

**West Virginia Technical
Assistance Guide for Appalachian
Regional Commission (ARC)
Projects**

FY 2022

**Area Development
Distressed Counties
Programs**

Overview

The Appalachian Regional Commission (ARC) is a regional economic development agency that represents a partnership of federal, state, and local government. Established by an act of Congress in 1965 through the Appalachian Regional Development Act (ARDA) 40 U.S. Code § 14101–14704, ARC is composed of the governors of the 13 Appalachian states and a federal co-chair, who is appointed by the president of the United States. Local participation is also provided through multi-county local development districts (LDDs). ARC serves a 205,000-square-mile region of 25 million people that includes all of West Virginia and parts of twelve other states: Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia. Each ARC state receives an annual allocation of funds to

Please note that ARC is a regional economic development agency, and therefore requests for ARC assistance should focus on economic development.

Each ARC state sets its own application process and funding priorities within the parameters established by the overall ARC strategic plan and ARC statutes. The ARC strategic plan can be found at www.arc.gov.

The West Virginia Department of Economic Development (WVDED) manages and administers the ARC program in West Virginia. Eligible applicants apply to the WVDED for ARC funding. Review and approval of applications is a two-step process: WVDED staff reviews projects and recommendations are made to the Governor for approval. Recommended projects are then forwarded to ARC for final approval.

More information on the West Virginia ARC program can be found at www.wvcad.org, under the Appalachian Regional Commission heading. Application forms and guidelines can be found at www.wvcad.org/resources under the Appalachian Regional Commission heading.

ARC funds are grant only (no loans). The West Virginia ARC program does not fund activities outside West Virginia and does not fund multi-state projects. Please contact ARC headquarters in Washington DC if you are planning a multi-state project.

WV FY 2022 ARC Application Process

1. The deadline for submitting a West Virginia ARC FY 2022 grant application is January 31, 2022, postmarked.
2. Submit an original and **one** copy of the application, including any additional material that would help further explain the scope and need for the project.
3. **Review the ARC Technical Assistance Guide before completing the application.** Make sure you are aware of the West Virginia ARC program priorities and guidelines contained in the Technical Assistance Guide.
4. Use the application construction or non-construction checklist to guide you for the required information and forms that you need to submit. The construction and non-construction checklists can be found at www.wvcad.org/resources, under the Appalachian Regional Commission heading.
5. The Technical Assistance Guide and all required application forms can be found online at www.wvcad.org/resources
6. Please submit your application in the order outlined in the construction or non-construction checklist. Do not staple your application or place it in a notebook—use only a binder clip.
7. For construction projects, please email a copy of your project's PER (Preliminary Engineering Report) to Krista.K.Cox@wv.gov Please **do not** mail a copy of your project's PER with your project application.

Please send your completed application and one copy to the following address:

**ARC PROGRAM REPRESENTATIVE
ATTENTION: KRISTA COX
WEST VIRGINIA DEPARTMENT OF ECONOMIC DEVELOPMENT
1900 KANAWHA BOULEVARD EAST
BUILDING 3, SUITE 700
CHARLESTON, WEST VIRGINIA 25305**

8. If you have any questions regarding the ARC program or the application, please contact Krista Cox, ARC Program Specialist, at Krista.K.Cox@wv.gov or call 304-558-2234.

Funding Priorities

The highest priorities for the West Virginia ARC program are the following:

- infrastructure projects (water and wastewater) that lead to job creation or address a critical community need, particularly in ARC-designated distressed counties
- brownfields/abandoned and dilapidated buildings projects, particularly in ARC-designated distressed counties, that include economic development for the reuse of cleared sites
- substance abuse/opioid projects that focus on transitioning from recovery back into the workforce, particularly in ARC-designated distressed counties

Please note that funding for broadband projects (planning or implementation) is included within a separate Request for Proposals (RFP) issued by WVDED. This RFP is for non-broadband ARC projects only.

Applicants are encouraged to review previous year funding of ARC projects in West Virginia as examples of typical funding priorities, funding distribution, and amounts. Information on projects awarded in previous years can be found at www.wvcad.org/resources under the Appalachian Regional Commission heading.

Eligible Applicants

Eligible applicants for ARC funding are the following:

- States, counties, cities, or other political subdivision of a state, including a special purpose unit of a state or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions
- Institutions of higher education or a consortium of institutions of higher education
- Public or private nonprofit organizations or associations
- Local development districts (LDDs)

Individuals and for-profit entities are not eligible to apply.

Grant Types

Both implementation and planning projects are eligible for funding; however, priority is placed on implementation grants. Planning grants are seldom awarded unless they are tied to the development of local infrastructure (water and sewer). Construction and non-construction grants are funded. Research projects are not eligible for funding.

There are no maximum amounts on what an applicant can request, but all applicants should be aware that ARC funds are limited and very competitive.

Matching Requirements

Applicants for an ARC grant must demonstrate a matching share from non-ARC sources that is identified and committed to the project. Matching sources may be non-federal, other federal, or a combination of sources, including in-kind sources. In-kind match must be realistic and documented in the application, including how the value of in-kind resources was derived. Matching funds should be identified by amount and source with evidence of assurance that such funds are available for the project.

The maximum share of ARC assistance is determined by the ARC classification of the county or counties served by the proposed activity. County classifications in West Virginia for FY 2022 and the matching share required are detailed below:

Distressed Counties:

Barbour, Boone, Braxton, Calhoun, Clay, Gilmer, Lincoln, Logan, McDowell, Mingo, Nicholas, Roane, Summers, Webster, Wetzel, Wirt, and Wyoming.

ARC participation costs in distressed counties are limited to 80% of the total project cost.

At-Risk Counties:

Fayette, Lewis, Mason, Mercer, Monroe, Pocahontas, Randolph, Ritchie, Tyler, Upshur, and Wayne.

ARC participation costs in at-risk counties are limited to 70% of the total project cost.

Transitional Counties:

Berkeley, Brooke, Cabell, Doddridge, Grant, Greenbrier, Hampshire, Hancock, Hardy, Harrison, Jackson, Kanawha, Marion, Marshall, Mineral, Monongalia, Morgan, Ohio, Pendleton, Pleasants, Preston, Putnam, Raleigh, Taylor, Tucker, and Wood.

ARC participation costs in transitional counties are limited to 50% of the total project cost.

Competitive Counties:

Jefferson.

ARC participation costs in competitive counties are limited to 30% of the total project costs.

The level of ARC participation may vary in projects that include activities and/or services involving at least one or more distressed and at least one or more non-distressed counties. **Please check with our office as you plan multi-county projects for the exact match requirement.**

Eligible ARC participation rates are based upon county economic status. Each county is classified into one of five categories, based upon an annual assessment performed by ARC. A description of this process, from the ARC website (www.arc.gov) is as follows:

The Appalachian Regional Commission (ARC) uses an index-based county economic classification system to identify and monitor the economic status of Appalachian counties. The system involves the creation of a national index of county economic status through a comparison of each county's averages for three economic indicators—three-year average unemployment rate, per capita market income, and poverty rate—with national averages. The resulting values are summed and averaged to create a composite index value for each county. Each county in the nation is then ranked, based on its composite index value, with higher values indicating higher levels of distress.

County Economic Levels

Each Appalachian county is classified into one of five economic status designations, based on its position in the national ranking.

Distressed

Distressed counties are the most economically depressed counties. They rank in the worst 10 percent of the nation's counties.

At-Risk

At-Risk counties are those at risk of becoming economically distressed. They rank between the worst 10 percent and 25 percent of the nation's counties.

Transitional

Transitional counties are those transitioning between strong and weak economies. They make up the largest economic status designation. Transitional counties rank between the worst 25 percent and the best 25 percent of the nation's counties.

Competitive

Competitive counties are those that are able to compete in the national economy but are not in the highest 10 percent of the nation's counties. Counties ranking between the best 10 percent and 25 percent of the nation's counties are classified competitive.

Attainment

Attainment counties are the economically strongest counties. Counties ranking in the best 10 percent of the nation's counties are classified attainment.

Eligibility Criteria

Eligible funding requests must meet the following criteria:

- Project relates to one or more of the ARC/State of West Virginia development strategies (eligible strategies are listed on pages 12-18).
- Projects are clearly described, including documented need and achievable outcomes
- Non-ARC resources are secured to leverage the requested ARC funds
- Applicant has the experience and capacity to manage project. Nonprofit organizations must demonstrate adequate capacity, including fulltime staff, current 501(c)3 status, and a demonstrated track record of managing comparable projects.

Eligible Activities and Costs

Eligible project activities are listed on pages 12-18. Eligible projects must meet one of the strategies listed on those pages.

ARC funds cannot be used for research, upkeep of state or local government buildings, or for the general conduct of state or local government business. ARC does not fund temporary deficits or gaps in local or state government budgets.

Administrative (staff and personnel) costs that are directly tied to project implementation are eligible. Indirect costs are also eligible costs.

Award Administration

General management and administration requirements for non-construction projects are contained in the ARC Grant Administration Manual for Non-Construction Grant Agreements (available at www.arc.gov). Administration of ARC awards is also subject to the same regulations, restrictions, and requirements as other federal awards. These include but are not limited to Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR §200, as currently updated; Freedom of Information Act (FOIA); past performance and non-compliance; restrictions on making awards to corporations convicted of felony criminal violations and unpaid federal tax liabilities; environmental and historic preservation; and national policy requirements, including but not limited to those protecting free speech, religious liberty, public welfare, the environment, and prohibiting discrimination, e.g., Equal Employment Opportunity and the Americans with Disabilities Act (ADA).

Recipients of non-construction grants must adhere to ARC reporting requirements as identified in the ARC Grant Administration Manual for Non-Construction Grant Agreements (available at www.arc.gov). However, ARC reserves the right to change the reporting time periods and, depending on the nature of the project, may request additional relevant data. In addition, ARC requires grantees to cooperate with post-award evaluations, which require maintaining records for at least three years after project closeout. All ARC awards are subject to audit.

ARC construction projects are subject to the rules and regulations of the basic agency administering ARC's funds in the project (see next section).

Construction Projects

All construction projects must have a Basic Agency identified to administer the project. Construction projects should also include in the application a copy of a current Preliminary Engineering Report (PER). Infrastructure projects (water and wastewater) must include a copy of their Infrastructure and Jobs Development Council (IJDC) review letter and all technical review committee comments. An application for an ARC-assisted construction project should include a discussion of any efforts that may have been made to improve the energy efficiency of the project.

All applicants interested in applying for a construction project are strongly encouraged to work with their West Virginia regional planning and development council, including identifying a basic agency for the project. Information on the regional councils can be found at www.wvregionalcouncils.org.

All federal rules governing construction projects, including environmental review and federal labor standards (Davis-Bacon), apply to all ARC construction projects.

Residential Service Policy (Infrastructure Projects Only)

ARC will provide grants for basic residential infrastructure projects only for communities in ARC-designated distressed counties, except that such assistance may be provided in an at-risk or transitional county upon a special showing of compelling need such as the location of the project in a distressed area of the county, or as disaster relief, or to address a mandate of the Federal EPA or a state health or environmental agency. Self-help projects for basic residential infrastructure may also be funded in transitional counties.

Development of the Travel and Tourism Industry

ARC recognizes the development of the travel and tourism industry as an important component of the Commission's strategy to improve the economic health of the Appalachian Region.

ARC will support activities as they relate to the travel and tourism industry in the context of an overall development strategy - such as:

- Planning and research
- Training and technical assistance
- Education and capacity building
- Marketing and promotional efforts

Infrastructure projects related to the travel and tourism industry will be reviewed using the same criteria as that used for all other economic development projects. Proposals to use ARC funds for capital investments in this sector, including construction and acquisition, are not prohibited but will be reviewed stringently. In particular, such projects must be an integral part of a strategic plan for the community and/or region and must meet the highest standards of a cost-benefit analysis as to economic outcomes.

Project Evaluation Criteria

Review and Selection Process:

In reviewing and recommending projects for funding, the State of West Virginia will consider the status of the county or counties that makeup the project area of an application. Projects that are located exclusively in ARC-designated distressed counties will receive higher priority in the review process.

Staff from WVDED review all applications for ARC funding. The review criteria are as follows:

Threshold Criteria:

All applications are initially screened to determine if they meet the thresholds for funding consideration. The screening process determines the following:

- a) ARC Eligibility: All projects recommended to the Commission for final approval must demonstrate that they will contribute to the achievement of one of the Commission's strategic goals and that the project relates to one or more of the goals, objectives, and strategies set forth in the state's development plan and strategy statement.

- b) Project Readiness: All projects recommended to the Commission for final approval must provide reasonable assurance of the availability of matching funds for the project scope of work.
- c) Project Approach: All projects recommended to the Commission for final approval must demonstrate a scope of work that is realistic and viable.
- d) Project Effectiveness: All projects recommended to the Commission for final approval must demonstrate the ability of the applicant to manage the project effectively and contain detailed outcome measurements by which grant expenditures may be evaluated.

Applications determined to be eligible, complete, and feasible, and evidence a reasonable assurance that matching funds are or will be secured, proceed to the competitive review.

Competitive Review Criteria:

Projects will be competitively reviewed, and all recommendations will be packaged together and submitted to the Governor for approval. Projects will be evaluated based on the following key strategic criteria:

- a. Degree of Need: Projects in ARC-designated distressed counties and distressed areas will receive higher priority. Multi-county projects that include ARC-designated distressed counties, and clearly demonstrate how those distressed counties will directly benefit from the project activities, will also receive high priority.
- b. Targeted Priority: Projects that address one or more of the funding priorities—infrastructure, substance abuse, and brownfields—will receive higher priority (the funding priorities are outlined on page 4).
- c. Investment Impact: Projects that demonstrate strong economic development impacts, provide long-term capital improvements for economic development, or enhance already existing economic and community development efforts will receive higher priority. Strategic characteristics of a project that increase investment impact include the following:

Infrastructure projects that:

- Facilitate economic development (such as by serving commercial customers, providing needed infrastructure for commercial and industrial sites, or leveraging private sector investment)
- Serve critical community facilities such as schools, community health facilities, community centers, 4-H Camps, etc.
- Target existing population centers and downtown areas (infill strategy)
- Are located along an ARC highway corridor

- Increase the capacity of a water or wastewater system to serve more customers in the future
- Incorporate energy-efficiency features such as installing energy-efficient equipment or projects specifically addressing inflow and infiltration (I & I)
- Provide wastewater facilities that protect environmental resources tied to economic development

Non-infrastructure projects that:

- Focus on enhancing economic development in a community or region
 - Address a compelling and documented need that hinders economic development or community quality of life
 - Provide benefits on a continuing rather than a temporary basis
 - Increase local collaboration or regional partnerships
 - Strengthen the ability of local communities to undertake economic and community development activities through planning, technical assistance, and other activities
- d. Investment Linkage: Projects that demonstrate how they complement existing community and economic development efforts, plans, and strategies in the project area will receive higher priority.

Projects that incorporate more of the competitive review criteria identified above will more likely be recommended for funding, based upon the amount of funds available. Recommendations are then sent to the Governor for approval. Projects that are recommended by the Governor are then sent on to ARC headquarters for final review and approval by ARC.

WVDED reserves the right to modify the scope of work, activities, and expected outcomes for any application for ARC assistance, and to increase or decrease the amount of funds being requested. Any such modifications will be negotiated with the applicant. Publication of this RFP does not obligate WVDED to make any recommendation of funding to ARC or to obligate any or all ARC funds available to the State of West Virginia.

Contact Information

Interested applicants can receive technical assistance at no cost up to the application deadline by contacting Krista Cox, ARC Program Specialist, WVDED, at krista.k.cox@wv.gov or 304-558-2234.

West Virginia FY 2022 ARC State Strategies

West Virginia's ARC state strategies are listed below. Each strategy is collated with the goals and objectives of the ARC Strategic Plan, Investing in Appalachia's Future 2016-2020. **All projects requesting assistance from the West Virginia ARC program must match one of the state strategies listed below in order to receive consideration for funding.**

ARC Goal 1: Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.

ARC Objective 1.1: Strengthen entrepreneurial ecosystems and support for existing businesses.

State Strategy 1.1.1: Support planning, analysis and construction activities that lead to the development or enhancement of business incubator facilities and programs.

State Strategy 1.1.2: Support programs that encourage youth entrepreneurship.

State Strategy 1.1.3: Increase access to capital for entrepreneurs and businesses.

State Strategy 1.1.4: Support programs and initiatives that provide training, assistance, and other resources to entrepreneurs for the creation and expansion of local businesses.

State Strategy 1.1.5: Nurture local businesses through support of activities such as buy local campaigns and business retention and expansion programs.

ARC Objective 1.2: Support the start-up and growth of businesses, particularly in targeted sectors.

State Strategy 1.2.1: Support planning and analysis activities such as feasibility studies that identify and capitalize upon emerging economic opportunities and sectors.

State Strategy 1.2.2: Support the development of identified emerging economic opportunities and sectors such as local food systems, tourism, energy, health care, exports, and technology.

ARC Objective 1.3: Enhance the competitiveness of the Region's manufacturers.

State Strategy 1.3.1: Provide training opportunities for small- and medium-sized businesses for competitive improvement.

ARC Objective 1.4: Promote export strategies to connect start-up and established businesses with external and global markets.

State Strategy 1.4.1: Assist small- and medium-sized businesses to locate and access markets for their products, with emphasis on export training and assistance that will enable them to participate in the international marketplace.

ARC Goal 2: Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.

ARC Objective 2.1: Develop and support educational programs and institutions to prepare students for postsecondary education and the workforce.

State Strategy 2.1.1: Support planning, analysis, and implementation activities that improve workforce readiness for current and future employment needs.

State Strategy 2.1.2: Assist innovative approaches that aid dislocated workers and communities that are experiencing significant economic transformation.

State Strategy 2.1.3: Encourage youth and student opportunities for work and community service experiences, including internships, mentorships, leadership development, and job shadowing.

State Strategy 2.1.4: Support the creation and expansion of innovative workforce training and education programs such as Youth Build.

ARC Objective 2.2: Support programs that provide basic and soft-skills training to prepare workers for employment.

State Strategy 2.2.1: Support local and regional efforts to increase access to early childhood education programs.

State Strategy 2.2.2: Support literacy, lifelong learning, and dropout prevention initiatives.

State Strategy 2.2.3: Assist efforts that strengthen post-secondary education and employment training programs.

ARC Objective 2.3: Increase local residents access to STEAM and other skills training on state-of-the-art technology and processes across all educational levels.

State Strategy 2.3.1: Promote education and training in the fields of science, technology, engineering, arts, and math (STEAM) for future employment.

ARC Objective 2.4: Improve access to affordable, high-quality health care for workers and their families.

State Strategy 2.4.1: Expand the state’s supply of quality health-care professionals by attracting new practitioners and offering training and education for members of the health-care workforce.

State Strategy 2.4.2: Improve facilities and infrastructure to support the provision of high-quality clinical care in underserved areas.

ARC Objective 2.5: Develop and support sustainable programs that remove barriers to participating in the workforce.

State Strategy 2.5.1: Build community-based partnerships to encourage local health initiatives addressing diabetes, obesity, oral health, infant mortality, substance abuse, or other conditions that constitute barriers to workforce participation and community quality of life.

State Strategy 2.5.2: Promote efforts that increase access to quality child care to support workforce recruitment and retention.

ARC Goal 3: Invest in critical infrastructure—especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.

ARC Objective 3.1: Promote the productive and strategic use of broadband and other telecommunications infrastructure throughout the Region to increase connectivity and strengthen economic competitiveness.

State Strategy 3.1.1: Make strategic investments in high-speed telecommunications infrastructure to increase local and regional connectivity and access.

State Strategy 3.1.2: Encourage the use of telecommunications applications in education, health care, business, government, and infrastructure initiatives.

State Strategy 3.1.3: Assist planning, analysis, and training activities that increase broadband adoption rates in the state.

ARC Objective 3.2: Ensure that communities have adequate basic infrastructure to implement their community and economic development objectives.

State Strategy 3.2.1: Provide support for expansion or rehabilitation of basic infrastructure to improve community quality of life and facilitate economic development.

State Strategy 3.2.2: Work with localities and regional organizations to support the planning, assessment, and prioritization of infrastructure projects to ensure greater efficiency and coordination of infrastructure investments.

State Strategy 3.2.3: Provide assistance for planning and deployment of alternative approaches to basic infrastructure in more isolated and hard-to-reach communities.

State Strategy 3.2.4: Provide training, consultation, and financial support for local leaders and organizations to build their capacity to address infrastructure challenges.

State Strategy 3.2.5: Strengthen critical civic institutions and anchors such as community centers through assistance with facility improvements, program expansion, and organizational development.

State Strategy 3.2.6: Assist local and regional energy efficiency efforts to enhance their economic competitiveness and sustainability.

State Strategy 3.2.7: Support efforts to provide affordable housing.

ARC Objective 3.3: Support the construction and adaptive reuse of business-development sites and public facilities to generate economic growth and revitalize local economies.

State Strategy 3.3.1: Provide support for the development and improvement of industrial sites, commercial and industrial parks, and shell buildings that will spur economic development.

State Strategy 3.3.2: Support planning, assessment, and redevelopment efforts that target vacant and dilapidated buildings for adaptive reuse.

State Strategy 3.3.3: Leverage support for the reclamation and redevelopment of brownfields and mine-impacted sites to convert them to productive economic and community uses.

ARC Objective 3.4: Complete the Appalachian Development Highway System (ADHS) and construct local access roads to strengthen links between transportation networks and economic development.

State Strategy 3.4.1: Assist federal and state departments of transportation in solving design problems and moving ADHS sections to the construction phase.

State Strategy 3.4.2: Support local access road projects that result in economic development, provision of essential services, or community revitalization.

State Strategy 3.4.3: Encourage initiatives that increase the ability of communities to capitalize on economic development opportunities presented by ARC highway corridors, including downtown revitalization, gateway enhancements, and corridor development.

State Strategy 3.4.4: Assist efforts to create and develop ARC highway corridor regional development authorities.

State Strategy 3.4.5: Promote the development of complete streets that support multiple modes of travel—transit, biking, walking, and automobile.

ARC Objective 3.5: Invest in intermodal transportation planning and infrastructure that builds upon the ADHS and maximizes the Region’s access to domestic and international markets.

State Strategy 3.5.1: Support initiatives that improve rail service for economic development such as the installation of rail spurs.

State Strategy 3.5.2: Support the planning and development of infrastructure that enhances economic development opportunities presented by intermodal transportation.

State Strategy 3.5.3: Support improvements to transportation facilities such as airports that promote economic development.

ARC Goal 4: Strengthen Appalachia’s community and economic development potential by leveraging the Region’s natural and cultural heritage assets.

ARC Objective 4.1: Preserve and strengthen existing natural assets in support of economic opportunities that generate local and regional benefits.

State Strategy 4.1.1: Promote activities and initiatives that effectively use walking, cycling, and other outdoor recreation trails for local economic benefit and community quality of life.

State Strategy 4.1.2: Support planning, assessment, and implementation initiatives that promote economic development and good stewardship of the state’s natural resources.

State Strategy 4.1.3: Encourage initiatives such as farmers markets, urban agriculture, and community-supported agriculture that strengthen local and regional food systems and increase access to healthy food.

State Strategy 4.1.4: Support local hazard mitigation efforts that strengthen economic development and protect natural, structural, and cultural assets.

ARC Objective 4.2: Support strategic investments in natural and cultural heritage resources to advance local economic growth.

State Strategy 4.2.1: Support efforts to identify, assess, and mobilize regional assets, including natural, cultural, and structural assets and resources that can be utilized for economic growth and diversification.

ARC Objective 4.3: Support preservation and stewardship of community character to advance local economic growth.

State Strategy 4.3.1: Promote a sense of place and community stewardship by assisting local efforts in community beautification, wayfinding, and other activities that strengthen community identity and improvement.

State Strategy 4.3.2: Support the strategic development of tourism by investing in gateway communities, historic districts and preservation, and other unique local community features.

State Strategy 4.3.3: Support programs to improve local or regional waste management, including planning, public education initiatives, and recycling programs.

State Strategy 4.3.4: Promote downtown revitalization through planning, assessment, market analysis, and other planning and analysis activities.

State Strategy 4.3.5: Provide technical assistance, training, and support for West Virginia Main Street/ON-TRAC communities.

State Strategy 4.3.6: Leverage support for downtown façade and streetscape improvements to enhance community appearance and advance economic development.

ARC Goal 5: Build the capacity and skills of current and next generation leaders and organizations to innovate, collaborate, and advance community and economic development.

ARC Objective 5.1: Develop and support robust inclusive leadership that can champion and mobilize forward-thinking community improvement.

State Strategy 5.1.1: Encourage and support strategies that increase local leadership, community engagement, and volunteer opportunities for community residents.

ARC Objective 5.2: Empower and support next-generation leaders and encourage authentic engagement in local and regional economic and community development.

State Strategy 5.2.1: Support greater involvement of young people in community activities such as forming youth councils, serving on advisory boards, and youth-based civic education.

ARC Objective 5.3: Strengthen the capacity of community organizations and institutions to articulate and implement a vision for sustainable, transformative community change.

State Strategy 5.3.1: Provide training and financial support to local governments and nonprofit organizations engaged in community development to build their capacity to address community and economic challenges.

ARC Objective 5.4: Support visioning, strategic planning and implementation, and resident-engagement approaches to foster increased community resilience and generate positive economic impacts.

State Strategy 5.4.1: Support planning, analysis, and technical assistance activities for local and regional organizations and units of government to capitalize on economic development opportunities and assets, address critical needs, or improve community quality of life.

State Strategy 5.4.2: Enhance the ability of the state’s philanthropic sector to retain philanthropic resources to increase regional and local self-sufficiency.

ARC Objective 5.5: Develop and support networks, partnerships, and other models of collaboration that catalyze public, private, and nonprofit action for community impact.

State Strategy 5.5.1: Encourage efforts to link communities to technical assistance, training, and skill development resources.

State Strategy 5.5.2: Encourage partnerships and promote regional efforts in economic and community development.