New York State's (NYS)
Appalachian Regional Commission (ARC)
Area Development Implementing Strategies
For Federal Fiscal Years 2022 - 2023

ARC GOALS & OBJECTIVES & NYS IMPLEMENTING STRATEGIES

These strategies were established for New York State (NYS)'s Appalachian Regional Commission (ARC) Program to guide the investment of ARC resources in the NYS Appalachian Region. These strategies implement the five ARC strategic goals and their related strategic objectives documented in "Appalachia Envisioned: ARC's 2022-2026 Strategic Plan". [1]

NYS's ARC Area Development Implementing Strategies

Each of the ARC's Investment Goals has been matched with Implementing Strategies for NYS's ARC Program that have been adapted to meet the needs of NYS's Appalachian Region. Applications for ARC Area Development funding for projects in NYS must address one of the ARC's five Investment Goals and one of NYS's related Implementing Strategies as explained herein. NYS programs related to the ADHS in NYS are administered by NYS Department of Transportation. Applications will be submitted to NYS Department of State (DOS) via the Local Development District (LDD) in which the project sponsor is based or where most significant project benefits will be produced.

NYS Regional Economic Development Councils

In addition to consistency with NYS ARC Program's Implementing Strategies as described in this document, the Program seeks to foster projects that are consistent with the strategic plans of the Regional Economic Development Councils (REDC) that overlap NYS's 14-county ARC Region. Three of the region's counties (Allegany, Cattaraugus, and Chautauqua) are in the Western NY REDC, two (Otsego and Schoharie) are in the Mohawk Valley REDC, and one (Cortland) is in the Central NY REDC. The remaining eight comprise the entirety of the Southern Tier REDC. The strategic plans and reports of each REDC are linked on the Regional Council's webpage[2].

Measured Outcomes by ARC Goal

Proposed ARC Area Development project applications must articulate measurable outputs and outcomes related to the goal and strategy that the projects address derived during a period spanning from the project's commencement through, in most cases, *three years after the project's completion*. A quick guide to appropriate performance targets for each of the ARC Investment Goals[3] follows:

- Goal 1: Building Businesses – Business development project outcomes that create and strengthen businesses, create and retain jobs, and leverage private investment. Relevant outputs include numbers of businesses assisted and/or retained or created, numbers of full-time jobs created and/or retained, and dollars of additional private investment in the region resulting from an ARC project.

- Goal 2: Building Workforce Ecosystems – Workforce Ecosystem project outcomes lead toward a better educated and prepared workforce ready to participate in 21st Century economic opportunities, and on public health outcomes. Relevant outputs include number of students or participants served, trained, or graduated, or workers improved, or number of participants assisted or receiving public health services or benefiting from expanded access to health care.

- Goal 3: Building Infrastructure -- Measures of infrastructure outcomes should include dimensions of infrastructure improvements and numbers of communities, residences and businesses improved, and leveraged private investment to be derived from the project within three years of project completion.

- Goal 4: Building Regional Culture and Tourism – Asset development project outcomes measure the economic effects of initiatives tied to tourism/asset development. Typical output estimates include

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[1] https://www.arc.gov/wp-content/uploads /2022/01/Appalachia-Envisioned-ARC-Strategic -Plan-FY-2022-2026.pdf
[2] https://regionalcouncils.ny.gov/
[3] For more guidance, see: Guides and Manuals Archives - Appalachian Regional Commission

numbers of communities improved, numbers of businesses created or strengthened, jobs created or preserved, and the percentage and number of new daily and overnight visitors projected, and the percent and dollar value of regional revenue increases generated.

- Goal 5: Building Community Leaders and Capacity – Targeted outcomes for community capacity projects will strengthen communities, develop local leaders, and/or enhance community capacity for better planning and local government and civic engagement. Metrics to be projected typically include: numbers of communities and participants improved; number of strategic or developments plans created; dollar values of efficiencies created; leveraged private investment anticipated within three years of project completion from such plans; or additional funding to be accessed by communities resulting from such these ARC projects.

NYS Policies for Fiscal Year 2023 ARC Area Development Grant Applications:

All applicants must submit applications and pre-applications through a Local Development District (LDD), and ARC funds must be used entirely for project work to be conducted within the federally defined Appalachian Region. NYS's fourteen ARC counties are served by the following LDDs:

- Southern Tier West (STW) Regional Planning & Development Board (HQ: Salamanca)
  (3 counties, all included within the Western NY Regional Economic Development Council (REDC) service area: Allegany, Cattaraugus & Chautauqua.)

- Southern Tier Central (STC) Regional Planning & Development Board (HQ: Corning)
  (3 counties, all included within the Southern Tier REDC service area: Chemung, Schuyler & Steuben.)

- Southern Tier East Regional Planning Development Board (dba, "Southern Tier 8 Regional Board" (ST8), HQ: Binghamton)
  (8 counties: five included within the Southern Tier REDC service area: Broome, Delaware, Chenango, Tioga & Tompkins; two in the Mohawk Valley REDC area: Otsego & Schoharie; and one in the Central NY REDC area: Cortland Co.)

Applications not submitted directly through an LDD under special conditions (such as inter-agency applications sponsored by other NYS agencies) must be pre-authorized by NYS's ARC Program Manager.

Applications must specify ONLY one NYS Implementing Strategy as the project's primary focus. If the project also helps achieve outcomes in support of multiple Implementing Strategies, assistance should be sought from the LDD or State program staff to refine the application's focus to a specific primary implementing strategy.

All projects requiring construction shall be designated "construction" projects and must be accompanied by a commitment from an approved "Basic Agency" to administer the project's funds for the ARC.

The maximum ARC grant request for Federal Fiscal Year (FFY) 2023 applications shall be $250,000 for non-construction projects and $500,000 for construction projects.

Proposed project budgets must be accompanied by total matching fund commitments at least equal to the ARC grant amount requested. Projects located completely or partially in NYS's "At Risk"-designated counties (Allegany and Chautauqua) require slightly less match.

For applicants with a previously negotiated Federal Indirect Agreement, budgeted indirect costs may not exceed 25% of ARC-requested funds. Applicants without a federal indirect agreement may, subject to ARC and state ARC program approval, budget only up to 10% of ARC-requested funds.

ARC Strategic Investment Goals & Objectives & NYS Implementing Strategies 2022-2023

Goal #1: Building Businesses

Strengthen and diversify the Region's economy through inclusive economic development strategies and investments in entrepreneurship and business development.

Collaborative and inclusive approaches to economic development in Appalachia are essential to supporting the Region's businesses and industries and ensuring economic opportunity for its residents. ARC's stakeholders emphasized the importance of investment in economic growth strategies that capitalize on the Region's unique assets and prioritize assistance for small businesses and entrepreneurs. Stakeholders further noted the importance of providing business support and capacity-building assistance to help established businesses and industries expand their reach in national and international markets and help new businesses to establish themselves and grow.

- **Objective 1.1: Provide financing, technical assistance, and other support for entrepreneurship and small business development in the Region.** Entrepreneurship and small business development are cornerstones of the Appalachian economy. It is particularly important to support start-up entrepreneurs and small businesses focused in high growth industry sectors, such as manufacturing, technology, health, the arts, recreation and tourism, agriculture and food, and energy. Key areas of focus include facilitating access to seed and growth capital and credit; growing small business/ entrepreneurial support networks and ecosystems; providing business start-up and development technical assistance and training; and addressing physical infrastructure needs for entrepreneurs and small businesses, such as incubators, makerspaces, and other shared working and production spaces.

- **Objective 1.2: Pursue economic and enterprise development strategies that grow existing industries, support economic diversification, and advance economic prosperity at the regional level.** While business attraction is certainly a valuable component of traditional economic development models, there is also a need to strengthen existing industries and businesses and promote economic diversification from within the Region. Place-based economic development and growth strategies that leverage regional assets are central to this approach. This relies on collaborative economic development models that engage diverse partners and leverage partners' various resources and areas of expertise. Areas of focus include helping communities within the Region convene partners around shared economic development and diversification goals, sharing best practices and innovations from across the Region, facilitating access to financing and other industry and business assistance, and supporting economic development-related technical assistance and capacity building.

NYS Implementation Strategies to Build Local Businesses:

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.*

Goal #2: Building the Workforce Ecosystem

Expand and strengthen community systems (education, healthcare, housing, childcare, and others) that help Appalachians obtain a job, stay on the job, and advance along a financially sustaining career pathway.

Developing and sustaining a strong workforce is a critical component of economic development, both in Appalachia and across the country. A strong workforce is one that has the soft and technical skills to meet local industry needs as well as access to fundamental supports to keep workers on the job, such as reliable transportation, appropriate healthcare, safe and affordable housing, and quality childcare. Stakeholders noted that the Appalachian Region cannot achieve its vision for economic prosperity without investment in both of these key components: talent and skill development AND employment supports to keep people in the labor force and contributing to economic and community development.

- **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.** While progress has been made in some pockets of the Region, overall, there is a great need for more and higher quality education opportunities beginning with pre-school, through K-12 and post-secondary and adult education. A focus on work readiness, technical skills, and traditional and digital literacy skills, is critical to helping Appalachians, particularly underserved Appalachian communities, successfully navigate and access education and employment opportunities.

- **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.** A critical component of the workforce ecosystem involves convening education, workforce, economic development, and industry representatives to ensure that training is designed to meet industry needs and leads to employment. Career pathway systems, defined by community and technical colleges, workforce development, and other partners are essential tools that map out "paths" for individuals to enter and advance in careers. They include things like short-term vocational training that leads to credentials, dual high school/college enrollment, credit for prior learning, stackable credentials, work-based learning (on-the-job training, apprenticeship, internships, etc.), and career awareness education for youth to learn about high-growth industries and occupations. Career pathway systems can also incorporate a focus on soft skill development, both in curriculum and work-based learning experiences.

- **Objective 2.3:** **Develop a network of employment supports to help Appalachians enter and remain in the workforce.** In many communities across Appalachia, even if job opportunities are available to residents, a lack of transportation, childcare, eldercare, affordable housing, food, and other key factors can make those jobs inaccessible or unsustainable. An additional critical barrier for a disproportionate number of Appalachians is substance use disorder and opioid misuse, which further undermines the ability of those impacted to access employment and education opportunities; take care of their physical, mental, and financial well-being; and contribute to overall economic growth. Investment in a cohesive system of key services that support access to, and retention of employment is vital to economic prosperity in the Region and the economic vitality of residents.

- **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.** Many parts of the Appalachian Region do not have an adequate supply of medical professionals and facilities to meet residents' physical and mental health needs, and telehealth is also not an option for those communities lacking reliable broadband service. Appalachians who disproportionately face chronic conditions need ready access to both comprehensive and affordable healthcare, as well as investment in innovative public health practices to ensure they are ready for work.

NYS Implementation Strategies to Promote A Ready Workforce Ecosystem

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 credentialling 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.*

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.*

Goal 1:
Chenango County was featured in ARC's Strengthening Economic Resilience Guidebook 2019 for its collaborative support of its lengthy tradition of small manufacturers.[4]

Goal 2:
Jamestown Community College's Manufacturing Technology Institute was funded in part with ARC grants.

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[4] https://www.arc.gov/wp-content/uploads/2019/02/StrengtheningEconomicResilienceGuidebook_-Feb2019-1.pdf

Goal #3: Building Appalachia's Infrastructure

Strengthen Appalachia's community and economic development potential by preserving and investing in the Region's local cultural heritage and natural assets.
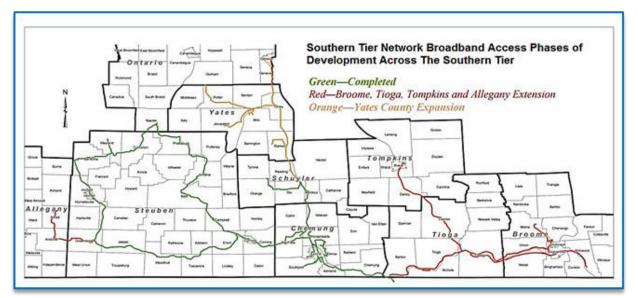
Appalachia is a region with unique downtown communities, a vibrant cultural and arts tradition, and diverse natural spaces. Stakeholders emphasized the importance of preserving and leveraging these regional assets to support quality of life for residents, community development, economic opportunity, and tourism. ARC can support these objectives by investing in the revitalization of Appalachian downtowns, providing support for the maintenance and promotion of the Region's arts and cultural heritage, and assisting communities in preserving and harnessing natural resources and outdoor spaces for recreation and tourism purposes.

- **Objective 3.1: Ensure the availability of quality, affordable basic infrastructure to meet the needs of the residents and businesses of Appalachia.** Personal, community, and economic prosperity are dependent upon access to adequate, affordable utilities; however, continued deterioration of these systems has significantly impacted quality of life, public health, livability, and economic growth. Communities within Appalachia often lack sufficient, sustainable funding to make real impact on their infrastructure challenges. Investments in basic infrastructure and economic development readiness planning offers one of the largest returns on investment for economic and community prosperity in Appalachia. Basic infrastructure includes water, sanitary sewer, and municipal storm wastewater; energy (including electric, heat, oil and gas, and alternative energy sources); and stormwater and emergency management infrastructure where necessary to build resilience, protect against natural disasters.

- **Objective 3.2: Ensure that all Appalachians have access to quality and affordable telecommunications and broadband services.** The pandemic and resulting need for remote work, school, and telehealth highlighted both the importance of broadband and cellular access and affordability as well as the severe limitations of these services in portions of Appalachia, both rural and urban. Reliable and affordable broadband gives local businesses access to the digital marketplace, facilitates online learning and workforce development, and connects communities. ARC's investments in broadband and data infrastructure help Appalachian communities—especially those in rural and/or distressed counties and areas—compete and participate in the global economy. Ongoing opportunities exist for convening, coordinating, planning, and mapping, and funding investments in broadband deployment and smart grids.

- **Objective 3.3: Support proactive efforts to adopt alternative energy strategies and bolster energy infrastructure.** Communities across Appalachia continue to develop sustainable clean energy solutions at a local and regional scale. Encouraging investments in energy resources in Appalachia can increase job opportunities, strengthen energy independence, boost business viability and bolster long-term climate resilience. Solutions include energy efficiency improvements, strengthening the utility grid, increasing solar and wind energy production, and boosting the green economy.

- **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.** 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.** Communities across Appalachia continue to need investments in development-ready sites for economic and community development projects as well as strategies to redevelop and repurpose unused, underutilized, or neglected sites, brownfields, and mine-scarred lands to fuel economic and community development. Planning and funding enable communities to develop technology centers, commercial and industrial sites, health care and educational facilities, makerspaces and incubators, and other venues to promote placemaking and boost economic growth.

NYS Implementation Strategies to Enhance the Region's Infrastructure

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 to leverage access to the ADHS, fosters intermodal transportation, and maximizes 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.*

Southern Tier Network Broadband Access Phases of Development Across The Southern Tier

Green—Completed
Red—Broome, Tioga, Tompkins and Allegany Extension
Orange—Yates County Expansion

Corning-based not-for-profit Southern Tier Network has collaborated with NYS's LDDs and local communities to expand middle-mile broadband connectivity through much of NYS's ARC Region.

Goal #4: Building Regional Culture and Tourism

Strengthen Appalachia's community and economic development potential by preserving and investing in the Region's local cultural heritage and natural assets.

Appalachia is a region with unique downtown communities, a vibrant cultural and arts tradition, and diverse natural spaces. Stakeholders emphasized the importance of preserving and leveraging these regional assets to support quality of life for residents, community development, economic opportunity, and tourism. ARC can support these objectives by investing in the revitalization of Appalachian downtowns, providing support for the maintenance and promotion of the Region's arts and cultural heritage, and assisting communities in preserving and harnessing natural resources and outdoor spaces for recreation and tourism purposes.

- **Objective 4.1:** **Invest in the development of vibrant Appalachian downtowns and provide support for Appalachian placemaking.** Many Appalachian communities have downtowns that need investment and rehabilitation to make them optimally usable by residents and attractive to visitors. These communities need financing, planning, and organizational support, as well as the support of local leaders to advance downtown revitalization efforts. Investment in the physical infrastructure and features of downtown districts can help transform them into attractive spaces that drive economic growth and community development.

- **Objective 4.2:** **Invest in economic and community development initiatives that preserve and promote Appalachian communities' vibrant arts, cultural, and heritage traditions.** Appalachia has a rich history in a range of arts, music, regional foods, and heritage sites. There is a need to preserve these traditions and assets and to ensure their continuation in regional communities. Investments in Appalachian arts, culture, and heritage will support community resilience and development, advance place-based economic development, and expand opportunities for residents and visitors alike.

- **Objective 4.3:** **Preserve and expand Appalachia's natural resources to increase outdoor recreation opportunities for residents and visitors and support sustainable economic growth.** Appalachia's myriad natural assets—mountains, rivers, lakes, forests, parks, waterfalls, and trails—and plentiful outdoor recreation activities were repeatedly mentioned by stakeholders as key strengths for the Region. Continued support for responsible development and expansion of outdoor recreation spaces will help fuel the Region's tourism economy and increase employment opportunities for residents. Investment in activities such as improvement of mine-impacted lands, remediation of waterways, and conversion to sustainable agriculture and forestry will further strengthen recreation, tourism, and economic opportunity for Appalachian communities.

NYS Implementation Strategies to Promote Asset Development and Tourism

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.*

The National Comedy Center Museum, established recently in 2018, documents the history of comedy and the artists, producers, writers, cartoonists, and others influenced its development in the US. Located in Lucille Ball's hometown of Jamestown, New York, and an example of an ARC community's using its cultural heritage to foster asset-based economic development.

Goal #5: Building Community Leaders and Capacity

Invest in the capacity of local leaders, organizations, and communities to address local challenges by providing technical assistance and support to access resources, engage partners, identify strategies and tactics, and conduct effective planning and project execution.

Achieving economic development goals for the Region is dependent upon local ability to prioritize challenges and implement the solutions most impactful to their communities. Stakeholders noted that many areas in the Region, particularly in rural and/or economically distressed areas, lack the capacity at the leadership, organizational, or community level to effectively drive the planning and implementation of strategies, projects, and investments. Out-migration and a lack of focus and investment in leadership and community development has left many communities in the Region without the capacity needed to capitalize on funding opportunities and steer investments to successful outcomes. ARC will use evaluations, performance metrics, and other tools to guide investment strategies and will share outcomes among grantees, beneficiaries, and communities in Appalachia. Stakeholders repeatedly noted that ARC's investment in capacity building and planning support, technical assistance and training, and leadership development and empowerment is equally important as any other funding or program to growing the Region's economic and community prosperity.

- **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.** There is a critical need and opportunity for ARC to support innovative professional development opportunities for local leaders in communities across the Region. This includes ensuring that leadership development encompasses local resident engagement, outreach to bring all potential partners "to the table," and a focus on equity that supports inclusive and sustainable economic development for local communities.

- **Objective 5.2: Build capacity of community organizations and local development districts to effectively access and manage funding, administer programs, and execute projects through implementation.** Community organizations and local development districts are the foundational structure for local investment in the Appalachian Region. Many of these organizations need additional support to ensure awareness of relevant funding opportunities at the local, state, and federal level, develop projects that address crucial community needs, successfully access and administer funding, and collaborate with partners to maximize project impact. Strategic organizational planning and technical assistance are essential tools to shore up organizational capacity to drive local economic development.

- **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.** Communities are generally composed of private and public entities that share a common overall goal of growing the local economy to improve residents' quality of life. Many places in Appalachia, particularly rural and/or economically distressed communities, lack the capacity to develop a strong partnership network that can establish common objectives and strategies and collectively target resources to ensure success. Investments in technical assistance, research and data analysis, and community planning efforts are essential building blocks for local prosperity.

NYS Implementation Strategies to Build Community Capacity & Leaders

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 and local development districts (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.*

Otsego Co. has seen many collaborations between NYS's ARC and Local Government Efficiency Programs. Its Career Opportunities in Rural Education (CORE) initiative shares services for STEM education across multiple school districts.

ARC Strategic Investment Goals & Objectives
& NYS Implementing Strategies
2022-2023

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.

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 credentialling 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.

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 to leverage access to the ADHS, fosters intermodal transportation, and maximizes 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 4.4b: 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 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 and local development districts (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.

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