

## Strategic Goals and Objectives

The following is Maryland's integration of its objectives and strategies to further ARC's goals:

A. **ARC Investment Goal 1: Economic Opportunities** – Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy

**State Objective 1.1:** Stimulate growth of the region's businesses through development of technology resources.

**State Strategy 1.1.1:** Develop educational programs that support new technology development in the region.

**State Strategy 1.1.2:** Work with the region's higher education institutions to develop new programs that support new technology.

**State Strategy 1.1.3:** Provide startup funding through RLF programs for development of new technology related industry in the region.

**State Strategy 1.1.4:** Provide the infrastructure to support the development of new technology related industry in the region.

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

**State Strategy 1.2.1:** Provide assistance to local companies' exports efforts through a regional export assistance office.

**State Objective 1.3:** Carry on a comprehensive economic development planning effort for the region.

**State Strategy 1.3.1:** Develop and maintain economic development plans.

**State Strategy 1.3.2:** Implement Sustainable Communities planning initiatives in order to enhance and maintain job creation and economic growth.

**State Objective 1.4:** Stimulate development of the central business districts of the region's municipalities and support projects, which will enhance the long-term development of the CBD areas.

**State Strategy 1.4.1:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**State Strategy 1.4.2:** Provide the necessary infrastructure for reuse and/or redirect the use of downtown areas.

**State Objective 1.5:** Continue to support business expansions, start-ups and entrepreneurship.

**State Strategy 1.5.1:** Provide assistance to the region's entrepreneurs through the use of the district's RLF program.

**State Strategy 1.5.2:** Support the region's entrepreneurs through procurement assistance programs.

**State Strategy 1.5.3:** Support the region's entrepreneurs through the SBDC and other state programs.

**State Strategy 1.5.4:** Support programs that do not duplicate existing services but that fill gaps in the existing entrepreneur network.

**State Strategy 1.5.5:** Develop programs that will assist in the training or enabling of the region's entrepreneurs to market and do business development on an international level.

**State Strategy 1.5.6:** Develop advisory and training programs, as well as networking and "roundtable" opportunities for the region's entrepreneurs.

**State Objective 1.6:** Stimulate smart growth and neighborhood conservation by encouraging the development of the central business districts of the region's municipalities and support projects which will enhance the long-term development of the CBD areas.

**State Strategy 1.6.1:** Development of comprehensive planning.

**State Strategy 1.6.2:** Development of downtown planning documents.

**State Strategy 1.6.3:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**State Objective 1.7:** Increase the number of marketable industrial sites within all three counties including the conversion and rehabilitation of vacant industrial facilities.

**State Strategy 1.7.1:** Provide the basic infrastructure to new industrial sites and rehabilitate vacant industrial facilities.

**State Strategy 1.7.2:** Utilize "Energy Efficient Efforts" when possible in the provision of infrastructure.

**B. ARC Investment Goal 2: Ready Workforce – Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachian**

**State Objective 2.1:** Continued viability of health network as a regional medical center.

**State Strategy 2.1.1:** Include the medical community in the development of modern telecommunications network.

**State Objective 2.2:** Creation of a regional medical telecommunication network capable of providing medical diagnostics to the service areas small hospitals and clinics.

**State Strategy 2.2.1:** Connect the medical communities in nearby states to the Western Maryland telecommunication network.

**State Objective 2.3:** Facilitate local medical provider's access for diagnostics and training to neighboring major medical centers through a modern communications network.

**State Strategy 2.3.1:** Connect the Western Maryland telecommunication network to the nearby major medical centers.

**State Objective 2.4:** Appalachian high school students will have access to both school-to-work and postsecondary education compatible with real-world needs, technology applications, and academic preparation.

**State Strategy 2.4.1:** Work with local business to create a valuable school-to-work transition program.

**State Strategy 2.4.2:** Work to create programs directed toward postsecondary access and success.

**State Objective 2.5:** The percentage of Appalachian workers receiving advanced skills training will equal or exceed the national average.

**State Strategy 2.5.1:** Increase the region's emphasis on science, math, and engineering programs.

**State Strategy 2.5.2:** Development of new educational programs that will lead to the development of the new skills necessary in the 21<sup>st</sup> century.

**State Strategy 2.5.3:** Provide continuing education training in advanced skills to the regions workers.

**State Strategy 2.5.4:** Work with local businesses to develop programs that will encourage workers to take advantage of post-secondary education programs.

**State Objective 2.6:** All Appalachian counties will equal or exceed the national average for enrollment in post-secondary education.

**State Strategy 2.6.1:** Encourage academic competition between the regions post-secondary educational institutions.

**State Strategy 2.6.2:** Increase the region's employment opportunities for college educated personnel.

**State Strategy 2.6.3:** Increase emphasis on technical employment opportunities.

**State Strategy 2.6.4:** Development of new career programs in science and engineering.

**State Strategy 2.6.5:** Development of graduate degree opportunities locally, either by offering advanced degrees through existing institutions or through remote classroom programs.

**C. 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:** Continue the development of a modern communications network that includes voice, data, and video and provide the native human resources necessary to maintain these networks.

**State Strategy 3.1.1:** Provide the basic infrastructure necessary for the public sector to develop and maintain a communication network.

**State Objective 3.2:** Increase the supply, choice, and condition of Appalachian Maryland's housing stock in order to meet the housing demands of current and future residents, thereby making the area more attractive to retention, expansion, and recruitment of business and industry.

**State Strategy 3.2.1:** Preserve the existing housing stock available to low and moderate income residents.

**State Strategy 3.2.2:** Increase the degree of homeownership affordable by low and moderate-income residents.

**State Strategy 3.2.3:** Increase the supply, choice and condition of Appalachian Maryland's housing stock.

**State Strategy 3.2.4:** Stimulate and assist with the production of Housing for low and moderate income residents.

**State Objective 3.3:** Develop a balanced transportation system, which is supportive of economic growth and investment potential in the region.

**State Strategy 3.3.1:** Development of a north-south transportation network in the region.

**State Strategy 3.3.2:** Improve secondary and local access highways and roads that will support primary highway development and yield an integrated network of road transit in the region.

**State Strategy 3.3.3:** Increase the region's rail service capacity to meet potential increase in demand and to facilitate continuing industrial development.

**State Strategy 3.3.4:** Upgrade the region's airports to compliment future development and increase marketing support for air service.

**State Strategy 3.3.5:** Improve or provide access to recreational, health, or educational facilities.

**State Objective 3.4:** Support a viable system of public transportation.

**State Strategy 3.4.1:** Develop planning studies for public transportation.

**State Strategy 3.4.2:** Develop planning studies which incorporate walkable community strategies and consideration for bike paths.

**State Objective 3.5:** Provide required access to key industrial or commercial centers.

**State Strategy 3.5.1:** Transportation investments that will create or maintain employment opportunities in the region, such as projects that create access to an industrial park or area, strengthen city business district access, or upgrade multi-modal access to or from transportation facilities.

**State Strategy 3.5.2:** Support studies to increase use of public transit.

**State Strategy 3.5.3:** Support transportation studies that will help to revitalize or alleviate problems in downtown commercial areas.

**State Objective 3.6:** Improve and Develop modern water and wastewater systems.

**State Strategy 3.6.1:** Provide basic infrastructure to industrial, commercial, recreational, and housing sites.

**State Strategy 3.6.2:** Develop and improve water systems to ensure that business development and residents have safe and healthy water for consumption.

**State Strategy 3.6.3:** Develop and improve wastewater systems to ensure the proper disposal of waste.

**State Strategy 3.6.4:** Develop and implement a combined storm water overflow system to ensure compliance with state and federal regulations.

**D. 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:** Increase 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 regional marketing programs for the travel and tourism industry.

**State Strategy 4.1.2:** Support the development of heritage tourism products linked to state and national byway and heritage area efforts.

**E. 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 development and the needs of Western Maryland citizens.

**State Strategy 5.1.1:** Develop and maintain programs that will train residents of the region in economic development.

**State Strategy 5.1.2:** Develop and maintain economic development plans.

**State Objective 5.2:** Provide 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:** Development of programs that provide training in leadership development.

**State Strategy 5.2.2:** Development of programs that provide management skills to non-profit organizations.

**State Objective 5.3:** Enhance and strengthen the communication capability of non-profit and government organizations.

**State Strategy 5.3.1:** Develop and maintain a modern telecommunications network.

**State Strategy 5.3.2:** Monitor the effects upon the region caused by the deregulation of telecommunications.

**State Objective 5.4:** Develop skills necessary to promote collaborative partnerships among government.

**State Strategy 5.4.1:** Sponsor groups, meeting, workshops and retreats that provide opportunities for intergovernmental cooperation.

**State Objective 5.5:** Provide training, which emphasizes the roles and responsibilities of being an effective board member.

**State Strategy 5.4.1:** Sponsor programs on effective board membership and their responsibilities.