

Summary of the

Piedmont Together

Comprehensive Regional Plan



Community Choices. Regional Solutions.

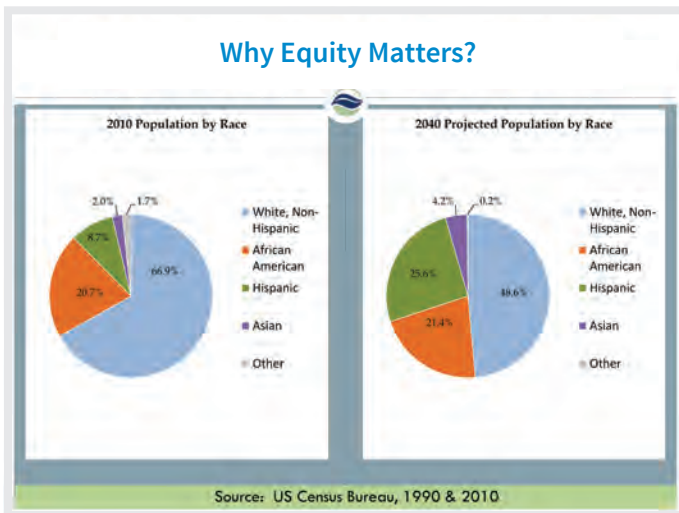
A plan summary containing information from the five focus areas: Jobs, Housing, Transportation, Health and Places & Spaces plus details on the equity lens and implementation.

Equity is “just and fair inclusion into a society, where ALL can participate and prosper.”

VISION

The Piedmont Triad will grow to serve the needs of all of its residents, affording them equal opportunities to have a successful career, a comfortable life, and a healthy environment.

Equity requires intentionality; it is the lens through which all planning should occur. Equity in planning connects people to opportunities and results in the development of opportunity rich, vibrant communities. Equity, done well, increases residents’ capacities to improve their quality of life, and contributes to building and sustaining a strong regional economy.



Accomplishments

The Piedmont Triad was selected for an Equity Profile by PolicyLink, a national research and action institute advancing economic and social equity by Lifting Up What Works.

In our vision for the Piedmont, everyone should have access to:

Fair housing with more choices and increased affordability, like those found in neighborhoods with mixed residential options public transportation, for the ability to travel to and from work, whether living in a rural or urban county

A job in the competitive “new” economy

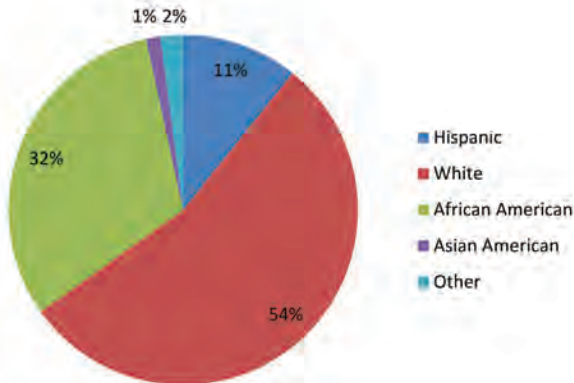
A preserved natural environment and a built environment that promotes healthy communities

Affordable and convenient health care

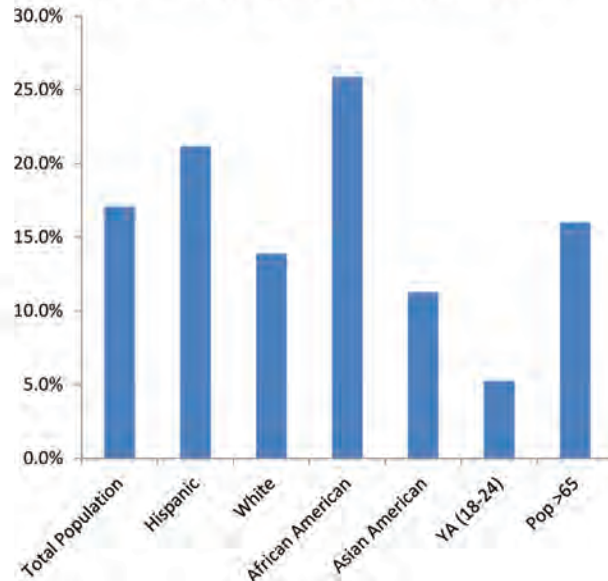
How Have We Attempted to Assess Equity in the Piedmont Triad?

Our assessments indicate that food deserts have disproportionately high populations of minorities, especially those who are living in poverty. If not better served with grocery stores, farmers' markets, and other outlets, these communities of color will continue to have poor access to healthy foods, putting them at greater health and financial risk than the rest of the region's population.

Piedmont Triad Communities Within Food Desert Population

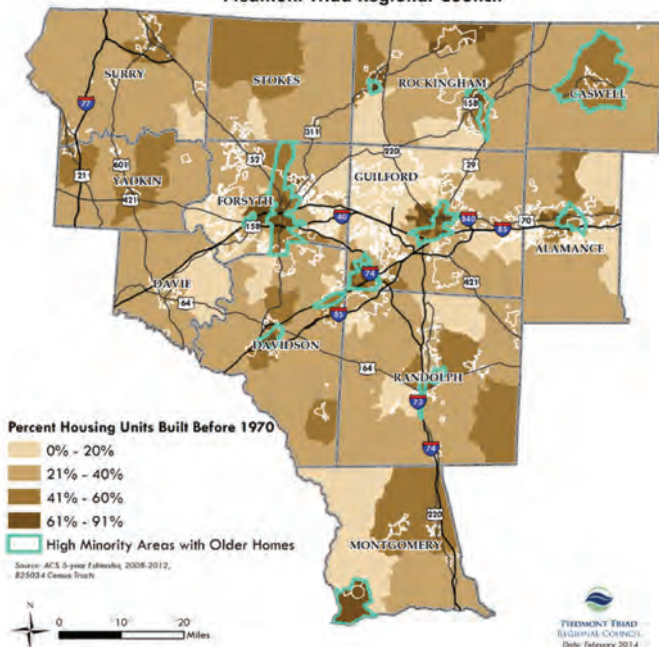


Impact of Food Deserts Upon Piedmont Triad Communities

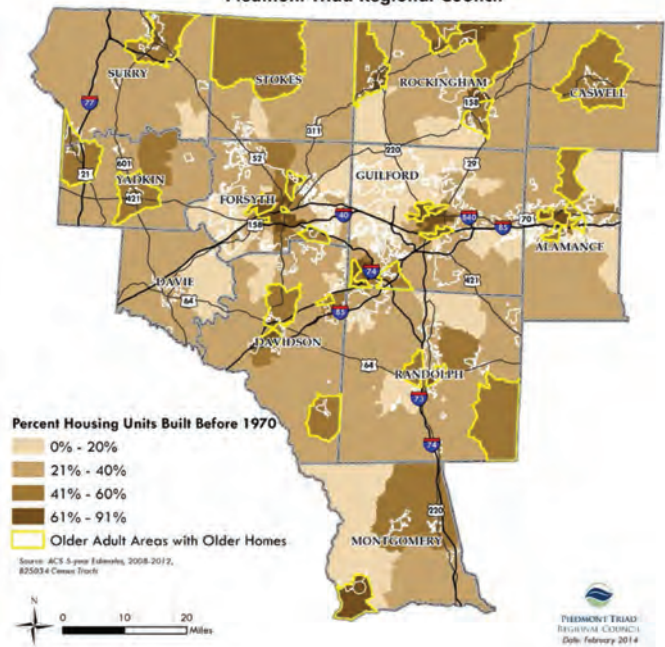


Our assessments indicate that older houses appear to be disproportionately owned by minorities and older adults (65+). These homes are more likely to have asbestos fibers, lead-based paint, and poor insulation, exposing residents to greater environmental and financial risks.

Piedmont Triad Regional Council



Piedmont Triad Regional Council



VISION

The Piedmont Triad has a wide range of economic assets, resources, and opportunities — urban and rural, large and small, wealthy and underserved. This plan acknowledges and shows appreciation for our region’s past and inspires us to pursue the new technologies and thinking of the future. Developed in conjunction with the Piedmont Triad Regional Council’s Comprehensive Economic Development Strategy (CEDS), this plan underscores the importance of equity among our citizens, sustainable growth, and building more resiliency in our local economies and communities. While there are many key challenges, this plan affirms our strong belief in the strength of collaboration and our willingness to work together for a better tomorrow.

The Regional Advantage

By marshaling resources and fostering collaboration at a regional scale, we have the potential to build a resilient economy. As an adopted plan, the CEDS can be combined with other regional councils and ultimately make our region eligible to compete for assistance under the multiple Economic Development Administration programs.



Accomplishments

The Comprehensive Economic Development Strategy for the Piedmont Triad Region was unanimously adopted by the Piedmont Triad Regional Council Board of Delegates on February 19, 2014.

GOAL 1

Build on and improve sectors of the Piedmont Triad’s regional economy which are vital to our economic mix, are growing or emerging, or are unique to our region.

Objective 1 Assess and affirm the most promising urban and rural industrial clusters of the region.

Objective 2 Develop select low location-quotient areas of opportunity in the region.

Objective 3 Develop “Talent Clusters” through education, mentoring and internship programs.

Objective 4 Develop collaborative economic development processes.

Objective 5 Establish a strong focus on entrepreneurship and self-sustaining economic development efforts.

GOAL 2

Build on and improve the fixed assets of the region — transportation, utilities, connectivity, healthcare, support systems, and the natural environment.

Objective 1 Expand the reach and increase the upload/download speeds of broadband internet service throughout the region.

Objective 2 Enhance transportation options.

Objective 3 Maximize the efficiency of public utilities and solid waste management efforts.

Objective 4 Encourage reduced energy use.

Objective 5 Prepare industrial land for development.

Objective 6 Encourage increased healthcare facility access.

GOAL 3

Provide opportunities for a high quality of life in communities throughout the region.

Objective 1 Enhance the vitality of the region's downtowns.

Objective 2 Promote the agricultural economy by organizing greater connectivity among local farms and urban centers.

Objective 3 Promote greater community connectivity.

Objective 4 Develop connections in and among communities for cultural and recreational facilities and programming.

Objective 5 Promote the efficient and sustainable use of land and resources.

GOAL 4

Invest in and develop the human capital of the region — the youth, workforce, disenfranchised, and those with underdeveloped capacity.

Objective 1 Promote excellent baseline education.

Objective 2 Provide accessible and affordable supplemental education for workplace engagement.

Objective 3 Develop greater levels of economic capacity through greater educational attainment, more knowledge, and networked relationships.

Objective 4 Promote increased civic engagement.

Objective 5 Encourage the inclusion of prosperity-enhancing components beyond wages in economic development recruitment and local ED contracts

FEATURED STRATEGIES

- Retool current and former manufacturing operations to become green industry component manufacturers for wind, solar and biomass technologies.
- Develop the skills, knowledge and capacity of multiple individuals (i.e. the “talent cluster”) necessary to meet the needs of existing and emerging top-priority identified industrial clusters.
- Conduct a regionwide water and wastewater system assessment to identify existing and potential future service areas, treatment and delivery capacities, and system demands and maintenance requirements.
- Pursue rapid development and implementation of the NC Next Generation [Broadband] Network Initiative (NCNGN) to deliver ultra-fast bandwidth at highly affordable prices (beyond Winston-Salem).

VISION

Expand housing choices for everyone — especially those whose choices have been limited by loss of employment, low wages, fixed incomes or discrimination.

The Regional Advantage

Nearly every city and town in the Piedmont Triad has a vacant mill or factory that could be redeveloped for housing and other mixed uses. In several towns, developers have transformed industrial buildings into lofts, apartments and “live-work” dwellings, and they have found singles, small families and “empty nesters” eager to live in these renovated places.

Accomplishments

- A Regional Assessment of Fair Housing is underway, with Burlington, Greensboro, High Point and the four-county Surry HOME Consortium collaborating on an in-depth analysis and action plan to overcome obstacles to fair, affordable housing. When completed in September 2014, this will help cities and counties plan locations for future housing funds and also meet HUD requirements.
- With support from Piedmont Together, the Housing Authority of Winston-Salem received funding from HUD to start planning for revitalizing Cleveland Avenue Homes and making the East Winston neighborhood an attractive mixed-use environment for new residents and businesses.
- Homelessness service providers are working to create a Regional Homelessness Network.
- Partnering with the City of High Point, Wynnefield Properties is developing Addington Ridge, a 55 apartment Low Income Tax Credit family property, in an “opportunity-rich” area near Wendover Avenue and Penny Road, close to jobs and services.



- The Enclave, a 68 apartment community, was rescued from foreclosure, rehabilitated and completed by a partnership of Forsyth County and the City of Winston-Salem NC Housing Foundation. This is a great example of how federal and state funds can convert problem properties into community assets.



GOAL

Provide more housing choices.

Objective 1 Stimulate more housing close to jobs, services and transit.

Objective 2 Revitalize Redevelopment Opportunity Areas, increasing investment and infill in select areas.

Objective 3 Promote mixed income development.

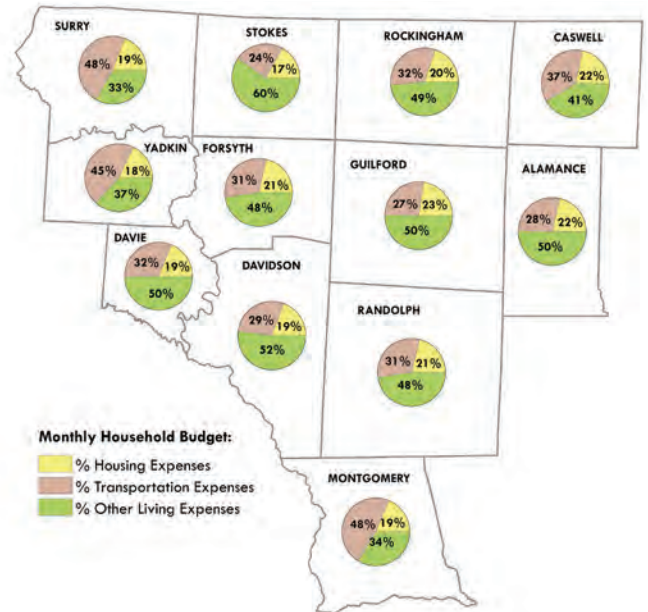
Objective 4 Decrease the number of homeless persons in the region.

Objective 5 Convert foreclosures into assets.

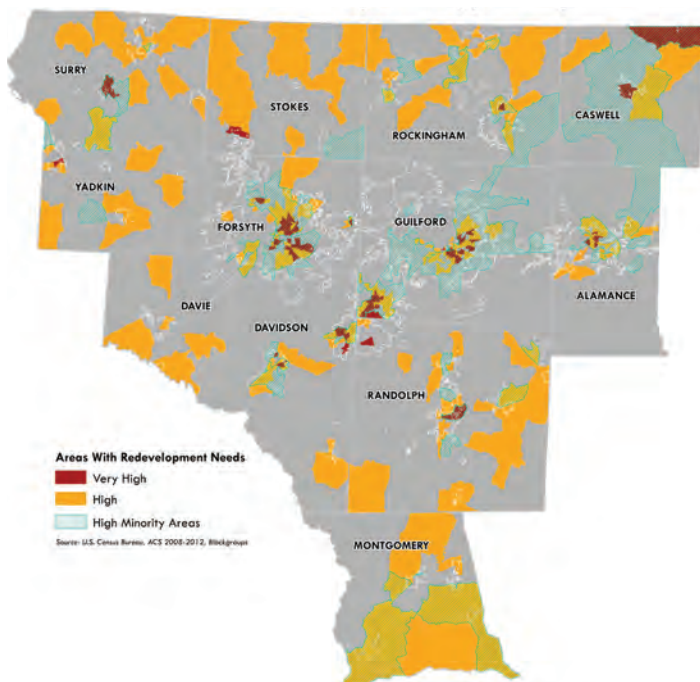
FEATURED STRATEGIES

- Target federal and state funding toward areas designated by municipalities to revitalize existing neighborhoods that are close to services, schools, and employment centers.
- Use federal, state or local funding to incentivize a mix of incomes in new developments.
- Leverage state and federal assistance to convert abandoned mills and factories into mixed use/mixed income developments.
- Establish a regional network of homeless service providers to solve common problems and help find funding.

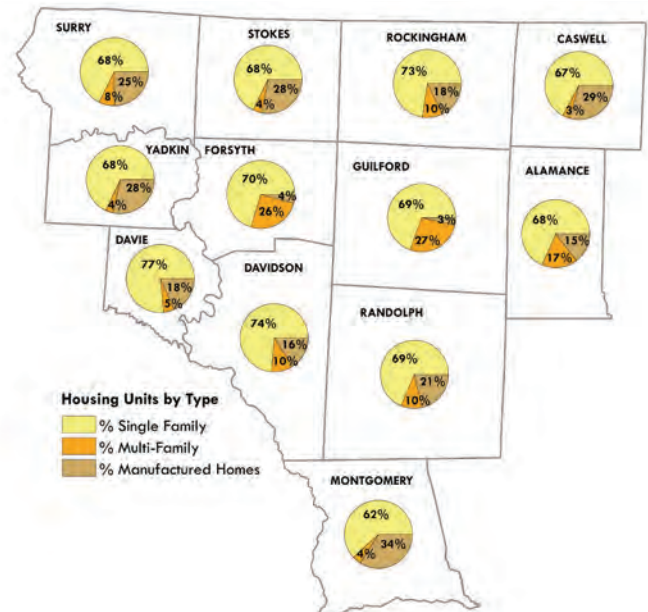
Household Housing and Transportation Costs in our Region



Potential Redevelopment Opportunity Areas



Regional Housing Choices



VISION

In the future, the Piedmont Triad should have the infrastructure for multiple safe, efficient, and affordable modes of travel throughout our communities and across the region. Freight movement in the region will remain a driving economic force. To protect this asset the region includes freight movement in the planning and prioritization of the regional transportation infrastructure. Providing more transportation options on a regional scale will help us maintain minimal congestion and create new advantages to provide an attractive lifestyle and a welcoming environment for businesses to thrive and create more job opportunities.

The Regional Advantage

Everyone living in the Piedmont Triad should be able to exercise their right to invest in a home in a location of their choice while having the freedom to travel about the region to access jobs and economic opportunity. The region is positioned mid-point along the Atlantic coast with close proximity to numerous ports, several interstates cross the region, and our highways are not congested. Providing more transportation options on a regional scale will help us maintain minimal congestion and create new advantages to provide the choices and redundancies necessary to support commerce and a robust middle class.

Accomplishments

- The Transit Alliance of the Piedmont has formed to promote transit.
- The regional transportation network has been identified.
- Transportation planners are integrating freight movements into the regional travel demand model.



GOAL 1

Provide more transportation choices through the development of safe, reliable and economical transportation infrastructure and services to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, and promote public health.

Objective 1 Establish and enhance a robust network of multimodal transportation choices at the statewide, regional, county and municipal levels involving highways, passenger and freight rail, regional and local transit, streets, para-transit services, sidewalks, cycling infrastructure, and recreational trails and greenways.

Objective 2 Conduct local research and education on the benefits of a multimodal regional network.

Objective 3 Establish a structure to locally fund and promote the development of a regional transportation network.

Objective 4 Increase options for daily transportation needs for a health conscious transportation system through the creation of walkable and bikeable communities.

Objective 5 Evaluate the roles and responsibilities of existing transportation organizations and agencies in order to be competitive for federal and state funding, reduce redundancies in planning and operations, and be better stewards of transportation resources.

GOAL 2

Maintain and enhance the region's competitive edge as a freight transportation and logistics hub along the Eastern Seaboard by focusing on facilities and infrastructure planning, improving coordination and cooperation among stakeholders.

Objective 1 Develop a comprehensive vision for freight infrastructure in the region.

Objective 2 Develop a multimodal freight network strategy in the region designed to create, protect and maintain transport links, connecting intermodal facilities and appropriate modes, both public and private. As an example, the transport hub at Memphis includes water, air, truck and rail intermodal facilities. The various independent facilities are tied together by excellent roads so that those freight flows that have to move from one facility to another can with minimal problems.

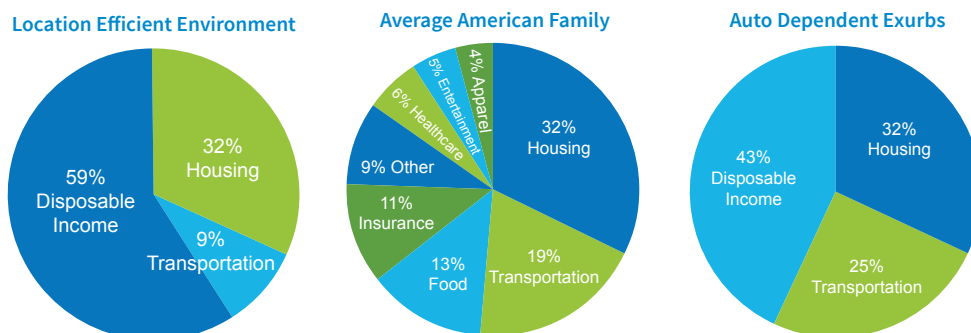
Objective 3 Maintain a low level of traffic congestion in the region along Unlimited Truck Routes.

Objective 4 Expand logistics educational and career opportunities for the Piedmont Triad workforce.

FEATURED STRATEGIES

- Establish regional freight infrastructure improvement priorities.
 - Establish a locally dedicated funding source for transportation infrastructure improvements.
 - Conduct a study that addresses the potential health benefits and cost savings from the development of more sidewalks, bike lanes and expansion of transit service.
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Percentage of Income Spent on Housing and Transportation



VISION

Ensure the Piedmont Triad remains one of the premier locations for quality of life, recreation, active transportation and health. Through collaborative public and private partnerships, access and education for local, healthy food for all populations will grow. Strategies and actions will increase understanding of community health and emphasize construction and preservation of walkable and bikeable communities.

Working together to develop regional policies that support local food distribution, recreation access, active transportation and tobacco free environments and leveraging regional partnerships to develop fiscal and organization resources will ensure communities, regardless of size, will have access to healthier choices and opportunities.

The Regional Advantage

By leveraging best practices and concepts for local communities, while identifying appropriate regional initiatives for partners to coalesce around, the Piedmont Triad can build healthier, more livable communities.

Accomplishments

- Created a regional map of low food access areas and area farmers markets for the Piedmont Triad.
- Compiled an action plan to address healthy food access and healthy community design for the Piedmont Triad.
- Conducted a health impact assessment (HIA) on a local transit project in partnership with the Piedmont Triad Rural Planning Organization.
- Produced an Incubator Farm Planning Toolkit in partnership with the Piedmont Conservation Council, Center for Environmental Farming Systems (CEFS) and Elon University.
- Funded production of a Cold Storage and Aggregation Facility Feasibility Study.
- Funded creation of agricultural fact sheets about organic and sustainable farming in the Piedmont based on USDA agricultural census information in partnership with Piedmont Grown.
- Supported local applications for CDC and DHHS grants through support letters and technical review.

GOAL 1

Value communities and neighborhoods: Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable and bikeable neighborhoods — rural, urban, or suburban.

Objective 1 Provide a safe infrastructure for walking and bicycling as an alternative means of transportation in Town and City Center.

Objective 2 Develop capacity for health impact assessments in the Piedmont Triad.

Objective 3 Encourage larger healthcare providers to open satellite offices in underserved urban areas, town centers and employment generators.

GOAL 2

Value rural landscapes and productive farmland, while supporting healthy local food consumption.

Objective 1 Develop a region-wide, sustainable production and transportation network for fresh food from local farms and community gardens.

Objective 2 Preserve productive farmland by identifying targeted growth areas for higher density development while simultaneously limiting the extension of infrastructure into agricultural lands.

Objective 3 To promote a regional, decentralized network of cold storage and aggregation enterprises geared toward assisting small-scale producers to engage with new markets and wholesale buyers and increase the profitability of a diversity of food and farm businesses.

GOAL 3

To promote a regional, decentralized network of cold storage and aggregation enterprises geared toward assisting small-scale producers engage with new markets and wholesale buyers and increase the profitability of a diversity of food and farm businesses.

Objective 1 Integrate small-scale, independent local food aggregation and cold storage business support and development into the Piedmont Triad region's economic and community development efforts.

Objective 2 Facilitate private sector efforts to locate existing and potential sites and facilities for the aggregation and cold storage of local foods. Promote the "clustering" of food and farm businesses, while also recognizing

the economic development potential that small-scale aggregation and storage holds for rural regions of the Piedmont Triad.

Objective 3 Build connections between Piedmont Triad local food system efforts and University, Cooperative Extension, and other partners that can provide on-going technical assistance and regulatory expertise to food and farm businesses.

FEATURED STRATEGIES

- Establish a locally dedicated funding source for alternative transportation and leverage federal resources.
- Establish policies and programs that incentivize building design that supports active transportation (e.g. showers, bicycle parking).
- Encourage public/private partnerships in providing greenway facility funding.
- Develop partnerships between local colleges and growers/farmers to provide educational and extension courses in USDA regulations and innovative farming methods, while also exploring land preservation incentives provided by the state.
- Develop an educational campaign that identifies the economic impact of Piedmont farms and agribusiness while also explaining the potential loss due to sprawling patterns of development.
- Ensure that food system resource information provided is relevant to and accessible by all farmers, small business owners, and entrepreneurs. Consider Spanish-language translations of some materials and use language that is clear and not reliant on industry jargon, using multiple outlets not part of the local food movement.

Issues and Opportunities in the Piedmont Triad Local Food System



VISION

As our region grows, wise choices now will help ensure future development preserves and enhances the quality of life in our communities, provides for our economic well-being, and protects the resources we value most. A strong focus on strategic investments in existing infrastructure systems and redevelopment opportunities will improve the efficiency and value of our existing communities. People will live close to their jobs and parents can walk/bike their children to school. A robust transit system including streets, sidewalks and bike lanes will connect our region, improving air quality and community health. Careful conservation of our natural and cultural assets is a top priority. The high value we put on places and spaces provides a wide range of economic, social and environmental benefits.

The Regional Advantage

Communities across our region are working together to foster the efficient and sustainable use of land and resources. New development is focused in existing urban service areas, enhancing downtown vitality, supporting farms and natural areas, promoting greater connectivity, and providing more employment, housing and transportation choices.

Accomplishments

- Regional Scenario Model — Modeling software was used to show where new homes and jobs might go based on existing trends and three alternative growth scenarios. The best outcomes of each scenario were combined to form a recommended “Hybrid Growth Scenario” supporting greater efficiency, connectivity and conservation.
- Regional Housing and Market Analysis (report)
- Dollars and Sense: The True Cost and Benefits of Downtown Development (report)
- Eight Local Design and Redevelopment Workshops — Future workshops can be held to strategically focus investment efforts in key reinvestment opportunity areas in communities across our region.



GOAL 1

Promote the efficient and sustainable use of land and resources.

Objective 1 Foster the efficient and sustainable use of land resources to increase the benefits and reduce the costs of future growth.

Objective 2 Build vibrant, lively and attractive neighborhood and town centers with a mix of higher-density uses in areas communities identify as most appropriate.

Objective 3 Provide more housing choices with greater access to jobs and services.

Objective 4 Pursue farmland and open space protection.

Objective 5 Promote Leadership in Energy and Environmental Design (LEED) and green construction support.

Objective 6 Provide pedestrian connectivity planning and support.

GOAL 2

Enhance the economic and social vitality of our region's downtowns.

Objective 1 Initiate façade and beautification programs for downtown buildings, sidewalks and streetscapes.

Objective 2 Promote engaging community activities and cultural offerings.

Objective 3 Support private sector activities and investments.

Objective 4 Access outside assistance (e.g. NC STEP and NC Main Street Programs for small towns).

GOAL 3

Promote the agricultural economy by organizing greater connectivity among local farms and urban centers.

Objective 1 Create Food Policy Councils in each county of the Piedmont Triad.

Objective 2 Develop local Farmers Markets.

Objective 3 Develop a region-wide local food network.

Objective 4 Establish regional and local food processing and distribution co-ops and collectives.

GOAL 4

Promote greater community connectivity.

Objective 1 Enhance pedestrian, biking and trail options.

Objective 2 Pursue greater public transit options for dependent and non-dependent riders (especially in and among urban centers).

Objective 3 Increase social connectivity, including engaging diverse communities, newcomers and young and elderly adults.

FEATURED STRATEGIES

- Foster the assessment, clean-up and redevelopment of old commercial and industrial sites (i.e. brownfields).
- Identify top-priority opportunity areas for redevelopment of under-utilized sites into mixed-use reinvestment areas and corridors that are accessible by multiple modes of transportation.
- Connect sidewalks, trails and bike paths to provide a more complete network of transportation choices — especially among major residential areas, employment and commercial areas, and community landmarks and gathering areas.
- Explore formation of a region-wide distribution system to deliver fresh produce and farm products from rural counties to urban markets (e.g. Piedmont Triad Farmers Market in Colfax).

VISION

A more resilient region. Communities that are able to thrive not only in ideal conditions, but also in challenging times. A region where communities work with nature, receiving the benefits from essential ecological processes which improve quality of life and manage the effects of weather extremes. A regional, interconnected network of natural and agricultural resources, comprised of hubs and connecting corridors, providing the infrastructure needed for healthy ecosystems, wild lands recreation, local agricultural production and more. A region where natural efficiencies are realized and fewer resources are used in order to maintain a vibrant economy – where the conservation and good stewardship of land, energy and other resources is appropriately valued. Communities where buildings (old and new) take advantage of energy efficiency technologies and green materials. A region whose governments encourage the development of renewable energy generation appropriate to our geography.

The Regional Advantage

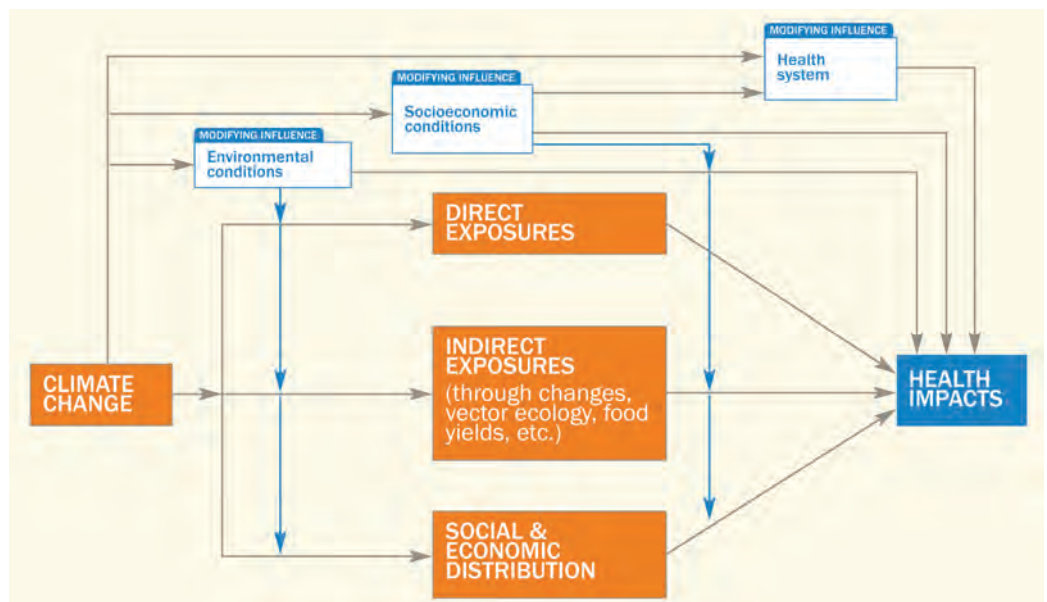
Adopting a regional green infrastructure plan and urban green design measures is key to successful climate adaptation efforts and to maintaining the health and quality of life of our region. The Piedmont Triad is blessed with natural and rural landscapes which fuel our economy and help us retain local talent as well as attract tourists and new residents alike. Increasing the energy performance of buildings will result in significant financial savings for individual building owners, renters, businesses and the community as a whole. Becoming more energy efficient also produces a regional benefit in the form of local green economy jobs.

Accomplishments

- Green Infrastructure in the Piedmont Triad webinar
- Green Infrastructure Survey (about 300 participants)
- Extreme Weather Preparedness at the Regional Level workshop
- Regional Energy Report
- Regional Green Infrastructure Report
- Regional Climate Adaptation Plan
- Piedmont Triad Green Infrastructure Inventory

Pathways by Which Climate May Affect Human Health

Climate change is expected to affect both environmental and socioeconomic conditions, both which also impact health.



GOAL 1

Increase the resilience of the region's existing green infrastructure and decrease the Piedmont Triad's vulnerability to climate change.

Objective 1 Protect the Piedmont Triad's water supply and quality.

Objective 2 Ensure the persistence of the Triad's agricultural heritage.

Objective 3 Preserve Piedmont Triad plants, trees, wildlife and natural landscapes.

Objective 4 Decrease the Piedmont Triad's vulnerability to wildfires.

Objective 5 Reduce the vulnerability of Piedmont Triad residents to health risks associated with weather-related hazards.

Objective 6 Engaged and responsible businesses and government sectors.

GOAL 2

Improve long-term energy security, economic well-being, and air quality in the Piedmont Triad through energy efficiency and renewable energy technologies.

Objective 1 Increase the number of renewable energy projects.

Objective 2 Increase the number of energy efficiency projects.

Objective 3 Boost the regional economy and keep dollars local through energy efficiency and renewable energy projects.

Objective 4 Adopt energy efficiency policies and programs for local governments.

Objective 5 Reduce emissions through improved transportation systems.

FEATURED STRATEGIES

- Protect water quality for drinking water, recreation, and ecological habitat purposes through watershed management, low impact development, and using best management practices for all land uses.
- Identify contaminated lands that may be unsuitable for traditional development and investigate suitable renewable energy opportunities.
- Development mechanisms to appropriately value working and wild lands reflecting the economic and ecological services these lands provide.
- Adopt a regional green infrastructure plan and implement key principles of regional green infrastructure and urban green design.

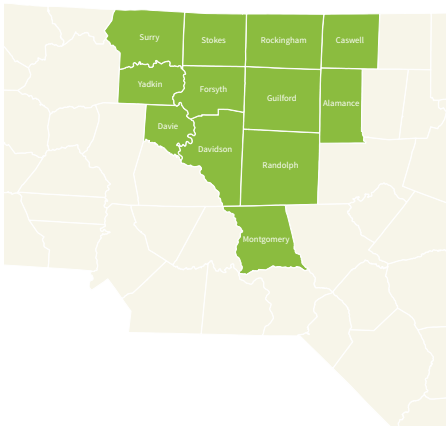
Selected Working and Wild Lands Economic Drivers

ACTIVITY	NC LOCAL & STATE REVENUE (2006)	TRIAD LOCAL & STATE REVENUE (2006)	2010 Triad Agricultural Economic Generation	
Freshwater Fishing	\$62,900,000	\$5,944,515	Gross Revenue	\$768,857,512
Hunting	\$48,743,257	\$5,849,191	Federal Subsidies	\$48,684,511
Wildlife Watching	\$88,600,000	\$40,190,179	Operational Costs	\$645,210,142
Gross Revenue	\$200,243,257	\$51,983,885	Net Revenue	\$74,962,859

FROM PLAN TO IMPLEMENTATION

The wealth of data collected will benefit the region for years to come, but the true impact of Piedmont Together will come from the accomplishments of several goals, numerous objectives and many strategies. It is not imperative that every strategy be completed because not every strategy needs to be considered by every city, town or county. The plan provides a menu of options and best practices from which to choose the most suitable strategies.

Piedmont Together's success will rely on the entire region and not one or two single agencies. Over the next 12 months, several steps will need to be taken to demonstrate success and a willingness to move forward as a region.



First the plan will be presented for approval to the Piedmont Authority for Regional Transportation (PART) and Piedmont Triad (PTRC) boards. Then the plan will be presented to the Piedmont Triad Partnership (PTP) leadership and to each MPO and RPO in the region. Following the presentations, each agency will be asked to approve the plan. This will establish the plan's shared vision for the region.

Secondly, Piedmont Together will need to maintain a visible presence by:

- Using the Consortium Oversight Committee as an oversight group that would meet quarterly, be responsible for implementation oversight and planning the 3rd Annual Livable Community Summit;
- Maintaining PiedmontTogether.org as a web portal and communications tool; and
- Continuing to identify a project manager(s).

Third will be to continue the work. Several strategies have already been accomplished and others are in progress. The accomplishments are listed in the plan. Those in progress or coming up soon are listed below:

- Maintain Scenario Modeling Tool and make it available to MPOs, RPOs, PART and other jurisdictions for planning purposes;
- Update and refresh the Regional Transit Development Plan;
- Develop an Equity Profile in partnership with PolicyLink (in progress);
- Initiate a Regional Opportunities Mapping Project;
- Identify and monitor 10 to 12 indicators related to the Focus Areas to track the success of the effort; and
- Conduct a Regional Assessment of Fair Housing Plan (in progress).

During this period Piedmont Together will need to work with our current partners to maintain momentum. Additionally Piedmont Together will need to reach and invite other entities to join the consortium and to actively participate in implementing the plan's objectives. After the region's entities and agencies approve the plan, the project team will begin presenting it to each city, town and county in the region. Each local governing body will be asked to endorse the plan, place a link to the Piedmont Together web site on their web site, appoint several community leaders or agencies to participate in ongoing work activities, and to accept a customized list of strategies for future consideration.



One of the Consortium's first tasks will be to identify resources to continue the work. Several items could quickly be put into place including:

- Assign 501c3 status, currently in place with PTRC, to Piedmont Together to assist with receipt of future funding from foundations and other private interests.
- Confirm administrative assistance from PART and PTRC.
- Affirm local assistance from Community Foundation of Greater Greensboro and statewide assistance from Z. Smith Reynolds Foundation.
- Review and apply for Federal Grants tied to strategies.

With resources for continuing the efforts identified, the Consortium can then look at shifting the communication focus. The move from plan to implementation might call for Piedmont Together to closer align its effort with federal and state programs. A campaign title for the implementation phase might be "Building a Better Piedmont Triad: Steps towards Economic Resiliency."

In closing, planning for communities never stops. Investing to our future will continue, adjustments will be made due to shifting conditions, and citizens will always be part of the conversation. Our challenge as a region is to not maintain the status quo. Every community must plan smarter, make wiser investments, be more flexible, become more action-oriented, and give everyone a voice in the process.