

ARC Strategic Investment Goals & Objectives & NYS Implementation Strategies 2024¹

ARC Goal #1: **Building Businesses**

Objective 1.1: Provide financing, technical assistance, and other support for entrepreneurship and small business development in the Region.

Objective 1.2: Pursue economic and enterprise development strategies that grow existing industries, support economic diversification, and advance economic prosperity at the regional level.

NYS Implementation Strategies for ARC Goal #1

Strategy 1.1: Encourage and support entrepreneurship and local business development through technical assistance, incubation and acceleration, capital access, mentoring, networking, business-ownership transition, and other types of support.

Strategy 1.2a: Support the startup and growth of businesses, particularly in sectors that build on local and regional assets.

Strategy 1.2b: Enhance the competitiveness of the Region's manufacturers.

Strategy 1.2c: Promote strategies to connect start-up and established businesses to global markets.

Strategy 1.2d: Identify prime sites for rehabilitation and/or redevelopment through public and/or private investment.

ARC Goal #2: **Building the Workforce Ecosystem**

Objective 2.1: Develop and support educational programs and institutions from early childhood through post-secondary that provide the building blocks for skills development and long-term employment success.

Objective 2.2: Invest in workforce development programs and strategies informed by industry talent needs and designed to allow workers to simultaneously earn, learn, and advance along a career pathway.

Objective 2.3: Develop a network of employment supports to help Appalachians enter and remain in the workforce.

Objective 2.4: Expand access to high quality healthcare, as well as programs and services that support overall mental and physical health, for workers and their families.

NYS Implementation Strategies for ARC Goal #2

Strategy 2.1a: Develop and support educational programs and institutions to prepare students for postsecondary education and for the Region's workforce needs.

Strategy 2.1b: Support programs that provide basic and soft skills training to prepare workers for employment, reentry into the workforce, or to transition to sectors that are experiencing growth and that provide opportunities for advancement.

Strategy 2.2a: Increase residents' access to STEAM and other skills training on state-of-the-art technology and processes across all educational levels.

Strategy 2.2b: Develop and support credentialing and programs that allow workers to simultaneously earn, learn, and advance along a career pathway that supports their knowledge, skills, and earnings potential and that will meet the Region's workforce needs.

¹ NYS's Implementing Strategies should be considered in conjunction with ARC's 2022-2026 Strategic Plan, available at the following ARC website: <https://www.arc.gov/strategicplan/>

Strategy 2.3a: Develop and support sustainable programs that remove barriers to participating in the workforce.

Strategy 2.3b: Promote practices and initiatives aimed to resolve the workforce problems related to substance use disorder (SUD), and that promote sustained recovery in the workplace.

Strategy 2.4a: Improve access to affordable, high-quality health care (of all types) for all residents of our ARC Region communities.

Strategy 2.4b: Use proven public health practices and establish sustainable clinical services to address health conditions that reduce the Region's economic competitiveness.

Strategy 2.4c: Support initiatives to promote mental and physical health and fitness, including improved access to resources at schools and in our communities that promote recreational sports and outdoors activities.

ARC Goal #3: **Building Appalachia's Infrastructure**

Objective 3.1: Ensure the availability of quality, affordable basic infrastructure to meet the needs of the residents and businesses of Appalachia.

Objective 3.2: Ensure that all Appalachians have access to quality and affordable telecommunications and broadband services.

Objective 3.3: Support proactive efforts to adopt alternative energy strategies and bolster energy infrastructure.

Objective 3.4: Complete the Appalachian Development Highway System and invest in innovative intermodal transportation systems to connect businesses and residents within the Region with global opportunities.

Objective 3.5: Support construction of business development sites and public facilities and the adaptive reuse of obsolete and/or unsafe properties to stimulate economic and community development.

NYS Implementation Strategies for ARC Goal #3

Strategy 3.1: Ensure communities have the adequate basic infrastructure to implement their community and economic development objectives.

Strategy 3.2: Promote broadband and telecommunications infrastructure throughout the Region to increase connectivity and to ensure all residents have access to quality and affordable telecommunications and broadband services.

Strategy 3.3: Support proactive efforts to adopt climate smart alternative energy strategies and bolster energy infrastructure.

Strategy 3.4: Invest in plans and infrastructure that leverage access to the ADHS, foster intermodal transportation, and maximize the Region's access to domestic and international markets.

Strategy 3.5: Support construction of business development sites and public facilities and the adaptive reuse of obsolete and/or unsafe properties to stimulate economic and community development.

ARC Goal #4: **Building Regional Culture and Tourism**

Objective 4.1: Invest in the development of vibrant Appalachian downtowns and provide support for Appalachian placemaking.

Objective 4.2: Invest in economic and community development initiatives that preserve and promote Appalachian communities' vibrant arts, cultural, and heritage traditions.

Objective 4.3: Preserve and expand Appalachia's natural resources to increase outdoor recreation opportunities for residents and visitors and support sustainable economic growth.

NYS Implementation Strategies for ARC Goal #4

- Strategy 4.1: Support preservation and stewardship of communities, historic districts, and main streets to advance local economic growth and to provide support for transformative placemaking.
- Strategy 4.2: Support strategic investments in natural and cultural heritage resources to advance local economic growth.
- Strategy 4.3a: Provide support for expansion of indoor and outdoor recreation spaces that will support community revitalization, fuel the region's tourism economy, and increase the Region's employment opportunities.
- Strategy 4.3b: Take active steps to restore brownfields and disturbed sites to serve community-oriented purposes that revitalize local waterways and residential, agricultural, and natural lands.

ARC Goal #5: Building Community Leaders and Capacity

- Objective 5.1: Develop, support, and empower community leaders that are representative of local communities, inclusive in their approach, and focused on long-term, innovative strategies and solutions.
- Objective 5.2: Build capacity of community organizations and local development districts (LDDs) to effectively access and manage funding, administer programs, and execute projects through implementation.
- Objective 5.3: Invest in developing the capacity of communities to build ecosystems where government, non-profits, businesses, and philanthropic partners coalesce around a shared vision for economic and community prosperity and collaborate to implement that vision.

NYS Implementation Strategies for ARC Goal #5

- Strategy 5.1: Help develop civic leadership skills and community capacity at the local and regional level, especially among youth and next-generation leaders.
- Strategy 5.2: Strengthen the capacity of LDDs and community organizations to effectively access and manage funding and administer programs and projects.
- Strategy 5.3: Develop and support networks, partnerships, and other models of collaboration that catalyze public, private, and nonprofit action for shared community visioning for sustainable, transformative community change.
- Strategy 5.4: Support visioning, strategic planning and implementation, and resident engagement approaches to foster increased community resilience and generate positive economic impacts.
- Strategy 5.5: Assist municipalities to leverage funding opportunities and to maximize efficient delivery of services and provide access to information and technical assistance that supports this strategy.
- Strategy 5.6: Provide technical assistance and referrals of such assistance to communities so they have the capacity and connections needed to pursue community development opportunities.
- Strategy 5.7: Develop and support robust inclusive leadership that can champion and mobilize forward-thinking community improvement.