

CEDS Category/Strategy	Action	Status/Accomplishments	To Do
<b>ECONOMIC DEVELOPMENT</b>			
Construct additional "shell buildings" and "pad ready sites" throughout the region	<ul style="list-style-type: none"> <li>Educate and motivate communities to develop 50,000 to 100,000 square foot buildings and pad-ready sites</li> <li>Identify public/private partnerships for shell building construction</li> </ul>	<ul style="list-style-type: none"> <li>Second Claremont shell building completed.</li> <li>Caldwell EDC has launched loan program for shell buildings.</li> <li>Hickory and Burke County working on shell building project near airport.</li> <li>Secured ARC funding for sewer service for shell building.</li> <li>Working with Alexander County and the Alexander Railroad to construct another shell building inside the industrial park adjacent to the industrial access road constructed with ARC funding.</li> </ul>	<ul style="list-style-type: none"> <li>Identify number of shell buildings and pad ready sites in region; ongoing.</li> <li>Build additional (at least 10) new shell buildings by 2022.</li> </ul>
Enhance capacity for project and grant development	<ul style="list-style-type: none"> <li>Hire additional Community and Economic Development staff to increase grant writing capacity and grant administration for the region</li> <li>Encourage EDCs to have a policy support role with additional project and grant development to ensure proper coordination</li> </ul>	<ul style="list-style-type: none"> <li>Staff person hired late 2017.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Hire additional grant writers as needed.</li> <li>Meet with EDCs to coordinate projects/grants.</li> </ul>
Maximize building reuse and site redevelopment opportunities	<ul style="list-style-type: none"> <li>Identify locations in the region that are ideal targets for building reuse or site demolition grants</li> <li>Prepare successful demolition/building reuse grant applications</li> </ul>	<ul style="list-style-type: none"> <li>11 successful applications funded, 2 applications currently under development as of September 2019.</li> <li>Market rate apartment complex opened in Morganton (former furniture plant.)</li> <li><u>CDBG Demolition grants to remove industrial buildings:</u> <ul style="list-style-type: none"> <li>Valdese received \$500,000 from NC Commerce.</li> <li>Drexel received \$500,000 from NC Commerce.</li> </ul> </li> <li>Lenoir received \$300,000 from ARC.</li> <li><u>Building Reuse Grants:</u> <ul style="list-style-type: none"> <li>Claremont Prysman \$500,000.</li> <li>Burke County Zrodelta \$500,000. 42 new jobs; \$12.0 million private investment.</li> <li>Catawba County Bradington Young \$162,500. 10 new jobs; \$4.1 million private investment.</li> <li>Morganton A Caring Alternative \$230,000.</li> <li>Morganton VEKA East \$500,000.</li> <li>Conover StarSnax \$500,000, 40 new jobs; \$1.9 million invest.</li> <li>Hickory Design Foundry \$500,000, 109 jobs; \$2.5 mil. investment.</li> <li>Burke County Marves \$312,000, 25 jobs; \$2.2 million investment.</li> <li>Burke County Synergy Labs \$500,000, 42 jobs; \$12.2 mil. invest.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Complete goal of 40 grants over a five-year period.</li> <li>Continue to develop successful applications.</li> </ul>
Promote and support the Manufacturing Solutions Center (MSC), Morganton Campus of the NC School of Science and Math (NCSSM), the NC Center of Engineering Technologies (NCCET) and other critical economic development assets in the region	<ul style="list-style-type: none"> <li>Create new economic development opportunities near the NCSSM campus such as retail (shopping and restaurants), hotels, housing, sidewalks, greenways, recreation and transit.</li> <li>Continue to track the annual MSC company contacts.</li> <li>Support the MSC through grant funding opportunities when available.</li> </ul>	<ul style="list-style-type: none"> <li>Burke County Transit (start Fall 2018) will serve NCSSM.</li> <li>Ongoing.</li> <li>Ongoing GIS tracking of MSC contacts (twice per year).</li> <li>Completed 2017 MSC customer tracking report.</li> <li>Awarded \$750,000 grant from EDA i6 Challenge.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Greenway to implement service (Fall 2018).</li> <li>Identify sidewalk and greenway projects for inclusion in MTP/LAPP.</li> <li>Complete two reports per year through 2022.</li> <li>Seek additional funding opportunities annually.</li> </ul>

**CEDS Category/Strategy**

**Action**

**Status/Accomplishments**

**To Do**

- Inform the community of the importance of NCSSM to the region.

- NCSSM spoke at Aug. 2019 Workforce Board meeting.
- NCSSM conducted Mayor/Manager meeting (October 2018).

- Integrate MSC/NCSSM/NCCET into regional presentations.

**WORKFORCE**

**Align career pathways with education and training opportunities to meet industry needs**

- See CEDS plan for strategies

- STEM tour presentations ongoing.
- Manufacturing and Healthcare Pathways certified.

- Continue STEM tour presentations.
- Continue to provide data assistance.
- Data assistance to Workforce Development as needed.

- Submitted \$2.4 million grant to US Dept. of Labor/ARC for WPCOG EnVision Center Ready to Work Initiative (One Stop Shop - Workforce & Public Housing).

- Follow up on grant submittal.

- Develop broader Business, Industry and Agency Career Pathways as needed

- Advanced Mfg. Pathway completed Sept. 2017.
- Healthcare Pathway received certification on May 2018.

- Energy Line Worker Pathway to be certified August 2019.

- Identify pathways that impact the region now and in the future, increasing intern and apprenticeship opportunities across all four counties

- Advanced Mfg. material completed April 2018.
- Healthcare Pathway certified May 2018.

- Create career pathway marketing material w/education input & buy-in.

- Energy Line Worker Pathway to be certified August 2019.
- WDB recv'd Enhancement Grant for NEXTGen youth program to increase funding for paid internships and/or post secondary training in the certified career pathways, as well as Transportation and Construction pathways.

- Research the number of 4-year universities sending students to our region for internships/apprenticeships
- Broaden outreach efforts through the STEM West program and other Science, Technology, Engineering and Math (STEM) initiatives

- Advanced Mfg. Pathway completed Sept. 2017.
- Healthcare Pathway received certification May 2018.
- Teachers implemented real-life, project-based learning units in their schools ("Filling the Gap") after visiting 8 STEM businesses in the region.

- Involve K-12 and BIA in determining the paths from education to the workplace (Career pathways should not end at K-16.)

- Awarded \$75,000 grant from ARC for continuation of STEM west.
- Workforce Board Director is on the CTE Advisory Board for the Hickory Pubic Schools & Caldwell County Schools.

- Underway.

- Identify Career and Technical Education (CTE)/Vocational opportunities to line up with high school and community colleges

- Maximize Carolina grant in progress for "Work in Burke" career campaign. WPWDB helped BDI obtain 2 of these grants totaling \$150,000.

- Underway.

- Identify educational/training opportunities for higher-level (Academically Intellectually Gifted) students

- Career Fair (additional outreach to come).
- Advanced Mfg. material completed May 2018. First outreach opportunity was May 2018 at the Burke Public Schools.

- Create career pathway marketing material w/education input & buy-in.

- Strengthen partnerships between regional high schools, community colleges, EDCs and the Workforce Development Board (WDB)

- Workforce Development staff serving on the Hickory High and Catawba County Career and College Pathways Taskforce.

- Underway.

- NCWorks NEXTGen Youth Program providing job prep skills to at risk students at various county high schools, such as Newton Conover HS.
- NCWorks Staff provided Job Getting Prep workshop to Catawba County Summer Interns that CVMC's healthcare intern program June 2019.
- NCWorks Staff providing interviewing assistance for Skills USA Forensic Team June 2019.

- Workforce Development staff serving on the leadership team for the kidsREADYNC initiative with Catawba County Partnership for Children.

- Underway.

- Workforce Development staff attends the Burke Pubic Education Mtgs.

- Underway.

- Continue to expand high school course offerings that give college credit or lead to industry certifications
- Ensure students and parents are aware of career opportunities available in the region and educational programs that align with those careers

- NEXTGen Hiring Event took place June 2018 in all four counties on the same day.

- Underway.

CEDS Category/Strategy	Action	Status/Accomplishments	To Do
Ensure sharing of competitive wage information (wage variances) and its impact on job recruitment and retention in the region	<ul style="list-style-type: none"> <li>Evaluate effectiveness of Catawba County's K-64 initiative and encourage similar programs in other counties in the Western Piedmont region</li> <li>Analysis of comparable wages to be competitive with other regions (by sector)</li> <li>Make wage variances consistently available to assist the region with recruitment and retention efforts</li> </ul>	<ul style="list-style-type: none"> <li>NEXTGen Hiring Event took place May 2019 in all four counties on the same day.</li> <li>NCWorks NEXTGen Youth Program providing job prep skills to at risk students at various county high schools, such as Newton Conover HS.</li> <li>NCWorks Staff provided Job Getting Prep workshop to Catawba County Summer Interns that CVMC's healthcare intern program June 2019.</li> <li>NCWorks Staff providing interviewing assistance for Skills USA Forensic Team June 2019.</li> <li>Presented information to home school group in Newton.</li> <li>3 Hmong staff to conduct outreach to community link centers.</li> <li>Collaborating with Section 8's EnVision Grant to bring career awareness &amp; job opportunities to those individuals.</li> <li>Not yet started.</li> </ul>	<ul style="list-style-type: none"> <li>Underway.</li> <li>Meet with Wendy to determine project scope/funding; begin July 2019, complete project by March 2020.</li> </ul>
Maintain consistent, coordinated, long-term marketing of workforce activities across and within the region (social media, new and emerging media)	<ul style="list-style-type: none"> <li>Promote workforce system activities via a central website and applicable social media (Facebook, Twitter, Instagram...and new media that may arise)</li> <li>Strengthen workforce partner relationships to share all job/employment related media to promote the region</li> <li>Collect and analyze social media followers and shares of information can be collected and analyzed</li> <li>Generate a daily/weekly/monthly post and repost of workforce labor activity (Example: Hootsuite Application)</li> </ul>	<ul style="list-style-type: none"> <li>Currently in progress and being tracked. Will use the new implemented NCWorks Technology Team to help impact the outreach.</li> <li>June 2017 WD Facebook had 144 Followers.</li> <li>June 2017 WD Twitter had 351 Followers.</li> <li>June 2017 WD Instagram was set up.</li> <li>June 2019 WD Facebook had 690 Followers.</li> <li>June 2019 WD Twitter had 520 Followers.</li> <li>June 2019 WD Instagram had 262 Followers.</li> <li>Developed Workforce Postcard to advertise/mail out social media updates targeting low income address areas.</li> <li>Currently in progress and being tracked. Will use the new implemented NCWorks Technology Team to help impact the outreach.</li> <li>Added Facebook Live feeds to workforce website March 2018. Workforce Postcards mailed in June 2018 sharing social media access to workforce jobs, recruitment, career exploration.</li> <li>Printable templates of success stories added to www.westernpiedmontworks.org.</li> <li>Currently in progress and will increase by end of Dec. 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Underway.</li> <li>Underway.</li> <li>Consider adding Snapchat recruitment information.</li> <li>Increase postings of jobseeker success stories, particularly where the local workforce system is involved.</li> <li>Underway.</li> </ul>
Update the Western Piedmont Industry Growth Analysis (IGA) and shape it as a tool designed for business recruitment efforts	<ul style="list-style-type: none"> <li>Ensure Western Piedmont Workforce Development Board (WDB) members and key stakeholders help shape the information that is needed in the IGA</li> <li>Add increased narrative with relative data sets (WDB members quoted throughout the IGA)</li> <li>Add links to online tools developed by NC Commerce Labor &amp; Economic Analysis Division (LEAD)</li> <li>Meet with EDCs to determine how the IGA can be developed</li> </ul>	<ul style="list-style-type: none"> <li>Not yet started.</li> <li>Not yet started.</li> <li>Currently researching links to add.</li> </ul>	<ul style="list-style-type: none"> <li>Obtain funding for IGA.</li> <li>Meet with Wendy to coordinate project development.</li> <li>Complete project by 2021.</li> </ul>

**CEDS Category/Strategy**

**Action**

- Meet with EDCs to determine how the IGA can be developed into a usable format/tool for economic development
- Increase exposure of the IGA results throughout the region

**Status/Accomplishments**

- Not yet started.
- Not yet started.

• Workforce Intelligence Committee formed to examine wage issues & business recruitment.

**To Do**

**INFRASTRUCTURE**

**Encourage, plan, and construct transit-oriented development that creates compact, walkable, pedestrian-oriented, mixed-use communities centered around public transportation.**

- Work with developers to identify appropriate locations for mixed-use and transit-oriented development (TOD).

• Met with developer interested in downtown Taylorsville.

• Several Hickory downtown housing projects in planning stages (September 2019)

- Not yet started.

- Not yet started.

- Construct pedestrian facilities that make it more viable for transit stops.

• Working with Hudson on Bike-Ped Plan; to be completed in 2019.

- Connect Greenway fixed routes with transit-oriented development (TOD).

- Not yet started.

- Leverage proposed housing conference/meetings with developers/local governments/lenders (see Housing for more details) to educate local leaders on multimodal built environments. (See development at CVCC for

- Evaluate impact of local connectivity between neighborhoods/communities.

- Inventory underutilized sites (grayfield/greenfield); align future housing development with existing infrastructure; share data with economic developers.

- Secure grant funding for inventory and analysis; complete overall project by 2021.

- Identify local govts. that need bike/ped. plans that incorporate transit stops; seek grant funding for plans.

- Identify potential TOD sites/coordinate with Greenway fixed routes.

**Develop and expand the bicycle and pedestrian network in the region.**

- Apply for Surface Transportation Block Grant-Direct Attributable (STBG-DA) and Congestion Mitigation Air Quality (CMAQ) funding – Annually or Biennially when grants available

• 2019 call for more STBG-DA projects delayed due to Federal Recission of CMAQ and TAP funds.

• Providing ongoing support for existing projects.

• Hickory Trails plan complete; CityWalk construction underway; \$43 million in additional funding secured for subsequent phases.

• Four STBG-DA projects were funded in November 2018 (City of Hickory (2), City of Morganton, Western Piedmont Regional Transit Authority) totaling \$11.3 million (\$7.0 million in federal funding and \$2.3 million in local match funding).

• Seven STBG-DA projects were funded in April 2018 (Burke Co., Hickory, Claremont, Conover, Newton) totaling \$10.2 million in federal funding and \$2.6 million in local funding. A call for CMAQ projects is scheduled for 2019.

- Identify opportunities to connect communities and counties to each other

• Burke Transit project connecting Morganton, Valdese and Rutherford College implemented in Fall 2018.

• Issue call for new STBG-DA funds when federal funding becomes available in 2020 or 21.

• Hold LAPP workshops & mayor/manager policy board meetings when STBG-DA funds become available in 2020 or 2021.

- Retrofit and add bicycle and pedestrian facilities to existing roads where feasible to allow safe travel for cyclists, pedestrians and automobiles

• \$40,000 bike/ped. planning grant awarded to Hudson in 2018; additional region wide bike/ped. planning efforts are ongoing.

• Bethlehem and Caldwell County plans underway (regional bike/ped. connections).

• Continue to work with Greenway to market service and refine routes.

- Leverage Western Piedmont Bicycle Plan and work with local govts./NCDOT to ensure bike/ped. facilities are included in roadway improvement projects.

- Identify local govts. that need bike/ped. plans; seek grant funding for plans.

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Expand fixed route public transportation to the municipalities in all four counties.	<ul style="list-style-type: none"> <li>Encourage local governments to form a regional bike and pedestrian task force</li> <li>Apply for various funding sources – Look for opportunities annually</li> </ul>	<ul style="list-style-type: none"> <li>Granite Falls comprehensive plan development underway; kickoff in fall 2019 (regional bike/ped. connections).</li> <li>Working with City of Hickory and "Friends of Hickory" cycling group to develop designated bike route.</li> <li>Burke Transit service implemented Fall 2018.</li> <li>Secured ARC grant funding (\$275,330) for Burke Transit.</li> <li>Working with interested Caldwell County partners through NC Works Center.</li> <li>Secured \$8,000 grant from Burke Women's Fund for development of bilingual marketing materials and distribution of materials through Regional Housing/NC Works.</li> </ul>	<ul style="list-style-type: none"> <li>Continue working with "Friends of Hickory" cycling group.</li> <li>Identify and coordinate work with other interested local govts., and walking/cycling groups.</li> <li>Continue to work with Greenway to market service and refine routes.</li> <li>Work with Greenway to implement grant over next 2 yrs.</li> <li>Secure permanent funding for Burke Transit.</li> <li>Continue outreach to Caldwell partners; identify local champions.</li> <li>Develop and distribute materials; conduct outreach to non-profits/community groups.</li> </ul>
Develop transportation projects that rank well in NCDOT's project prioritization system (P 5.0) to promote and maximize economic development.	<ul style="list-style-type: none"> <li>Work with NCDOT to update the regional list of needed transportation projects to maximize and promote economic development</li> </ul>	<ul style="list-style-type: none"> <li>Prioritization 5.0 process completed in FY2018-2019; 11 new projects added to STIP. Value of committed projects: \$619.3 million.</li> </ul>	<ul style="list-style-type: none"> <li>Started local government collaboration for Prioritization 6.0.</li> <li>Pre-scoring of new projects &amp; submittal to NCDOT by end of 2019.</li> </ul>
Improve broadband access to rural areas and improve broadband speed	<ul style="list-style-type: none"> <li>Identify service areas, quality, and coverage.</li> </ul>	<ul style="list-style-type: none"> <li>Developing ARC application for broadband incentives in Alexander County.</li> <li>Alexander County received \$50,000 from ARC for broadband incentives.</li> </ul>	<ul style="list-style-type: none"> <li>Complete GIS maps showing areas lacking service and adequate speeds (2022).</li> </ul>
Encourage and assist local governments to develop and maintain asset management and capital improvement projects	<ul style="list-style-type: none"> <li>Submit Asset Inventory and Assessment grant applications to NC DEQ.</li> <li>Develop regional infrastructure asset map.</li> </ul>	<ul style="list-style-type: none"> <li>Completed field GPS mapping of Drexel's water, sewer and electrical infrastructure &amp; developed web app for Town use (June 2018).</li> <li>Completed field GPS mapping of Rutherford College's water and sewer infrastructure &amp; developed web app for Town use (Nov. 2017).</li> <li>Field GPS mapping of Sawmills water and sewer infrastructure completed (June 2019).</li> <li>Not Yet Started</li> </ul>	<ul style="list-style-type: none"> <li>Contine to develop grant applications.</li> <li>Contine to develop grant applications.</li> <li>Continue to develop regional GIS asset map. Determine what infrastructure data gaps remain in region.</li> </ul>
Explore opportunities for coordination and consolidation of utility systems	<ul style="list-style-type: none"> <li>Convene local governments and other local utility providers to identify regional needs and issues</li> </ul>	<ul style="list-style-type: none"> <li>Hildebran wastewater treatment plant transferred to City of Hickory (April 2018).</li> <li>Hickory-Claremont WWTP joint treatment agreement approved.</li> <li>Stormwater Compliance Division created; 6 local governments served as of September 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a date for convening additional local governments/utility providers.</li> <li>Expand Stormwater Compliance Division to include more local governments in the region.</li> </ul>

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<b>HOUSING</b>			
<p><b>Reduce the number of vacant and substandard homes throughout the region</b></p>	<ul style="list-style-type: none"> <li>Continue discussions and increase coordination of efforts to reduce vacant and substandard housing through the Western Piedmont Vacant &amp; Substandard Housing Task Force</li> <li>Assist and encourage local governments to seek grants to fund removal of vacant housing. Work with local governments to implement model minimum housing codes</li> <li>Evaluate the impact of the creation of a regional code enforcement program within WPCOG</li> <li>Assess potential legislative actions to fund local efforts to reduce vacant housing</li> </ul>	<ul style="list-style-type: none"> <li>3 meetings of the Western Piedmont Vacant &amp; Substandard Housing Task Force held.</li> <li>Addressing Vacant and Abandoned Housing in Neighborhoods Workshop held June 2018.</li> <li>Provided support for Burke Housing Summit II held on September 12, 2019</li> <li>Awarded \$175,000 grant from NC Housing Finance Agency to rehabilitate 5 single-family homes in Burke County (2018).</li> <li>Awarded \$175,000 from NC Housing Finance Agency to provide urgent housing repairs for residents in Alexander, Burke, Caldwell and Catawba counties (2018).</li> <li>Awarded \$190,000 grant from NC Housing Finance Agency to rehabilitate 5 single-family homes in Catawba County (2019).</li> <li>Awarded \$190,000 grant from NC Housing Finance Agency to rehabilitate 5 single-family homes in Alexander County (2019).</li> <li>Awarded \$350,600 grant from NC Dept of Commerce CDBG program to rehabilitate 12 single-family homes in Valdese (2019).</li> <li>Code enforcement program launched in January 2019; local government clients expanded from 6 to 10.</li> <li>Not yet started.</li> </ul>	<ul style="list-style-type: none"> <li>Develop plans and recommendations to reduce vacant and substandard housing by 2021.</li> <li>Regional housing forum scheduled for November 15, 2019 with developers/local governments/lenders. Schedule additional housing forums in 2020.</li> <li>Notify local governments of grant opportunities.</li> <li>Work with governments to develop/implement minimum housing codes.</li> <li>Continue to expand code enforcement program in the region. Continue to improve efficiency in the code enforcement program</li> <li>Not yet started.</li> </ul>
<p><b>Increase the amount of new market-rate housing especially within and near downtowns</b></p>	<ul style="list-style-type: none"> <li>Identify strategies and incentives for downtowns and infill housing construction to bolster the health of community cores</li> <li>Evaluate the benefit of using the Housing Choice Voucher</li> </ul>	<ul style="list-style-type: none"> <li>Morganton loan program for second floor renovation and infill housing in downtown area.</li> <li>Burke County Board of Realtors housing study completed (Feb. 19).</li> <li>Catawba Chamber of Commerce housing survey (analysis in progress).</li> <li>Market rate apartment complex opened in Morganton (former furniture plant.)</li> <li>Caldwell EDC study completed, quantified need for multifamily and workforce housing.</li> <li>Recent market rate housing projects include: Conover (Wye Station).</li> <li>Planning underway for several Downtown Hickory Housing Developments</li> <li>Regional Housing Authority met with Burke Co. developer and Burke</li> </ul>	<ul style="list-style-type: none"> <li>Regional housing forum scheduled for November 15, 2019 with developers/local governments/lenders. Schedule additional housing forums in 2020.</li> <li>Identify local govts. interested in bike/ped., streetscape and downtown area/master plans/zoning assistance.</li> <li>Work with local governments to identify additional locations for improvements/infill development.</li> <li>Continue meetings with developers throughout the region.</li> </ul>

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	<p>program to create project-based vouchers in and near downtown areas that include 25% subsidized units and 75% market-rate units</p> <ul style="list-style-type: none"> <li>• Convene regional discussions and training with local governments, developers and lenders to develop market-rate housing and redevelopment</li> </ul>	<p>Development incorporated regarding the possibility of using Project Based Vouchers in a future development.</p> <ul style="list-style-type: none"> <li>• Regional housing forum scheduled for November 15, 2019 with developers/local governments/lenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule additional housing forums in 2020.</li> </ul>
<p>Increase the availability of affordable homes within the region</p>	<ul style="list-style-type: none"> <li>• Identify regulatory barriers to development of affordable housing in the region</li> <li>• Identify and leverage federal and state programs, like the HOME Program, to create new affordable housing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Not yet started.</li> <li>• WPCOG secured \$250,000 HOME loan for downtown Hickory 50-unit apartment complex for residents 55 and older (2019).</li> <li>Other recent FY 2018-19 HOME projects include: Morganton \$300,000 HOME loan (Sienna); Hickory \$200,000 HOME loan (Viewmont Square Court); Claremont \$300,000 HOME loan (Oxford Crossing); Lenoir \$300,000 HOME loan (Arbor Glen).</li> <li>• WPCOG-Regional Housing Authority designated as EnVision Center in June 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Convene regional housing conference/meetings with developers/local governments/lenders; work to address the "missing middle".</li> <li>• Evaluate impediments to housing; set target date for planning process.</li> <li>• Encourage stronger development regulations but allow certain developments by right.</li> <li>• Continue to leverage programs such as HOME and HUD EnVision Center.</li> </ul>
<b>MARKETING</b>			
<p>Convene Regional Marketing Taskforce</p>	<ul style="list-style-type: none"> <li>• Present preliminary pilot concept for regional marketing approach</li> <li>• Integrate communications and marketing cooperation regionally</li> <li>• Oversee development of regional marketing approach</li> </ul>	<ul style="list-style-type: none"> <li>Regional meeting occurred Nov. 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine funding sources to implement strategy; establish composition of Regional Marketing Task Force.</li> </ul>
<p>Develop a regional approach to marketing</p>	<ul style="list-style-type: none"> <li>• Create centralized portal (web-based) for regional information</li> </ul>	<ul style="list-style-type: none"> <li>• Not yet started/funding source to be determined.</li> </ul>	<ul style="list-style-type: none"> <li>• Build web portal.</li> <li>• Create of regional marketing materials.</li> <li>• Identify participants.</li> </ul>
<p>Identify and promote regional attractions, events, and natural resources</p>	<ul style="list-style-type: none"> <li>• Create comprehensive list of assets requested by each county</li> </ul>	<ul style="list-style-type: none"> <li>• Not yet started/funding source to be determined.</li> <li>• Foothills Digest magazine created in 2017 to promote regional events, history and the arts.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify attractions, events, and natural resources in the region.</li> <li>• Create interactive regional map.</li> <li>• Develop regional asset web app.</li> <li>• Promote publications that focus on regional events, attractions, natural resources, tourism, history and the arts.</li> </ul>
<b>COMMUNITY LIFE</b>			
<p>Cultivate the next generation of community leaders</p>	<ul style="list-style-type: none"> <li>• Encourage diversity and inclusion in the community decision making process</li> <li>• Bolster diversity participation by conducting sustained local government outreach to underrepresented populations</li> <li>• Work with community group leaders to determine effective</li> </ul>	<ul style="list-style-type: none"> <li>• Not yet started.</li> <li>• Not yet started.</li> <li>• Not yet started.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify underrepresented groups for outreach.</li> <li>• Identify underrepresented groups for outreach.</li> <li>• Contact community groups leaders to determine optimal outreach</li> </ul>

<u>CEDS Category/Strategy</u>	<u>Action</u>	<u>Status/Accomplishments</u>	<u>To Do</u>
	<p>outreach methods</p> <ul style="list-style-type: none"> <li>• Determine if local governing boards need succession planning assistance</li> <li>• Reach out to public and private sector leaders who can identify upcoming talent</li> <li>• Create opportunities for young professionals to offer development input through “lunch and learn” meetings, forums or other on-going conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Non profit succession planning mtg. held Feb. 13 at Catawba Chamber of Commerce.</li> <li>• NC Rural Center "Homegrown Leaders" program held Sept. 2018.</li> <li>• Leadership programs ongoing through the Burke, Catawba, and Caldwell Chambers of Commerce.</li> <li>• Emerging Leaders: Young Professionals of Burke County created (5/19) by Burke Chamber and Burke United Way.</li> <li>• F.U.E.L Caldwell Young Professionals Network.</li> <li>• Hickory Young Professionals (HYP).</li> <li>• Leadership Catawba Meeting held at WPCOG on September 19, 2019</li> </ul>	<p>methods.</p> <ul style="list-style-type: none"> <li>• Contact local govts.; develop succession planning materials.</li> <li>• Contact local govt. leaders, CEDS Committee, chambers of commerce to identify potential leaders.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Host meetings/conferences with young professionals, community leaders, economic developers.</li> <li>• CEDS Cmte. members attend young professional group meetings.</li> </ul>
<b>Create robust downtowns throughout the region</b>	<ul style="list-style-type: none"> <li>• Determine available resources for downtown development programs/projects/plans (downtown housing, streetscapes, sidewalks, etc.)</li> <li>• Assist member governments with locally-approved initiatives</li> <li>• Support community groups in development of new cultural festivals and events</li> </ul>	<ul style="list-style-type: none"> <li>• Rutherford College streetscapes/sidewalks/town gateway presentation.</li> <li>• Conover streetscape complete.</li> <li>• Newton streetscape initiatives.</li> <li>• Morganton greenway system downtown link.</li> <li>• Hickory Citywalk implementation.</li> <li>• Hudson Bike/Ped Master Plan.</li> <li>• Hickory trail from Lenoir-Rhyne University to Riverwalk.</li> <li>• Hickory 50-unit apartment complex for residents 55 and older (2019).</li> <li>• Plans Annouced for \$19 Million 95 Residential Units and Commercial Space Development in Downtown Hickory to be completed in 2020 and 2021</li> <li>• As needed.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify other local gov'ts that need bike/ped. plans, streetscape plans; seek grant funding for plans.</li> <li>• As needed.</li> <li>• Create centralized portal (web-based) for regional information (as a part of Marketing strategy); consider use of ArcGIS Storymaps.</li> </ul>
<b>Promote regional healthy-living initiatives</b>	<ul style="list-style-type: none"> <li>• Determine available resources for recreation, sidewalk, streetscape and farmers market plans/projects</li> <li>• Assist member governments with locally-approved initiatives</li> <li>• Assess potential for a regional farmers market similar to the WNC Farmers Market in Asheville</li> </ul>	<ul style="list-style-type: none"> <li>• Burke Quality of Life (QoL) Explorer Phases I and II completed; \$137,000 in grant funding received for Phase III.</li> <li>• Completed FY 2018-19 Burke QoL Explorer data updates (2015-17 disease rate data; 2013-17 ACS demographic data; point data).</li> <li>• Met with Catawba Public Health and LiveWell Catawba in July 2019 to discuss development of Catawba Quality of Life Explorer.</li> <li>• Bethlehem and Caldwell County plans underway (regional bike/ped. connections). Should be completed by the end of 2019.</li> <li>• As needed.</li> <li>• Not yet started.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify local govts. that need bike/ped. plans, streetscape plans; seek grant funding for plans/drone program.</li> <li>• Complete new disease rate, demographic and point data updates when data becomes available (Winter 2020).</li> <li>• Complete Catawba Quality of Life Explorer web application by 2021.</li> <li>• Apply to KB Reynolds for Phase IV Burke QoL funding (Spring 2020).</li> <li>• Zoning ordinances, tree canopy, parks and recreation plans, PART grants.</li> <li>• Contact economic developers, local govt. managers.</li> <li>• Prepare EPA 319 Grant applications for tree canopies.</li> <li>• Obtain funding for GIS suitability analysis to determine potential regional farmers market locations.</li> </ul>



**CEDS Category/Strategy**

**Action**

**Status/Accomplishments**

**To Do**

- Support methods to address the region's opioid and illicit drug epidemic

- Caldwell Hospital 2nd floor conversion to opioid treatment center.

- Consider adding overdose data to Burke QoL Explorer; demonstrate QoL overdose mapping capability to other local govts. (for regional rollout).

- Morganton Building Reuse grant for *A Caring Alternative* holistic mental health facility.

- Determine local gov. interest in other opioid-related GIS mapping assistance.

- Investigate grant opportunities for treatment centers.

- Attend opioid meetings/conferences.

**Develop methods to encourage active senior citizen participation**

- Determine available resources for "aging in place" programs/plans/projects

- Purchased software to refer clients to resources.

- Working with AAA, conduct GIS suitability analysis; evaluate NC Housing Finance standards.
- Determine methods for enhanced distribution of resource directory.

- "Dementia Friendly America Initiative" started in downtown Newton (April 2018).

- Identify local govts. that need bike/ped. and inclusive design streetscape/ped. plans; seek grant funding for plans/ArcGIS Storymaps/drone program.

- Encourage the development of the active retiree market

- Participate in Prime of Life Expo annually each August.

- Create centralized portal (web-based) for regional information (as a part of Marketing strategy)/ArcGIS Storymaps.

- Regional housing forum scheduled for November 15, 2019 with developers/local governments/lenders.

- Schedule additional housing forums in 2020.

- Identify local govts. that need bike/ped. and inclusive design streetscape/ped. plans; seek grant funding for plans/ArcGIS Storymaps.