

2017 State Strategic Goals and Objectives

ARC Investment Goal 1: Economic Opportunities – Invest in entrepreneurial and business development strategies that strengthen Appalachian’s economy.

State Objective 1.1: Stimulate growth of the region's businesses.

State Strategy 1.1.1: Support efforts to improve access to capital for small and medium-sized business including entrepreneurial activities.

State Strategy 1.1.2: Support new education programs providing skills needed by industries.

State Strategy 1.1.3: Assist in the provision of infrastructure to support the development of new industry or expansion of current industries.

State Objective 1.2: Increase international exports from the ARC region.

State Strategy 1.2.1: Support programs that will increase goods and services exported from Appalachian Alabama.

State Objective 1.3: Assist redevelopment of central business districts (CBD) and support projects which will enhance the long-term development of the CBD areas.

State Strategy 1.3.1: Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

State Strategy 1.3.2: Assist in the provision of necessary infrastructure for reuse and/or improvement of downtown areas.

State Objective 1.4: Support business expansions, start-ups and entrepreneurship.

State Strategy 1.4.1: Support businesses through Small Business Development Center programs.

State Strategy 1.4.2: Support programs that do not duplicate existing services but fill gaps in the existing entrepreneur network.

State Strategy 1.4.3: Support programs that assist entrepreneurs in market/business development including business incubators and accelerators.

ARC Investment Goal 2: Ready Workforce – Improve the education, knowledge, skills, and health of residents to work and succeed in Appalachia.

State Objective 2.1: Increase Educational Attainment and Achievement.

State Strategy 2.1.1: Support programs that reduce the school dropout rate.

State Strategy 2.1.2: Support initiatives that utilize telecommunications, computers, distance learning, and other technological capabilities to deliver education and training programs.

State Strategy 2.1.3: Support programs that teach and encourage youth entrepreneurship.

State Strategy 2.1.4: Strengthen programs that provide or enhance science, technology, engineering, arts, and mathematics (STEAM) training.

State Objective 2.2: Increase Workforce Skills through Training.

State Strategy 2.2.1: Strengthen programs that provide basic skills and workforce training to increase employee capabilities, improve job skills, and upgrade marketable skills especially in the field of advanced manufacturing.

State Strategy 2.2.2: Support workforce readiness programs that provide skills necessary to acquire jobs with emphasis on preparedness for high growth/high demand industries.

- State Strategy 2.2.3: Strengthen basic skills programs in public schools including opportunities for dual enrollment and apprenticeships.
- State Strategy 2.2.4: Support programs increasing adult literacy.

State Objective 2.3: Promote Healthcare Initiatives.

- State Strategy 2.3.1: Support educational programs that train health-care professionals who will locate in Appalachian Alabama.
- State Strategy 2.3.2: Support programs to provide primary health care to Appalachian citizens.
- State Strategy 2.3.3: Support the development of health career education pathways linking students at all grade levels – primary, secondary, post-secondary, and post-graduate – and encouraging them to pursue health career training in Appalachian Alabama.
- State Strategy 2.3.4: Pursue healthcare workforce development initiatives that tailor training programs to the needs of workers, patients, and healthcare institutions in rural communities and other underserved areas.
- State Strategy 2.3.5: Invest in the physical infrastructure needed to expand and sustain primary health care services, including equipment, telemedicine facilities, and electronic medical records systems.
- State Strategy 2.3.6: Support programs to prevent teen pregnancy.
- State Strategy 2.3.7: Support projects that expand access to health services through telemedicine applications.
- State Strategy 2.3.8: Support and expand efforts to increase the effectiveness of community coalitions and partnerships which address regional and community healthcare issues.

ARC Investment Goal 3: Critical Infrastructure – Invest in critical infrastructure – especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.

State Objective 3.1: Assist in the development of a modern communications/broadband network that includes voice, data, and video.

- State Strategy 3.1.1: Assist in providing the basic infrastructure necessary for the public and private sector to work together in developing and maintaining a communication/broadband network.
- State Strategy 3.1.2: Support efforts to link new and existing telecommunication networks.
- State Strategy 3.1.3: Support training in the public, private, and non-profit sectors in Appalachian Alabama in the use of new technologies and applications.
- State Strategy 3.1.4: Encourage strategic investment in telecommunications infrastructure, including the use of fiber optic cable in basic infrastructure projects that increases local, regional, and global connectivity.

State Objective 3.2: Assist in the development a balanced transportation system, which reduces isolation in the region.

- State Strategy 3.2.1: Work with state and local partners to identify and develop intermodal transportation facilities.
- State Strategy 3.2.2: Support programs to encourage the expanded use of existing intermodal facilities.
- State Strategy 3.2.3: Extend rail spurs into industrial areas, with a priority on those that serve multiple sites.
- State Strategy 3.2.4: Support efforts to complete Corridor X. State Strategy 3.2.5: Support efforts to complete Corridor V.

State Objective 3.3: Support building and enhancing basic infrastructure including water and sewer.

- State Strategy 3.3.1: Support job creation and retention by investing in water, sewer, site development, industrial access roads, and other physical infrastructure to serve new and expanding industrial and commercial development.
- State Strategy 3.3.2: Pursuant to ARC's residential service policy, ensure public health, regulatory compliance, and economic opportunity by assisting in the providing of new and existing customers with safe

drinking water. The State will give priority to water projects that serve areas with documented health hazards.

State Strategy 3.3.3: Pursuant to ARC's residential service policy, ensure public health, regulatory compliance, and economic development by assisting in the providing of new and existing customers with wastewater disposal and treatment services. The State will give priority to wastewater projects that serve areas with documented health hazards.

State Strategy 3.3.4: Support the development and construction of strategic public facilities to include business incubators and accelerators that will enhance opportunities for job creation and retention.

State Strategy 3.3.5: Encourage and support the use of the latest technology upgrades for schools and other eligible facilities.

ARC 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.

State Objective 4.1: Support the increase of employment and sales in the travel and heritage tourism industry, particularly in the areas of outdoor recreation, convention attractions, and historical interest.

State Strategy 4.1.1: Support strategic marketing programs for the travel and tourism industry.

State Strategy 4.1.2: Support the strategic development of heritage tourism by investing in downtown redevelopment, gateway communities, historic districts and other unique local community features.

ARC 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.

State Objective 5.1: Enhance the capacity of local municipalities to plan for economic and community development.

State Strategy 5.1.1: Support local entities to develop and maintain programs that train residents, including primary through undergraduate students of the region in economic and community development.

State Strategy 5.1.2: Support local entities to develop and maintain economic and community development plans.

State Objective 5.2: Support provision of training opportunities to enhance the leadership skills of local officials and private nonprofit groups tasked with providing services to the community.

State Strategy 5.2.1: Assist in development of programs that provide training in leadership development to residents, including primary through undergraduate students of the region.