

State Strategic Goals and Objectives 2024-2028

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

ARC Investment Goal 1: Building Appalachian Businesses – Strengthen and diversify the Region's economy through inclusive economic development strategies and investments in entrepreneurship and business development.

State Objective 1.1: Support entrepreneurship and business development in the region.

State Strategy 1.1.1: Provide technical assistance and other support services for entrepreneurship and small business deployment in the region.

State Strategy 1.1.2: Support efforts to improve access to capital for businesses.

State Strategy 1.1.3: Provide the infrastructure to support businesses in the region.

State Objective 1.2: Prepare for the economic development of the next century and attract new businesses.

State Strategy 1.2.1: Identify areas for development of research and testing facilities for new technology.

State Strategy 1.2.2: Facilitate the development of research and testing facilities and workforce training for new technology.

State Strategy 1.2.3: Support and promote agritourism, agricultural, and other resource-based businesses based on regional needs and demands.

State Strategy 1.2.4: Provide technical assistance and support development of plans and studies.

State Objective 1.3: Support reinvestment in existing communities throughout the region.

State Strategy 1.3.1: Work in partnership with local jurisdictions to support projects that encourage revitalization and reinvestment.

State Strategy 1.3.2: Provide the necessary infrastructure for revitalization and reinvestment.

State Strategy 1.3.3: Increase workforce and affordable housing stock.

State Objective 1.4: Increase international exports from the ARC region.

State Strategy 1.4.1: Provide training and technical assistance for businesses on a regional scale.

State Strategy 1.4.2: Develop programs that will assist in marketing and business development on an international level.

ARC Investment Goal 2: Building Appalachia’s 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.

State Objective 2.1: Support and promote educational programs that will prepare students for jobs in the 21st century.

State Strategy 2.1.1: Expand and support the P-Tech model and K-12 STEM, alongside active learning labs in preparing students for 21st century jobs.

State Strategy 2.1.2: Work with local employers to create and expand apprenticeships and other school to work transition programs.

State Strategy 2.1.3: Work to create and support programs directed toward postsecondary access and success.

State Objective 2.2: Expand partnerships among local schools, colleges, and businesses to support workforce development and improve workforce readiness.

State Strategy 2.2.1: Provide continuing education training in advanced skills for workers in the region.

State Strategy 2.2.2: Work with local employers to create and expand apprenticeship programs.

State Strategy 2.2.3: Work with local businesses to develop programs that will encourage workers to take advantage of post-secondary education programs.

State Strategy 2.2.4: Support training for displaced workers and formerly incarcerated individuals.

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

State Strategy 2.3.1: Develop workforce training and job placement programs for those entering or reentering the workforce.

State Strategy 2.3.2: Support the development of a cohesive system of key services that support access to and retention of employment in the region.

State Strategy 2.3.3: Support transportation, childcare, eldercare, affordable housing, and food opportunities for individuals in their reentry to the workforce.

State Strategy 2.3.4: Support temporary housing options for patients in recovery programs and returning to the workforce.

State 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.

State Strategy 2.4.1: Support training and education programs for healthcare professionals.

State Strategy 2.4.2: Increase access to comprehensive and affordable healthcare.

State Strategy 2.4.3: Support programs in innovative public health practices to ensure a ready workforce.

State Strategy 2.4.4: Support projects for healthcare prevention and wellness.

ARC Investment Goal 3: Building Appalachia’s Infrastructure – Ensure that the residents and businesses of Appalachia have access to reliable, affordable, resilient, and energy efficient utilities and infrastructure in order to successfully live and work in the Region.

State Objective 3.1: Develop and support basic infrastructure and facilities needed to support community and economic development.

State Strategy 3.1.1: Develop and improve water systems to ensure that residents and businesses have clean water.

State Strategy 3.1.2: Develop and improve wastewater systems for residents and businesses.

State Strategy 3.1.3: Develop and implement combined stormwater overflow systems to ensure compliance with state and federal regulations.

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

State Strategy 3.2.1: Increase access to reliable and affordable broadband and cellular service.

State Strategy 3.2.2: Develop, support, and maintain infrastructure for broadband and cellular communications.

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

State Strategy 3.3.1: Develop sustainable clean energy solutions at a local and regional scale.

State Strategy 3.3.2: Develop programs that increase job opportunities, strengthen energy independence, boost business viability, and bolster long-term climate resilience.

State Strategy 3.3.3: Provide technical assistance and support development of plans and studies.

State Objective 3.4: Develop a balanced transportation system, which is supportive of economic growth and investment potential in the region.

State Strategy 3.4.1: Development of a north-south transportation network in the region.

State Strategy 3.4.2: Improve secondary and local access highways roads that support primary highway development and yield an integrated network in the region.

State Strategy 3.4.3: Support development of key transportation corridors (highway, rail, aviation) that enhance economic opportunity.

State Strategy 3.4.4: Support multimodal transportation options.

State 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.

State Strategy 3.5.1: Support investment in development ready sites.

State Strategy 3.5.2: Support development of plans and strategies to redevelop and repurpose unused, underutilized, or neglected sites, brownfields, and mine-scarred

lands to fuel economic and community development.

State Strategy 3.5.3: Support development of technology centers, commercial and industrial sites, healthcare and educational facilities, makerspaces and incubators, and other venues to promote placemaking and boost economic growth.

ARC Investment 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.

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

State Strategy 4.1.1: Provide technical assistance and planning support to advance downtown revitalization efforts to drive economic growth and community development.

State Strategy 4.1.2: Support regional marketing programs for the travel and tourism industry.

State Strategy 4.1.3: Support the development of heritage tourism products linked to state and national byway and heritage area efforts.

State Objective 4.2: Support and enhance the outdoor recreation opportunities for residents and visitors and support sustainable economic growth.

State Strategy 4.2.1: Support the expansion of responsible outdoor recreation opportunities that will fuel the region’s tourism economy and increase employment opportunities.

State Strategy 4.2.2: Assist in development of responsible tourism opportunities related to responsible outdoor recreation.

State Objective 4.3: Enhance and protect historic and cultural resources.

State Strategy 4.3.1: Support programs to identify, enhance and preserve Maryland’s heritage and cultural resources.

State Strategy 4.3.2: Assist in development of responsible tourism opportunities related to historic and cultural resources.

ARC Investment 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.

State Objective 5.1: Strengthen leadership skills and capacity.

State Strategy 5.1.1: Support programs that provide training in leadership development for youth, interested citizens, and community leaders.

State Strategy 5.1.2: Support programs that provide management skills to nonprofit organizations.

State Objective 5.2: Promote collaborative partnerships.

State Strategy 5.2.1: Support groups, meetings and workshops that provide opportunities for cooperation and capacity building.