932,600
Total	2,940	\$115,328,500	\$1,512,909,300
Supplier Impacts			
Agriculture	107	\$2,326,600	\$5,178,400
Mining	0	\$0	\$0
Construction	3	\$180,700	\$388,500
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>



Primary Wood Using Mills
 Virginia Wood Mills, Bentley et al.

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

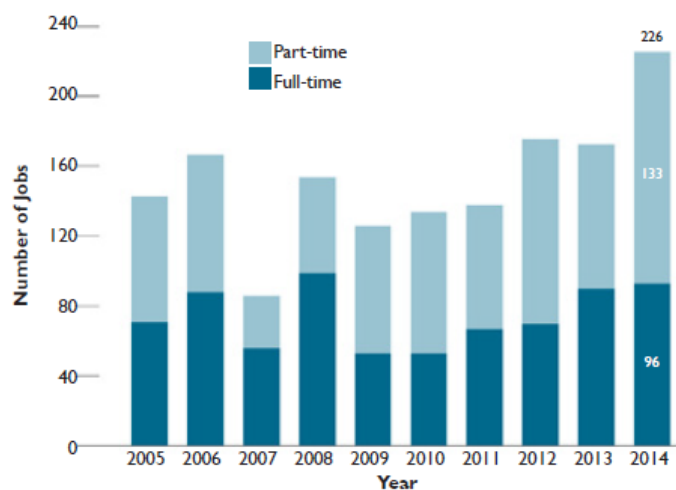
Aquaculture

	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%.

Fig. 5 Virginia Oyster Farm Employment



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

APPENDIX F: SET STEERING COMMITTEE MEMBERS AND AFFILIATIONS

Kristen Tremblay	Accomack County
Rich Morrison	Accomack County
Curt Smith	Accomack-Northampton Planning District Commission
Elaine Meil	Accomack-Northampton Planning District Commission
Evelyn Shotwell	Chincoteague Chamber of Commerce
Linda Thomas-Glover	Eastern Shore Community College
Jean Hungiville	Eastern Shore of Virginia Chamber of Commerce
Kerry Allison	Eastern Shore of Virginia Tourism Commission
Caroline Massey	NASA Wallops Flight Facility
Katie Nunez	Northampton County
Kris Tucker	Northampton County
Patrick Coady	Northampton County Joint Industrial Development Authority
Kevin Dennis	Perdue
Robert Ritter	Town of Chincoteague
Christina Ruszczyk-Murray	Virginia Cooperative Extension
Theresa Long	Virginia Cooperative Extension

APPENDIX G: SET STATE RESOURCE TEAM AND AFFILIATIONS

Craig Barbrow	USDA Rural Development
David Foster	USDA Rural Development
Eric Peters	USDA Rural Development
Janice Stroud-Bickes	USDA Rural Development
Kasey Martin, Ph.D.	USDA Rural Development
Matt Underwood	USDA Rural Development
Doug Jackson	Virginia Department of Housing and Community Development
Michelle Jones	Virginia Department of Housing and Community Development
Jim Pease, Ph.D.	Virginia Tech
Martha Walker, Ph.D.	Virginia Tech/Virginia Cooperative Extension

APPENDIX H: PUBLIC COMMENT

Public comment was solicited through a week-long public comment period which included one public workshop and a series of open house events at six public locations around the region. The public comment opportunities were advertised through local and online media outlets and through email communication. Hard copies of the plan were made available during business hours at each of the six open house locations and residents were encouraged to submit comments on the regional SET plan.

Public comments received were reviewed and responded to by the SET Steering Committee. Comments received were in general reference to the importance of natural resources, museums, business and finance incentives, and the potential involvement of the Eastern Shore Public Library in the SET implementation process. All comments were forwarded to the spokesperson of the appropriate SET focus group and the current Chairperson of the Eastern Shore of Virginia Economic Development Committee. The suggestions provided by the Eastern Shore Public Library and the Eastern Shore Museum Network resulted in the groups being included as a responsible party for various strategies in the SET action plans.

APPENDIX I: SUPPORT RESOLUTIONS

- Chincoteague Chamber of Commerce
- Eastern Shore Chamber of Commerce
- Eastern Shore Community College
- Eastern Shore of Virginia Tourism Commission
- Northampton County Development Department
- Perdue Farms Incorporated
- Spinning Wheel Bed and Breakfast
- Town of Chincoteague



(757) 336-6161
Fax (757) 336-1242
info@chincoteaguechamber.com
www.chincoteaguechamber.com

May 5, 2015

Martha A. Walker, Ph.D.
Virginia Polytechnic Institute and State University

Dear Ms. Walker,

I was delighted to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As a representative of the tourism industry on the Eastern Shore of Virginia, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help our two, economically depressed rural counties in Virginia: Accomack and Northampton.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region;
- Uncover local assets and resources to advance economic strategies and goal implementation.

The economic rebound of the last few years has by-passed these two geographically isolated counties. More than ever and more than any, Northampton and Accomack Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to flourish and create, attract, and retain jobs.

Sincerely,

Evelyn Shotwell
Executive Director, Chincoteague Chamber of Commerce



Eastern Shore of Virginia CHAMBER OF COMMERCE

Martha A. Walker, Ph.D.
Virginia Polytechnic Institute and State University

Dear Ms. Walker,

I was delighted to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As a representative of the Eastern Shore Chamber of Commerce on the Eastern Shore of Virginia, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help our two, economically depressed rural counties in Virginia: Accomack and Northampton.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region;
- Uncover local assets and resources to advance economic strategies and goal implementation.

I understand that being a team member for this entails a commitment from my organization to:

- Recognize regional strategies represent a key part of the overall economic development blueprint for our region's small communities, towns and counties;
- Explore economic activities focused on strengthening a handful of key existing or emerging economic clusters in our region;
- Provide input and insight as part of a diverse set of institutions and individuals to determine the region's goals and plans;
- Take a fresh look at where the region is, where it wants to go, and the best ways to get there;
- Devote the time and energy needed to participate and work through the entire SET planning process as a regional team, and use the process as a foundation for a high quality regional economic development plan to be developed and implemented by the regional team.

The economic rebound of the last few years has by-passed these two geographically isolated counties. More than ever and more than any, Northampton and Accomack Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to flourish and create, attract, and retain jobs.

Sincerely,

A handwritten signature in black ink, appearing to read "Jean Hungiville".

Jean Hungiville
Executive Director

P.O. Box 460 • Melfa, Virginia 23410 • (757) 787-2460 • FAX (757) 787-8687 • info@esvachamber.org • www.esvachamber.org



EASTERN SHORE COMMUNITY COLLEGE

29300 Lankford Highway
Melfa, Virginia 23410

Office of the President

Martha A. Walker, Ph.D.
Virginia Polytechnic Institute and State University
150B Slayton Avenue, Suite 112D
Danville, VA 24540

Dear Dr. Walker,

I was pleased to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As president of Eastern Shore Community College and a representative of the educational and workforce development on Virginia's Eastern Shore, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help the two economically depressed rural counties in the college's service area: Accomack and Northampton.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region; and
- Uncover local assets and resources to advance economic strategies and goal implementation.

I also understand that being a team member for this initiative entails a commitment from my organization to:

- Recognize regional strategies designed to represent a key part of the overall economic development blueprint for our region's small communities, towns and counties;
- Explore economic activities focused on strengthening a handful of key existing or emerging economic clusters in our region;
- Provide input and insight as part of a diverse set of institutions and individuals to determine the region's goals and plans;
- Take a fresh look at where the region is currently, where it wants to go, and the best ways to get there; and
- Devote the time and energy needed to participate and work through the entire SET planning process as a regional team, and use the process as a foundation for a high quality regional economic development plan to be developed and implemented by the regional team.

The economic rebound of the last few years has by-passed these two geographically isolated counties. More than ever and more than any, Northampton and Accomack Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to help ensure that the region will flourish and create, attract, and retain jobs.

Yours in education,

Linda Thomas-Glover, Ph.D.

757.789.1775 fax 757.789.1736 v/tdd 757.789.1738
Virginia Community College System • Equal Opportunity Institution



Eastern Shore of Virginia Tourism Commission
25-A Market Street
Onancock, Virginia 23417

MEMO

Date: May 5, 2015

To: Martha A. Walker, Ph.D., Virginia Polytechnic Institute and State University

From: Kerry Allison, Executive Director, Eastern Shore of Virginia Tourism Commission

I was delighted to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As a representative of the tourism industry on the Eastern Shore of Virginia, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help our two, economically depressed rural counties in Virginia: Accomack and Northampton.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region;
- Uncover local assets and resources to advance economic strategies and goal implementation.

I understand that being a team member for this entails a commitment from my organization to:

- Recognize regional strategies represent a key part of the overall economic development blueprint for our region's small communities, towns and counties;
- Explore economic activities focused on strengthening a handful of key existing or emerging economic clusters in our region;
- Provide input and insight as part of a diverse set of institutions and individuals to determine the region's goals and plans;
- Take a fresh look at where the region is, where it wants to go, and the best ways to get there;
- Devote the time and energy needed to participate and work through the entire SET planning process as a regional team, and use the process as a foundation for a high quality regional economic development plan to be developed and implemented by the regional team.

The economic rebound of the last few years has by-passed these two geographically isolated counties. More than ever and more than any, Northampton and Accomack Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to flourish and create, attract, and retain jobs.



DEVELOPMENT DEPARTMENT NORTHAMPTON COUNTY, VIRGINIA

Development Department
Charles McSwain, Director
- Planning
- Zoning
- Building
- Code Compliance
- Economic Development

16404 Courthouse Road
P.O. Box 538
Eastville, VA 23347
Phone: 757-678-0443
Fax: 757-678-0483
www.co.northampton.va.us

August 23, 2016

Martha A. Walker, Ph.D.
Virginia Polytechnic Institute and State University

Dear Ms. Walker,

I was delighted to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As Northampton County Economic Development Director, Development Director, and as Executive Director of the Joint Industrial Development Authority of Northampton County and its Towns on the Eastern Shore of Virginia, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help our two, economically depressed rural counties in Virginia: Accomack and Northampton.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region;
- Uncover local assets and resources to advance economic strategies and goal implementation.

I understand that being a team member for this entails a commitment from my organization to:

- Recognize regional strategies represent a key part of the overall economic development blueprint for our region's small communities, towns and counties;
- Explore economic activities focused on strengthening a handful of key existing or emerging economic clusters in our region;
- Provide input and insight as part of a diverse set of institutions and individuals to determine the region's goals and plans;
- Take a fresh look at where the region is, where it wants to go, and the best ways to get there;
- Devote the time and energy needed to participate and work through the entire SET planning process as a regional team, and use the process as a foundation for a high quality regional economic development plan to be developed and implemented by the regional team.

The economic rebound of the last few years has by-passed these two geographically isolated counties. More than ever and more than any, Northampton and Accomack Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to flourish and create, attract, and retain jobs.

Sincerely,

A handwritten signature in cursive script, appearing to read "Charles McSwain".

Charles McSwain



Perdue Farms Incorporated
22520 Lankford Highway
Accomac, VA 23301-1420

Office: (757)787-5200
Fax: (757)787-5208

Martha A. Walker, Ph.D.
Virginia Polytechnic Institute and State University

Dear Ms. Walker,

I was delighted to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As a representative of the agriculture food production on the Eastern Shore of Virginia, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help our two, economically depressed rural counties in Virginia: Accomack and Northampton.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region;
- Uncover local assets and resources to advance economic strategies and goal implementation.

I understand that being a team member for this entails a commitment from my organization to:

- Recognize regional strategies represent a key part of the overall economic development blueprint for our region's small communities, towns and counties;
- Explore economic activities focused on strengthening a handful of key existing or emerging economic clusters in our region;
- Provide input and insight as part of a diverse set of institutions and individuals to determine the region's goals and plans;
- Take a fresh look at where the region is, where it wants to go, and the best ways to get there;
- Devote the time and energy needed to participate and work through the entire SET planning process as a regional team, and use the process as a foundation for a high quality regional economic development plan to be developed and implemented by the regional team.

The economic rebound of the last few years has by-passed these two geographically isolated counties. More than ever and more than any, Northampton and Accomack Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to flourish and create, attract, and retain jobs.

Sincerely,



A Family Commitment to Quality Since 1920™



*The Spinning Wheel Bed and Breakfast
31 North Street
Onancock, Virginia 23417*

May 5, 2015

Martha A. Walker, Ph.D.
Virginia Polytechnic Institute and State University

Dear Ms. Walker,

I was delighted to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As the owner of the Spinning Wheel Bed and Breakfast, a hospitality facility that depends on having a bustling tourism industry on the Eastern Shore of Virginia, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help our two, economically depressed rural counties in Virginia: Accomack and Northampton.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region;
- Uncover local assets and resources to advance economic strategies and goal implementation.

I understand that being a team member for this entails a commitment from my organization to:



Historic Waterfront Town on Virginia's Eastern Shore

-
- Recognize regional strategies represent a key part of the overall economic development blueprint for our region's small communities, towns and counties;
 - Explore economic activities focused on strengthening a handful of key existing or emerging economic clusters in our region;
 - Provide input and insight as part of a diverse set of institutions and individuals to determine the region's goals and plans;
 - Take a fresh look at where the region is, where it wants to go, and the best ways to get there;
 - Devote the time and energy needed to participate and work through the entire SET planning process as a regional team, and use the process as a foundation for a high quality regional economic development plan to be developed and implemented by the regional team.

The economic rebound of the last few years has by-passed these two geographically isolated counties. More than ever and more than any, Northampton and Accomack Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to create, attract, and retain jobs and allow my B&B to flourish.

Sincerely,

A handwritten signature in blue ink, appearing to read 'TJ Nolan', with a stylized flourish at the end.

Thomas J. Nolan



TOWN OF CHINCOTEAGUE, INC.

May 4, 2015

Dr. Martha A. Walker, Ph.D.
Virginia Cooperative Extension Virginia Tech
150B Slayton Avenue, Suite 112D
Danville, VA 24540

Dear Dr. Walker,

I was interested to learn that Virginia was selected as a Stronger Economies Together (SET) state for 2015 to apply for technical assistance and economic development coaching. As a representative of the Town of Chincoteague, Inc. on the Eastern Shore of Virginia, I strongly support the efforts of the Accomack-Northampton Planning Commission (A-NPDC) to pursue a SET grant to help our two, economically depressed rural counties in Virginia: Accomack and Northampton and their associated Towns.

I understand the SET will:

- Provide step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan;
- Generate in-depth data tailored to our region;
- Uncover local assets and resources to advance economic strategies and goal implementation.

I also understand that being a team member for this entails a commitment from my organization to:

- Recognize regional strategies represent a key part of the overall economic development blueprint for our region's small communities, towns and counties;
- Explore economic activities focused on strengthening a handful of key existing or emerging economic clusters in our region;
- Provide input and insight as part of a diverse set of institutions and individuals to determine the region's goals and plans;
- Take a fresh look at where the region is, where it wants to go, and the best ways to get there;
- Devote the time and energy needed to participate and work through the entire SET planning process as a regional team, and use the process as a foundation for a high quality regional economic development plan to be developed and implemented by the regional team.

Accomack and Northampton Counties need the technical support for community-based collaborative planning and economic data analyses that the SET program can provide to flourish and create, attract, and retain jobs. We hope that this program will provide a regional focus for these economic development activities.

Sincerely,

Robert G. Ritter, Jr.
Town Manager

6150 COMMUNITY DRIVE, CHINCOTEAGUE ISLAND, VIRGINIA 23336
(757) 336-6519 FAX (757) 336-1965

Contact Information:

Curtis Smith
Director of Planning
Accomack-Northampton Planning District Commission
www.a-npdc.org/set
757-787-2936
csmith@a-npdc.org

National Partnership for Stronger Economies Together



WWW.A-NPDC.ORG/SET/