



REGIONAL BLUEPRINT FOR ECONOMIC GROWTH

EXECUTIVE SUMMARY

This blueprint is built off of content from the original ten Shaping Our Appalachian Region (SOAR) working group reports that were developed in 2014. The reports were developed from community members' input during listening sessions held across 54 Appalachian counties in the Eastern Kentucky region as defined by the Appalachian Regional Commission (ARC)¹. This blueprint is an effort to more resolutely organize those ten reports, each with a different focus area, into one cohesive document with strategic goals and objectives. It is based upon continued feedback from the region via roundtable sessions, the SOAR Advisory Council, SOAR Executive Board Members, and analysis by SOAR staff. The end goal is that this blueprint will be used to coordinate a well-organized, strategic, proactive, and systemic approach across federal, state, local, and non-profit agencies to accomplish the greatest economic turn-around in the history of the United States of America. To achieve this historic movement, SOAR has developed seven overarching goals to spur economic growth in Eastern Kentucky. These goals, along with the corresponding objectives, have been approved by the SOAR executive board and are listed below.

- GOAL 1:** Increase the availability of affordable high-speed broadband, through fiber, to businesses and residents; and increase adoption rates throughout the SOAR region (PAGE 7)
- GOAL 2:** Develop our regional workforce to be competitive in the digital economy and other emerging industries (PAGE 9)
- GOAL 3:** To create more and expand existing small businesses within the region by taking full advantage of the digital economy (PAGE 11)
- GOAL 4:** To reduce the physical and economic impact of obesity, diabetes, and substance abuse (PAGE 13)
- GOAL 5:** Increase the amount of industrial employment which includes manufacturing, natural resources, processing, and distribution by expanding existing companies and attracting new ones (PAGE 15)
- GOAL 6:** Create a local foods movement by connecting local producers to markets for their products both within and outside the region (PAGE 17)
- GOAL 7:** Establish Kentucky's Appalachian region as a tourism destination (PAGE 19)

¹ To read the working group reports please visit: <http://bit.ly/ze3yY9O>

THE TASK AT HAND – EMPLOYING 30,000+ PEOPLE

In recent history, coal has been the lifeblood of Eastern Kentucky's economy, yet in 2009 that changed. From 2008 to the 2nd quarter of 2016, the region shed 10,617 coal mining jobs.² This seismic shift in Eastern Kentucky's economic foundation is what led to a bipartisan formation of SOAR in 2013. SOAR is focused on the realization that Eastern Kentucky must diversify its economy to prevent another regional economic crisis as a result of a single industry's downturn. Its main goal is to spur economic development to replace what has been lost.

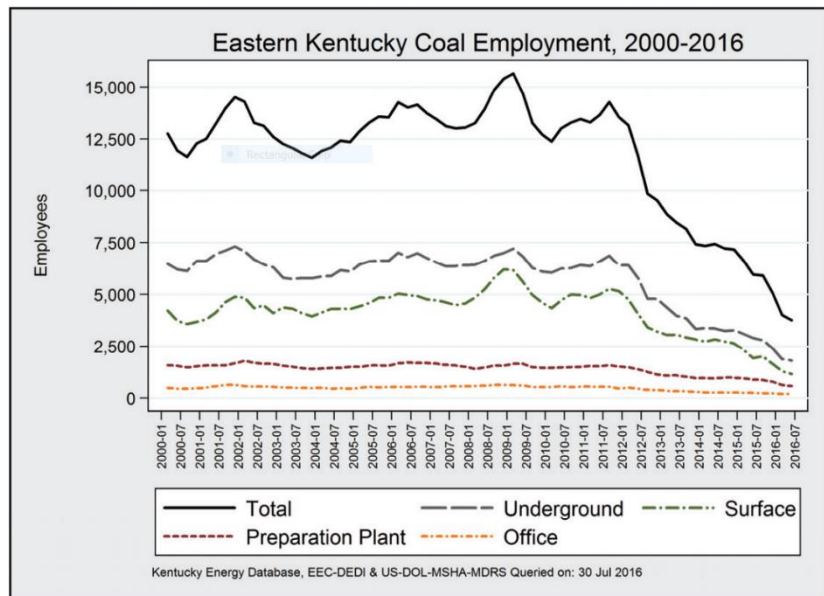


Figure 1 Illustrates the Eastern Kentucky Coal employment rates from 2000-2016.²

Figure 1 clearly illustrates the decrease in the coal industry employment rates from 2008 to 2016. This demonstrates the reason SOAR was formed, but it drastically understates the challenge at hand. Losing over two-thirds of the region's coal industry jobs does not adequately paint the picture of the impact on the regional economy. The economic impact is understated, in large part, because every coal industry job creates an additional 3.5 jobs elsewhere in the economy.³ That means SOAR is not just working to replace 10,000 jobs, but working to offset the economic impact (30,000+ jobs) of losing nearly an entire industry just to return to Eastern Kentucky's economic standing in 2009.

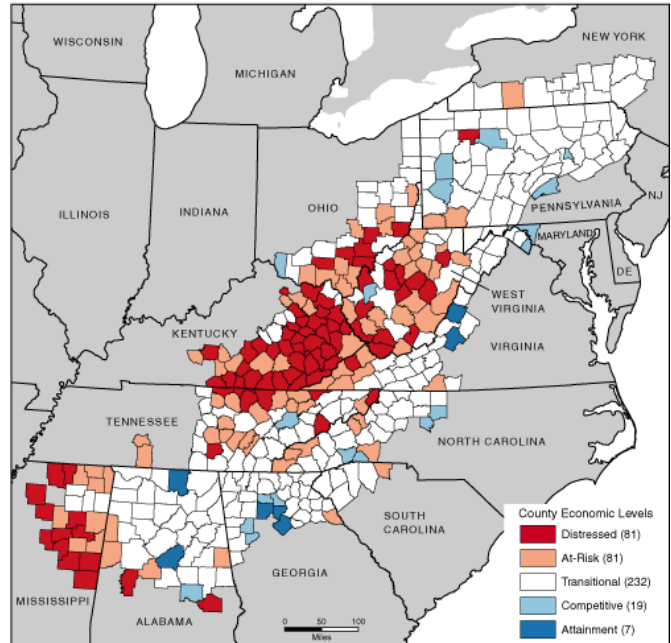
² Kentucky Quarterly Coal Report: April- June 2016. Rep. Kentucky Energy and Environment Cabinet, 30 July 2016. Web. <<http://bit.ly/2dMkyYG>>.

³ "Fast Facts About Coal." Quick Facts about Coal and Its Benefits. Rocky Mountain Coal Mining Institute, n.d. Web. <<http://www.rmcmi.org/education>>.

According to the ARC's index-based county economic classification system, 38 of the 54 SOAR counties were distressed in 2009.⁴ The economic reality illustrated in Figure 2 means not only must 30,000 jobs be restored, but additional jobs must be added. This can be seen in a recent study completed by Boyette Strategic Advisors, which shows that in a 27 county portion of Eastern Kentucky, the total employment rate dropped 20% (45,548 jobs) between 2006 to 2016.⁵ These new jobs must drive real, meaningful, and economic growth in Eastern Kentucky.

How will SOAR solve such an overwhelming and seemingly impossible task? Thanks to working groups, listening sessions, and the input from thousands of people in the region, SOAR has solid information on what needs to be done to overcome the economic challenges. Many people are already working on these goals. The SOAR regional blueprint is a plan built in the region, and an accumulation of ideas from Eastern Kentucky. It is taking everything Eastern Kentuckians know from living and breathing in Appalachia and combining it with local experts' analysis to determine a path forward.

Figure 2: ARC's index-based county economic classification system that highlights the county economic levels in Appalachia.⁴



Map by: Appalachian Regional Commission, October 2008.
 Data Sources: U.S. Bureau of Labor Statistics, LAUS, 2004-2006;
 U.S. Bureau of Economic Analysis, REIS, 2005;
 U.S. Census Bureau, 2000 Census, SF3.
 Effective October 1, 2008 through September 30, 2009.

⁴ Appalachian Regional Commission. *County Economic Status in Appalachia, FY 2009*. Map. October 2016. Web. < <http://bit.ly/zdMIIP>>

⁵ EKYWorks. *Workforce Analysis*. Boyette: strategic advisors. 2016. Pg. 29

Economic Development in a Nutshell

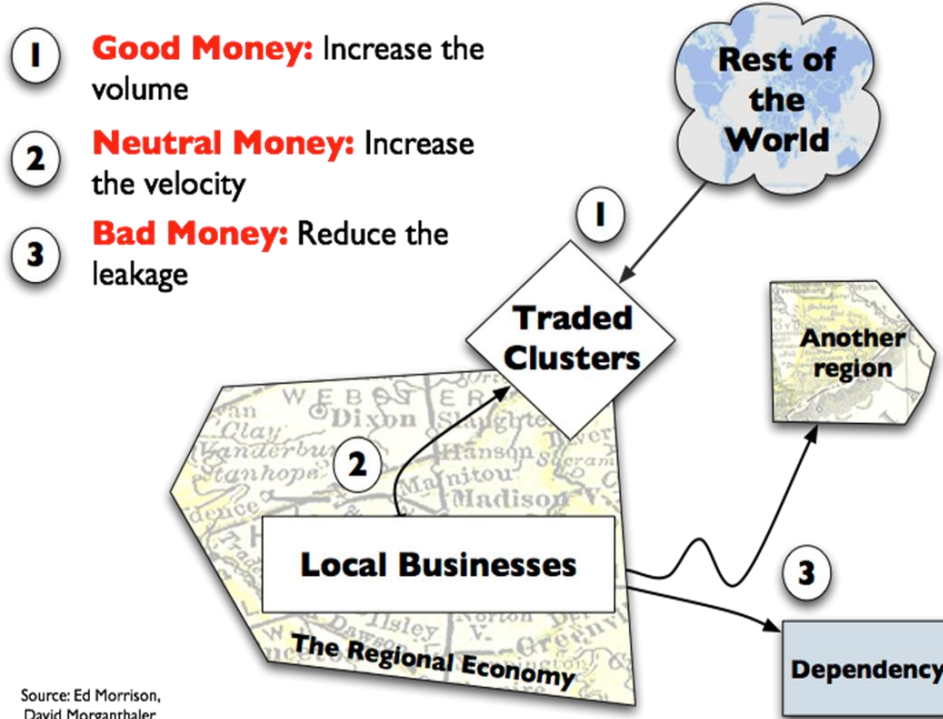


Figure 3: Asset mapping depicts the three flows of money, good, neutral, and bad⁵

The frame of reference for all goals and objectives in the Regional Blueprint revolve around growing the economy of Eastern Kentucky. Figure 3 shows Ed Morrison and David Morganthaler’s diagram which explains the way a regional economy functions.⁶ Working from this frame of reference and understanding the economic urgency at hand, SOAR is focused on two things:

1. Increasing the volume of good money
 - a. Good money is money that comes into the region from outside through the export of goods and services via manufacturing, remote employment, natural resources, distribution, etc.
2. Reducing the leakage of bad money
 - a. Bad money is
 - i. money that leaves the region through goods and services that are imported such as manufactured items that are sold in local retail outlets, grocery items, or
 - ii. goods and services that residents leave the region to purchase such as specialized healthcare, specialty retail items, entertainment, etc.

⁶ Digital image. *Economic Development in a Nutshell*. Ed Morrison and Strategy-Nets, LLC.

ASSUMPTIONS

DEVELOPING LEADERSHIP AND COMMUNITY CAPACITY

At SOAR's foundation is the commitment to develop leaders and increase community capacity throughout Eastern Kentucky in order to impact the economy. SOAR bases this commitment on the premise that Eastern Kentucky's greatest assets are the people living in it. When the people are empowered, the communities can be empowered. This premise is best stated by Wendy Kopp, the founder of Teach For America, "talent was the key element because it 'solves all the other problems.'"⁷ This means, if Eastern Kentucky has strong, talented, and focused leaders, then these leaders will be a critical component of finding solutions. A large portion of SOAR's work includes increasing the number of and/or the capacity of Economic Developers, Elected Officials, Community Developers, Public Health Officials, Entrepreneurs, Small Business Owners, Educators, Healthcare Providers, Non-Profit Managers, and Workforce Development Officials.

THE NEXT GENERATION

Although there is not a specific goal or objective that directly identifies the need to engage or retain the next generation within the region, it is SOAR's belief that this is the **crux of this blueprint**. By providing a path for economic opportunity, this economic blueprint addresses a core requirement to retaining a thriving and healthy next generation.

PRIVATE SECTOR

It is SOAR's belief that the innovative and entrepreneurial approaches that characterize private sector development will be the key to coordinating the economic turn-around of Eastern Kentucky. This blueprint is supported by this assumption and SOAR has approached every goal and objective with this in mind. While the government will facilitate and support an environment that is conducive to private sector employment growth, it will not lead the economic turnaround. The economic turnaround will come from within Eastern Kentucky.

⁷ Rath, Tom, & Conchie, Barry. *Strengths based leadership: Great Leaders, Teams, and Why People Follow*. New York, NY. Gallup, Inc., 2008.

DEFINITIONS

Below are SOAR's definitions for Goals, Objectives, and Strategies as they relate to this blueprint.

WHAT ARE GOALS?

Goals are the major outcomes that the Regional Blueprint is aiming towards. The goals provide direction for all objectives and strategies. Working towards and achieving these goals will ultimately create an economically stable Eastern Kentucky.

WHAT ARE OBJECTIVES?

Objectives are measurable outcomes or milestones that can track the progress toward reaching the goals of the Regional Blueprint.

WHAT ARE STRATEGIES/SOLUTIONS?

Strategies/solutions are projects or programs that will lead to accomplishing objectives. These are more specific in nature and are very clearly action oriented; they identify specific partners, specific locations, specific budgets, and specific outcomes. While SOAR provides structured and informed suggestions, the ultimate strategy choice is up to organizations and/or communities. Within each goal, SOAR has provided a list of suggested strategic partners who have had success reaching the objectives/milestones listed and might be able to help guide others.

RECOMMENDED APPROACH TO PRIORITIZING STRATEGIES/SOLUTIONS

When considering prioritization of any of the strategies/solutions associated with the objectives that follow, several factors should be considered:

- Upfront costs of the Strategy vs the Potential Economic Impact of the Strategy (i.e. Does it directly impact increasing good money or reducing leakage and if so how far-reaching is the impact relative to the required investment?)
- Sustainability of the Strategy
- Likelihood of Success of the Strategy
- Economic Impact of the Strategy
- Private Investment and/or Private Sector buy-in related to the Strategy
- The capacity of leadership to follow-through on the Strategy
 - Is there a champion, a record of success, suitable buy-in and participation from key partners?

CALL TO ACTION

The goals and objectives are regional and broad in nature. **They provide guidance and direction for what needs to be done, but do not dictate a specific path. They tell us where we are going, but not how to get there.** While example strategies are listed, all stakeholders are invited to begin developing strategies/solutions that will lead their communities to accomplish the objectives and eventually the goals. All strategies/solutions should be tied to at least one objective. This blueprint enables users to turn the broad and overwhelming goal of "improving the economy" into small, manageable, specific, and actionable tasks distributed across a wide network of stakeholders in Eastern Kentucky.



BROADBAND INFRASTRUCTURE EXPANSION

GOAL 1: INCREASE THE AVAILABILITY OF AFFORDABLE HIGH-SPEED BROADBAND, THROUGH FIBER, TO BUSINESSES AND RESIDENTS; AND INCREASE ADOPTION RATES THROUGHOUT THE SOAR REGION

OBJECTIVES/MILESTONES

- 1.1 Complete the construction of the middle-mile effort, KentuckyWired, while involving existing local internet service providers in the process
- 1.2 Generate immediate local economic activity by facilitating career pathway training opportunities for displaced workers to be retrained into the fiber installation and maintenance industry to support the deployment of fiber throughout the region
- 1.3 Support the development of community-based strategic plans to determine the best method to improve broadband availability and affordability in their community by partnering with KentuckyWired
- 1.4 Ensure stakeholders working in the region understand and work collectively to increase the high economic impact uses of broadband including remote work opportunities and ecommerce
- 1.5 Develop and implement a structured approach to last mile development in the SOAR region

EXAMPLES OF STRATEGIES/SOLUTIONS

- KentuckyWired, 1.1
- SEKY Final Mile Project, 1.3
- Prestonsburg Broadband Strategic Plan, 1.3
- Advanced Technology Center -BSCTC – Fiber, 1.2
- Broadband Conference – Connecting your economy, 1.4
- Other Potential Ideas
 - Provide education outreach to businesses and individuals to increase broadband adoption and utilization

POTENTIAL FOR COLLABORATION WITH OTHER SOAR GOALS

- **Small Business in the Digital Economy** - by leveraging the connectivity provided by affordable high-speed broadband via access to new markets and efficiencies in the digital economy.
- **A 21st Century Workforce** - by enabling labor force participants to work and learn in a digital world via access to first-class broadband access.

STRATEGIC PARTNERS

These partners are part of the existing ecosystem that can support the realization of this goal:

- KCNA
- Kentucky Infrastructure Authority
- USDA
- ARC
- The Center for Rural Development
- Utility Companies
- Local Coops
- OBOD
- EKCEP
- KCTCS



A 21ST CENTURY WORKFORCE

GOAL 2: DEVELOP OUR REGIONAL WORKFORCE TO BE COMPETITIVE IN THE DIGITAL ECONOMY AND OTHER EMERGING INDUSTRIES

OBJECTIVES/MILESTONES

- 2.1 Strengthen employer-led training and education efforts to provide clear paths to jobs including reciprocal relationships with national/global employers that employ a remote workforce
- 2.2 Leverage public-private partnerships to create short and long-term training programs supporting industries primed for growth such as: Telecommunications (specifically fiber), Healthcare, Energy, Machinists, and the Digital Economy
- 2.3 Invest in programs across the K-16 education continuum that increase access to training and career pathways related to STEAM skills, digital economy skillsets, agribusiness and other emerging technologies
- 2.4 Develop modern co-working facilities that can also serve as business innovation hubs
- 2.5 Improve access to employment training/retraining programs for low-wage/unemployed individuals

EXAMPLES OF STRATEGIES/SOLUTIONS

- TechHire East Kentucky (TEKY - Interapt Academy in Paintsville), 2.1
- TeleWorks USA, 2.1
- SOAR-STEM - Increase the number of National Board Certified teachers working in the region, 2.3
- Dream Martin County, 2.3
- MSU Aerospace, 2.2
- eKAMI, 2.2, 2.5
- Other potential Ideas
 - PTech School

POTENTIAL FOR COLLABORATION WITH OTHER SOAR GOALS

- **Small Business in the Digital Economy** - by providing a labor market full of individuals with the skills needed to bring innovation to a business in a digital world and economy.
- **Healthy Communities** - by connecting employers to wellness programs that improve both company efficiency and employee wellness.

STRATEGIC PARTNERS

These partners are part of the existing ecosystem that can support the realization of this goal:

- | | | |
|-------------|--------------------------------|---------------------------------------|
| • EKCEP | • MSU | • Foundation for Appalachian Kentucky |
| • KCTCS | • Dream Martin County | • Kentucky Department of Education |
| • KVEC | • Center for Rural Development | |
| • Interapt | | |
| • SOAR-STEM | | |

- Kentucky Innovation Network
- MACED

- Operation PRIDE
- Regional Universities
- KCTCS

- K-12
- Technical Schools
- YPEK



SMALL BUSINESS IN THE DIGITAL ECONOMY

GOAL 3: TO CREATE MORE AND EXPAND EXISTING SMALL BUSINESSES WITHIN THE REGION BY TAKING FULL ADVANTAGE OF THE DIGITAL ECONOMY

OBJECTIVES/MILESTONES

- 3.1 Focus assistance to support expanded market expansion opportunities for existing companies via the digital economy including e-commerce and export
- 3.2 Strengthen entrepreneurial education, including K-16, and the promotion of successful entrepreneurs within the region
- 3.3 Increase the network density of small business owners and/or entrepreneurs through social networks (digital or physical)
- 3.4 Improve awareness and usage of existing and expand availability of business resources, technical assistance, equity capital, and other assistance programs
- 3.5 Create and expand opportunities for entrepreneurs to competitively pitch ideas for monetary awards

EXAMPLES OF STRATEGIES/SOLUTIONS

- eTeams - Identify existing companies and focus programs of the East Kentucky Technical Assistance Providers Network on expanding them through a case management style process., 3.1
- UPIKE Business Plan Competition, 3.5
- EKyTAP, 3.4
- Tri-State Angel Investment Network, 3.4
- LINK Southeast Kentucky, 3.3
- Other potential Ideas
 - eTeams 2.0:Scale Up

POTENTIAL FOR COLLABORATION WITH OTHER SOAR GOALS

- **A 21st Century Workforce** - through opportunities for employment and valuable experience presented by entrepreneurial activities and increased businesses in the region
- **Industrial Development** – many of the industrial organizations within the region that supplied products/services for the coal industry can find access to new markets through the digital economy

STRATEGIC PARTNERS

These partners are part of the existing ecosystem that can support the realization of this goal:

- Kentucky Department of Education
- MACED
- SKED
- KHIC
- KIN
- KyBizInfo
- SCORE

- SBA
- CED
- CEDIK
- EKCEP
- KAED
- KSBDC

- Local Utility Companies
- Local and Regional Chambers of Commerce
- KVEC

- ADDs
- EKTAP



HEALTHY COMMUNITIES

GOAL 4: TO REDUCE THE PHYSICAL AND ECONOMIC IMPACT OF OBESITY, DIABETES, AND SUBSTANCE ABUSE

OBJECTIVES/MILESTONES

- 4.1 Implement innovative evidence-based programs to address regional health disparities in access, quality of care, and health outcomes
- 4.2 Strengthen community partnerships and collaborations with stakeholders to increase focus on health and disease prevention throughout the region
- 4.3 Reduce the scope and impact of substance abuse and related consequences through education, awareness, prevention and access to services
- 4.4 Increase access to healthy, affordable foods and opportunities for physical activity

EXAMPLES OF STRATEGIES/SOLUTIONS

- Operation UNITE, 4.3
- Addiction Recovery Care partnership with EKCEP and Sullivan College, 4.1, 4.3
- Hackathon, 4.2
- SOAR Summit 5K, 4.4
- Other Potential Ideas
 - Build capacity of community response to substance abuse and Hepatitis C epidemic by creating partnerships and collaborations that increase the availability of resources and access to care
 - Strengthen community health stakeholder partnerships and work towards common, achievable goals related to built environment and health policy implementation
 - Collaborate with the Department of Education and local school districts and Educational Cooperatives to increase knowledge of how to incorporate physical activity and healthy eating into their curriculum.
 - Prepare and begin phased implementation of a strategic, long-term health workforce plan that addresses the future supply of health care providers
 - Coordinate law enforcement, treatment, and prevention measures with Operation UNITE to reduce the devastating impact of substance abuse
 - Increase access to education opportunities to improve knowledge of nutrition, fitness, and disease prevention and management by setting up an online resource to educate communities about available resources, identify and document known programs that work

POTENTIAL FOR COLLABORATION WITH OTHER SOAR GOALS

- **Regional Food Systems** - connect them to local schools, restaurants, etc. to improve community health with an increased abundance and availability of fresh fruits and vegetables
- **A 21st Century Workforce** - by connecting employers to wellness programs that improve both company efficiency and employee wellness.
- **Industrial Development** - by ensuring our talent is healthy and available to work our region becomes more attractive in industrial recruitment efforts

STRATEGIC PARTNERS

These partners are part of the existing ecosystem that can support the realization of this goal:

- Operation UNITE
- AHECs
- Cabinet for Health and Family Services
- CDC
- CEDIK
- Foundation for Healthy Kentucky
- Health Coalitions
- K-12 Systems
- Kentucky Hospital Association
- Local Health Departments
- Center for Excellence in Rural Health
- University of Kentucky
- Cooperative Extension
- Local Hospitals and Regional Healthcare Systems
- University of Pikeville, KYCOM, CACCOM, A-OPTIC



INDUSTRIAL DEVELOPMENT

GOAL 5: INCREASE THE AMOUNT OF INDUSTRIAL EMPLOYMENT WHICH INCLUDES MANUFACTURING, NATURAL RESOURCES, PROCESSING, AND DISTRIBUTION BY EXPANDING EXISTING COMPANIES AND ATTRACTING NEW ONES

OBJECTIVES/MILESTONES

- 5.1 Develop strategies for targeted sectors, identified by a third-party professional, for recruitment, expansion, and workforce development
 - a. Examples of targeted sectors that have been identified in several communities include Healthcare, Auto Suppliers, Forestry, and Aerospace
- 5.2 Support the continued development of regional and/or public-private partnerships to drive industrial development in the region
- 5.3 Increase industrial demand of skilled trade workers (construction, electricians, HVAC, welding, plumbing) and the availability of fast-track certification programs for experienced workers
- 5.4 Improve the economic competitiveness of most viable (based upon objective third-party professional analyses) sites and buildings in Appalachia Kentucky
- 5.5 Provide resources to transition established businesses to value added chains and/or connect them with new markets both outside of their existing industry and in the global marketplace
- 5.6 Collect and positively communicate detailed data on the workforce in the region
- 5.7 Support value added opportunities for extractive industries including, but not limited to: coal, natural gas, oil, and forestry

EXAMPLES OF STRATEGIES/SOLUTIONS

- Connect existing machine shops/metalworking companies in the region to federal contractors who need suppliers, 5.5
 - Assist the companies in becoming ISO certified
 - Connect them to federal contractors who are seeking suppliers
- Infrastructure improvements at Marion's Branch, 5.4
- Ashland Alliance, One East Kentucky and One Harlan County, 5.2
- East Kentucky Works, 5.6
- Region Specific Tax Incentive Proposal, 5.4
- Utilize existing programs to improve residential energy efficiency, 5.3
- Provide free or discounted natural gas to companies like was done with Kellogg's, 5.4
- Other potential ideas:
 - Upgrade and retrofit commercial buildings to improve energy efficiency

POTENTIAL FOR COLLABORATION WITH OTHER SOAR GOALS

- **A 21st Century Workforce** - to ensure our talent is qualified and ready to work in the types of industry that are fits for our region

- **Broadband Infrastructure Expansion** - in order to be competitive with other regions and successfully recruit industry, it is as important as sewer or water.
- **Healthy Communities** - in order to provide a healthy, drug-free workforce to potential employers.

STRATEGIC PARTNERS

These partners are part of the existing ecosystem that can support the realization of this goal:

- Ashland Alliance
- CED
- SKED
- One East Kentucky
- EKCEP
- CEDIK
- KAED
- KHIC
- KSBDC
- Local and Regional EDOs
- Utility Companies
- Regional ADDs
- University of Kentucky
- Cooperative Extension
- Kentucky Woodland Owner's association
- KCARD
- MACED



REGIONAL FOOD SYSTEMS

GOAL 6: CREATE A LOCAL FOODS MOVEMENT BY CONNECTING LOCAL PRODUCERS TO MARKETS FOR THEIR PRODUCTS BOTH WITHIN AND OUTSIDE THE REGION

OBJECTIVES/MILESTONES

- 6.1 Increase the amount of locally sourced food served in institutional food service (schools, jails, colleges, hospitals), restaurants, and commercial grocers.
- 6.2 Start new and support the expansion of existing value-added agricultural businesses including processing, warehousing, distribution, etc.
- 6.3 Improve access to locally sourced food through the development of modern community-based farmer's markets.
- 6.4 Increase the competitiveness of local products and connect local producers to markets outside the region

EXAMPLES OF STRATEGIES/SOLUTIONS

- Chop Shop, 6.2
- Jackson Processing Center, 6.2
- Hazard Farm to School Program, 6.1
- Pikeville Farmer's Market, 6.3
- Work with local livestock producers to address their needs and strengthen the region's largest agricultural sector, 6.4
- Appalachia Proud Program, 6.4

POTENTIAL FOR COLLABORATION WITH OTHER SOAR GOALS

- **Healthy Communities** - by integrating regional food systems with wellness efforts to increase the availability and ease of access to healthy food choices
- **A 21st Century Workforce** - by ensuring farmers are aware and able to access new technologies for improved efficiency and profit

STRATEGIC PARTNERS

These partners are part of the existing ecosystem that can support the realization of this goal:

- | | | |
|-------------------|-----------------------|---------------|
| • Appal-Tree | • KCTCS | • Kentucky |
| • CEDIK | • Kentucky Beef | Department of |
| • Community Farm | Network | Agriculture |
| Alliance | • Kentucky Center for | • Kentucky |
| • GOAP/KADF | Agriculture and | Department of |
| • Grow Appalachia | Rural Development | Education |

- Kentucky Horticulture Council
- MACED

- Mountain Cattlemen's Association

- University of Kentucky Cooperative Extension



REGIONAL TOURISM DEVELOPMENT

GOAL 7: ESTABLISH KENTUCKY'S APPALACHIAN REGION AS A TOURISM DESTINATION

OBJECTIVES/MILESTONES

- 7.1 Support tourism projects that leverage existing assets to create attraction/destination based economic activity through private businesses such as theme parks, resorts, ATV Trails, etc.
- 7.2 Improve regional branding and marketing efforts increase awareness and demand for recreational activities
- 7.3 Increase demand for local arts and crafts by improving availability and visibility of products from our region
- 7.4 Invest in redevelopment of downtown spaces that focus on arts, heritage, and entertainment to improve the quality of place
- 7.5 Build upon regional assets that create unique identities for communities
- 7.6 Develop or facilitate training pathways for careers in the hospitality industry to prepare the region to leverage increased tourism demand for economic growth

EXAMPLES OF STRATEGIES/SOLUTIONS

- Appalachian Wildlife Center, 7.1
- Hollerwood ATV Park, 7.5, 7.1
- The Palace, 7.5, 7.4
- Hatfield & McCoy, 7.5
- Sell to the World Initiative, 7.3
- Portal 31 in Harlan County, 7.5
- Other potential ideas:
 - Developing a regional brand of Kentucky's Appalachia
 - Connect local arts agencies and artisans with private business to form collaborative efforts promoting their work both within the region and in a digital space
 - Use public private partnerships to revitalize and preserve historical buildings while giving them an economically viable use
 - Revitalize abandoned railways for use as a dinner train or means of passenger transportation for tourists

POTENTIAL FOR COLLABORATION WITH OTHER SOAR GOALS

- **A 21st Century Workforce** - by building digital economy skillsets and connecting these skill sets local crafters, artisans, artists, etc. will enable them to sell their product to external markets

- **Small Business in the Digital Economy** - as innovative and exciting businesses create desirable and livable downtowns for millennials and generate the revenue needed for other tourism activities.

STRATEGIC PARTNERS

These partners are part of the existing ecosystem that can support the realization of this goal:

- ADDs
- Chambers of Commerce
- Kentucky Arts Council
- Kentucky Heritage Council
- MACED
- Main Street Programs
- State Park System
- East Kentucky PRIDE
- Tourism Cabinet
- University of Kentucky Cooperative Extension

ARC Strategic Plan Appendix

THE COMPLETE COPY FROM THE ARC STRATEGIC PLAN IS AVAILABLE ONLINE¹

The Blueprint for Economic Growth aligns with ARC Strategic Plan and is designed to offer a detailed region-specific guide for strategic investment. SOAR developed the blueprint with the existing ARC strategic plan in mind, and it is designed to be a supplement that takes unique Kentucky factors into consideration to build the ARC plan. This is not intended to be a comprehensive list of all alignment relationships but rather a guide to help illustrate key alignments.

Alignment of **SOAR** and ARC Strategic Investment Goals

<p>ARC GOAL 1: ECONOMIC OPPORTUNITIES</p> <p>INVEST IN ENTREPRENEURIAL AND BUSINESS DEVELOPMENT STRATEGIES THAT STRENGTHEN APPALACHIA'S ECONOMY</p>  <p><i>Small Business in the Digital Economy</i></p>  <p><i>Industrial Development</i></p>	<p>ARC GOAL 2: READY WORKFORCE</p> <p>INCREASE THE EDUCATION KNOWLEDGE, SKILLS, AND HEALTH OF RESIDENTS TO WORK AND SUCCEED IN APPALACHIA</p>  <p><i>21st Century Workforce</i></p>  <p><i>Healthy Communities</i></p>
<p>ARC GOAL 3: CRITICAL INFRASTRUCTURE</p> <p>INVEST IN CRITICAL INFRASTRUCTURE – ESPECIALLY BROADBAND; TRANSPORTATION, INCLUDING THE APPALACHIAN DEVELOPMENT HIGHWAY SYSTEM; AND WATER/WASTEWATER SYSTEMS</p>  <p><i>Broadband Infrastructure Expansion</i></p>	<p>ARC GOAL 4: NATURAL AND CULTURAL ASSETS</p> <p>STRENGTHEN APPALACHIA'S COMMUNITY AND ECONOMIC DEVELOPMENT POTENTIAL BY LEVERAGING THE REGION'S NATURAL AND CULTURAL HERITAGE ASSETS.</p>  <p><i>Regional Food Systems</i></p>  <p><i>Regional Tourism Development</i></p>

¹ ARC 2016-2020 Strategic Plan, <https://www.arc.gov/images/newsroom/publications/sp/InvestinginAppalachiasFutureARCs2016-2020StrategicPlan.pdf>

ARC Strategic Plan Appendix

Alignment of objectives by GOAL

SOAR GOAL 1 | ARC GOAL 3

Objective 1.1	Objectives 1, 2
1.2	2, 3
1.3	1, 2
1.4	1, 2, 3
1.5	2

SOAR GOAL 2 | ARC GOAL 2

Objective 1.1	Objectives 1, 4, 7
1.2	1, 2, 3
2.3	1, 3, 4, 7
2.4	4, 7
2.5	2, 4, 7

SOAR GOAL 3 | ARC GOAL 1

Objective 3.1	Objectives 4
3.2	1, 2
3.3	1
3.4	1
3.5	2

SOAR GOAL 4 | ARC GOAL 2

Objective 4.1	Objectives 3, 5, 6, 7
4.2	5, 6, 7
4.3	5, 6, 7
4.4	5, 6, 7

SOAR GOAL 5 | ARC GOAL 1

Objective 5.1	Objectives 2, 3
5.2	3
5.3	1, 3
5.4	3
5.5	1, 3, 4
5.6	2
5.7	1, 3, 4

SOAR GOAL 6 | ARC GOAL 4

Objective 6.1	Objectives 1
6.2	1
6.3	1
6.4	1

SOAR GOAL 7 | ARC GOAL 4

Objective 7.1	Objectives 2, 3, 4
7.2	2, 3
7.3	3
7.4	2, 4
7.5	4
7.6	3

Acronym Appendix

Full Name	Acronym	Website
Appalachian Osteopathic Postgraduate Training Institute Consortium	A-OPTIC	www.a-optic.org
Appalachian Regional Commission	ARC	www.arc.gov
Appal-Tree		http://cfaky.org/what-we-do/appal-tree
Area Health Education Center	AHEC	https://ahec.med.uky.edu
Ashland Alliance		http://ashlandalliance.com
Brushy Fork Institute		https://www.berea.edu/brushy-fork-institute/
Cabinet for Economic Development	CED	http://www.thinkkentucky.com/
Center for Excellence in Rural Health		https://ruralhealth.med.uky.edu/
Centers for Disease Control and Prevention	CDC	www.cdc.gov
Central Appalachian Consortium of Colleges of Osteopathic Medicine	CACCOM	
Commonwealth Office of Broadband and Outreach	OBOD	http://finance.ky.gov/initiatives/Broadband/Pages/About.aspx
Community and Economic Development of Kentucky	CEDIK	http://cedik.ca.uky.edu
Community Farm Alliance	CFA	http://cfaky.org
Dream Martin County		http://www.dreammartincounty.com
Eastern Kentucky Concentrated Employment Program	EKCEP	www.ekcep.org
Eastern Kentucky Technical Assistance Programs	EKTAP	
Economic Development Organization	EDO	www.eda.gov
Foundation for a Healthy Kentucky		https://www.healthy-ky.org
Foundation for Appalachian Kentucky		http://www.appalachianky.org
Governor's Office of Agricultural Policy: Kentucky Agricultural Development Board	GOAP-KADF	http://agpolicy.ky.gov/funds/Pages/default.aspx
Grow Appalachia		https://growappalachia.berea.edu
Interapt		www.interapt.com
Kentucky Arts Council		http://artscouncil.ky.gov/
Kentucky Association for Economic Development	KAED	http://www.kaedonline.org
Kentucky Beef Network	KBN	http://www.kybeefnetwork.com
Kentucky Cabinet for Health and Family Services		http://chfs.ky.gov
Kentucky Center for Agriculture and Rural Development	KCARD	http://www.kcard.info
Kentucky Center for Agriculture and Rural Development	KCARD	http://www.kcard.info/
Kentucky Center for Smoke Free Policy		http://www.uky.edu/breathe/tobacco-policy/kentucky-center-smoke-free-policy
Kentucky College of Osteopathic Medicine	KYCOM	http://www.upike.edu/KYCOM

Kentucky Communications Network Authority	KCNA	http://kentuckywired.ky.gov
Kentucky Community and Technical College System	KCTCS	www.kctcs.edu
Kentucky Department of Agriculture	KYAGR	http://www.kyagr.com/
Kentucky Department of Education		http://education.ky.gov
Kentucky Heritage Council		http://heritage.ky.gov/
Kentucky Highlands Investment Corporation	KHIC	http://www.khic.org
Kentucky Horticulture Council		http://growkentuckyag.com/wordpress1/?p=294
Kentucky Hospital Association	KYHA	http://www.kyha.com/
Kentucky Infrastructure Authority	KIA	http://kia.ky.gov/
Kentucky Innovation Network	KIN	http://kyinnovation.com
Kentucky Small Business Development Center	KSBDK	https://www.ksbdc.org
Kentucky Valley Educational Cooperative	KVEC	www.kentuckyvalley.org
Kentucky Woodland Owner's Association	KWOA	http://www.kwoa.net
KyBizInfo		http://www.kybizinfo.com
Morehead State University	MSU	http://www.moreheadstate.edu
Mountain Association for Community Economic Development	MACED	www.maced.com
Mountain Cattlemen's Association		http://www.kycattle.org/county chapters.htm
One East Kentucky		http://www.oneeastky.com
Operation UNITE		www.operationunite.org
Personal Responsibility in a Desirable Environment	PRIDE	http://kypride.org/
SCORE		http://www.score-kentucky.org
Small Business Administration	SBA	www.sba.gov
SOAR STEM		http://dataispower.org/soar-stem
Southeast Kentucky Economic Development Corporation	SKED	http://www.southeastkentucky.com
State Park System		http://parks.ky.gov/
The Center for Rural Development		www.centertech.com/
Tour Southern and Eastern Kentucky	TOUR SEKY	http://www.tourseky.com/
Tourism Cabinet		http://www.kentuckytourism.com/
United States Department of Agriculture	USDA	www.usda.gov
University of Kentucky Cooperative Extension		http://extension.ca.uky.edu/
University of Pikeville	UPIKE	http://www.upike.edu/
Young Professionals of East Kentucky	YPEK	http://www.ypek.org