

ARC Strategic Investment Goals, Objectives and North Carolina Strategies

Strategic Investment Goal 1

***Economic Opportunities:** Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.*

Action Objective 1.1

Strengthen entrepreneurial ecosystems and support for existing businesses.

North Carolina Strategies

- 1.1.1. Support innovative efforts to deliver entrepreneurial skills training to small and medium-sized firms.
- 1.1.2. Attract service delivery programs into a seamless system that is responsive to Appalachian North Carolina's business and entrepreneurial needs.
- 1.1.3. Support programs that ensure the availability of a trained workforce with the skills and abilities required to promote economic retention and growth.
- 1.1.4. Aid Appalachian communities in supporting a generation of new enterprises and nurturing their early development.

Action Objective 1.2

Support the startup and growth of businesses, particularly in targeted sectors.

North Carolina Strategy

- 1.2.1 Focus attention on building businesses and industries to create markets, identifying and aiding supplier chains, supporting base industries, and by increasing and making more effective use of electronic commerce in order to enhance continued growth in targeted sectors.

Action Objective 1.3

Enhance the competitiveness of the Region's manufacturers.

North Carolina Strategies

- 1.3.1 Encourage development that maximizes economic potential, while promoting a high quality of life and responsible management of natural resources.

- 1.3.2 Assist Appalachian communities in developing and sustaining a favorable business climate that supports domestically and globally competitive enterprises.

Action Objective 1.4

Promote export strategies to connect startup and established businesses with external and global markets.

North Carolina Strategies

- 1.4.1 Focus attention on building businesses and industries to create markets, identifying and aiding supplier chains, supporting base industries, and by increasing and making more effective use of electronic commerce in order to enhance continued growth in targeted sectors.
- 1.4.2 Create an economic climate conducive to the birth, attraction, and retention of innovative, entrepreneurial firms that create new products and expand into new markets.
- 1.4.3 Encourage public-private sector partnerships and regional approaches to economic development, marketing, regional competitiveness, and business assistance.
- 1.4.4 Assist Appalachian communities in developing and sustaining a favorable business climate that supports domestically and globally competitive enterprises.

Strategic Investment Goal 2

Ready Workforce: Increase the education, workforce, knowledge, skills, and health of residents to work and succeed in Appalachia.

Action Objective 2.1

Develop and support educational programs and institutions to prepare students for postsecondary education and the workforce.

North Carolina Strategies

- 2.1.1 Support programs that ensure the availability of a trained workforce with the skills and abilities required to promote economic retention and growth.
- 2.1.2 Enhance the region's workforce through focused training and lifelong learning, so that education and training programs prepare Appalachia's residents for future employment—not just jobs currently available.

- 2.1.3 Assist in bridging gaps between other funding sources to provide training for a specific industrial skill, that would result in major private investments in new facilities, operations, and jobs.
- 2.1.4 Support local and regional efforts to better prepare students, out-of-school youths, and adults for post-secondary level training.
- 2.1.5 Assist Appalachian communities in activities promoting early childhood education for all children, especially those at risk.
- 2.1.6 Assist Appalachian communities in achieving high education standards, and eliciting parent and community involvement.
- 2.1.7 Assist Appalachian communities in activities promoting higher education standards that aid in; retaining students through graduation, increasing post-secondary educational attainment, and/or involving citizens in their education systems.
- 2.1.8 Continue to support initiatives that reduce school dropout rates.

Action Objective 2.2

Support programs that provide basic and soft-skills training to prepare workers for employment.

North Carolina Strategies

- 2.2.1 Support programs that ensure the availability of a trained workforce with the skills and abilities required to promote economic retention and growth.
- 2.2.2 Assist in bridging gaps between other funding sources to provide training for a specific industrial skill, that would result in major private investments in new facilities, operations, and jobs.
- 2.2.3 Assist in skill training operations that include a substantial commitment of private and local resources and have a regional significance.
- 2.2.4 Strengthen the delivery training programs in order to improve business retention, expansion, and formation efforts.

Action Objective 2.3

Develop and support career-specific education and skills training for students and workers, especially in sectors that are experiencing growth locally and regionally and that provide opportunities for advancement.

North Carolina Strategies

- 2.3.1 Support innovative efforts to deliver entrepreneurial skills training to small and medium-sized firms.

- 2.3.2 Assist in bridging gaps between other funding sources to provide training for a specific industrial skill, that would result in major private investments in new facilities, operations, and jobs.
- 2.3.3 Assist in skill training operations that include a substantial commitment of private and local resources and have a regional significance.

Action Objective 2.4

Increase local residents' access to STEAM and other skills training on state-of-the-art technology and processes across all educational levels.

North Carolina Strategies

- 2.4.1 Support innovative efforts to deliver entrepreneurial skills training to small and medium-sized firms.
- 2.4.2 Provide, for students, increased access to technology applications that meet the needs of the state's businesses.
- 2.4.3 Implement workforce readiness programs, such as technologically literate workforce training and technological training in math and science, that will ensure students receive the necessary skills to enable them to find and retain jobs.

Action Objective 2.5

Improve access to affordable, high-quality health care for workers and their families.

North Carolina Strategies

- 2.5.1 Assist efforts to ensure all Appalachian students arrive at school healthy and ready to learn.
- 2.5.2 Increase access to preventive health care for children.
- 2.5.3 Increase the availability and access to primary care, dental care, substance abuse, mental health and/or obstetric services, especially in Health Professionals Shortage Areas (HPSAs).

Action Objective 2.6

Use proven public health practices and establish sustainable clinical services to address health conditions that affect the Region's economic competitiveness.

North Carolina Strategies

- 2.6.1 Work with the Office of Rural Health in locating health care professionals, with an emphasis on aiding primary care HPSAs, in Western North Carolina (using the J-1 program and other resources).
- 2.6.2 Work with the Office of Rural Health and Appalachian communities in filling provider and service gaps that limit access to quality care for the children and elderly.
- 2.6.3 Encourage the establishment of partnerships and innovative arrangements among health care providers in order to ensure that quality health care resources are available in schools, community organizations, and at worksites.
- 2.6.4 Increase access to preventive health care for residents, especially children and the elderly.
- 2.6.5 Promote the testing of new concepts and the replication of models that increase access to affordable wellness and preventative health care.
- 2.6.6 Encourage local leaders to develop innovative, cost-effective arrangements for delivery of healthcare services including; regional approaches, privatization, and servicer consolidation.
- 2.6.7 Support tele-health as a means of universal access to comprehensive health care and as a tool for health education and training.

Action Objective 2.7

Develop and support sustainable programs that remove barriers to participating in the workforce.

North Carolina Strategy

- 2.7.1 Work with agencies throughout Western North Carolina in filling service gaps for the children of Appalachia.

Strategic Investment Goal 3

Critical Infrastructure: Invest in critical infrastructure – especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.

Action Objective 3.1

Promote the productive and strategic use of broadband and other telecommunications infrastructure to increase connectivity and strengthen economic competitiveness.

North Carolina Strategy

- 3.1.1 Encourage the use of telecommunications technology to improve the participation of Appalachian businesses and agriculture-based businesses in the marketplace.
- 3.1.2 Assist Appalachian communities in providing the physical infrastructure necessary for the creation or retention of jobs - especially those improvements linked with transportation corridors.
- 3.1.3 Encourage local governments to demonstrate multi-jurisdictional economies of scale in current and future infrastructure investments.
- 3.1.4 Assist in efforts to leverage additional funds that support development of needed infrastructure.
- 3.1.5 Assist North Carolina's 29 Appalachian counties in charting a direction for telecommunications and securing assistance in implementing short- and long-term strategies in community and economic development efforts.
- 3.1.6 Encourage communities and community leaders to develop the skills and tools necessary to employ existing and innovative telecommunications technology for assisting in community and economic development efforts.
- 3.1.7 Make strategic investments that enhance the availability and use of telecommunications technology.
- 3.1.8 Support tele-health as a means of universal access to comprehensive health care and as a tool for health education and training.
- 3.1.9 Assist Appalachian communities in filling financing gaps to provide the physical infrastructure necessary for creation or retention of jobs, especially those improvements linked with transportation corridors.

Action Objective 3.2

Ensure that communities have adequate basic infrastructure to implement their community and economic development objectives.

North Carolina Strategy

- 3.2.1 Assist Appalachian communities in providing the physical infrastructure necessary for the creation or retention of jobs - especially those improvements linked with transportation corridors.

- 3.2.2 Encourage local governments to demonstrate multi-jurisdictional economies of scale in current and future infrastructure investments.
- 3.2.3 Assist communities in water and sewer improvements that create and/or retain jobs.
- 3.2.4 Assist in efforts to leverage additional funds that support development of needed infrastructure.
- 3.2.5 Assist communities in water and sewer improvements that alleviate health or environmental hazards (emphasizing those involving moratoria or special orders by consent), especially where these hazards constitute a barrier to continued economic development.
- 3.2.6 Assist Appalachian communities in filling financing gaps to provide the physical infrastructure necessary for creation or retention of jobs, especially those improvements linked with transportation corridors.

Action Objective 3.3

Support the construction and adaptive reuse of business-development sites and public facilities to generate economic growth and revitalize local economies.

North Carolina Strategy

- 3.3.1 Assist in local efforts that increase the physical and economic revitalization of communities, neighborhoods, and downtowns.
- 3.3.2 Assist communities in water and sewer improvements that create and/or retain jobs.
- 3.3.3 Assist in efforts to leverage additional funds that support development of needed infrastructure.
- 3.3.4 Assist Appalachian communities in filling financing gaps to provide the physical infrastructure necessary for creation or retention of jobs, especially those improvements linked with transportation corridors.

Action Objective 3.4

Complete the Appalachian Development Highway System and construct local access roads to strengthen links between transportation networks and economic development.

North Carolina Strategy

- 3.4.1 Assist Appalachian communities in providing the physical infrastructure necessary for the creation or retention of jobs - especially those improvements linked with transportation corridors.
- 3.4.2 Encourage local governments to demonstrate multi-jurisdictional economies of scale in current and future infrastructure investments.
- 3.4.3 Assist in efforts to leverage additional funds that support development of needed infrastructure.
- 3.4.4 Assist Appalachian communities in filling financing gaps to provide the physical infrastructure necessary for creation or retention of jobs, especially those improvements linked with transportation corridors.
- 3.4.5 Support local access road projects which would result in job creation or retention opportunities.
- 3.4.6 Encourage Appalachian individuals and communities to pursue community capacity building, in conjunction with developing the ADHS.
- 3.4.7 Work with the NC Department of Transportation to review and update the highway corridor system.
- 3.4.8 Promote improved coordination of technical information, funding disbursements, and construction scheduling to help facilitate the construction of the ADHS highway system.
- 3.4.9 Work with the NC Department of Transportation to develop the ADHS, as the foundation for a coordinated and balanced intermodal transportation system that maximizes the Region's access to domestic and international markets.

Action Objective 3.5

Invest in intermodal transportation planning and infrastructure that builds on the ADHS and maximizes the Region's access to domestic and international markets.

North Carolina Strategy

- 3.5.1 Encourage and support opportunities for innovative use of multimodal transportation services and networks to facilitate economic expansion.
- 3.5.2 Assist in efforts to leverage additional funds that support development of needed infrastructure.
- 3.5.3 Assist Appalachian communities in filling financing gaps to provide the physical infrastructure necessary for creation or retention of jobs, especially those improvements linked with transportation corridors.
- 3.5.4 Encourage and support opportunities for innovative use of multi-modal transportation services and networks, to facilitate economic expansion.

- 3.5.5 Encourage opportunities for innovative use of multi-modal transportation services and networks to facilitate economic expansion.
- 3.5.6 Encourage local involvement in rural transportation planning.
- 3.5.7 Work with the NC Department of Transportation to develop the ADHS, as the foundation for a coordinated and balanced intermodal transportation system that maximizes the Region's access to domestic and international markets.
- 3.5.8 Encourage planning, coordination, and cooperation to achieve a reliable, safe, and cost-effective transportation system in Western North Carolina – that both contributes to the economic success and helps protect its environmental quality.

Strategic Investment Goal 4

Natural and Cultural Assets: Strengthen Appalachia's community and economic development potential by leveraging the Region's natural and cultural heritage assets.

Action Objective 4.1

Preserve and strengthen existing natural assets in support of economic opportunities that generate local and regional benefits.

North Carolina Strategy

- 4.1.1 Encourage demonstration projects that utilize natural assets to make a vital contribution to the sustainable and effective economic growth of communities.

Action Objective 4.2

Preserve and strengthen existing cultural assets through strategic investments that advance local and regional economic opportunities.

North Carolina Strategy

- 4.2.1 Encourage demonstration projects that utilize cultural assets through strategic investments that advance local and regional economic opportunities.

Action Objective 4.3

Support strategic investments in natural and cultural heritage resources to advance local economic growth.

North Carolina Strategy

- 4.3.1 Aid communities and organizations in targeting development activities that permit individuals and markets to grow, while celebrating the region's natural resources and other assets.

- 4.3.2 Encourage efforts that diversify the economic base, including asset-based development.
- 4.3.3 Encourage development that maximizes economic potential, while promoting a high quality of life and responsible management of natural resources.
- 4.3.4 Aid communities and organizations in targeting development activities that permit individuals and markets to thrive, while celebrating Western North Carolina's natural resources.

Action Objective 4.4

Support preservation and stewardship of community character to advance local economic growth.

North Carolina Strategy

- 4.4.1 Support non-profits and small businesses, that are creating and retaining jobs, through economically sustainable uses of Appalachia's natural and environmental assets.

Strategic Investment Goal 5

Leadership and Community Capacity: Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

Action Objective 5.1

Develop and support robust inclusive leadership that can champion and mobilize forward-thinking community improvement.

North Carolina Strategy

- 5.1.1 Assist Appalachian communities with the tools they need to strategically chart their future.

Action Objective 5.2

Empower and support next-generation leaders and encourage authentic engagement in local and regional economic and community development.

North Carolina Strategy

- 5.2.1 Assist Appalachian communities with the tools they need to strategically chart their future.

Action Objective 5.3

Strengthen the capacity of community organizations and institution to articulate and implement a vision for sustainable, transformative community change.

North Carolina Strategy

- 5.3.1 Assist Appalachian communities with the tools they need to strategically chart their future.

Action Objective 5.4

Support visioning, strategic planning and implementation, and resident-engagement approaches to foster increased community resilience and generate positive economic impacts.

North Carolina Strategies

- 5.4.1 Assist multijurisdictional efforts that provide more effective and efficient delivery of programs and/or services. This is especially important in projects combining public with private and/or non-profit sectors.
- 5.4.2 Assist communities in implementing strategic planning efforts.
- 5.4.3 Encourage development and implementation of integrated planning efforts needed to secure additional investments in Appalachian communities.

Action Objective 5.5

Develop and support networks, partnerships, and other models of collaboration that catalyze public, private, and nonprofit for community impact.

North Carolina Strategy

- 5.5.1 Assist multijurisdictional efforts that provide more effective and efficient delivery of programs and/or services. This is especially important in projects combining public with private and/or non-profit sectors.