



Prepared By:



**bGlobal Consulting**



**PPR STRATEGIES**

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Special thanks are due to the Eastern Shore Community College (ESCC), NASA Wallops, and the Eastern Shore Hub staff for hosting us for tours during site visits and generously sharing their time, expertise, and perspectives on the opportunities and challenges shaping the region.

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This project reflects the collective effort of many individuals and organizations. Their collaboration, knowledge, and commitment to the future of the Eastern Shore have been invaluable in shaping the findings and recommendations contained herein.

# REPORT FORMAT OVERVIEW

This report is organized in direct alignment with the three tasks defined in the scope of work. Each task has been developed as a standalone document, with its own findings, analysis, and recommendations. While the three tasks are compiled within a single report for ease of reference, they are designed to be read and used independently. At the same time, they build upon one another in a logical sequence - from identifying opportunities, to preparing the site, to implementing a marketing strategy - so that together they provide a comprehensive framework for advancing the park's development and positioning for long-term success.

**Task 1: Market Study** – Identification of target industries, assessment of regional and national trends, and analysis of competitive positioning to inform industry attraction strategies.

**Task 2: Site Development Recommendations** – Evaluation of site conditions, infrastructure, and amenities, with recommendations for improvements to enhance the park's competitiveness and readiness for development.

**Task 3: Marketing Plan** – Development of a comprehensive marketing strategy, including messaging, outreach tools, and a tiered framework for implementation to effectively promote the park and engage prospects.

Together, the above tasks form a cohesive plan of action. While each section offers specific insights, when taken collectively, they create a clear pathway for strengthening the park's readiness, competitiveness, and visibility.

# PLAN IMPLEMENTATION ROADMAP\*

PROJECT TASK	0-6 MONTHS	6-12 MONTHS	12-18 MONTHS	18-24 MONTHS	24-36 MONTHS	36-48 MONTHS	48+ MONTHS
<b>#1: MARKET STUDY REPORT - GENERAL CONSIDERATIONS**</b>							
Hire Full-Time Staff	██						
Airport Hangar Construction	██						
Facilitate Apprenticeships & Internships			██				
Workforce Development Programs			██				
Airport Improvement Grant Funding			████████████████				
Housing & Amenities Around Park			██				
Spec Building for Agriculture & Manufacturing Incubators						██	
Transportation Improvements						████████████████████	
<b>#2: SITE DEVELOPMENT REPORT - SITE IMPROVEMENT RECOMMENDATIONS</b>							
VBRSP***: Site Characterization Study	██████████						
Initiate Extension of Natural Gas Pipeline to Park**		██					
Build Road Connecting Park and Eastern Shore Hub			██				
VBRSP** : Site Development & Readiness			████████████████████				
<b>#3: MARKETING PLAN - IMPLEMENTATION MATRIX</b>							
Launch Dedicated Website & Establish Social Media Presence	██████████						
Develop Content Calendar for Social Media & Establish Post Schedule		██					
Attend Industry Focused Networking Events		██					
Develop & Distribute EDA Newsletter		██					
Implement Digital Advertising		██					
Develop Media Partnerships		██					
Develop Park Branding & Visual Identity				████████████████			
Engage Site Selectors & Organize Site Tours					██		
Scale Paid Media Strategy						██	
Develop Specialized Marketing Campaigns & Video Collateral						██	
Enhance Digital Marketing & Develop New Print Collateral						████████████████████	
*Detailed descriptions of the items in each row are provided in the written report under the respective Project Task Section							
**We understand that many action items under this category are beyond the control of Accomack County EDA for execution. However, the EDA is encouraged to facilitate discussion and initiation of these areas with the help of the steering committee and other relevant stakeholders							
***Virginia Business Ready Sites Program							

# TASK 1

# MARKET STUDY REPORT

PRESENTED BY



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Consulting**



**PPR  
Strategies**

**OCTOBER 2025**

# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
KEY STRENGTHS AND OPPORTUNITIES .....	1
CHALLENGES TO ADDRESS.....	2
STRATEGIC RECOMMENDATIONS .....	2
<b>INTRODUCTION.....</b>	<b>3</b>
<b>EVALUATION OF CURRENT ENVIRONMENT AND CIRCUMSTANCES .....</b>	<b>4</b>
THE PARK.....	4
LOCATION.....	5
DOCUMENT REVIEW .....	5
<i>CEDS Guidance</i> .....	6
<i>Select Demographics</i> .....	6
REGIONAL ASSETS .....	7
STEERING COMMITTEE FEEDBACK.....	10
STAKEHOLDER CONVERSATIONS .....	10
INDUSTRY SPECIFIC INSIGHTS .....	11
<i>Agribusiness</i> .....	11
<i>Aerospace</i> .....	12

<i>Tourism</i> .....	16
<b>MARKET ANALYSIS</b> .....	<b>18</b>
POTENTIAL ADVANTAGES .....	18
CURRENT CHALLENGES .....	19
COMPETITIVE LANDSCAPE .....	20
MARKET TRENDS AND PROSPECTS .....	22
<i>Agriculture</i> .....	23
<i>Aerospace</i> .....	25
<i>Combined Aerospace and Agriculture</i> .....	26
<i>Other Industries</i> .....	26
LEVERAGING MARKET OPPORTUNITIES.....	27
<b>NEXT STEPS</b> .....	<b>28</b>
NEAR TERM CONSIDERATIONS.....	28
MID-TERM CONSIDERATIONS .....	29
LONG TERM CONSIDERATIONS.....	29
<b>CONCLUSION</b> .....	<b>30</b>
<b>APPENDICES</b> .....	<b>31</b>
APPENDIX A: LIST OF DOCUMENTS REVIEWED .....	32
APPENDIX B: STEERING COMMITTEE SURVEY.....	33
APPENDIX C: LIST OF STAKEHOLDERS INTERVIEWED.....	36

APPENDIX D: LIST OF BUSINESS PARKS ..... 37

APPENDIX E: INDUSTRY NAICS CODES ..... 39

APPENDIX F: REFERENCES ..... 41

# EXECUTIVE SUMMARY

This report delivers a comprehensive market assessment evaluating the current environment and growth potential of the Accomack County Industrial Park at Melfa, VA (The Park). Drawing from stakeholder engagement, demographic analysis, infrastructure review, and economic, social, technological and industry trends, it identifies key opportunities and challenges to stipulate strategic near-, mid-, and long-term considerations to transform The Park into a driver of sustainable growth in the region. An overview of the report follows.

## KEY STRENGTHS AND OPPORTUNITIES

- Strategic Location: The Park benefits from its location off Lankford Highway (US-13), near Accomack County Airport and NASA's Wallops Flight Facility
- Existing Conditions: Designated as an industrial zone with access to water, sewer, electric, and broadband infrastructure, The Park is part of Virginia's Enterprise Zone, enabling incentives for business attraction
- Regional Assets: Proximity to institutions like Eastern Shore Community College (ESCC), the Virginia Institute of Marine Sciences (VIMS), and the developing Eastern Shore Hub supports workforce development, research, and sector clustering
- Emerging Industry Prospects: The Park is conducive to agricultural, aerospace and tourism subsectors such as UAS testing, payload processing, digital and controlled environment agriculture, advanced manufacturing, hospitality, and food processing

## CHALLENGES TO ADDRESS

- Workforce Shortage: Driven by population outmigration due in part to housing and childcare deficits, this is exacerbated by lower educational attainment in the county
- Infrastructure Gaps: The Park is not shovel ready, lacks natural gas access and does not have any available built-up space
- Reduced Competitiveness: Limited marketing capacity, underdeveloped amenities, and transportation infrastructure gaps diminish visibility

## STRATEGIC RECOMMENDATIONS

- Near Term: Appoint a dedicated marketing staff to promote The Park and regional assets, initiate site readiness processes, and begin internship and apprenticeship partnerships with local businesses and ESCC
- Mid-Term: Enhance infrastructure at The Park and MFV airport, launch targeted workforce training, and initiate global trade engagement
- Long Term: Develop housing and amenities, establish advanced manufacturing and agricultural research and development incubators, and improve road access

With phased investments and stakeholder collaboration, The Park can evolve into a high-impact economic hub for the Eastern Shore. By aligning marketing efforts and infrastructure improvements with emerging industry trends and community priorities, Accomack County can build a resilient and viable future for its businesses and residents.

# INTRODUCTION

This report presents the findings of the comprehensive study conducted to evaluate the current environment and circumstances influencing the Accomack County Industrial Park at Melfa, Virginia (**The Park**). Through extensive data collection and analysis, including statistics and reports supplied by Accomack-Northampton County Planning District Commission (A-NPDC), and stakeholder conversations led by our team, we have gained valuable insights into the factors shaping The Park's advantages and challenges.

Our study examined the broader context of The Park, considering social, political, economic, and technological trends and events that impact the region. We identified key risks and opportunities and assessed available resources such as knowledge, skills, tools, financial capacities, and networks, while uncovering gaps that may affect progress.

The report synthesizes critical elements of our analysis, providing a clear understanding of the current situation and actionable recommendations to address challenges and leverage opportunities for sustained growth and development.

Insights from this market study report serve as the foundation for subsequent deliverables of site development recommendations, and an actionable, strategic marketing plan for Accomack County EDA. Collectively, they will provide a clear framework for achieving long-term success.

# EVALUATION OF CURRENT ENVIRONMENT AND CIRCUMSTANCES

## THE PARK

The Accomack County Industrial Park, along Lankford Highway (US-13) and adjacent to the county airport, offers an opportunity for businesses to locate in a natural Eastern Shore setting in the Mid-Atlantic region of the United States. Notably, US-13 is on the priority National Highway System and is designated a hurricane evacuation corridor, giving it statewide significance for Virginia.



Owned by Accomack County EDA, The Park is zoned industrial, reports no wetlands, and has water, sewer, electric, and broadband access. The heavily wooded 370-acre site does not have access to a natural gas pipeline. Industries currently represented at The Park include aerospace, construction, and specialty foods and goods. The Park is serviced by the regional bus system (STAR Transit) and tenants can enjoy the future Eastern Shore Rail Trail – a 50-mile planned trail from Cape Charles to Hallwood. Design and construction of a 5 mile stretch of this trail, which will run right through

Melfa in close proximity to The Park, has already been funded by the Commonwealth Transportation Board, and is expected to commence at the end of 2025.

## LOCATION

One of the most distinct features of The Park is its location. Accomack County offers a blend of rural and business life, with the natural beauty of the Eastern Shore, a local, county-owned, general aviation airport, significant operations in farm and poultry processing, and NASA's Wallops Flight Facility just 30 miles north. The Park is situated on highway US-13, a major artery connecting North Carolina to Pennsylvania across the mouth of the Chesapeake Bay. These factors combined bode well for opportunities in the tourism industry, as well as agriculture, aerospace, and affiliated industries in the region. At the same time, access to the Eastern Shore from mainland Virginia and other population centers to the north and west remains a challenge, with limited infrastructure and modes of transportation available.

**Topography:** It would be remiss to not mention the combination of physical features of the area – easy terrain and proximity to water - which have the potential to boost a variety of coastal, marine and localized last mile intermodal logistics and transportation industries and exercises.

## DOCUMENT REVIEW

Several documents shared by A-NPDC were reviewed to inform this report, such as the Accomack County Community Profile, the Eastern Shore of Virginia Regional Economic Development Plan, Eastern Shore Hub Assessment, and the Regional Economic Impact Study of the Wallops Island Space Cluster (see [Appendix A](#) for the full list). A summary of our findings follows.

## CEDS Guidance

The Comprehensive Economic Development Strategy (CEDS) for the Eastern Shore of Virginia (ESVA) identifies Education, Infrastructure, and Business Development Support as the top priorities for the region. It also enlists the following focus clusters for ESVA, which provide the direction for our proposed recommendations:

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

## Select Demographics

To better understand the socioeconomic landscape influencing business development and workforce dynamics in Accomack County, the following section highlights key demographic indicators - age distribution, employment trends, education levels, and ethnic composition. These data points provide critical context for strategic planning at The Park and inform potential opportunities and challenges for regional growth.

1. **Age:** 55% of Accomack County's population of just over 33,000 is above the age of 40, with 50-54 years as the largest segment. Population is on the decline since 2000, primarily in the younger/working age segments, and this trend is projected to continue through 2040.
2. **Employment:** Top employers in the region are from poultry processing, education, healthcare, and local government organizations. Manufacturing, notably with lower-than-average weekly wages, currently constitutes the largest share of employment in the county. The National Aeronautics and Space Agency (NASA) is the 6<sup>th</sup> largest employer in the county. Unemployment rates in the county are slightly higher, but

comparable to the averages for the Commonwealth of Virginia. Majority of workers commute outside of the county for employment.

3. **Education:** 24% of the county population above 18 years of age have a bachelor's degree or higher. Of the remaining, 40% have completed high school with a GED, while 16% have completed some college. These educational attainment levels are lower than Commonwealth of Virginia averages.
4. **Ethnicity:** Around 58% of the population is White, however this demographic is projected to decline in the next 15 years, while the Asian and Hispanic population is expected to rise. Stakeholders anecdotally shared an increase in the sizes of the Hispanic, Latino, and Haitian communities and the Eastern Shore Community College recorded an increase in enrollment from these communities. An associated statistic is that Accomack County has a higher average percentage of non-native English speakers as compared to the Commonwealth of Virginia.

## REGIONAL ASSETS

The Park has proximity to several high-value regional assets that strengthen its economic development potential. These institutions and infrastructure hubs - including aerospace facilities, higher education, transportation, and sector-specific complexes - offer unique advantages that can support targeted industry growth, workforce development, and long-term business attraction. The following assets play a critical role in shaping the region's capacity for innovation, collaboration, and competitiveness.

- A. **Wallops Island Aerospace Cluster (WIAC):** Wallops Island on the Eastern Shore is home to the Wallops Flight Facility (WFF), the Mid-Atlantic Regional Spaceport (MARS), and Wallops Research Park (WRP) - sites for several aerospace science and defense related activities in the region. The rocket launch site on Wallops Island is less than 30 miles from The Park and the economic impact of WIAC is projected to be around \$2 billion by 2030 (ODU).

5. Accomack County Airport (MFV): Designated for general aviation, MFV has 25 based and 2 enplaned aircraft and a runway that is 5000 feet in length and 100 feet wide. It handles approximately 1,100 flights per month, of mostly transient, commercial executive, and agriculture related aircraft. The airport is frequently used for military training exercises and offers tremendous development potential for commercial UAS activity. It is eligible to apply for \$1.2 Million of federal funds estimated for capital improvements through Airport Improvement Program grants (FAA NPIAS).
6. Eastern Shore Community College (ESCC): As the only higher education institution on the Eastern Shore, ESCC is an essential resource for workforce development in the region. According to ESCC staff, existing enrollment indicates a preference of healthcare and trades related courses. They don't currently offer any agriculture related courses; however, college staff is open and receptive to including programs that will meet the needs of any employers at The Park. They have worked



closely with NASA and Virginia Spaceport Authority (Virginia Space) to prepare the future workforce for this industry. ESCC states that around 70% of their students stay local, and the college has guaranteed transfer agreements with every university in the state of Virginia. 33% of their students are dual enrollment - allowing high school students to earn

credit toward their high school diploma and college degree at the same time. Notably, ESCC is the only institution in the Commonwealth of Virginia to offer a fully online cybersecurity certification program with all seven required classes. 49% of 446 full time enrolled students are Black or Hispanic and 85% of currently enrolled are ESL (English as a Second Language) learners. On the workforce side, 64.5% of enrollees are Black, Hispanic or Asian.

7. Scarcity of hospitality workforce is an ongoing challenge, and the college has established a training “super certificate” to address it, although are yet to conduct courses in this program at the Melfa location. ESCC also plans to develop their premises for additive manufacturing and CNC (Computer Numerical Control) machining, to support the regional aerospace and agricultural industries.
8. ESCC received a federal grant to develop a student career center and is supported by the Radcliff Foundation of Maryland, which has an interest in entrepreneurship. While the institution has not yet launched an entrepreneurship-focused program, it plans to introduce relevant courses within its academic curriculum. ESCC, situated on an 85-acre site adjacent to The Park, has ample space for future expansion; however, no facility expansion plans are currently in place.



9. Eastern Shore Hub: Located just outside of, and easily accessible to, The Park, this complex is being developed to accommodate local businesses, and seafood and agriculture processing. Once modernized and equipped, the site is poised to be a catalyst for sustainable economic development in the community.

## **STEERING COMMITTEE FEEDBACK**

On October 14, 2024, our team conducted a focus group with The Park steering committee to understand their perception of The Park and associated opportunities and challenges. This was followed by an online survey of the committee. The general feedback was that The Park has a lot of potential that remains untapped due to lack of marketing. Transportation, housing, logistical and social issues were mentioned as the causes that prevent attracting workers back to the shore, especially younger populations. Survey results indicated a consensus in attracting more companies to The Park as a result of this assessment and ensuing marketing plan.

Ideally, these companies would be small businesses from industries that support current tenants and companies at The Park. Cost to implement the plan, and the lack of adequate staffing to market The Park were mentioned as hurdles to the process. Additionally, the group was concerned that the consequence of successful marketing would put pressure on existing resources due to overcrowding and could dilute the history and culture of the region. The Park's best asset, according to this group, was overwhelmingly its location, followed closely by the quality of life offered by the Eastern Shore. Select charts and full results from the survey are attached in [Appendix B](#).

## **STAKEHOLDER CONVERSATIONS**

In addition to the focus group above, our team had extensive 1:1 interaction with 23 stakeholders that represent key industries and entities in the region

(see [Appendix C](#) for a complete list). These included large farm owners, workforce and administrative leadership of ESCC, NASA Langley and Wallops, local business owners, Virginia Tech University, Eastern Shore Virginia and Chincoteague Chambers of Commerce, and Accomack County Airport (MFV). Their comments and perceptions, combined with our research, have contributed to the industry insights that follow.

## INDUSTRY SPECIFIC INSIGHTS

### Agribusiness

Agriculture is an anchor industry that drives the Eastern Shore economy. There are several crop farms in the Melfa region that grow a variety of produce such as potatoes, soy, green beans, garden vegetables and small fruit. Diverse crops and large-scale operations provide a solid revenue base to the industry. Poultry processing is another agricultural industry staple that thrives on the Eastern Shore, and leaders Tyson and Perdue are major employers in the region. Additionally, the Eastern Shore Hub described above is being developed for aquaculture, including finfish (Blue Catfish) processing and shellfish canning. Here are highlights of our conversations with a few key industry members:

1. Several thousand acres of corn and soy are produced every year and soy export adds a valuable revenue stream to the industry
2. The Port of Virginia is important to the farming business as are the Chesapeake Bay Bridge Tunnel (CBBT - Virginia's bridge and tunnel complex over the Chesapeake Bay), and Highways US-13 and US-113. Collectively, they serve Northeast hubs for onward shipment nationwide, as well as markets South and beyond for international trade.
3. To remain self-sufficient, the farmers develop their own facilities to fulfill needs such as refrigeration and packaging
4. Shipments are made in a six-week window starting in August each year and typically occur towards the end of the working week, which conflicts

directly with tourist crowds on the highways. Similarly, Sunday beach traffic returning north presents a congestion challenge in transportation.

5. Although the farms are not located in direct vicinity of The Park, having affiliated industries and services providers there would benefit the industry. Currently farmers look outside the region for services like:
  - a. Finance
  - b. Technology
  - c. Information systems
6. A major challenge is finding qualified service technicians for agricultural equipment and automotives – technologically advanced machinery that requires specialized skills. To address this issue, farms keep parts and supplies on hand and utilize authorized mobile technicians from dealerships for servicing.

## **Aerospace**

The Park has a fully operational general aviation airport on-site, NASA's Wallops Flight Facility just 30 miles north, and there is a growing global shift towards both crewed and uncrewed flight systems for various applications. This indicates a potential for The Park to seamlessly integrate into the aerospace cluster on the Eastern Shore and enhance the region's innovation ecosystem by buoying industry growth. Luminary Air Group is currently the only aerospace company in The Park, and they provided positive feedback on The Park's location and its relevance to their business. Other industry stakeholder conversations indicate:

1. Accomack County Airport (MFV) already supports military training and agriculture-focused aviation in addition to commercial charter flights. That said, according to airport staff, hangar utilization and airplane taxiing ability is somewhat restricted by the size of the existing ramp.
2. MFV is authorized for Groups 3, 4, and 5 Unmanned Air Systems (UAS) classifications by FAA, which constitute larger, more capable systems. Further, the area's relatively low population density together with accessibility to the coast creates additional opportunities for testing and

other applications pertinent to this industry. Airspace over the coast near Melfa is considered less complex and therefore offers generally reduced obstruction and lower risk of collision with structures compared to inland areas.



3. MFV could be ideal for aircraft maintenance repair and operations (MRO), if through the fence access is available and allowed, and provided there is enough evidence of demand for these services.
4. NASA Wallops provides access to restricted and special use airspace for maritime environment testing and launching at Wallops, which attracts Department of Defense, federal government, local and state law enforcement organizations, as well as commercial space flight and service providers.
5. While Wallops primarily supports military testing, there is potential for commercial activity at The Park, particularly in urban air mobility, package delivery and overall UAS test events, which are projected to increase significantly and consistently every year.



6. Companies directly involved with UAV testing and space launch activities will find land immediately around Wallops more attractive, albeit expensive. According to the Accomack County website, average sale prices for The Park range from \$15,000-\$45000 per acre, as compared to \$120,000 per acre for Wallops Research Park. This makes a strong case for ancillary industries and manufacturing to thrive at The Park. Operations involving storage, assembly and light manufacturing of components and parts, and a site for payload integration and processing facilities would be ideal at The Park.
7. NASA Langley is located 2 hours south of The Park in Hampton, VA. Their division has an overarching goal to transfer technology to facilitate effective implementation for public use. They have developed state of the art technologies to enable operations of unmanned air vehicles (UAV) safely, especially in the areas of monitoring, delivery, and law enforcement surveillance, which can effectively leverage the opportunity offered by the Eastern Shore. However, application of these technologies

by businesses at The Park demands a robust digital infrastructure and airport integration with traffic management systems to track both commercial and public sector aircraft and entities that use the airport.



8. Melfa's strategic location on the Eastern Shore is a convenient mid-point for NASA Wallops and NASA Langley and having aircraft tracking ability at Melfa airport would significantly boost operations between the two facilities. Currently, Melfa does not qualify for Class B airspace and therefore, aircraft using it are not required to be electronically conspicuous, a term that refers to the ability of scanning devices to detect aircraft. For UAS testing and operations between Langley and Wallops, it is imperative for uncrewed aircraft users and air traffic

services to be aware of other aircraft operating in the surrounding airspace.

Making The Park an integral part of the aerospace cluster on the Eastern Shore is both relevant and desirable, however, it will require significant investment, infrastructure improvements and support from several different entities across the private, public and quasi-government sectors.

## **Tourism**

The Eastern Shore enjoys healthy visitor traffic and tourism is a major contributor to the local economy. According to the Eastern Shore of Virginia (ESVA) Tourism Commission, the region showed a strong recovery post covid and is #1 for tourism in Virginia, with Cape Charles being a big draw for visitors, especially young families. Other hot spots include Chincoteague, Onancock, Onley, and Saxis, all of which recorded high Transient Occupancy Tax (TOT) collections. It is worthwhile to note that there is a scarcity in number of hotel establishments available to accommodate these visitor numbers. This impacts both business and leisure-related travel to the region. According to Virginia Tourism Corporation, only 52% of leisure visitors to the shore stayed at commercial establishments identified as hotels, motels, bed and breakfasts, resorts or inns. The rest were split between family and friends (22%), shared lodging (e.g. Airbnb), timeshares, second homes, campgrounds and cabins. The short-term rentals industry contributes further to the availability of affordable housing on the Eastern Shore.

1. In 2023, visitors to VA's Eastern Shore spent nearly \$250 million, an increase of 6.7% over 2022
2. Outdoor recreation was the fastest growing category for the Eastern Shore in 2023, up 12% over 2022
3. There is a shortage of hospitality workers, but also lack of commitment from businesses to participate in recruitment events

4. Retail establishments don't consider the region a year-round destination and are closed off-season, which is disappointing for visitors passing through
5. Assateague Island draws 1.5 million people per year (*Chincoteague*) with a majority visiting for the annual pony swim
6. 15% of total tourist accommodations are offered by property management companies. They currently fulfill their business needs, such as linen service, from establishments in Maryland.

Given the significance of tourism to economic development in the region, The Park can be an ideal location for companies in this industry, specifically in the hospitality subsector.



# MARKET ANALYSIS

By capitalizing on existing strengths, such as its unique location, proximity to key economic hubs, and enterprise zone incentives, while mitigating obstacles like housing shortages, workforce gaps, and limited amenities, the region can position itself for long-term success. Analyzing emerging trends, leveraging regional assets, and proactively addressing challenges, can enable the region to unlock significant economic opportunities. Strategic investments in infrastructure, workforce development, and targeted industry support can drive sustainable growth while enhancing the region's appeal to businesses, residents, and visitors. Identifying and acting on these opportunities will not only strengthen the local economy but also create a more dynamic and resilient community. Based on our independent research and numerous stakeholder conversations, an account of our assessment and next steps for Accomack County EDA follows.

## POTENTIAL ADVANTAGES

The Park affords a balance between natural beauty, economic opportunity, and tourism potential. Its strategic location and regional assets make it a suitable destination for business expansion and retention:

1. Located within designated enterprise zones, The Park provides businesses with tax incentives and other benefits to encourage growth and job creation to foster long-term success
2. Its value proposition can be further enhanced by business investment incentives and infrastructure development grants administered by Accomack County and Virginia Economic Development Partnership (VEDP)
3. Positioned along US-13, a major transportation corridor, The Park enables connectivity for local logistics and commerce
4. The Park's proximity to critical assets - including a local airport, NASA and the Mid-Atlantic Regional Spaceport at Wallops Island, and the Eastern

Shore Hub nearby, makes it particularly attractive to aerospace, agriculture and advanced manufacturing technology businesses.

## CURRENT CHALLENGES

Despite its strategic advantages, The Park presents numerous issues, including lack of site readiness when compared to other nearby business parks, and insufficient economic development management and marketing resources to attract companies to locate here. In addition, the surrounding region faces several challenges that must be addressed to maximize economic growth and attract both businesses and talent.

1. Poverty and out-migration remain significant concerns, as economic hardships drive residents - particularly young professionals - to seek opportunities elsewhere.
2. A lack of marketing and regional promotion further limits visibility, reducing the area's ability to attract investment and new businesses.
3. The limited availability of recreational activities and entertainment options makes it difficult to retain younger demographics, who often seek vibrant, amenity-rich communities.
4. The region also faces insufficient hospitality and retail outlets, limiting services for business and tourist visitors.
5. The public school system struggles with high teacher turnover, which affects education quality and long-term workforce development.
6. Shortage of affordable housing and overall housing availability poses barriers to attracting new workers and families to the area.
7. A lack of childcare options makes it difficult for working families to stay in the region.
8. Lack of enrollment (e.g. hospitality) or a gap (e.g. entrepreneurship) in relevant programs, limits the development of a skilled workforce for the future, which is essential for sustaining industry growth and attracting emerging technology companies. Although ESCC has just started a hospitality curriculum, they have yet to offer a session at Melfa.

Addressing these challenges through strategic investment, infrastructure improvements, and workforce development initiatives will be key to unlocking the region's full economic potential.

## COMPETITIVE LANDSCAPE

The Park competes for new and expanding businesses with other business parks in the area. To better understand The Park's competitive position, a survey of 15 other business parks on the Delmarva peninsula was conducted. These business parks range in size from 8 acres to 520 acres, and all but three of them are publicly owned and managed. Very few of them have space available in existing buildings. For a full list and locations of these parks, refer to [Appendix D](#).

While the 15 business parks are spread over a very wide region, it is important to note their attributes in comparison to Accomack County Industrial Park.

- All parks provide basic infrastructure in terms of water, sewer, electricity and fiber. Two provide higher fiber speed and one provides redundant power, while ten of the parks provide natural gas.
- All the parks provide stormwater management at some level, with several of them providing shared stormwater management to allow for more dense development of their sites and lower development costs to the buyer
- Four of the parks are adjacent to airports
- In terms of site conditions, seven of the parks have graded sites available and most are zoned for industrial and light industrial purposes
- Purchase prices range from \$10,000 per acre to \$95,000 per acre, with most selling land in the \$20,000 to \$35,000 per acre range
- All the parks in Maryland are in an enterprise zone, however, Maryland's enterprise zone program ends in July 2025

- Eight of the parks are in federal HUB Zones (Historically Underutilized Business), similar to The Park, that provide advantages for companies seeking federal contracts

The three business parks closest to Melfa, and therefore most relevant, are Westwood Commerce Park and Airport Industrial Park, both in Salisbury, MD., and Wallops Research Park, Wallops Island, VA. The two business parks in Maryland were referenced by some stakeholders we interviewed as being better than Melfa in terms of ease of doing business and local and state government support. We consider the two Maryland parks as direct competitors and Wallops Research Park as a complementary asset to Accomack County Industrial Park. Below is a comparison of key attributes of each of these to The Park.

Business Park and Location	Area in Acres	Available Building Space	Storm Water Ponds	Graded Sites	Airport	Natural Gas	Broad-band Specs	Enterprise Zone
Accomack County Industrial Park, Melfa, VA	370	*0	No	No	Adjacent	No	High Speed	Yes
Westwood Commerce Park, Salisbury, MD	520	120,000	Yes	Mix	5 miles	Yes	High Speed	Ends 6/25
Airport Industrial Park, Salisbury, MD	150	0	Yes	No	Adjacent	Yes	High Speed	Ends 6/25
Wallops Research Park, Wallops Island, VA	98	0	Yes	Mix	Adjacent	No	High Speed	Yes

\* While there is no building space currently available in The Park per se, there is built up space available in the Eastern Shore Hub.

Based on our analysis of competitive business parks, Accomack County Industrial Park has several competitive advantages.

- It is closest to Norfolk, VA and the Port of Virginia, and closer to Wallops than the parks in Maryland.
- While the Eastern Shore Hub is not technically part of The Park, building space available there is an advantage as it complements The Park.
- It is a certified HUB zone, giving it a distinct competitive advantage over the two closest business parks in Maryland
- None of the other business parks has a community college located within their parks. This is a tremendous advantage given the importance of a trained workforce in business site location decisions.

Many of the issues raised by this competitive analysis are related to site readiness and are addressed in the next section (Task #2: Site Development Report) of this project.

## **MARKET TRENDS AND PROSPECTS**

In general, future opportunities in emerging high-tech industries present significant potential for economic growth and innovation. Advancements in automation, artificial intelligence, clean energy, and biotechnology are reshaping industries and creating new avenues for investment. The rise of cybersecurity, data analytics, and cloud computing offers opportunities for workforce development and business expansion. Additionally, aerospace, advanced manufacturing, and renewable energy sectors continue to drive demand for skilled talent and infrastructure improvements. Emerging fields such as robotics, and smart manufacturing technologies are also gaining traction, positioning regions that invest in these industries as competitive hubs for innovation. By fostering a business-friendly environment, investing in education and workforce training in demand by these industries, and

leveraging public-private partnerships, communities can capitalize on these high-tech opportunities to attract new industries and ensure long-term economic sustainability. Here is how that **could potentially** translate to Accomack County:

## Agriculture

In 2022, U.S. farms and ranches sold more than \$543.1 billion worth of agricultural products. Looking ahead, the gross production value in the U.S. agriculture market is projected to reach approximately \$587.2 billion in 2025, with an expected annual growth rate of 4.86% from 2025 to 2029, potentially resulting in a gross production value of \$710 billion by 2029 (*Statista*). The global digital agriculture industry was valued at \$24.2 billion in 2024 and is projected to grow at an annual CAGR of 10.4% to \$39.8 billion by 2029 (*Markets and Markets*).

### Top 10 Products

Crop/Livestock	Farm Cash Receipts	Crop/Livestock	Farm Cash Receipts
1 Broilers	956,536,000	6 Soybeans	294,826,000
2 Cattle and calves	381,428,000	7 Corn	266,047,000
3 Turkeys	345,231,000	8 All other animals and products*	238,524,000
4 Miscellaneous crops	321,863,000	9 Floriculture	144,537,000
5 Dairy products, Milk	297,840,000	10 Hay	118,790,000

Source: 2021 USDA NASS and ERS data figures rounded to the nearest million dollars. Date of data is Dec. 1, 2022.  
\*All other animals includes horses, aquaculture, and all other livestock.

### Virginia in the Global Marketplace

Agricultural & forestry exports were valued at more than \$5 billion in 2022.

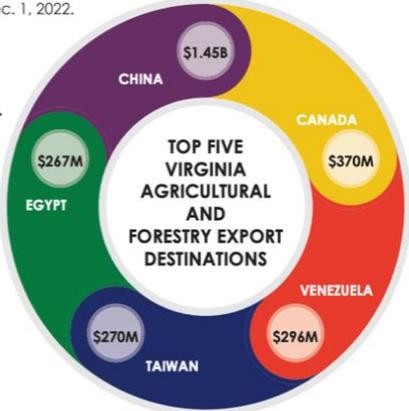
#### Top Five Export Products:

1 Soybeans and soybean meal	3 All other animals
2 Pork	4 Poultry
	5 Tobacco



#### Farm Facts

- Virginia has 41,500 Farms.
- Virginia farm operations cover 7,700,000 acres.
- 97% of Virginia farms are family-owned.
- Virginia is home to 18,957 new and beginning farmers.
- On average, 16¢ of every consumer dollar spent on food goes to the farmer.

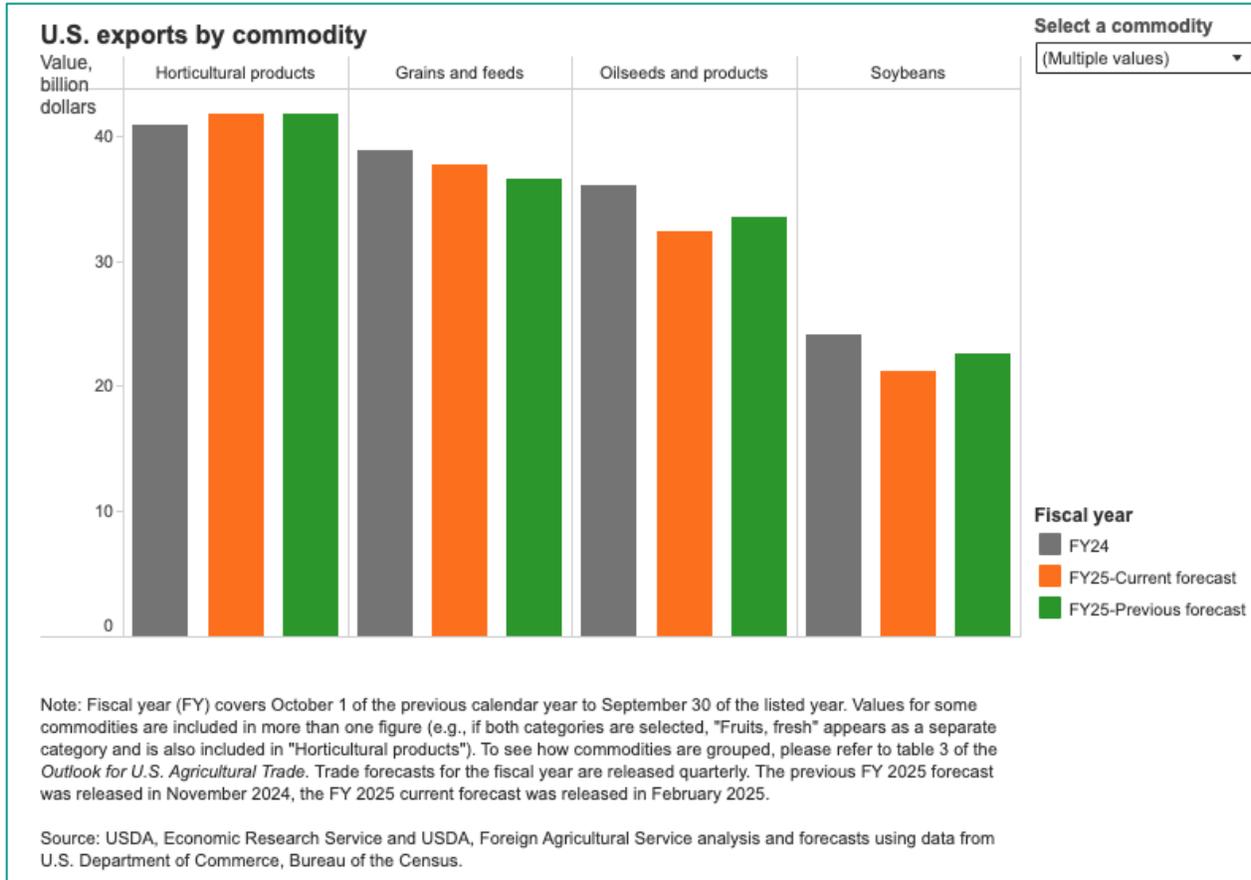


**TOP FIVE VIRGINIA AGRICULTURAL AND FORESTRY EXPORT DESTINATIONS**

Source: Global Trade Information Services Inc.

Source: Virginia Department of Agriculture and Consumer Services

Controlled environment agriculture - a priority for VEDP – was valued at \$51.9 billion in 2023 and is projected to grow to \$168.7 billion by 2032 (*Global Market Insights*).



1. Current lessees and Virginia Tech are already working towards establishing finfish processing at the Eastern Shore Hub. While their focus is on finfish fillets as the final product, there is an opportunity to use byproducts from their operations to foster skincare, fertilizer, and pet food industries.
2. Large scale farms are well-established in the region and can potentially fuel agricultural sustainability by supporting small to mid-size farms develop farm to table processes. Given that the Eastern Shore is a tourist hotspot, this is relatively easy to streamline and provides for an additional source of income. Enabling such operations will also require farm produce bulk breaking services and can create a mini-supply chain for restaurants,

grocery stores, and food service companies, thereby catalyzing the retail and hospitality industry.

3. The global digital agriculture market is projected to grow more than 9% year over year. Agriculture 4.0 is a broad reference to technology driven farming. To support existing farms in the region, businesses that provide solutions for regenerative farming, robots for crop monitoring, farm automation, digital products for yield prediction, field mapping, weather tracking and forecasting can benefit from proximity to their customer and availability of data for precision farming techniques and increased output.
4. Increased international trade is a priority for any region and currently, soy export is a welcome source of revenue to Eastern Shore farmers. Promoting the region will catch the attention of new buyers and lead to enhanced economic prosperity.
5. VEDP has a special focus on **controlled environment agriculture**. Vertical farming and hydroponic operations are suitable to the industrial park.

## Aerospace

The global aerospace market size is projected to grow from an estimated \$402 billion in 2025 to \$792 billion by 2034, reflecting a Compound Annual Growth Rate (CAGR) of 7.8% during this period. The North American aerospace parts manufacturing market size was more than 740 million in 2024, and the global market is projected to reach \$2.15 billion by 2034. Total Addressable Market (TAM) projections for the UAS market are estimated at \$43.5 billion by 2030 (*Precedence Research*). The global aerospace testing market size was valued at \$5.2 billion in 2024, with a projected value of \$8.7 billion by 2032 (*Business Research Insights*).

In response to a growing commercial space industry, The Park can become well positioned to house infrastructure and services for private space companies, launch operations, and supply chain needs as these industries develop. Industry subsectors include:

1. Advanced Air Mobility – Development and testing of next-generation air transportation, including electric and autonomous aircraft.
2. Uncrewed Aircraft Testing – Facilities for drone and autonomous aerial system (UAS) research, testing, and certification.
3. Airworthiness – Compliance and certification services to ensure aircraft and aerospace components meet safety and regulatory standards.
4. AI-Driven Maintenance, Repair, and Overhaul (MRO) Services – Use of artificial intelligence and predictive analytics to enhance aircraft maintenance efficiency and reduce downtime.
5. Satellite Component Manufacturing and Storage – Production and secure storage of satellite parts and systems to support the growing space and telecommunications industries.
6. Satellite Payload Integration and Processing: Preparation and handling of satellite equipment prior to launch.

### **Combined Aerospace and Agriculture**

There is a unique intersection of aerospace and agricultural technologies, which creates new opportunities in this combined space, such as:

1. Remote sensing analytics for agriculture
2. Using satellites for monitoring fields, weather and climate conditions
3. Space based research and experimentation, e.g. seed gestation in space for enhanced varieties and greater production
4. Drones and other autonomous systems for crop dusting, field monitoring and other agricultural uses

### **Other Industries**

The above industry-specific opportunities, Eastern Shore location features and regional assets further foment other, affiliated industries:

1. Logistics and Supply Chain Management – localized, last mile warehousing, shipping, and transportation services

2. Hospitality and Retail service providers – laundry and food and beverage service. The food processing market is projected to grow to \$277.44 billion by 2031 (*Verified Market Research*)
3. Maritime Industries – engaged in bay and shore research and development
4. Renewable Energy – specifically, Geothermal, as a supplemental energy source

For a list of associated NAICS codes of the above industry sectors, refer to [Appendix E](#).

## **LEVERAGING MARKET OPPORTUNITIES**

Infrastructure and capacity development is a precursor to successful economic development activities as well as business attraction and retention at The Park. While embracing emerging technologies is essential for staying competitive and driving economic growth, it must be balanced with preserving the Eastern Shore’s anchor industries, natural beauty, and close-knit community.

# NEXT STEPS

Forward-thinking approaches in self-sustainable innovation, smart infrastructure, and community-friendly development can ensure that technological progress enhances rather than disrupts the region's character, affirming that the region harness the benefits of emerging industries while maintaining its unique identity. Striking this balance will create a future where economic opportunity and environmental stewardship go hand in hand, fostering a thriving and resilient community. The list and timeframes that follow are for Accomack County EDA reference. Execution of task items suggested below will require support from local and state governments, existing private sector entities in aerospace, agriculture and tourism industries in the area, regional academic institutions, and members of The Park's steering committee.

## NEAR TERM CONSIDERATIONS

1. Hire a dedicated staff member to promote The Park. To optimize efforts, managing and marketing of the industrial park at Melfa and Wallops Research Park could be merged into this position.
2. Market existing assets at The Park. Refer to the detailed marketing plan provided as Task #3 deliverable of this project.
3. Engage local businesses to offer internships and apprenticeships related to current programs at ESCC
4. Facilitate disbursement of allocated funding for natural gas pipeline to The Park
5. Start construction of the commissioned hangar at the airport
6. Apply to Virginia Site Readiness Program to conduct a Site Characterization Study

## MID-TERM CONSIDERATIONS

1. Apply for allocated federal funds (AIP Grant) for airport capital improvements to accommodate UAS testing and storage facilities
2. ESCC to establish new workforce development programs for entrepreneurship, childcare, educational certifications and hospitality industry
3. When completed, market asset and infrastructure improvements to new targets and existing businesses
4. Increase international trade - explore new international markets for agriculture through VEDP's Virginia Leaders in Export Trade (VALET) program and trade missions
5. After Site Characterization Study is complete, apply to Virginia Site Readiness Program for matching funds to make improvements recommended in Task #2 of this project.

## LONG TERM CONSIDERATIONS

1. Facilitate construction of housing and other amenities near The Park that will attract residents and compliment the tourism industry, respectively. ESCC has land available that could potentially be used for this purpose.
2. Develop flexible speculative space to support the growth of incubators and innovation hubs for:
  - a. Advanced Manufacturing: machining and additive manufacturing
  - b. Agricultural Research and Development
3. Initiate international business attraction efforts
4. Explore transportation improvements:
  - a. Investment in logistics infrastructure, such as expanded truck stops or dedicated freight corridors
  - b. Improve road access and explore potential funding for agricultural highway relief
  - c. Explore building seasonal agricultural trucking lanes or priority access routes

# CONCLUSION

Completing the market assessment is a vital first step in market planning for the Industrial Park at Melfa. It provides an overarching view of tasks required to help unlock The Park's full potential. To seize the potential opportunity, actions should be taken in clear phases. It should begin with a strategic marketing plan that promotes The Park's existing strengths to the right target businesses. From there, site improvements can support the development of a broader industrial cluster on the Eastern Shore into one that meets future demands.

All actions must be intentional yet evenly paced to align with the needs of the local community. With the backing of stakeholders and constituents, this effort can lead to long-term self-reliance, economic stability, and sustainability for Accomack County and the Eastern Shore.

# APPENDICES

## APPENDIX A: LIST OF DOCUMENTS REVIEWED

1. Accomack Northampton Planning District Commission. (2021). Eastern Shore of Virginia Regional Economic Development Plan: Comprehensive Economic Development Strategy
2. Hudson, Karen. (2019). Virginia Shellfish Aquaculture Situation and Outlook Report.
3. Dragas Center for Economic Analysis and Policy, Old Dominion University. (2023). The Economic Impact of the Wallops Island Aerospace Cluster
4. Goddard Space Flight Center. (2022). Master Plan Digest
5. Virginia Works Economic Information & Analytics Division. (2024). Virginia Community Profile: Accomack County
6. Snyder, Richard. (2021). Fisheries Landings for the Eastern Shore of Virginia (n.d.) Virginia Eastern Shore Agricultural Profile
7. Posthumus, Ashley. (2024). Eastern Shore Hub Opportunity Assessment & Feasibility Study for Blue Catfish
8. Dragas Center for Economic Analysis and Policy. (2023). The Economic Impact of the Wallops Island Aerospace Cluster. Old Dominion University.
9. W. R. McCain & Associates. (2024). A MARKET RENT ANALYSIS Wallops Research Park

## APPENDIX B: STEERING COMMITTEE SURVEY

Note: All responses are reproduced exactly as received and entered by respondents.

What are you looking forward to most about the new market plan for the Industrial Park at Melfa?	In your opinion, what is the primary purpose of the Melfa Industrial Park Steering Committee?	Do you anticipate any major issues with implementing the market plan?
All of the above, but mostly to provide future direction for both the Park and the region.	Make decisions about how to market the Park	Cost of implementation
More companies at the Park	I would have loved an opportunity to rank these because there are multiple tasks listed where I believe the committee will provide value. Based on who was assembled, I think at present the committee provides a lot of background for the consultants but hope the committee would expand outside of just that one task.	Staffing needs for implementation
Better infrastructure and amenities for all	Provide ideas for marketing the Park	Cost of implementation
More opportunities and activities for younger generations	Make decisions about how to market the Park	Staffing needs for implementation
More companies at the Park	Help A-NPDC and EDA find tenants for the Park	The marketing is only as good as the product
More companies at the Park	Make decisions about how to market the Park	Conducting traditional and digital marketing campaigns
More companies at the Park	Make decisions about how to market the Park	Conducting traditional and digital marketing campaigns
Better infrastructure and amenities for all	Implement recommendations of the market plan study	Cost of implementation

What potential issues could arise from successful implementation of the market plan?	Please explain the reason for your concern above. If you have no concerns, please type "N/A"	In your opinion, what is the Park's most valuable asset?
The region absolutely can not be overdeveloped, but the Park should be smart-developed.	1)The Eastern Shore's fragile environment can't sustain urban-type development. 2)Shore agricultural production must be sustained because it is an important food source for the US.	The Park is the right place for planned development. It's most valuable asset is that it is already zoned industrial and CAN be developed.
Increased competition	Increased competition was selected because if/when successful, there is a good chance of increased competition for others in The Park. However, it is even more likely that new collaborations and partnerships could be forged between new additions to The Park.	Available land for development
No issues	N/A	It's location.
Increased competition	If this is successful it could take business from small business in the area.	The location.
Preserving the history and culture of our region	We certainly want growth and opportunities, but we also need to do it responsibly.	access to 13
Preserving the history and culture of our region	Balancing preserving both has always been a concern when promoting and attracting businesses to an area that so rich in history.	What it can offer the citizens of our community because we are so isolated
Preserving the history and culture of our region	Balancing while preserving the area s charm and history will add more value to this goal	Convenience of offering unique businesses because we are still so isolated
Additional stress on an already under-supplied housing market.	Economic growth requires people; the Shore has a seriously out-of-balance housing market, with a lack of affordable housing. Any plan that expands the local/regional economy must include plans to address the Shore's housing issues.	Access to support amenities (ESCC, airport, emergency services, relative population "density."

In your opinion, what are the "right" tenants to attract to The Park?	How best can you contribute to the success of the Park?	Are there any other comments you wish you share?
Aerospace industry suppliers and Agribusiness suppliers. My boss wants a lunch provider to serve Park employees and community college students/staff,	By helping you research and write this plan!	Great, thoughtful survey. Sure hope it yields useful results.
Those that have industry alignment with the CEDS plan and focused industry clusters. Those who have	Ensuring connectivity between Eastern Shore Hub and The Park, helping to make connections to support implementation	I am really looking forward to supporting this project and appreciate the work you all are doing to help the future of the industrial park and overall Eastern Shore community!
Industry and businesses that support what we already have here. Example: Potato Chip factory, Crab Picking houses(majority are in Maryland).	Happy to assist in any area. Can certainly help in marketing/advertising.	
Companies that have already proven they can be successful in an area like the Eastern Shore.	Ideas, communication with other small business, advertising, etc.	Looking forward to the future of The Park.
Agricultural processing of vegetables	Hopefully by offering more good ideas than bad	If we can get more vegetable processing on the Shore, we can vastly increase the wealth of our farming community, which would lift all boats around. The Shore needs to work on exporting more goods.
Businesses can are different from what is already available and can increase the job market here with uniqueness. and can offer	I think advertising The Park and highlighting the airport and the drone opportunities	
Green businesses	Having better marketing skills and knowing how to provide them	
Smaller employers in the 15-50 employee range; innovative; low water use	Support workforce learning needs	

## APPENDIX C: LIST OF STAKEHOLDERS INTERVIEWED

1. Anne Doyle, Planner, Accomack Northampton Planning District Commission
2. Bruce Herbert, Manager, Accomack County Airport
3. Butch Williamson, Robie Marsh, and Shawn Hildebrand, Accomack Northampton Electric Cooperative (ANEC)
4. Charles Juenger, Aerospace Engineer, NASA Wallops Flight Facility
5. David Bowles, Senior Research Fellow and Executive Director, Virginia Institute of Spaceflight and Autonomy (VISA)
6. David Devan, SVP, Policy and Strategic Partnerships, Virginia Economic Development Partnership (VEDP)
7. David Lumgair, CEO, Luminary Air Group
8. Elizabeth Lankford, CEO, Blue Crab Bay
9. Eric Littleton, Airfield Manager, NASA Wallops Flight Facility
10. Jeffrey A. Parks, Sr., Supervisor, Accomack County Board of Supervisors
11. Jim Schaeffer, (Former) President, Eastern Shore Community College
12. Joanne Moore, Executive Director, Chincoteague Chamber of Commerce
13. John Robinson, Program Manager, T Solutions
14. Leander Pambid, Deputy County Administrator, Planning and Community Development, Accomack County
15. Logan Holland, WT Holland & Sons
16. Lou Glaab, Aerospace Engineer, NASA Langley Research Center
17. Mallory Tuttle, Associate Director, Virginia Tech Center for Economic and Community Engagement
18. Peter Bale and David Landsberger, Sentinel Robotic Solutions
19. Philip Hickman, Dublin Farms
20. Robert Sabbatini, Executive Director, Eastern Shore of Virginia Chamber of Commerce
21. Scott Hall, Director, Workforce Development, Eastern Shore Community College
22. Scott Schaire, Program Manager, NASA Wallops Flight Facility
23. Stewart Hall, Deputy County Administrator, Public Works and Facilities, Accomack County
24. Tucker Terry and Taylor Terry, Eastern Shore Hub

## APPENDIX D: LIST OF BUSINESS PARKS

BUSINESS PARK	LOCATION	REFERENCE WEBSITE
Airport Industrial Park	Salisbury, MD	<a href="https://irp.cdn-website.com/e8f99108/files/uploaded/SWED_Airport_Brochure.pdf">https://irp.cdn-website.com/e8f99108/files/uploaded/SWED_Airport_Brochure.pdf</a>
Caroline Industrial Park	Federalsburg, MD	<a href="https://www.carolinebusiness.com/industrial-parks/">https://www.carolinebusiness.com/industrial-parks/</a>
Chesapeake Bay Business Park	Stevensville, MD	<a href="https://www.krm-dev.com/chesapeake-bay-business-park">https://www.krm-dev.com/chesapeake-bay-business-park</a>
Chesapeake Industrial Park	Cambridge, MD	<a href="https://choosedorchester.org/site-selection/">https://choosedorchester.org/site-selection/</a>
Delaware Coastal Business Park	Georgetown, DE	<a href="https://excitesussex.com/delaware-coastal-business-park/">https://excitesussex.com/delaware-coastal-business-park/</a>
Dorchester Regional Tech Park	Dorchester County, MD	<a href="https://choosedorchester.org/site-selection/">https://choosedorchester.org/site-selection/</a>
Federalsburg Industrial Park	Federalsburg, MD	<a href="https://www.carolinebusiness.com/industrial-parks/">https://www.carolinebusiness.com/industrial-parks/</a>
Frank M Adams Industrial Park	Federalsburg, MD	<a href="https://www.carolinebusiness.com/industrial-parks/">https://www.carolinebusiness.com/industrial-parks/</a>
Hurlock Industrial Park	Dorchester County, MD	<a href="https://choosedorchester.org/site-selection/">https://choosedorchester.org/site-selection/</a>
Mid-Shore Regional Tech & Business Park	Ridgely, MD	<a href="https://www.carolinebusiness.com/industrial-parks/">https://www.carolinebusiness.com/industrial-parks/</a>
Ross Business Park	Seaford, DE	<a href="https://www.seafordde.com/government/departments_offices/economic_development_community_relations/business_industrial_parks">https://www.seafordde.com/government/departments_offices/economic_development_community_relations/business_industrial_parks</a>

BUSINESS PARK	LOCATION	REFERENCE WEBSITE
Seaford's Industrial Park	Seaford, DE	<a href="https://www.seafordde.com/government/departments_offices/economic_development_community_relations/business_industrial_parks">https://www.seafordde.com/government/departments_offices/economic_development_community_relations/business_industrial_parks</a>
Wallops Research Park	Wallops Island, VA	<a href="https://www.co.accomack.va.us/businesses/wallops-research-park-information">https://www.co.accomack.va.us/businesses/wallops-research-park-information</a>
Western Sussex Business Campus	Seaford, DE	<a href="https://www.seafordde.com/government/departments_offices/economic_development_community_relations/business_industrial_parks">https://www.seafordde.com/government/departments_offices/economic_development_community_relations/business_industrial_parks</a>
Westwood Commerce Park	Salisbury, MD	<a href="https://salisbury.md/departments/arts-business-culture/business-development/opportunities/westwood-industrial-park">https://salisbury.md/departments/arts-business-culture/business-development/opportunities/westwood-industrial-park</a>

## APPENDIX E: INDUSTRY NAICS CODES

NAICS CODE	INDUSTRY SUBSECTOR DESCRIPTION
<b>Aerospace Industry</b>	
336411	Unmanned and robotic aircraft manufacturing, target drones
336419	Other guided missile and space vehicle parts and auxiliary equipment manufacturing (commercial)
334511	Flight and navigations sensors, transmitters, and displays manufacturing
334413	Semiconductor and related device manufacturing
334418	Printed circuit assembly manufacturing
541360	Aerial remote sensing geophysical surveying and mapping services
<b>Agriculture Industry</b>	
115112	Soil preparation, planting and cultivating
811310	Agricultural machinery and equipment repair and maintenance services
111419	Other food crops grown under cover (controlled environment agriculture, hydroponics, vertical farming)
311613	Rendering and meat byproduct processing
311710	Fish meal processing
541711	Biotechnology research and development laboratories or services in agriculture
541614	Process, physical distribution and logistics consulting services
493110	General warehousing and storage
493130	Farm product warehousing and storage
493120	Refrigerated warehousing and storage
484110	General freight trucking, local

NAICS CODE	INDUSTRY SUBSECTOR DESCRIPTION
<b>Hospitality Industry</b>	
812331	Laundry services
812320	Linen supply
312120	Breweries
311919	Other snack food manufacturing
722310	Food service contractors

## APPENDIX F: REFERENCES

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# TASK 2

# SITE DEVELOPMENT REPORT

PRESENTED BY



**bGlobal  
Consulting**



**PPR  
Strategies**

**OCTOBER 2025**

# TABLE OF CONTENTS

- SITE PROFILE ..... 1**
  - DESCRIPTION ..... 1
  - UTILITIES AND INFRASTRUCTURE ..... 1
  - BACKGROUND INFORMATION ..... 2
  - CURRENT INITIATIVES ..... 2
- SITE ANALYSIS ..... 5**
  - ADVANTAGES OF THE PARK ..... 5
  - CHALLENGES ..... 6
- SITE IMPROVEMENT RECOMMENDATIONS ..... 7**
- CONCLUSION ..... 9**

# SITE PROFILE

## DESCRIPTION

The Accomack County Industrial/Business Park at Melfa (The Park) encompasses 371 acres, with approximately 109 acres currently available for development. A 1991 engineering study by PMA Consulting Services identified 126 acres of non-tidal wetlands within The Park. The site is bounded by U.S. Highway 13 to the east, the Accomack County Airport to the west, and agricultural land to both the north and south. A Resource Protection Area borders The Park's southern edge. The terrain is generally level and approximately 80% wooded. The property is zoned for industrial use and lies within the Airport Overlay District.

The Accomack County Economic Development Authority (EDA) developed and manages The Park. Parkway, the main road through The Park, is asphalt and four side streets come off Parkway to serve sites and existing businesses. The roads are in generally good condition. Storm drain ditches are beside the roads, as opposed to curb and gutter. There are no sidewalks in The Park.

## UTILITIES AND INFRASTRUCTURE

The Park is served by A&N Electrical Cooperative (ANEC) with standard three phase industrial power. Water and sewer services are provided by Accomack County. There are currently no water or sewer system capacity constraints. Eastern Shore of Virginia Broadband Authority provides fiber to The Park, with bandwidths up to 20 gigabytes per second. There is currently no natural gas service to The Park.

The nearest Interstate highway is I-64, which is 63 miles away, in Norfolk. However, as noted above, The Park has direct access to US Highway 13, a four-lane divided highway connecting it with Norfolk, 70 miles to the south and Baltimore, 185 miles to the north. The closest international airport is

Baltimore/Washington International Airport (172 miles). The Park is 62 miles from Salisbury Regional Airport, MD, and is adjacent to the Accomack County Airport – designated for public use - with 20-30 airplanes based. There is no rail service to The Park.

## **BACKGROUND INFORMATION**

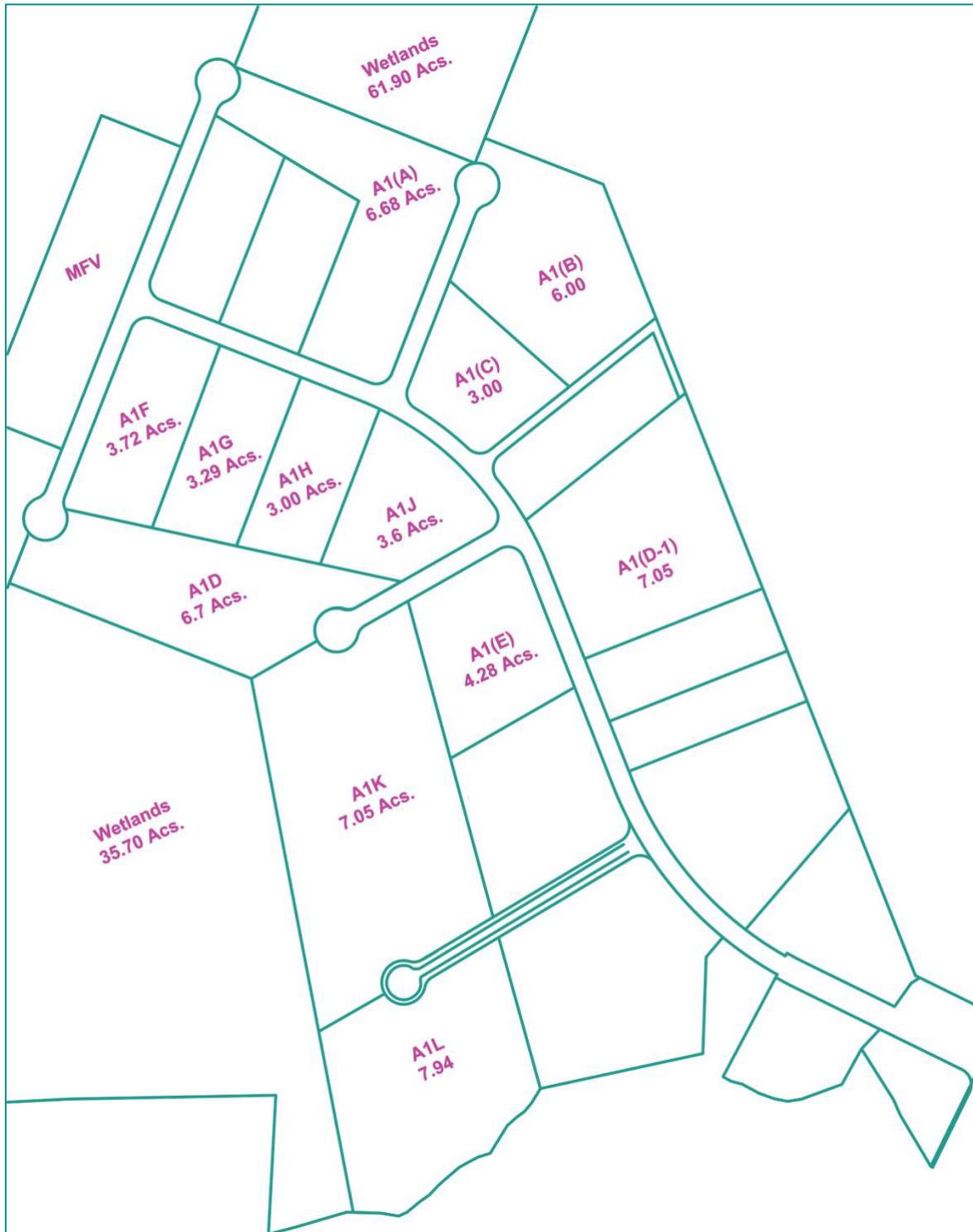
In 1991 the EDA had an engineering study conducted on The Park. The study includes the following:

- Geotechnical Study
- Cultural Resources Survey
- Drainage and Wetlands Evaluation
- Hazardous Materials Assessment (aka: Phase I Environmental)
- Threatened and Endangered Species
- Wetlands Regulatory Review

## **CURRENT INITIATIVES**

The EDA recently completed a storm water management plan and subdivided the property into 12 parcels ranging in size from 3 to 8 acres. Prior to undertaking this storm water management plan, the EDA requested that the Army Corps of Engineers release the deed and covenant restrictions on the 126 acres of no-tidal wetlands. If the Army Corps of Engineers agrees to this request, the EDA may trade off some of the uplands to develop some of the wetlands. This would result in additional developable acreage in The Park. The stormwater management plan utilizes the ditches along the roadways to manage stormwater runoff. The Park does not have a

stormwater retention basin. The following figure shows available lots and sizes in The Park.



This stormwater management plan produced the exhibit below showing the allowable impervious acreage for each of the proposed parcels. Note that in



# SITE ANALYSIS

Companies considering sites for expansion have many different criteria depending upon the industry. In general, the more ready a site is for development the more likely it is to be selected as this saves the company time. In economic development terms, “time saved is money saved”. Site readiness includes many things such as utilities and site condition, as well as information on the site.

## ADVANTAGES OF THE PARK

- For the most part, The Park’s infrastructure (roads, water, utilities) is in place to serve the acreage available for development
- The EDA has conducted the necessary site studies in 1991 (the above-mentioned PMA Consulting Services report) and can provide that documentation to prospective companies
- The EDA is pursuing approval of a wetlands delineation plan that would add further certainty to prospective companies
- The Park currently meets the Virginia Economic Development Partnership’s (VEDP) criteria for designation as a Tier 2 site under their Virginia Business Ready Site Program (VBRSP). The program has five Tiers, with Tier 5 designated “shovel ready”.
- The Park benefits from Virginia Enterprise Zone (VEZ) status, which enables investor eligibility for the Commonwealth’s Job Creation, and Real Property Investment grants
- The Park also benefits from HUB Zone certification, which allocates set asides for eligible companies working with the federal government
- Eastern Shore Community College being adjacent to The Park gives it an exclusive competitive advantage

- Melfa Airport bordering The Park is a valuable regional asset enhancing accessibility and further development potential

## **CHALLENGES**

- The 1991 PMA Consulting Report is dated and therefore does not meet the criteria for a Tier 3 site under VBRSP.
- The Park currently lacks natural gas service.
- The EDA does not have a real estate appraisal of The Park to use in negotiating land sales.

# SITE IMPROVEMENT RECOMMENDATIONS

To enhance the development potential of the Accomack County Industrial Park and increase its competitiveness for business attraction, the following recommendations focus on advancing site readiness, improving infrastructure, and addressing current limitations. These strategic actions aim to position The Park for long-term growth and eligibility for higher-tier designation within the Virginia Business Ready Sites Program.

1. Apply to VEDP's Virginia Business Ready Sites Program (VBRSP) for a Site Characterization grant to hire a site development professional to conduct a Site Characterization Study. The information contained in the Site Characterization Report will provide more detailed insight on development opportunities and challenges presented by the site, and related cost estimates – essential information for making informed decisions regarding further investment in the site. The grant pays 50% of the cost up to \$5,000 and VEDP accepts applications on a rolling basis. The estimated cost of a Site Characterization Study is from \$5,000 to \$10,000.
2. Upon completion of the Site Characterization Study, and review by the EDA and County officials, prioritize recommendations in the Site Characterization Study.
3. Apply to VEDP's Virginia Business Ready Sites Program for a Site Development Grant. This grant assists with the costs necessary to improve a site's development status from its current Tier Level to a higher Tier Level. These grant funds can be used for engineering studies, site improvements, due diligence studies, road access, and utility extensions. The grant requires a local match of \$1 for every \$3 from the Commonwealth of Virginia, and VEDP usually accepts applications in January every year.

4. Coordinate with state and VEDP officials for funding to extend the gas pipeline to The Park.
5. If additional developable acreage becomes available by trading off uplands for wetlands, consider extending a road to the Eastern Shore Hub parallel to the airport runway to provide a direct connection between The Park and The Eastern Shore Hub.

# CONCLUSION

The Accomack County Industrial Park presents a significant opportunity for industrial development on Virginia's Eastern Shore. With 109 acres currently available, foundational infrastructure in place, and access to key utilities and transportation routes, The Park can be well-positioned to attract new businesses. Ongoing efforts by the Accomack County Economic Development Authority to update site studies, implement a stormwater management plan, and pursue wetlands delineation and VBRSP Tier advancement will further enhance site readiness. Strategic investments and partnerships - particularly in areas such as site characterization, infrastructure upgrades, and connectivity to nearby assets like the Eastern Shore Hub - will be essential to unlocking the full potential of The Park as a regional hub for business growth and economic development.

# TASK 3

# MARKETING PLAN

PRESENTED BY



**bGlobal  
Consulting**



**PPR  
Strategies**

**OCTOBER 2025**



# Table of Contents

<b>3</b>	Executive Summary	<b>18</b>	Target Industries & Key Messages
<b>10</b>	Introduction	<b>26</b>	Marketing Goals & Objectives
<b>11</b>	SWOT Analysis	<b>31</b>	Marketing Strategy & Tactics
<b>14</b>	Target Audiences	<b>48</b>	Implementation Matrix, Budget, & Metrics

# Executive Summary

In 2024 the Accomack County Economic Development Authority (EDA) hired bGlobal Consulting and PPR Strategies to develop a comprehensive marketing plan for the Accomack County Industrial Park, located in Melfa, VA. Three phases comprised the full scope of the project:

1. Market Study
2. Site Development Recommendations
3. Marketing Plan

The Task 1 and Task 2 reports informed the development of the marketing plan. By identifying economic development challenges to solve, and advantages to emphasize, this marketing plan will help the Accomack County EDA point the compass toward the audiences that power its future. Target audiences include site selectors and real estate brokers active in priority sectors; existing local businesses, national, and international prospects; as well as residents and workforce populations who stand to benefit from the region's economic opportunities and quality of life. The approaches and methods proposed leverage Accomack County's assets for economic development, creating key messages that will drive success.

This plan is designed to be ambitious, while also providing room to scale marketing efforts up or down based on organizational capacity and resources. Aspects of this plan should be viewed as opportunities for regional collaboration. The Accomack County EDA cannot accomplish all of the goals in this plan alone. We encourage the EDA, Accomack County Economic Development, the regional Chambers of Commerce, and other stakeholders in the region and Commonwealth to explore partnerships, leveraging resources across several organizations, to achieve goals that benefit not only The Park, but economic development efforts in Accomack County as a whole.

Grounded in extensive stakeholder engagement, market research, and a competitive analysis of regional assets, the plan identifies clear opportunities to align Accomack County's unique strengths with evolving industry demands. With proximity to NASA Wallops Flight Facility, a legacy of agricultural innovation, and a growing tourism economy, Accomack County is uniquely positioned to attract investment in aerospace, agribusiness, and hospitality sectors.

The plan defines five core target audiences—site selectors and real estate brokers, existing and prospective businesses, industry talent, and local stakeholders—and establishes a strategic framework for engaging each through tailored messaging and multi-channel outreach.

## Target Audiences

- **Existing businesses in Accomack County seeking expansion** - Engaging existing business owners for expansion opportunities is a core principle of economic development. Key decision-makers in this group include business owners, senior-level executives, board members and other internal stakeholders.
- **Regional and national businesses within the targeted industry sectors seeking relocation or development of new facilities** - Relocating or expanding businesses and new entrepreneurial ventures are forward-looking, innovative, and drawn to communities that offer the highest potential for success. Access to growth resources, business-friendly environments and supportive community networks are top of mind for this audience.
- **Site selectors and commercial real estate brokers seeking optimal business sites** - Site selectors work with a diverse client base, including large corporate enterprises, commercial real estate developers and economic development organizations. Typically catering to metropolitan areas, site selectors collaborate with C-level executives and high-ranking decision-makers to recommend new business locations in thriving communities.
- **Talent seeking opportunities in target industries** - These talent prospects represent a diverse mix of experienced professionals, emerging leaders, and specialized experts. Typically ranging from mid-level professionals to senior executives, they actively evaluate new career opportunities that offer professional growth, competitive compensation, and improved quality of life.

## Target Industries

- Aerospace Industry
  - Spacecraft and launch vehicle component manufacturing and services
  - Advanced air mobility and uncrewed systems
- Agriculture & Aquaculture Industry
  - Food processing
  - Controlled environment agriculture
  - Agricultural equipment service, repair and parts suppliers
  - Eastern Shore Hub opportunities (formerly the Robert Bloxom Agricultural Complex)
- Hospitality and Tourism Industry
  - Hospitality industry suppliers and distributors
  - Craft beverage

## Marketing Goals

Six overarching marketing goals guide this effort:

- **Goal #1:** Position the Accomack County Industrial Park as a leading choice for businesses in targeted industry sectors looking to locate or expand in the Mid-Atlantic region.
- **Goal #2:** Raise regional and national awareness of Accomack County Industrial Park and its strategic business advantages among site selection consultants and commercial real estate brokers.
- **Goal #3:** Position Accomack County Industrial Park as a location of choice for local businesses looking to start or expand operations.
- **Goal #4:** Support efforts to position Accomack County as a competitive and appealing destination for new talent by promoting its unique lifestyle, career opportunities, and quality of life.
- **Goal #5:** Support efforts to create a strong sense of community and opportunity within Accomack County to retain existing talent and support long-term career and personal growth.
- **Goal #6:** Strengthen support from residents, businesses, and elected officials in Accomack County regarding the benefits of business growth to the greater community.



## Marketing Strategy

In order to achieve the goals and objectives outlined in this plan, strategies and tactics across owned, social, paid and earned media were developed. This plan recognizes that the Accomack County EDA, as an organization, currently has both limited capacity and resources to implement all of these strategies immediately. Therefore, within each category the strategies have been prioritized based on both immediacy of impact/importance, as well as on the EDA's ability to grow organization capacity and resources over time. Without dedicated staff to execute these marketing efforts, the EDA will need to evaluate the capacity and willingness of the Board members and volunteers to phase in these recommendations over time.

Strategies and tactics are organized by near-term (0-12 months), mid-term (years 2-3), and long-term (4+) to enable the EDA to build capacity and resources over time. Additionally, within each timeframe the tactics are prioritized in order to modify and adapt the implementation plan based on organizational capacity and budget constraints.

Finally, the marketing plan provides an implementation matrix, estimated costs for each recommended tactic, and clear metrics to assess effectiveness, make data-driven adjustments as needed, and provide a vision for what success looks like for the EDA and The Park.

# SECTION

# 1

SWOT, Audiences  
and Industries



# Purpose of the Plan

Every economic development project needs a compass to navigate existing challenges, create new opportunities, and prosper. In 2024, the Accomack County Economic Development Authority (EDA) asked bGlobal and PPR Strategies to be that wayfinder for the Accomack County Industrial Park (The Park). By identifying economic development challenges to solve, and advantages to emphasize, this marketing plan will help the Accomack County EDA point the compass toward the audiences that power its future. Target audiences include site selectors and real estate brokers active in priority sectors; existing local businesses, national, and international prospects; as well as residents and workforce populations who stand to benefit from the region's economic opportunities and quality of life. The approaches and methods proposed leverage Accomack County's assets for economic development, creating key messages that will drive success.



This plan is designed to be ambitious, while also providing room to scale marketing efforts up or down based on organizational capacity and resources. Aspects of this plan should be viewed as opportunities for regional collaboration. The Accomack County EDA cannot accomplish all of the goals in this plan alone. We encourage the EDA, Accomack County Economic Development, the regional Chambers of Commerce, and other stakeholders in the region and Commonwealth to explore partnerships, leveraging resources across several organizations, to achieve goals that benefit not only The Park, but economic development efforts in Accomack County as a whole.

# SWOT Analysis

## Strengths, Weaknesses, Opportunities and Threats

PPR Strategies prepared a SWOT analysis for The Park, which provides a foundation for developing an effective marketing strategy. The SWOT is used to identify strengths and opportunities to leverage in marketing The Park, as well as weaknesses and threats that should be mitigated both in marketing and in action over time. A SWOT is comprised of four components:

- **Strengths** - These are the positive *internal* factors that give The Park an advantage.
- **Weaknesses** - These are the *internal* factors that put The Park at a disadvantage.
- **Opportunities** - These are the *external* factors that present potential growth opportunities, or that the EDA can leverage to benefit development at The Park.
- **Threats** - These are the *external* factors that could negatively impact the EDA's efforts to attract development to The Park.



# SWOT Analysis

## Strengths

- Accomack County has a positive local business environment, a motivated Economic Development Authority, and elected officials who support development at The Park
- The Park has good access directly off of US-13, with relatively easy access to regional transportation hubs such as the Port of Virginia and local marina facilities for seafood and aquaculture logistics
- The Park is well-located within Accomack County, with proximity to regional assets such as NASA Wallops Flight Facility and NASA Langley
- The Park is adjacent to Accomack County Airport, offering mobility and opportunities to leverage the Airport to attract complementary businesses
- The Park is adjacent to the Eastern Shore Hub (formerly the Robert Bloxom Agricultural Center), creating opportunities to attract complementary businesses
- The Park is adjacent to the Eastern Shore Community College, offering opportunities for workforce training, talent pipeline collaborations and entrepreneurship development
- Significant investments have been made in infrastructure in the Park, including water, sewer, roads, stormwater management and fiber
- The Park is located in a state-designated Enterprise Zone, which enables businesses considering locating in The Park to take advantage of several incentive programs such as the Virginia Job Creation Grant and Real Property Investment Grant. This supports business attraction efforts.
- The Park is cost-competitive with other industrial parks in the region.

## Weaknesses

- There are no existing buildings available for lease in The Park, requiring new businesses to build their own facility and extending the timeline for occupancy
- Despite investments in infrastructure at The Park, the parcels are not graded and “shovel-ready,” requiring additional work prior to development. This is a disadvantage when compared to other sites in the region that are further along in the development process.
- The Park is not currently served with natural gas, and does not have redundant electric power service
- The current stormwater management system (drainage ditch) is a limiting factor for new development, resulting in a relatively low floor area ratio (a measure of the size of buildings and density of square footage that can be built on the site), and under-utilization of the available parcels
- The Park, while well-located within the county, is geographically distant from major population centers such as Richmond, Baltimore and Wilmington, and transportation routes such as I-95, limiting access to major distribution and logistics infrastructure
- Absence of dedicated local economic development staff and resources to drive strategic growth

# SWOT Analysis

## Opportunities

- Activity at NASA Wallops is increasing, with a growing portfolio of hypersonics work, commercial spaceflight, and UAS testing and development
- Renewed investment and activity in the Eastern Shore Hub
- Potential for synergy with the Wallops Research Park
- Accomack County offers a positive quality of life, with a variety of outdoor recreation and tourism assets
- Accomack County has relatively low crime rates
- Accomack County offers an affordable cost of living
- Accomack County offers an affordable cost of doing business
- Planned expansion of natural gas, potential extension to Melfa

## Threats

- The region is home to three other well-positioned industrial parks in close proximity to Wallops with some competitive advantages over The Park, including professional staff to drive strategic growth and pad-ready sites for faster development timelines.
- The region has tensions between commercial development and the growing tourism sector, and there is not local consensus on the rate and extent of growth
- Accomack County residents have educational attainment levels lower than Commonwealth of Virginia averages. Accomack County Schools overall perform slightly under Commonwealth averages as well<sup>1</sup>, which is a challenge for both workforce pipeline and attracting talent to the region
- Accomack County has a limited supply of affordable housing
- Accomack County has a limited supply of hospitality amenities and facilities for recreation and other activities, which can be a deterrent to attracting workforce
- Accomack County has a relatively high poverty rate (17.3% local; 10.2% Virginia)<sup>2</sup> and comparatively low median household incomes (\$57,500 local; \$90,974 Virginia)<sup>3</sup>
- Accomack County has several constraints in workforce availability, including a relatively small population, an aging population, and a trend of population out-migration

<sup>1</sup>Source: <https://schoolquality.virginia.gov/divisions/accomack-county-public-schools#desktopTabs-1>

<sup>2</sup>Source: 2024 Census Data - <https://www.census.gov/quickfacts/fact/table/accomackcountyvirginia/PST045224>

<sup>3</sup>Source: 2024 Census Data - <https://www.census.gov/quickfacts/fact/table/accomackcountyvirginia/PST045224>

# Target Audiences

To ensure the long-term success and strategic growth of The Park in Accomack County, this marketing plan is grounded in a clear understanding of the audiences the EDA aims to reach. Located on Virginia’s scenic Eastern Shore, Accomack County offers a compelling mix of assets—proximity to NASA Wallops Flight Facility, a strong agricultural base, access to outdoor recreation and waterways, and a close-knit community with a commitment to preserving its rural character. These unique strengths position the County to attract a range of business prospects and stakeholders whose goals align with The Park’s development potential.

This section outlines the distinct audiences that will be the focus of the recommended marketing and outreach efforts. Each group has unique motivations, expectations, and communication preferences. By tailoring the messaging and engagement strategies to their specific needs, the EDA can drive interest in The Park, support local business growth, and ensure development efforts are both economically impactful and community-aligned.



## EXISTING BUSINESSES IN ACCOMACK COUNTY SEEKING EXPANSION

Engaging existing business owners for expansion opportunities is a core principle of economic development. Key decision-makers in this group include business owners, senior-level executives, board members and other internal stakeholders. Business owners appreciate direct communications through emails, informative newsletters and in-person meetings. Accomack County's business community values a strong local network and creating business connections that can support their success in a rapidly growing market. Social media platforms such as Facebook and Instagram have a strong benefit for existing businesses as a means to connect with their consumer base and can often be an effective platform for paid advertising and organic content to reach business owners. These businesses also respond well to earned media that showcases the success of similar ventures and personalized outreach through digital means or in-person that provide supportive resources for their operations.

## REGIONAL AND NATIONAL BUSINESSES WITHIN THE TARGETED INDUSTRY SECTORS SEEKING RELOCATION OR DEVELOPMENT OF NEW FACILITIES

Relocating or expanding businesses and new entrepreneurial ventures are forward-looking, innovative, and drawn to communities that offer the highest potential for success. Access to growth resources, business-friendly environments and supportive community networks are top of mind for this audience. Key decision-makers include business owners, executives and entrepreneurs who often juggle multiple projects—making direct, clear and concise messaging critical to capturing their attention. New businesses appreciate information that helps them navigate the local business landscape and discover available resources to drive their success. Sharing success stories of similar businesses can also be a winning strategy to connect with relocating or new enterprises. Effective communication strategies include tailored communications that can speak to the needs of their specific industry through paid advertising, direct contact, email newsletters and web pages.

# Target Audiences

## **SITE SELECTORS AND COMMERCIAL REAL ESTATE BROKERS SEEKING OPTIMAL BUSINESS SITES**

Site selectors work with a diverse client base, including large corporate enterprises, commercial real estate developers and economic development organizations. Typically catering to metropolitan areas, site selectors collaborate with C-level executives and high-ranking decision-makers to recommend new business locations in thriving communities. Characterized by their analytical, risk-averse and detail-oriented approach, site selectors and location advisors value accessible and expansive quantitative data, up-to-date listings of available properties, and success stories when evaluating new communities for business investment. This group responds best to clear, concise communication, primarily through virtual meetings, online updates and phone conversations. Effective engagement strategies include targeted website content, LinkedIn, media relations and hosted events such as in-person or virtual meetings.

## **TALENT SEEKING OPPORTUNITIES IN TARGET INDUSTRIES**

These talent prospects represent a diverse mix of experienced professionals, emerging leaders, and specialized experts. Typically ranging from mid-level professionals to senior executives, they actively evaluate new career opportunities that offer professional growth, competitive compensation, and improved quality of life. Characterized by their career-focused, opportunity-driven mindset, talent prospects prioritize comprehensive information about career trajectories, compensation benchmarks, company culture insights, and community amenities when considering relocation decisions. This group responds best to authentic, transparent communication through digital channels including LinkedIn, professional networks, virtual career events, and mobile-optimized platforms. Effective engagement strategies include targeted content marketing showcasing career success stories, virtual networking events, personalized outreach campaigns, and comprehensive resource hubs featuring industry insights, salary data, and quality of life indicators.

# Target Audiences

## COMMUNITY RESIDENTS, ELECTED OFFICIALS AND KEY STAKEHOLDERS INTERESTED IN PRESERVING ACCOMACK COUNTY'S CHARACTER WHILE ADDRESSING ECONOMIC CHALLENGES

This audience includes long-term residents, local business owners, civic leaders, and elected officials who are deeply invested in maintaining the county's rural heritage and quality of life. Many are multi-generational residents with strong ties to traditional industries like agriculture, fishing, and tourism, while others are newer residents attracted by the area's natural beauty and slower pace of life. Characterized by their community-focused, preservation-minded and cautious approach to change, these stakeholders prioritize protecting environmental resources, maintaining small-town character, and ensuring any development benefits existing residents rather than displacing them. They express concerns about increased traffic, environmental impact, strain on infrastructure, and potential changes to the community's identity. This group responds best to transparent, relationship-based communication through trusted local channels including town halls, community newspapers, local radio, social media groups, and face-to-face conversations with familiar leaders. Effective engagement strategies include hosting listening sessions, sharing success stories from similar rural communities, providing detailed impact studies, partnering with respected local voices, and demonstrating how balanced development can preserve community values while improving amenities, creating local employment opportunities and supporting existing businesses.

# Target Industries

Based on the research and analysis completed in the Task 1: Market Study Report, three primary industry sectors were identified as a focus for attracting new companies to The Park - Aerospace, Agribusiness, and Hospitality and Tourism. Each industry sector has been refined to identify specific subsectors with opportunity for growth at The Park. To develop effective marketing and communication strategies directed toward these industry subsectors, Target Industry Segmentation was utilized to evaluate each subsector based on the following:

- Who are their clients?
- Who are the location and/or facility decision-makers?
- What are their communication preferences?
- What are the characteristics that motivate and drive their decision-making (psychographics)?

Using these factors, a value proposition was developed for each subsector, identifying the strengths and attributes of The Park that will appeal to the target sectors and inform marketing messaging and communication styles.



## Aerospace Industry

An industry cluster in the uncrewed systems and aerospace is poised for growth in the region. The onsite presence of the Accomack County Airport, and proximity to NASA Wallops Flight Facility, the U.S. Navy, the Federal Aviation Administration (FAA), Virginia Spaceport Authority, and the Mid-Atlantic Spaceport create a unique opportunity to draw new collaborators in the areas of spacecraft and launch vehicle component manufacturing, and advanced air mobility and uncrewed systems in support of both government and commercial aerospace activities.

### *Spacecraft & Launch Vehicle Component Manufacturing/ Services*

<b>Type:</b>	B2B, B2G	<b>Decision Makers:</b>	CTOs and C-Suite Executives, Directors of Engineering, Program Managers, Procurement Officers, Human Resources Professionals
<b>Client Base:</b>	Aerospace contractors, defense agencies, satellite manufacturers, space launch providers	<b>Geographic Focus:</b>	Mid-Atlantic, DC metro, East Coast space corridor, NASA-affiliated ecosystems
<b>Psychographics:</b>	Innovation-driven, mission-focused, risk-mitigating, quality-obsessed, cost-conscious	<b>Communication Preferences:</b>	Technical presentations, government procurement portals, site visits, in-person briefings, targeted LinkedIn outreach

### **Value Proposition - Why Accomack County Industrial Park:**

Proximity to NASA Wallops, unmet need in the region for payload processing spaces, and affordability make The Park an ideal location for light manufacturing and satellite component staging. The Park’s location provides logistical advantages for transporting large components by truck, especially when avoiding the complexities of crossing the Bay Bridge. The Park offers a cost-effective alternative to pricier hubs like Cape Canaveral or Northern Virginia.

# Target Industries

## Advanced Air Mobility and Uncrewed Systems

<b>Type:</b>	B2C, B2G	<b>Decision Makers:</b>	Directors of Engineering, R&D Managers, Innovation Leads
<b>Client Base:</b>	Drone, STOL, VTOL and amphibious aircraft developers, ag-tech firms, defense and federal agencies, remote sensing companies, precision agriculture firms, corporations, investors	<b>Geographic Focus:</b>	Mid-Atlantic corridor, rural test zones, NASA Langley to NASA Wallops corridor
<b>Psychographics:</b>	Tech-first, data-driven, experimental	<b>Communication Preferences:</b>	Pilot program collaborations, trade expos, government-industry roundtables, virtual briefings

### Value Proposition - Why Accomack County Industrial Park:

With its low-density airspace and access to both restricted and unrestricted zones, The Park is ideal for companies engaged in autonomous systems testing and development to serve clients engaged in agricultural activities such as crop mapping, weather monitoring, and remote sensing analytics. The Accomack County Airport is authorized for Groups 3, 4, and 5 Unmanned Air Systems (UAS) classifications by FAA, which constitute larger, more capable systems. Accomack County’s general aviation airport and adjacent ESCC campus offer long-term potential for crewed and autonomous passenger and cargo systems innovation, workforce development, and regional testbed partnerships.

## Agriculture & Aquaculture Industry

With water and fertile land abundant, Accomack’s location along the Eastern Shore make agriculture and aquaculture key regional industries. Aquaculture is a heritage industry (oysters, clams, scallops, crabs, and finfish) along the Eastern Shore, making it a significant contributor to the state’s economy. Home to over 250 farms and over 81,000 acres of farmland, the agribusiness sector thrives courtesy of traditional grain crops (corn, soybeans, wheat) and other crops (poultry, potatoes, vegetables, and fruit). Virginia’s Eastern Shore is well known for its aquaculture production, with more than 7,000 miles of shoreline and numerous access points to the Chesapeake Bay. The Eastern Shore Hub is being developed for aquaculture, including finfish (Blue Catfish) processing and shellfish canning. Leveraging agricultural and aquaculture assets and proximity to key markets, food and beverage manufacturing is also an area of strength.

### Food Processing

<b>Type:</b>	B2B	<b>Decision Makers:</b>	Operations Managers, Procurement Directors, Facility Planners
<b>Client Base:</b>	Grocery chains, food service providers, restaurants, distributors, institutional buyers	<b>Geographic Focus:</b>	East Coast supply chain, Mid-Atlantic region, Port of Virginia access
<b>Psychographics:</b>	Efficiency-focused, compliance-driven, scalability, access to major roadways, connected to local farming community	<b>Communication Preferences:</b>	Trade publications, regional industry meetups, webinars, virtual site pitches

### Value Proposition - Why Accomack County Industrial Park:

Accomack County’s deep roots in poultry and produce already support large-scale food production and processing. The Park’s infrastructure—water, sewer, power, broadband—and proximity to Eastern Shore Hub and local farms make it ideal for expanding or secondary processing operations and aquaculture. Cold storage and packaging opportunities are a great fit.

# Target Industries

## *Agricultural Equipment Service, Repair and Parts Suppliers*

<b>Type:</b>	B2B	<b>Decision Makers:</b>	Service Managers, Regional Operations Directors, Dealership Owners, Equipment Manufacturers
<b>Client Base:</b>	Large-scale farms, agribusiness operations, ag cooperatives	<b>Geographic Focus:</b>	Accomack County (VA), Northampton County (VA), Worcester County (MD), Somerset County (MD)
<b>Psychographics:</b>	Reliable, community-minded, problem-solving, growth-oriented	<b>Communication Preferences:</b>	Direct outreach, industry meetups, trade associations, regional workforce partnerships

### **Value Proposition - Why Accomack County Industrial Park:**

There’s a growing need for agricultural equipment technicians on the Eastern Shore, creating a prime opportunity for service firms. The Park’s location near major farms and its road access across Delmarva make it ideal for mobile repair services and parts suppliers. Many farms now stock their own parts due to long wait times, highlighting the demand. Locating at The Park allows firms to streamline distribution and meet urgent market needs, with workforce partners like ESCC ready to support training and growth.

### *Eastern Shore Hub Opportunities*

Graduates and partners of the Eastern Shore Hub may find continued growth opportunities at The Park—particularly those in food processing, aquaculture, hydroponics, and ag technology sectors. These synergies present unique opportunities for cross-collaboration, supply chain integration, and shared workforce development efforts across the region.

## Hospitality and Tourism Industry

The Eastern Shore enjoys healthy visitor traffic and tourism is a major contributor to the local economy. According to the Eastern Shore of Virginia (ESVA) Tourism Commission, the region showed a strong recovery post-COVID and is #1 for tourism in Virginia, with Cape Charles and Chincoteague being the big draws for visitors, especially young families. Other hot spots include Onancock, Onley, and Saxis, all of which recorded high Transient Occupancy Tax (TOT) collections. This represents an opportunity to attract industry suppliers, distributors, and craft beverage manufacturers to The Park.

### *Hospitality Industry Suppliers and Distributors*

<b>Type:</b>	B2B	<b>Decision Makers:</b>	Property Managers, GMs, Procurement Coordinators
<b>Client Base:</b>	Independent hotels, Airbnbs, restaurants, caterers, event venues, property management firms	<b>Geographic Focus:</b>	Eastern Shore, Cape Charles to Chincoteague
<b>Psychographics:</b>	Service-oriented, value-conscious, reliability-driven, time-sensitive	<b>Communication Preferences:</b>	Sales reps, trade shows, email campaigns, phone outreach

### Value Proposition - Why Accomack County Industrial Park:

As tourism grows, the Eastern Shore’s hospitality sector needs reliable, local suppliers for linens, food, and equipment. The Park offers storage and distribution capabilities with quick access to US-13, reducing delivery delays and costs.

## Craft Beverage Production

<b>Type:</b>	B2B, B2C	<b>Decision Makers:</b>	Brewers, Owners, Marketing Directors
<b>Client Base:</b>	Tourists, local retailers, restaurants, distributors, farmers markets	<b>Geographic Focus:</b>	Delmarva region, Coastal Virginia, Mid-Atlantic beer trail
<b>Psychographics:</b>	Brand loyal, quality-seeking, community-oriented	<b>Communication Preferences:</b>	Social media, in-person festivals, taproom visits, influencer marketing

### Value Proposition - Why Accomack County Industrial Park:

The Park's setting near tourist routes and agricultural suppliers creates a strong story for farm-to-glass production. Zoning and available utilities support production, tasting rooms, and events. It's a strategic location for both local sales and regional distribution.

# SECTION 2

Goals and Objectives



# Goals and Objectives

The success of the Accomack County Industrial Park hinges on a clear, forward-looking strategy to attract, retain, and grow businesses that align with the region’s assets and aspirations. As the County continues to build on its strengths—including its proximity to Wallops Flight Facility, strong institutional partnerships, and a unique Mid-Atlantic coastal location—this marketing plan outlines a series of targeted goals and actionable objectives that position The Park for long-term, sustainable growth.

These goals are designed to leverage regional partnerships, raise awareness among key audiences, and create a compelling value proposition for prospective tenants—from national site selectors and commercial brokers to local entrepreneurs and high-growth startups. Together, they support a unified vision: to make Accomack County Industrial Park a premier destination for innovation, investment, and job creation, while simultaneously enhancing the broader community's quality of life and economic resilience.



# Goals and Objectives

## *Business Attraction, Retention and Expansion*

**Goal #1:** Position the Accomack County Industrial Park as a leading choice for businesses in targeted industry sectors looking to locate or expand in the Mid-Atlantic region.

### *Objectives:*

- Strengthen relationships and partnerships with the Virginia Economic Development Partnership (VEDP), the Virginia Spaceport Authority and the Small Business Administration.
- Strengthen relationships with regional assets such as the Mid-Atlantic Regional Spaceport, Wallops Flight Center, Wallops Research Park, The Eastern Shore Hub, Eastern Shore Community College, the AREC and VIMS to capitalize on synergistic development, collaboration and entrepreneurship opportunities.
- Increase awareness of The Park's development potential among Wallops' contractor community to capitalize on the need for contractors to locate business operations in proximity to Wallops.
- Create engagement with industry-specific organizations and publications in the aerospace, agriculture and hospitality and tourism sectors.
- Articulate The Park's unique strategic business advantages to differentiate from regional competition.

**Goal #2:** Raise regional and national awareness of Accomack County Industrial Park and its strategic business advantages among site selection consultants and commercial real estate brokers.

### *Objectives:*

- Strengthen relationship with Virginia Economic Development Partnership (VEDP) to leverage their site selection engagements with national site selection consultants.
- Increase awareness of The Park's strategic advantages among local, regional, and national commercial brokers and site selectors.
- Position Accomack County Industrial Park as a cost-competitive alternative to higher-profile markets while maintaining strategic location advantages
- Establish regular communication and relationship-building touchpoints with key site selection professionals through industry events, conferences, and networking opportunities

# Goals and Objectives

**Goal #3:** Position Accomack County Industrial Park as a location of choice for local businesses looking to start or expand operations.

*Objectives:*

- Strengthen relationships with local businesses to gain a better understanding of growth needs.
- Increase awareness of The Park and development opportunities among the local business community.
- Communicate the development opportunities at The Park to aspiring entrepreneurs looking for a place to start their business.
- Establish partnerships with local chambers of commerce, business associations, and entrepreneurship organizations to reach potential tenants
- Create awareness of flexible leasing options, build-to-suit opportunities, and phased expansion possibilities within The Park

## *Talent and Workforce*

**Goal #4:** Support efforts to position Accomack County as a competitive and appealing destination for new talent by promoting its unique lifestyle, career opportunities, and quality of life.

*Objectives:*

- Create awareness of Accomack County among target talent audiences in key metropolitan markets and industries
- Enhance the perception of Accomack County as a desirable place to live, work and raise a family
- Build brand recognition for Accomack County's unique value proposition combining rural charm with modern amenities and coastal lifestyle
- Position Accomack County as an affordable residential alternative to high-cost metropolitan areas without sacrificing career opportunities

# Goals and Objectives

**Goal #5:** Support efforts to create a strong sense of community and opportunity within Accomack County to retain existing talent and support long-term career and personal growth.

*Objectives:*

- Increase awareness of local career pathways and advancement opportunities, including apprenticeship and internship opportunities
- Enhance perceptions of Accomack County as a desirable place to live, work and raise a family
- Support partnerships that strengthen connections between local talent and existing employers to improve job satisfaction and career visibility
- Enhance communication about compensation competitiveness and total quality of life value proposition compared to urban alternatives
- Build awareness of remote work opportunities that allow residents to access national job markets while remaining in Accomack County
- Increase recognition and celebration of local success stories and career achievements to build community pride and professional aspiration

## *Building Community Support for Development at The Park*

**Goal #6:** Strengthen support from residents, businesses, and elected officials in Accomack County regarding the benefits of business growth to the greater community.

*Objectives:*

- Communicate the benefits of new commercial and industrial development at The Park to local residents and elected officials.
- Advocate for policies that will strengthen Accomack County's ability to attract businesses and talent to the region.
- Celebrate the success stories of businesses at The Park to create connections and community pride.

# SECTION 3

Marketing Strategy  
and Tactics



# Marketing Strategy

In order to achieve the goals and objectives outlined in this plan, strategies and tactics across owned, social, paid and earned media were developed. This plan recognizes that the Accomack County EDA, as an organization, currently has both limited capacity and resources to implement all of these strategies immediately. Therefore, within each category the strategies have been prioritized based on both immediacy of impact/importance, as well as on the EDA's ability to grow organization capacity and resources over time. Without dedicated staff to execute these marketing efforts, the EDA will need to evaluate the capacity and willingness of the Board members and volunteers to phase in these recommendations over time.



Additionally, as noted in the Purpose statement of the plan, aspects of this strategy should be viewed as opportunities for regional collaboration. The Accomack County EDA cannot accomplish all of the goals in this plan alone. We encourage the EDA, Accomack County Economic Development, the regional Chambers of Commerce and other stakeholders in the region to explore partnerships, leveraging resources across several organizations, to achieve goals that benefit not only The Park, but economic development efforts in Accomack County as a whole.

## **Owned Media**

Owned media refers to any online or offline content and communication channels that an organization fully controls, such as its website, email newsletters, or collateral materials. For example, The Park’s website, blog posts, and regular e-news updates are all owned media that can be leveraged to tell its story directly to target audiences.

Owned media is the foundation for building awareness, trust, and long-term engagement with prospective businesses, site selectors, industry partners, and the local community. By investing in strategic digital infrastructure—particularly a dedicated website and consistent communications—The Park can position itself as a credible, opportunity-rich location for business growth. This phased strategy prioritizes scalable actions that can be implemented with current resources, while planning for deeper engagement and higher-level brand development over time.

### **Near-Term (0-12 Months):**

- Launch a dedicated website for Accomack County Industrial Park to serve as the central hub for marketing, information, and lead generation. Website content will
  - Support business attraction messaging to emphasize target industries.
  - Feature case studies/testimonials from businesses located in The Park.
  - Include a user-friendly Contact/Inquiry form
  - Identify and/or acquire aerial and ground-level photography and digital assets to showcase infrastructure and location advantages.
  - Be optimized for SEO based on industry-specific terms and site selection keywords.
  - Include downloadable materials (e.g., site fact sheet or overview deck).
  - Implement Google Analytics to track website traffic and engagement.
  
- Create a professionally designed digital brochure that aligns with the website and can be easily emailed, printed, or linked (embedded) in outreach. The brochure content should include:
  - A concise overview of The Park and its strategic location
  - A summary of infrastructure, utility, and transportation assets
  - Site layout map or available parcel overview

*Note that a one-pager was developed as part of this project and is attached as an appendix to this report*

## Owned Media (con't)

- Testimonials or quotes from current or past business tenants
- Proximity advantages (Wallops Flight Facility, Eastern Shore Hub, ESCC, etc.)
- Contact information and call to action for site tours or inquiries
- Use a platform like Mailchimp (recommended for affordability) or Constant Contact to begin collecting email addresses and sending basic updates. As the list grows, use it to i) share development updates, ii) promote available sites, iii) distribute newsworthy announcements, iv) encourage engagement (e.g., site tours, event attendance)
  - Develop and maintain contact lists of:
    - Site selectors
    - Commercial real estate brokers (regional and national)
    - Wallops contractors
    - Local entrepreneurs and small business networks
  - Begin sending personalized outreach emails and inviting priority contacts to virtual briefings or one-on-one calls.
  - Track newsletter open/click rate and other metrics to gauge engagement and inform future content.

## Mid-Term (Years 2-3):

- Create a Visual Identity for The Park by developing a name/logo, color palette, and basic brand guidelines that can be applied across all communications.
  - This can be simple (logo and font/colors) or more comprehensive, depending on the resources available.
  - Apply new branding to signage, presentations, event booths, and physical packets.
  - Enhance website content by adding interactive features such as a map of available lots or buildings, drone footage of the site, or industry-specific landing pages for tailored messaging.
  - Include employer spotlight stories to highlight workforce and career pathway opportunities.
  - Add a “News & Updates” or blog section for ongoing content and SEO value.

## *Owned Media (con't)*

- Move from one-off e-blast announcements to a regular quarterly e-newsletter sent to site selectors, economic development partners, and business contacts.
  - Highlight success stories, available properties, infrastructure updates, and regional advantages.
- Organize in-person site tours to showcase The Park.
  - Invite VEDP staff, Wallops and NASA stakeholders, Eastern Shore partners, brokers, and consultants.
  - Prepare printed leave-behinds or flash drives with relevant materials.

## **Long-Term (Year 4+):**

- Produce a virtual site tour to embed on the website and send directly to site consultants.
- Develop print ads, pitch decks, and investment one-pagers consistent with the visual identity.
- Develop and execute a strategic talent promotion campaign on owned media channels.
  - Feature workforce-related stories in newsletters, such as employee spotlights, local internship programs, or workforce training grants.
    - Share links to workforce development partner programs and upcoming job fairs.
  - Feature local professionals and students on the website or social media to illustrate upward mobility.
    - Share “Day in the Life” social media posts from local workers.
- Host career panels, internship fairs, or employer open houses at The Park or with ESCC, promoted through your owned media assets.

## *Social Media*

Social media refers to online platforms where users can share information and connect with virtual communities through text, video, photos, and other content.

The Park's strategic social media presence aims to raise awareness of The Park, foster engagement, build trust with local stakeholders, and reach key decision makers across target industries. To be intentional, cost-effective, and maintain a long-term strategy, LinkedIn and Facebook are the ideal platforms to prioritize based on audience alignment and resource constraints. Other platforms (such as Instagram, X, or YouTube) may be considered in the future as capacity grows and business goals require one of these additional platforms. For now, focusing efforts on Facebook and LinkedIn will allow the EDA to stay consistent and effective with its messaging.

Social media supports multiple goals for the Accomack County EDA: attracting business prospects, engaging existing businesses, strengthening community support, and promoting workforce and lifestyle assets to potential talent. By tailoring the content approach and usage to target audiences, the EDA can build an authentic, scalable digital presence over time.

### **Near-Term (0-12 Months):**

- Create a LinkedIn page for Accomack County EDA to facilitate the sharing of news and information about The Park and the region and share business updates, partnerships, and economic development news to increase visibility among site selectors, brokers, and industry partners.
- Create a Facebook page to engage with the broader community and share community-facing content, success stories, and announcements to build local support and celebrate regional assets.
- Develop a basic content calendar to coordinate posts across platforms and map out time-sensitive and evergreen content to maintain a consistent presence and improve audience engagement.
- Use free or low-cost design tools (e.g., Canva) to create branded post templates and store the brand kit (logos, colors, etc.) for easy designing to establish a professional and consistent brand identity.

## Social Media (con't)

- Share updates from and tag local partners (e.g., Eastern Shore Community College, NASA Wallops, ESVA Tourism) to strengthen partnerships and broaden The Park's online reach.
  - Prioritize resharing posts from ESCC, local employers, workforce boards, and regional partners that promote job openings, training programs, or remote work opportunities to support workforce attraction and retention.
  - *Sharing content from other pages is a good strategy when there is a lack of original content at any given time. Be sure to add some brief commentary (at least a sentence) in Melfa's voice to add context and provide added value.*
- Launch regular content series:
  - "Did You Know?" fun facts about park assets and features to educate audiences on the unique advantages of the site
  - Spotlight local business profiles to build credibility through success stories
  - Behind-the-scenes visuals from The Park or partner institutions to showcase momentum and connectivity
  - Career pathway success stories that highlight ESCC programs, apprenticeships, or growth stories to increase awareness of local workforce opportunities
  - Talent testimonials that feature young professionals, entrepreneurs, or remote workers who have chosen to live and work in Accomack County to enhance lifestyle perceptions
- Cross-promote and repurpose content through newsletter, website, and earned media placements to maximize the impact of limited content and resources.
- Post frequency:
  - 1 post/week on LinkedIn – this can be a share from the EDA team if they have a thought leadership post or other relevant content
  - 2 posts/week on Facebook

## *Social Media (con't)*

### **Mid-Term (Years 2-3):**

- Begin running low-cost LinkedIn Sponsored Content targeting industry decision-makers to raise awareness among potential tenants in target sectors.
- Create short, mobile-friendly videos (e.g., drone footage, interviews with local leaders) to visually highlight The Park's infrastructure, leadership, and location benefits.
- Launch a campaign series featuring testimonials from community and business leaders to humanize the brand and attract like-minded businesses.
  - Include local workers, remote employees, and small business owners in testimonial features to reinforce talent attraction goals.
- Highlight regional workforce programs and partnerships that support job satisfaction and professional growth.
- Share compensation comparisons or cost-of-living benefits to demonstrate the overall quality-of-life value for potential new residents.
- Maintain post frequency to continue growing engagement and audience reach as capacity expands. (1 posts/week on LinkedIn; 2 posts/week on Facebook)

### **Long-Term (Year 4+):**

- Run geo-targeted paid ads on Facebook and LinkedIn during key industry events or recruitment campaigns to strategically reach industry decision-makers and talent pools.
- Launch LinkedIn Lead Generation Ads promoting virtual tours, downloadable brochures, or newsletter sign-ups to build a pipeline of prospects and site selector leads.
- Recruit local storytellers, content creators, or student interns to contribute photos, videos, or stories to diversify content and reduce content production burden.
- Establish a consistent branded narrative across all platforms that ties to The Park's core value propositions to reinforce key messages and brand identity.
- Promote remote work highlights that show residents accessing national job markets while enjoying Accomack's unique coastal lifestyle and affordability.
- Increase post frequency to maintain momentum as staffing and resources grow. (2-3+ posts/week on LinkedIn; 3+ posts/week on Facebook)

## *Paid Media*

Paid media, events, and strategic sponsorships are essential tools to increase visibility, drive engagement with key industry decision-makers, and strengthen regional and national awareness of The Park. While there have been no known paid media efforts to date and therefore no historical metrics for evaluation, this strategy outlines a phased approach that prioritizes The Park’s most immediate needs while laying the groundwork for scalable, targeted outreach over time. By investing in carefully selected advertising channels and sponsoring industry-aligned initiatives, Accomack County can position The Park as a competitive and collaborative business destination.

***Disclaimer:** Estimated investment amounts provided within this paid media strategy are based on current industry pricing and PPR Strategies’ past experience with similar campaigns. These figures are intended to serve as planning benchmarks only and may vary depending on publication rates, timing, availability, and scope of the final placements. All costs should be confirmed with vendors at the time of execution.*

### **Near-Term (0-12 Months):**

- Launch geo-targeted Google Search and Display Ads promoting The Park’s advantages for aerospace, agribusiness, and hospitality industry suppliers.
  - Focus keywords: “Mid-Atlantic industrial sites,” “drone testing Virginia,” “food processing facility site,” etc.
  - Estimated annual budget: \$3,600 (\$300/month)
- Attend Wallops Contractors Association, ESVA Chamber, and Small Business Administration events and meetings to increase visibility with federal contractors, defense agencies, and private aerospace firms looking to locate nearby.
  - Consider event sponsorship opportunities if available and aligned with goals.
- Support Eastern Shore business expos, Chamber of Commerce events, or Small Business Week activities to build name recognition and relationships within the regional entrepreneurial ecosystem.
- Participate in ESCC and Eastern Shore Hub events to show support for the next generation of talent and innovation connected to The Park.

## *Paid Media (con't)*

### **Mid-Term (Years 2-3):**

- Place sponsored blurbs or advertorials in trade newsletters (e.g., *AgFunderNews*, *Site Selectors Guild Dispatch*, *Space News*) targeting niche subsectors. Messaging will emphasize proximity to Wallops, affordability, and access to workforce.
  - Estimated annual budget: \$4,000-\$10,000
- Run LinkedIn ads targeting job titles like “Procurement Officer,” “Facilities Director,” “Program Manager,” and “Drone Systems Engineer” in the Mid-Atlantic and East Coast aerospace and ag-tech ecosystems.
  - Estimated annual budget: \$1,200 (for four \$300 ads over 28-day periods)
- Engage select industry publications, such as *Business Facilities Magazine* and *Site Selection Magazine*, to distribute targeted e-newsletter blasts to their site selector and industry decision-maker subscriber lists, promoting the strategic advantages of The Park and driving qualified awareness within key audiences.
  - Estimated annual budget: \$3,000-\$4,000 per e-blast
- Evaluate and continue high-performing advertising efforts through Google Search and Display Ads based on performance data and return on investment (ROI).
  - Refine messaging and targeting to build on initial momentum and optimize impact over time.
  - Estimated annual budget: based on previous years’ performance
- Engage with site selectors and industry-specific organizations by representing The Park at national and regional events and networking opportunities (e.g., Industrial Asset Management Council (IAMC), Site Selectors Guild, XPONENTIAL (autonomy conference)) to increase visibility, share project updates, and strengthen connections with influencers.
- Use geofencing and retargeting ads to reach site selectors, commercial brokers and industry leaders during events like SelectUSA Summit, XPONENTIAL (autonomy industry), or the Site Selectors Guild Fall Forum to deliver tailored messaging to attendees’ devices.
  - Ads could direct to a campaign landing page.
  - Alternatively, consider sponsoring these industry trade shows or conferences.
  - Estimated annual budget: \$3,000-\$10,000

## *Paid Media (con't)*

- Consider sponsoring regional pitch competitions or small business accelerators (e.g., Innovation Shore) that encourage business ideas relevant to The Park tenants.

## **Long-Term (Year 4+):**

- Evaluate and continue high-performing advertising efforts through Google Search, LinkedIn campaigns, and targeted industry placements based on performance data and return on investment (ROI).
  - Refine messaging and targeting to build on initial momentum and optimize impact over time.
  - Estimated annual budget: \$11,800-\$18,800
    - Based on previous years' performance and not including sponsorships.
- Secure native placements (sponsored articles designed to look like editorial content) in national publications profiling innovation and economic opportunity in rural communities, using The Park as a case study.
  - Estimated annual budget: \$10,000-\$15,000
- Join regional cooperative marketing campaigns as a contributing partner to gain placement in their digital and print outreach to site selectors, brokers, and federal contractors.
- Develop a short branded video campaign highlighting drone testing, ag-tech opportunities, and space-industry proximity. Deploy this content on YouTube pre-roll, Meta ads, or industry platform placements.
  - Estimated one-time budget: \$5,000-\$9,000

Estimated annual budget: \$3,000-\$5,000

## *Earned Media*

Earned media is unpaid public exposure that an organization, brand, person, or event receives, and it's often viewed as especially credible because it's independently produced. For example, a feature story in a regional business journal, an interview on a local news channel, or a mention by a blogger are all forms of earned media. As part of a phased strategy, earned media is best pursued in the mid- and long-term phases, following the establishment of strong owned media channels. Owned media, such as The Park's website, social media platforms, and newsletters, serve as the foundation for consistent messaging, brand voice, and information. These channels not only provide control over how The Park is positioned but also ensure that when media interest grows, there is a consistent and reliable source of information that supports and strengthens future media coverage.

By first establishing and actively managing owned media, The Park creates a compelling narrative and digital presence that enhances the effectiveness of future earned media outreach. Once that foundation is in place, leveraging earned media to generate broader awareness, build third-party credibility, and attract investment and business development opportunities will more effectively position The Park as a strategic, future-ready hub for agriculture, aerospace, and hospitality industries.

**Media Relations Strategy:** Through strategic media relations and compelling storytelling, The Park can build a strong earned media presence in targeted publications. By highlighting Accomack County's unique value proposition for talent and relocation, and by sharing timely, newsworthy developments such as business success stories, infrastructure improvements, industry events, and site selection advantages, The Park can earn credible third-party endorsements that elevate its reputation and drive awareness among key audiences. A consistent, proactive media outreach strategy will help the Accomack County EDA position The Park as a premier location for business growth and to promote the county as a vibrant, competitive place to live, work, and thrive for new talent. Target audiences include site selectors and real estate brokers, existing businesses located on the Eastern Shore of Virginia, regional and national businesses in the target industry sectors, local community members, and the skilled workforce poised to benefit from the economic growth and quality of life the region offers.

## *Earned Media (con't)*

### **Near-Term (0-12 Months):**

- Establish a media foundation.
  - Pitch initial stories to local and regional outlets to generate early coverage and build local credibility.
  - Issue press releases tied to recent wins (e.g., new tenants, partnerships, infrastructure milestones).
  - Start developing journalist relationships through briefings, introductory emails, and local media events.
  - Ensure owned media channels (website, social, newsletter) are updated and aligned to reinforce coverage and messaging.

### **Mid-Term (Years 2-3):**

- Expand reach, deepen relationships with journalists, and explore thought leadership opportunities.
  - Target regional and industry-specific media with deeper feature stories and success narratives.
  - Pitch stories that explore replicable success models for other communities, showing how The Park's strategies can inspire rural economic growth.
    - Exploring opportunities to position Accomack County EDA leadership as thought leaders through op-eds, interviews, and speaking opportunities.

### **Long-Term (Year 4+):**

- Ongoing outreach to showcase The Park's reputation nationally and in industry sectors as a premier business location and economic driver for the region.
  - Engage national business and trade media to position The Park as a leading destination for investment and innovation.
  - Launch media campaigns tied to major growth milestones, new development phases, or significant tenant expansions.
  - Continue to cultivate long-term journalist relationships through exclusives and recurring updates.

## *Earned Media (con't)*

### **Tailored Media Pitching Outreach:**

- Prepare:
  - Build a comprehensive and targeted media list of local, state, regional, and industry-specific media contacts.
  - Gather the latest data, facts, business contacts, and success stories to create compelling narratives.
  - Collaborate with local stakeholders, partners, and businesses to identify and promote timely, newsworthy developments.
- Place:
  - Monitor and respond to relevant opportunities on platforms such as Help a Reporter Out (HARO).
  - Craft and distribute press releases announcing major milestones, new partnerships, industry advancements, and more.
  - Proactively pitch and host thought leadership opportunities, including webinars and in-person panels, aligned with industry trends and discussing the advantages of setting up business in The Park.
  - Highlight business success stories and tenant achievements through targeted feature pitches.
    - Offer media interviews with local business owners and entrepreneurs to provide first-hand perspectives, and help foster relationships
  - Develop and deliver pitches that position The Park as a competitive, future-focused location for investment through direct outreach, follow-ups, and participation in relevant industry events.
- Promote:
  - Amplify earned media coverage across The Park's owned channels, including social media and website.
  - Share and celebrate news from businesses, partners, and industry collaborators to demonstrate the strength and momentum of the business ecosystem in The Park.
  - Repurpose press coverage and media interviews into marketing collateral, case studies, and testimonial content.
  - Encourage partners and featured businesses to reshare coverage across their networks to broaden reach and strengthen third-party validation.

## *Earned Media (con't)*

- Develop Relationships with Journalists from Local, State, National, and Industry Publications
  - Building strong, ongoing relationships with journalists is key to sustaining earned media success.
    - This effort should include both proactive outreach and ongoing engagement with media professionals across local, regional, national, and industry-specific outlets.
    - Tactics can also include:
      - Inviting the media to events
      - Provide journalists with early access to major announcements, site tours, or behind-the-scenes stories that align with their coverage interests.
      - Custom pitches and story angles to each journalist's specific interests and past coverage.

# Marketing Strategy

## Examples of Media Pitching Stories:

Target Audience	Target Media	Pitch Topic	Key Elements
<b>Site Selectors &amp; Commercial Real Estate Brokers</b>	Industry-specific and site-selection publications	<b>Ideal Spot for Business Relocation or New Facilities:</b> Strategic opportunity to create a custom business site with supporting business assets	Focus on The Park's infrastructure, low cost of doing business, and its access to major markets.
		<b>Skilled Workforce:</b> Access to a diverse talent pool with expertise in key industries	Focus on local training programs and a strong regional work ethic in industry sectors.
<b>Existing Businesses</b>	Local, Regional, and National Media	<b>Thriving Local Companies:</b> Feature businesses located in The Park.	Highlight a success story of a local business that expanded within The Park. Additionally, we can incorporate details about key milestones, include quotes or testimonials from existing businesses, etc.
		<b>Expanding workforce:</b> Spotlight new or expanding employers at The Park and the job opportunities they bring.	Focus on upward mobility, training programs, or career development in industries like space and agriculture.
<b>Community Members &amp; Key Stakeholders</b>	Local Media, Op-eds, Town Hall Opportunities	<b>Long Term Impact:</b> Frame The Park as a driver for long-term economic vitality	More jobs, better infrastructure, and community investment. Include quotes from local leaders, upcoming projects, and community benefits.

## List of Media Publications

Category	Media Outlets
<b>Local Outlets</b>	Cape Charles Mirror, Eastern Shore Post, Shore Daily News
<b>Local, State, and National Broadcast Media</b>	Coastal Country, 105.7 FM and AM 1330, WAVY-TV, WBOC-TV, WESR AM, WGNT-TV, WHRO-TV, WTKR-TV, WVEC-TV
<b>Statewide and Regional Outlets</b>	Daily Press, Daily News-Record, DelmarvaNow, Richmond Times-Dispatch, The Daily Times, The Virginian-Pilot, Virginia Business, Virginia Public Media
<b>National Outlets</b>	Bloomberg News, Business Insider, BuzzFeed, Entrepreneur, Fast Company, Forbes, Fortune, Inc., NPR, Wall Street Journal, Wired, Washington Post, USA Today, The Well News, WMAL
<b>Industry-specific Publications</b>	Site Selectors Magazine, Business Facilities Magazine, Space News, AIAA, SpaceQuip Journal, FERN, Successful Farming, Farm Journal Magazine, Top Producer Magazine, AgFunderNews

# SECTION

# 4

Implementation,  
Budget and  
Metrics



# Implementation Matrix

## Timeline, Budget and Metrics

The success of this marketing plan lies in the successful implementation and execution of the strategies and tactics outlined in the section above. To support the EDA in prioritizing the implementation of these tactics, the matrix below provides both a timeline and a priority level for each tactic. Below is an explanation of each column within the implementation matrix.

**Timeline:** The tactics above have been grouped into phases of implementation as follows:

- **Foundational (0-6 months)** - these are the tactics that the rest of the plan depends upon. Implementation of these tactics must occur first in order to successfully implement the remaining tactics
- **Near-Term (6-12 months)** - these are the tactics that follow in both sequential order and in priority for successful implementation.
- **Mid-Term (Years 2-3)** - implementation in these years depend on both the successful implementation of Year 1 tactics AND the gradual increasing of capacity - both in staff time and financial resources - of the EDA.
- **Long-Term (Years 4+)** - once again, implementation into Year 4 and beyond is dependent upon successful implementation of Year 2 and 3 tactics AND continued increasing capacity - both in staff time and financial resources - of the EDA.

**Method:** This column simply refers back to the type of strategy, allowing for easy reference back to that section within the marketing strategy. Note that each tactic in the matrix has additional detail in the Marketing Strategy section of the plan, which should be closely referenced during planning and execution.

# Implementation

**Supports Goal(s):** This column refers back to the Goals and Objectives sections of the plan, allowing the EDA to easily reference why each tactic is recommended and how each supports the overall marketing goals. This can also be referenced if the EDA chooses to focus on one goal over another - for example, if business attraction is determined to be the most important strategic objective, marketing tactics that support that goal could become the focus of implementation.

**Priority:** Within each phase of implementation, the tactics have also been prioritized based on **High, Medium** or **Low** priority. It's important to remember that every tactic within each phase is important, and recommended for implementation. However, we recognize that the EDA has limited resources in the near term, and so decisions must be made on which are the most important things to do. The EDA should focus first on high priority tactics, and as time and funding allows, move into the medium and low priority items.

**Resources Required:** Also within the Implementation Matrix is a column titled "Resources Required." While not all costs can be estimated, where possible a cost estimate is provided. Where not possible, this column indicates the type of resources required - whether internal staff time, when a consultant could be hired to execute the work, or where financial resources are required but costs are to be determined based on the scope, vendor used, etc.

**Measures/Outcomes:** This column recommends metrics that can be used to measure success. In some cases, the measures of success may be more qualitative than quantitative, or a combination of both. In these cases "Outcomes" have been identified.

# Implementation

Foundational (0-6 Months)					
Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Launch a dedicated website for Accomack County Industrial Park to serve as the central hub for marketing, information, and lead generation.	Owned media	1, 2, 3	High	Staff/hired time	Sessions, page views, inquiries
Create a LinkedIn page for Accomack County EDA to facilitate the sharing of news and information about The Park and the region and share business updates, partnerships, and economic development news to increase visibility among site selectors, brokers, and industry partners.	Social media	1, 2, 3, 6	High	Staff time (~1 hour max for initial setup)	Established, interactive online presence
Create a Facebook page to engage with the broader community and share community-facing content, success stories, and announcements to build local support and celebrate regional assets.	Social media	3, 5, 6	High	Staff time (~1 hour max for initial setup)	Established, interactive online presence
Near-Term (6-12 Months)					
Tactic	Method	Goal(s)	Priority	Resources Required	Measures/Outcomes
Create a professionally designed digital brochure that aligns with the website and can be easily emailed, printed, or linked (embedded) in outreach. <i>COMPLETE - SEE ONE-PAGER IN APPENDIX</i>	Owned media	1, 2, 3	High	Staff/hired time; up to \$500 in print costs (optional)	Downloads, clicks, inquiries, QR code scans, shares
Ensure owned media channels (website, social, newsletter) are updated and aligned to reinforce coverage and messaging.	Owned media	1, 2, 3, 6	High	Staff/hired time	Messaging consistency, clarity in inquiries, feedback/ sentiment

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Develop a basic content calendar to coordinate posts across platforms and map out time-sensitive and evergreen content to maintain a consistent presence and improve audience engagement.	Social media	All / Varies	High	Staff time	Post consistency, internal efficiency and organization, engagement trends, message alignment across platforms
Establish and maintain a weekly posting schedule (1x LinkedIn, 2x Facebook)	Social media	All / Varies	High	Staff/hired time	Growth consistency for engagement and audience reach
Use a platform like Mailchimp (recommended for affordability) or Constant Contact to begin collecting email addresses and sending basic updates. Track newsletter metrics to gauge engagement and inform future content.	Owned media	1, 2, 3, 6	Medium	Staff/hired time; \$0 for MailChimp investment (up to 500 contacts)	Subscribers, open rate, click-through rate
Begin sending personalized outreach emails and inviting priority contacts to virtual briefings or one-on-one calls.	Owned media	1, 2	Medium	Staff/hired time	Emails sent, responses, meetings scheduled
Launch regular content series.	Social media	All / Varies	Medium	Staff/hired time	Content engagement, follower growth and retention
Cross-promote and repurpose content through newsletter, website, and earned media placements to maximize the impact of limited content and resources.	Social Media	All / Varies	Medium	Staff time	Traffic across channels, increased impressions, engagement (unique to each channel)
Attend Wallops Contractors Association, ESVA Chamber, and Small Business Administration events and meetings to increase visibility with federal contractors, defense agencies, and private aerospace firms looking to locate nearby.	Paid Media	1, 2	Medium	Staff time	Events attended, contacts made, follow-ups

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Issue press releases tied to recent wins (e.g., new tenants, partnerships, infrastructure milestones).	Earned media	1, 5, 6	Medium	Internal (unless outsourcing an agency or utilizing PR Software)	Number of media outlets that publish or reference the press release. Also monitor the shares, likes, comments, and reposts of the press release or related content on owned media channels.
Share updates from and tag local partners (e.g., Eastern Shore Community College, NASA Wallops, ESVA Tourism) to strengthen partnerships and broaden The Park's online reach.	Social media	1, 3, 4, 5, 6	Low	Staff time	Post reach, mutual engagement from partners (likes, comments, shares, tags), engagement from other users/followers (likes, comments, shares)
Launch geo-targeted Google Search and Display Ads promoting The Park's advantages for aerospace, agribusiness, and hospitality industry suppliers.	Paid media	1, 2	Low	\$3,600 (\$300/month); hired time	Impressions, clicks, conversions
Support Eastern Shore business expos, Chamber of Commerce events, or Small Business Week activities to build name recognition and relationships within the regional entrepreneurial ecosystem.	Paid Media	1, 3, 6	Low	Staff time	Events attended, contacts made, follow-ups
Participate in ESCC and Eastern Shore Hub events to show support for the next generation of talent and innovation connected to The Park.	Paid media	3, 4, 5	Low	Staff time	Events attended, contacts made
Pitch initial stories to local and regional outlets to generate early coverage and build local credibility.	Earned media	1, 3, 4,5,6	Low	Internal (unless outsourcing an agency or utilizing PR Software)	The number of local media outlets contacted and engaged, and the number of articles, broadcasts, interviews, or segments secured.

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Start developing journalist relationships through briefings, introductory emails, and local media events.	Earned media	1, 2, 3, 4, 5, 6	Low	Internal (unless outsourcing an agency or utilizing PR Software)	Media contacts, relationships
<b>Mid-Term (Years 2-3)</b>					
Tactic	Method	Goal(s)	Priority	Resources Required	Measures/Outcomes
Create a Visual Identity for The Park by developing a name/logo, color palette, and basic brand guidelines that can be applied across all communications.	Owned media	1, 2, 3, 6	High	Hired time	A suite of assets, usage consistency, recognition of branding, feedback/public sentiment
Engage with site selectors and industry-specific organizations by representing The Park at national and regional events and networking opportunities (e.g., Industrial Asset Management Council (IAMC), Site Selectors Guild, XPONENTIAL (autonomy conference)) to increase visibility, share project updates, and strengthen connections with influencers.	Paid media	1, 2	High	Staff time	Events attended, contacts made
Organize in-person site tours to showcase The Park.	Owned media	1, 2, 3	Medium	Staff time	Tour hosted, attendees, follow-ups
Launch a campaign series (e.g., “Make it In Melfa” or “Why Melfa?”) featuring testimonials from community and business leaders to humanize the brand and attract like-minded businesses.	Social media	1, 3, 4, 5, 6	Medium	Staff/hired time: smartphone camera for filming/photos; clip-on microphone for interviews (~\$20)	Video: views, reach, shares, watch/completion time (average) Static: reach, engagement

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Maintain post frequency to continue growing engagement and audience reach as capacity expands. (1/wk LinkedIn, 2/wk Facebook)	Social media	All / Varies	Medium	Staff time	Growth consistency for engagement and audience reach
Engage select industry publications, such as <i>Business Facilities Magazine</i> and <i>Site Selection Magazine</i> , to distribute targeted e-newsletter blasts to their site selector and industry decision-maker subscriber lists, promoting the strategic advantages of The Park and driving qualified awareness within key audiences.	Paid media	1, 2	Medium	\$3,000-\$4,000 per e-blast	Impressions, clicks, new contacts
Evaluate and continue high-performing advertising efforts through Google Search and Display Ads based on performance data and return on investment (ROI).	Paid media	1, 2	Medium	Staff/hired time	Impressions, clicks, return on investment
Target regional and industry-specific media with deeper feature stories and success narratives.	Earned media	1, 2, 3, 6	Medium	Internal (unless outsourcing an agency or utilizing PR Software)	Number of published or aired stories in regional and industry-specific outlets and estimated number of viewership and readership of the feature stories on each platform.
Pitch stories that explore replicable success models for other communities, showing how The Park's strategies can inspire rural economic growth.	Earned media	3, 4, 6	Medium	Internal (unless outsourcing an agency or utilizing PR Software)	Formalize or grow partnerships with organizations within the park, number of media placements in local, regional, or industry-specific outlets, and tracking the number of new business inquiries or leads tied to marketing or media outreach.

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Enhance website content by adding interactive features such as a map of available lots or buildings, drone footage of the site, or industry-specific landing pages for tailored messaging.	Owned media	1, 2, 3	Low	Hired time	Clicks, time on page, inquiries
Move from one-off e-blast announcements to a regular quarterly e-newsletter sent to site selectors, economic development partners, and business contacts.	Owned media	2, 6	Low	Staff time	Subscribers, opens, click-through rate
Create short, mobile-friendly videos (e.g., drone footage, interviews with local leaders) to visually highlight The Park's infrastructure, leadership, and location benefits.	Social media	1, 2	Low	Staff/hired time; smartphone camera for filming; clip-on microphone for interviews (~\$20); optional drone/professional video budget (cost TBD)	Views, reach, shares, watch/completion time (average)
Highlight regional workforce programs and partnerships that support job satisfaction and professional growth.	Social media	3, 4, 5	Low	Staff time	Reach, clicks, engagement
Share compensation comparisons or cost-of-living benefits to demonstrate the overall quality-of-life value for potential new residents.	Social media	4, 5	Low	Staff time	Reach, impressions, clicks, shares
Place sponsored blurbs or advertorials in trade newsletters (e.g., <i>AgFunderNews</i> , <i>Site Selectors Guild Dispatch</i> , <i>Space News</i> ) targeting niche subsectors.	Paid media	1, 2	Low	\$4,000-\$10,000	Impressions, clicks, referrals

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Begin running low-cost LinkedIn Sponsored Content targeting industry decision-makers to raise awareness among potential tenants in target sectors. For example, targeted job titles may include “Procurement Officer,” “Facilities Director,” “Program Manager,” and “Drone Systems Engineer” in the Mid-Atlantic and East Coast aerospace and ag-tech ecosystems.	Paid media	1, 2	Low	Staff/hired time; ad budget \$1,200 (four \$300 ads)	Impressions, clicks, conversions
Use geofencing and retargeting ads to reach site selectors, commercial brokers and industry leaders during events like SelectUSA Summit, XPONENTIAL (autonomy industry), or the Site Selectors Guild Fall Forum to deliver tailored messaging to attendees’ devices.	Paid media	1, 2	Low	\$3,000-\$10,000	Impressions, clicks, engagement
Consider sponsoring regional pitch competitions or small business accelerators (e.g., Innovation Shore) that encourage business ideas relevant to The Park tenants.	Paid media	1, 3, 4, 6	Low	Financial investment	Participants engaged, contacts made, other metrics dependent on sponsor benefits
<b>Long-Term (Years 4+)</b>					
Tactic	Method	Goal(s)	Priority	Resources Required	Measures/Outcomes
Develop print ads, pitch decks, and investment one-pagers consistent with the visual identity.	Owned media	1, 2, 3	High	\$3,000-\$6,000; staff/hired time	Assets created, usage, QR code scans, inquiries
Establish a consistent branded narrative across all platforms that ties to The Park’s core value propositions to reinforce key messages and brand identity.	Social media	All / Varies	High	Staff time; consulting support if needed	Message alignment across channels, increased brand recall/recognition

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Evaluate and continue high-performing advertising efforts through Google Search, LinkedIn campaigns, and targeted industry placements based on performance data and return on investment (ROI).	Paid media	1, 2, 4	High	\$11,800-\$18,800 annually	Impressions, clicks, conversions
Develop a short branded video campaign highlighting drone testing, ag-tech opportunities, and space-industry proximity. Deploy this content on YouTube pre-roll, Meta ads, or industry platform placements.	Paid media	1, 2	High	\$5,000-\$9,000 - one-time production cost \$3,000-\$5,000 - annual media buying	Views, clicks, shares
Increase post frequency to maintain momentum as staffing and resources grow. (2-3/wk LinkedIn, 3+/wk Facebook)	Social media	All / Varies	Medium/High	Staff time	Growth consistency for engagement and audience reach
Produce a virtual site tour to embed on the website and send directly to site consultants.	Owned media	1, 2, 3	Medium	Cost TBD	Views, shares, inquiries
Develop and execute a strategic talent promotion campaign on owned media channels.	Owned media	4, 5	Medium	\$5,000-8,000	Reach, engagement, applications to tracked businesses
Promote remote work highlights that show residents accessing national job markets while enjoying Accomack's unique coastal lifestyle and affordability.	Social media	4, 5	Medium	Staff time; remote workers to appear in media and share testimonials	Reach, engagement (likes, shares, comments)
Secure native placements (sponsored articles designed to look like editorial content) in national publications profiling innovation and economic opportunity in rural communities, using The Park as a case study.	Paid media	1, 2, 6	Medium	\$10,000-\$15,000 annually	Impressions, clicks, engagements, inquiries

# Implementation

Tactic	Method	Supports Goal(s)	Priority (High, Medium, Low)	Resources Required	Measures/Outcomes
Launch LinkedIn Lead Generation Ads promoting virtual tours, downloadable brochures, or newsletter sign-ups to build a pipeline of prospects and site selector leads.	Paid media	1, 2, 4	Low/Medium	Staff/hired time; ad spend budget (recommended \$200+ per month for at least 3 months consecutively)	Clicks, reach, downloads, leads
Host career panels, internship fairs, or employer open houses at The Park or with ESCC, promoted through your owned media assets.	Owned media	3, 4, 5, 6	Low	Staff time	Event attendance, leads generated
Recruit local storytellers, content creators, or student interns to contribute photos, videos, or stories to diversify content and reduce content production burden.	Social media	3, 4, 5, 6	Low	Staff/hired time; creator payment if requested (varies by creator)	Increased reach, follower growth, content diversification, general engagement metrics (needed from external creators if not posted on owned accounts and platforms)
Join regional cooperative marketing campaigns as a contributing partner to gain placement in their digital and print outreach to site selectors, brokers, and federal contractors.	Paid media	2	Low	\$1,000-\$4,000	Audience reach, QR code scans or clicks/impressions, inquiries

# THANK YOU



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# ACCOMACK COUNTY Virginia

WHERE AGRICULTURE, AEROSPACE, AND TOURISM CONVERGE

## PRIME LOCATION

- Heart of Virginia's Eastern Shore
- Direct access to U.S. Route 13
- 80 miles to the Port of Virginia
- Adjacent to Accomack County Airport and the Eastern Shore Community College
- Enterprise Zone and HUBZone benefits

## PRIME INDUSTRIES

### Agriculture and Aquaculture

Enjoy competitive advantages in agriculture and seafood processing, featuring:

- Virginia Tech Agriculture Research and Extension Center (AREC)
- Access to Eastern Shore Hub, a shared seafood and agriculture processing facility
- Accessibility to key markets and regional transportation hubs

### Aerospace

Leverage the strengths of our aerospace ecosystem, with proximity to:

- NASA Wallops Flight Facility
- NAVSEA Surface Combat Systems Center
- Mid Atlantic Spaceport
- Virginia Spaceport Authority

### Tourism and Hospitality

Thrive in Virginia's #1 region for tourism:

- Situated between Chincoteague and Cape Charles
- Strategic access for hospitality supplier and distributors

# ACCOMACK COUNTY INDUSTRIAL PARK

100+ ACRES OF INDUSTRIAL LAND  
AVAILABLE IN 1 TO 7 ACRE LOTS

## IDEAL FOR:

UNCREWED SYSTEMS R&D • AEROSPACE COMPONENT MANUFACTURING •  
FOOD PROCESSING AND AQUACULTURE • HOSPITALITY SUPPLIERS



## SITE INFRASTRUCTURE



**Power:** A&N Electric Cooperative (three-phase industrial)



**Water/Sewer:** Accomack County water; Town of Onancock sewer



**Fiber:** Eastern Shore of VA Broadband Authority (up to 20 Gbps)

## CURRENT TENANTS

- LUMINARY AIR GROUP
- BLUE CRAB BAY CO.
- TRUSS TECH
- EASTERN SHORE OF VIRGINIA CHAMBER OF COMMERCE

**SITE INQUIRIES: [CONTACT INFO HERE]**  
AVAILABILITY AND SPECIFICATIONS SUBJECT TO CHANGE.