



January 10, 2024

# Virginia Appalachian Regional Commission How-to Apply Workshop





# Agenda

- What is ARC?
  - High level overview
  - How we define economic development
  - ARC's programs
- ARC in Virginia
  - Appalachian Virginia
  - State Priorities
  - ARC-VA Area Development Process
- Project Development
  - Best Practices
  - Brainstorm

# What is ARC?

# Appalachian Regional Commission



- Created in 1965
- Federal, state and local government partnership
- 13 states
- 423 counties
- 206,000 square miles
- 26 million people
- 74 local development districts



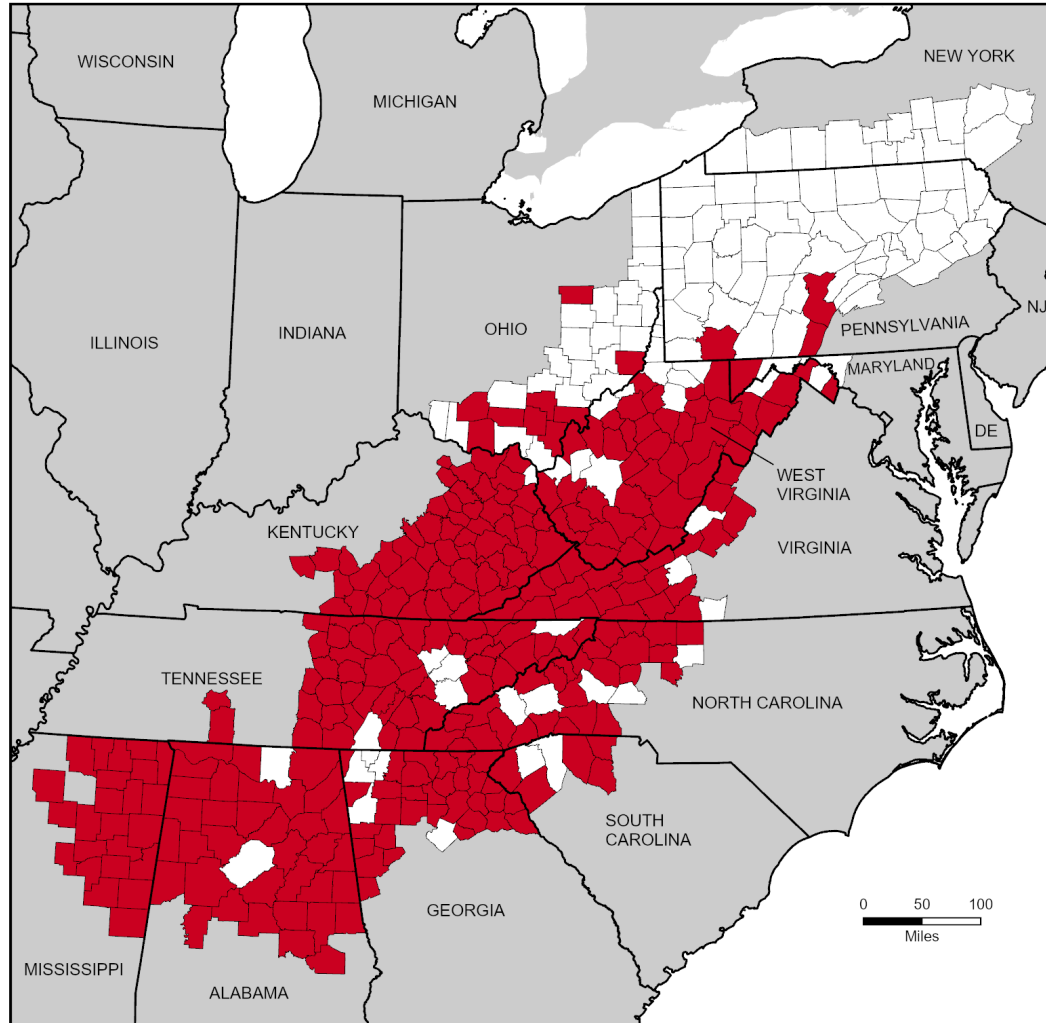
Appalachian  
Regional  
Commission

# High-Poverty Counties in the Appalachian Region

(Counties with Poverty Rates At Least 1.5 Times the U.S. Average)

1960

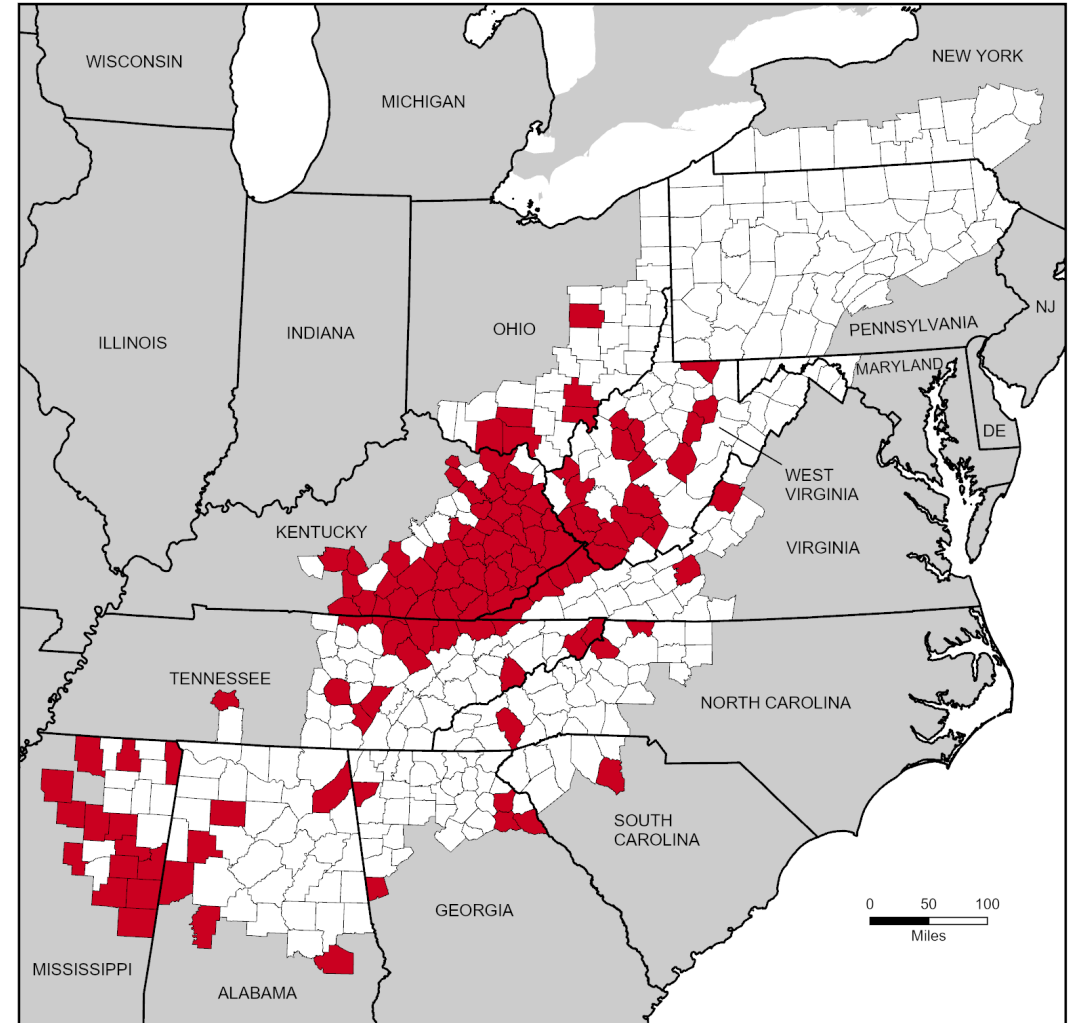
297 High-Poverty Counties



Data Source: U.S. Census Bureau, 1960 Census

2017-2021

116 High-Poverty Counties



Data Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017-2021

# Appalachian Regional Commission



- **ARC VISION STATEMENT**

- Appalachia is a region of great opportunity that will achieve **socioeconomic parity** with the nation

- **ARC MISSION STATEMENT**

- To innovate, partner and invest to build community capacity and strengthen economic growth in Appalachia

**Purpose:** Economic Development

**Strategy:** To work in collaboration with various agencies, organizations, local, state, and regional entities to advance initiatives that will lead to economic growth and prosperity.

**Priorities:**

- Local Leadership, Empowerment, Serving the Under-Served
- Partnerships, Diversification, and Cross-Sector Collaboration
- Regionalism and Transformative Initiatives
- Research, Innovation, Progress, Sustainability

# ARC's Investment Priorities



**Building Appalachian Businesses**



**Building Appalachia's Workforce Ecosystem**



**Building Appalachia's Infrastructure**



**Building Regional Tourism and Culture**



**Building Community Leaders and Capacity**



# ARC Signature Grant Programs

- **Area Development**
- **POWER** (Partnerships for Opportunity and Workforce Revitalization)
- **INSPIRE** (Investments Supporting Partnerships in Recovery Ecosystems)
- **ARISE** (Appalachia Regional Initiative for Stronger Economies)
- **READY Appalachia**



# Area Development



- ARC's base program
- Formula-driven and State-led: Funding is allocated first to the states to support local investment priorities and to empower Appalachian communities
- Varied Timelines, Application Processes, and Award Caps
- Applicants must work with their State Program Managers in the development of their project and submission of their proposal





- Special program for communities impacted by the downturn of the coal economy
- Grants of up to \$1.5 million (\$2.5 million for broadband)
- Application Window: Typically opens Jan/Feb
- [www.arc.gov/POWER](http://www.arc.gov/POWER)



- Building and strengthening local recovery-to-work ecosystems
- Grants of up to \$500,000
- Application Window: Typically opens Jan/Feb.
- [www.arc.gov/INSPIRE](http://www.arc.gov/INSPIRE)



- Special emphasis on multistate activities: must involve activities and partners in at least two states
- Grants of up to \$10 million for implementation and \$500,000 for planning
- Rolling application process
- [www.arc.gov/ARISE](http://www.arc.gov/ARISE)





- Community Capacity Building Initiative
- 4 economic development pillars:
  - Nonprofits
  - Local Development Districts
  - Community Foundations
  - Local Governments
- Small-group virtual training and match-free grant funding
- [www.arc.gov/ready](http://www.arc.gov/ready)

# Wytheville Farmers Market Sustainability and Growth



- **Grantee:** Wytheville Farmer's Market
- **Grant Amount:** \$25,000 (READY Nonprofits)
- **Scope of Work:** Wytheville Farmers Market (WFM) will increase the hours of two contracted staff members to spend more time on fundraising, planning, and implementation. WFM will also purchase printers and a paper cutter for fundraising efforts, as well as food scales to be rented out to vendors for \$5 a day to earn program income. Staff members will work a combined additional 120 hours per month and the organization will host three additional fundraising events during the project period. The project will result in a fundraising plan that will contribute to the organization's long-term sustainability.



- **Grantee:** Wytheville-Wythe-Bland Chamber of Commerce
- **Grant Amount:** \$25,000 (READY Nonprofits)
- **Scope of Work:** Wytheville-Wythe-Bland Chamber of Commerce (WWB CoC) seeks to build organizational capacity through professional development, software and technology upgrades, a marketing plan, and creation of a chamber 501(c)3 foundation to introduce new revenue streams. The creation of a 501(c)3 foundation will generate new revenue to support the hiring of additional staff. Professional development and software and technology upgrades will ensure the executive director has the tools to effectively train and equip new staff members.

# Other Key Programs and Activities of Interest

- WORC – Grant Program administered by DOL
- Academies and Institutes
- Research and Evaluation
- Appalachian Development Highway System (ADHS), LDDs, J-1 VISA Waiver Program, ELEVATE





- Partnership with the Department of Labor, in collaboration with the Delta Regional Authority and the Northern Border Regional Commission
- WORC is a competitive workforce grant program funded and reviewed by DOL with no match requirement
- Funding targeted exclusively to entities within the ARC region
- ARC provides technical assistance post-award for WORC grantees in the region
- [www.arc.gov/WORC](http://www.arc.gov/WORC)



# Academies and Institutes

<https://www.arc.gov/academies-and-institutes/>



## **Appalachian STEM Academy**

Middle and High Schools Students/Teachers

Application Window: Early Winter



## **Appalachian Entrepreneurship Academy**

High Schools Students

Application Window: Early Winter



## **Appalachian Collegiate Research Initiative**

College Students

Application Window: Early Winter



## **Appalachian Leadership Institute**

Appalachians interested in community/economic development

Application Window: Spring

# Research and Evaluation

Publicly  
Accessible

Regional  
Insight and  
Awareness

Multipurpose  
Data with a  
Broad Scope

Information to  
Support Data-  
Driven Decision  
Making

GIS Data and  
Mapping

Evaluations of  
ARC's  
Investments

Contractual  
Opportunities  
for Outside  
Firms

- Appalachian Highway Development System (ADHS)  
<https://www.arc.gov/appalachian-development-highway-system/>
- Local Development District (LDD) Program
- J-1 VISA Waiver Program  
<https://www.arc.gov/j-1-visa-waivers/>
- ELEVATE  
<https://www.arc.gov/ELEVATE/>

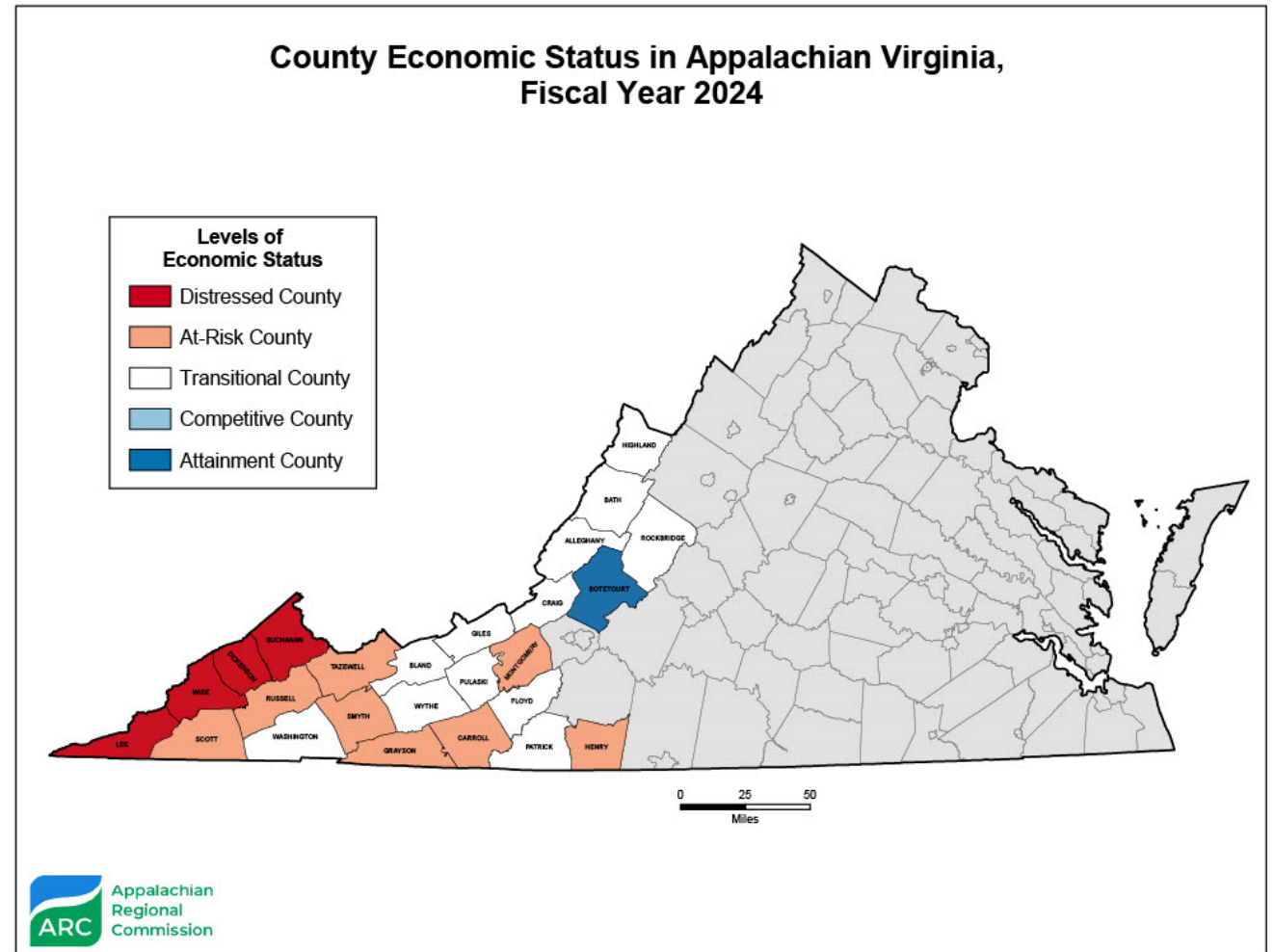


# Virginia ARC Area Development Grant Lifecycle

# ARC in Virginia

Alleghany, Bath, Bland, Botetourt, Buchanan, Carroll, Craig, Dickenson, Floyd, Giles, Grayson, Henry, Highland, Lee, Montgomery, Patrick, Pulaski, Rockbridge, Russell, Scott, Smyth, Tazewell, Washington, Wise, and Wythe

The following independent cities:  
Bristol, Buena Vista, Covington, Galax, Lexington, Martinsville, Norton, and Radford



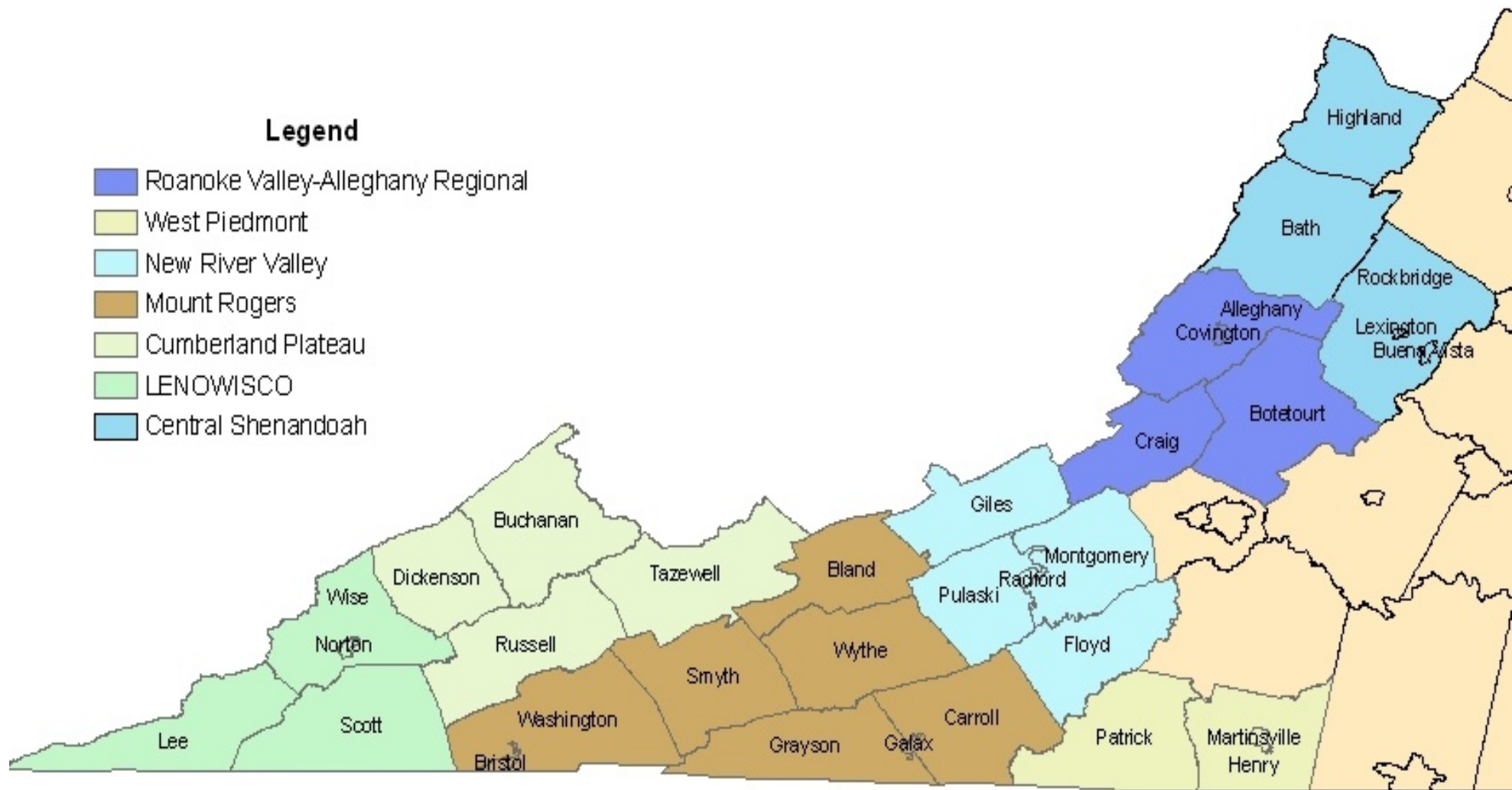
Note: Economic status is managed by county, not independent city



# Virginia's ARC Local Development Districts

## Legend

- Roanoke Valley-Alleghany Regional
- West Piedmont
- New River Valley
- Mount Rogers
- Cumberland Plateau
- LENOWISCO
- Central Shenandoah



# Virginia's Investment Priorities - FY23

- Broadband, water, and wastewater infrastructure for new business location/expansion and creating jobs for the region.
- Small business and entrepreneurial efforts
- Strengthen local and regional capacity
- Coordinate economic development projects with housing production and the supply of affordable housing units.
- Expand energy sources

# Virginia ARC Funding Caps

<b>Project Type</b>	<b>Funding Cap</b>
Construction	Up to \$700,000
Non-Construction/Planning Grant	Up to \$100,000
Planning Grant	Up to \$50,000 for single or \$100,000 for regional
Regional Non-Construction Projects	Up to \$250,000
Access Road	Up to \$500,000

# Step 0: Deciding to Apply

- Are you an eligible organization?
- Is your project idea eligible for ARC funding and a priority for your state?
- Are there special considerations for this project type?
- Have you reached out to your ARC partners?
  - State Program Manager
  - Local Development Districts
- Look at prior awarded projects for inspiration!

## ARC Resources

Please refer to the resources on ARC's website ( [www.arc.gov](http://www.arc.gov) ) to review:

- Basic Eligibility Requirements <https://www.arc.gov/about-arc-grants/>
- ARC's Current Strategic Plan <https://www.arc.gov/wp-content/uploads/2022/01/Appalachia-Envisioned-ARC-Strategic-Plan-FY-2022-2026.pdf>
- Virginia State Strategy Statement and Strategic Plan <https://www.arc.gov/appalachian-states/virginia/>
- ★ Application Guidance by Project Type <https://www.arc.gov/resource/application-guidance-by-project-type/>
- State Program Manager Contact Information [https://www.arc.gov/state\\_partner\\_role/state-program-manager/](https://www.arc.gov/state_partner_role/state-program-manager/)
- List of Local Development Districts <https://www.arc.gov/local-development-districts/>
- Approved Project List <https://www.arc.gov/approved-arc-projects/>
- Other Grant Opportunities <https://www.arc.gov/grants-and-opportunities/#funding-opportunities>

# Step 1: Submit Application to VA

- March 1st, 2024
- CAMS Application
  - Questions are based on ARC Construction/Non-Construction Project Checklist
  - Only attach necessary documents

## ARC Resources

Please refer to the resources on ARC's website ( [www.arc.gov](http://www.arc.gov) ) to review:

- Non-Construction Project Checklist <https://www.arc.gov/resource/arc-non-construction-project-application-checklist/>
- Construction Project Checklist <https://www.arc.gov/resource/arc-construction-project-application-checklist/>
- Access to Capital Projects <https://www.arc.gov/resource/access-to-capital-application-checklist/>
- Local Access Roads Projects <https://www.arc.gov/resource/local-access-roads-project-guidelines/>
- ARC Project Guidelines <https://www.arc.gov/resource/arc-project-guidelines/>
- Federal and State Basic Agencies <https://www.arc.gov/basic-agency-partners/>
- Performance Measures <https://www.arc.gov/resource/guide-to-arc-project-performance-measures/>
- County Economic Designations <https://www.arc.gov/county-economic-status-and-distressed-areas-by-state-fy-2024/>
- Calculating Match Rates <https://www.arc.gov/match-requirements-for-arc-grants/>
- Research and Evaluation Reports <https://www.arc.gov/research-and-data/>
- Executive Summary Template <https://www.arc.gov/resource/executive-summary-template-for-arc-applications/>



# Step 2: VA Governor Approval

- Award amounts and budgets may change depending on available funding
- New Information Needed:
  - Federal Budget Forms (based on ARC Construction/Non-Construction Project Checklist Section 2: SF424, SF424A/C, SF424D, ARC MOU)

## ARC Resources

Please refer to the resources on ARC's website ( [www.arc.gov](http://www.arc.gov) ) to review:

- Standard Forms for Construction Projects <https://www.arc.gov/resource/standard-forms-for-construction-applications/>
- Standard Forms for Non-Construction Projects <https://www.arc.gov/resource/standard-forms-for-non-construction-applications/>
- Budget Narrative Template (Fillable) <https://www.arc.gov/resource/budget-narrative-template/>
- ARC MOU <https://www.arc.gov/resource/memorandum-of-understanding/>



For additional guidance on how to complete the standard forms for non-construction projects, please see the embedded informational videos found on those pages.

# Step 3: ARC Program Coordinator Review

- New Information Needed:
  - Any missing ARC Construction or Non-Construction Checklist components
  - Updated forms, narrative, or contacts needed after any changes to the application since Step 1.
  - (If Applicable) Documents referenced in the application (plans, pro forma, etc.)

## Tips and Tricks During an ARC Review

1. Be consistent, especially with numbers.
  1. SF424=SF424A/C=budget  
narrative=cost estimate=match letter  
totals=Basic Agency letter
2. Have all your match committed. Your project cannot be approved without all the match confirmed.
3. Update the Contacts Tab to include the staff (both programmatic and financial) who will manage the grant.
4. Assume your ARC Coordinator only knows what is in ARCnet.
5. Include your project number in all communications with your Project Coordinator.
6. When in doubt, CC your SPM!

# Step 4: Grant Award

- Congressional Delegation Announcement
- New Information Needed:
  - Signed Grant Agreement
  - (Non-Construction) Budget Entered into ARCnet
  - ACH Vendor Payment Form
- (Construction) DHCD Contract Negotiations

## ARC Resources

Please refer to the resources on ARC's website ( [www.arc.gov](http://www.arc.gov)) to review:

- Federal and State Basic Agencies <https://www.arc.gov/basic-agency-partners/>
- Federal Award Regulations <https://www.arc.gov/omb-grant-regulations/>
- Post-Award Forms and Resources <https://www.arc.gov/grantee-resources/>

# Project Development



# ARC's Investment Priorities/Goals

## **Goal #1: Building Appalachian Businesses**

*Strengthen and diversify the Region's economy through inclusive economic development strategies and investments in entrepreneurship and business development.*

## **Goal #2: Building Appalachia's Workforce Ecosystem**

*Expand and strengthen community systems (education, healthcare, housing, childcare, and others) that help Appalachians obtain a job, stay on the job, and advance along a financially sustaining career pathway.*

## **Goal #3: Building Appalachia's Infrastructure**

*Ensure that the residents and businesses of Appalachia have access to reliable and affordable utilities and infrastructure in order to successfully live and work in the Region*

## **Goal #4: Building Regional Culture and Tourism**

*Strengthen Appalachia's community and economic development potential by preserving and investing in the Region's local, cultural heritage, and natural assets.*

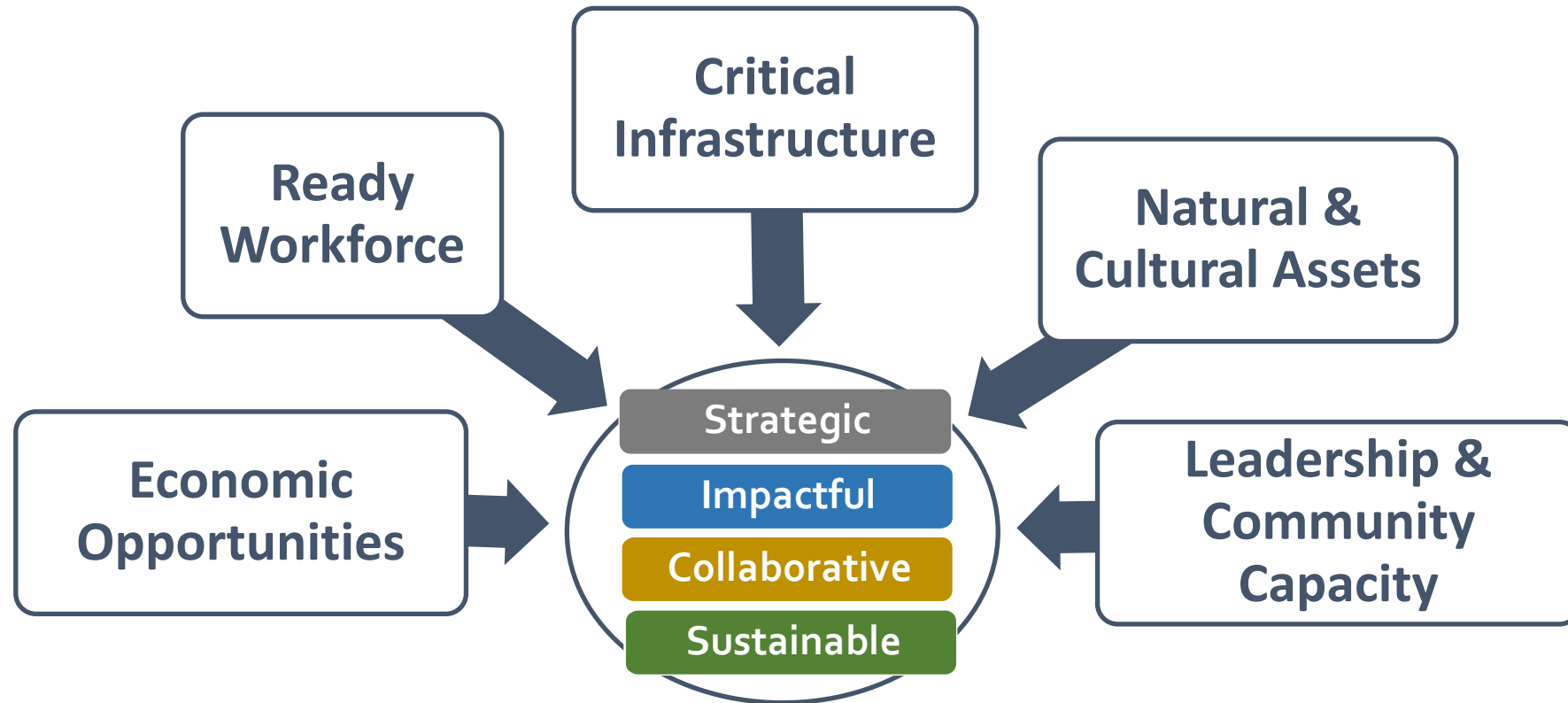
## **Goal #5: Building Community Leaders and Capacity**

*Invest in the capacity of local leaders, organizations, and communities to address local challenges by providing technical assistance and support to access resources, engage partners, identify strategies and tactics, and conduct effective planning and project execution.*

## **Project Examples:**

- **Providing TA to businesses (Goal 1)**
- **Workforce training program (Goal 2)**
- **Water/Sewer Extension, Repair, or Replacement (Goal 3)**
- **Tourism promotion (Goal 1 or 4)**
- **Community Strategic Planning (Goal 5)**
- **Industrial Site Development (Goal 1 or 3)**
- **Healthcare/SUD recovery program (Goal 2)**
- **Trail construction (Goal 4)**

# ARC Investment Goals Key Project Components



# What Does This Mean?

## Strategic

Project aligns with the goals of the community and regional plans

## Impactful

Project has specific performance targets aimed at helping Appalachia economically prosper

## Collaborative

Project engages partnerships to achieve common or aligned goals

## Sustainable

Project has a plan for maintaining the program or asset after the grant period has ended

## Strategic

Project aligns with the goals of the community and regional plans

- Addresses State strategy and one of ARC's five investment goals
- Addresses a local/regional demand, strategy, or initiative
  - What is needed in that area in order to improve?
  - What problem will the project solve?
  - Does the project address an emerging opportunity or problem?
- Targets distressed counties or areas when possible





# Impactful

Project has specific performance targets aimed at helping Appalachia economically prosper

**Problem or Opportunity**

**Project Activities**

**Outputs**

**Outcomes**

- Strategic Rationale

- Project Description
- Partnerships
- Capacity

- Performance Measures

- Performance Measures
- Sustainability
- Goals/Objectives

## Collaborative

Project engages partnerships to achieve common or aligned goals

- A common goal is better achieved by working together rather than separately
- Seek partners with a similar vision, goals, geography, stakeholders, etc. and a diversity of skills, perspectives, disciplines, sectors, etc.
- **Partnerships require a commitment of resources or assets to accomplish a common goal or vision**
- An MOU can be used to formally define partner relationships, who is responsible for activities, deliverables, etc.

## Sustainable

Project has a plan for maintaining the program or asset after the grant period has ended

- Show commitment of financial resources to continue efforts
- Develop a **sustainability plan** to incrementally build adequate revenue streams for continuation
- Provide assessments of sustainability like feasibility studies or pro forma business plans
- If there is property/equipment involved, identify **who will own and maintain it**

**Be prepared  
to execute  
your project  
as proposed**

- Craft the project scope and work plan with practicality in mind
- **Substantial changes to the project scope will not be allowed for competitive grants**
- Dig into the details of how your project will be implemented – go beyond conceptual ideas
- Plan for the unexpected, and have a contingency plan

# Performance Measures



# Performance Measures

ARC can track measures at the beginning (estimated), the project close (actual), and up to 3 years after closeout.

Requirements:

1. At least one output & outcome.
2. Explanation for how measures are estimated, collected, and tracked.

See the Performance Measures Guide for more info: [www.arc.gov/resource/guide-to-arc-project-performance-measures/](http://www.arc.gov/resource/guide-to-arc-project-performance-measures/)

## Sample Stand-Alone Measures

OUTPUTS	OUTCOMES
New Visitors: Days	Businesses Created
New Visitors: Overnights	Costs Reduced
Plans/Reports	Jobs Created*Δ
Data: Megabits per second	Jobs Retained*Δ
Acreage	Leveraged Private Investment (LPI)Δ
Access Road Miles	Programs Implemented
Linear Feet	Revenues Increased: Export Sales
Square Feet	Revenues Increased: Non-Export Sales

\*Jobs Created/Retained refer to permanent, Full-Time jobs as a result of the project activities, not including temporary contracting or construction positions. Part-Time jobs should be converted into the equivalent FTE positions.

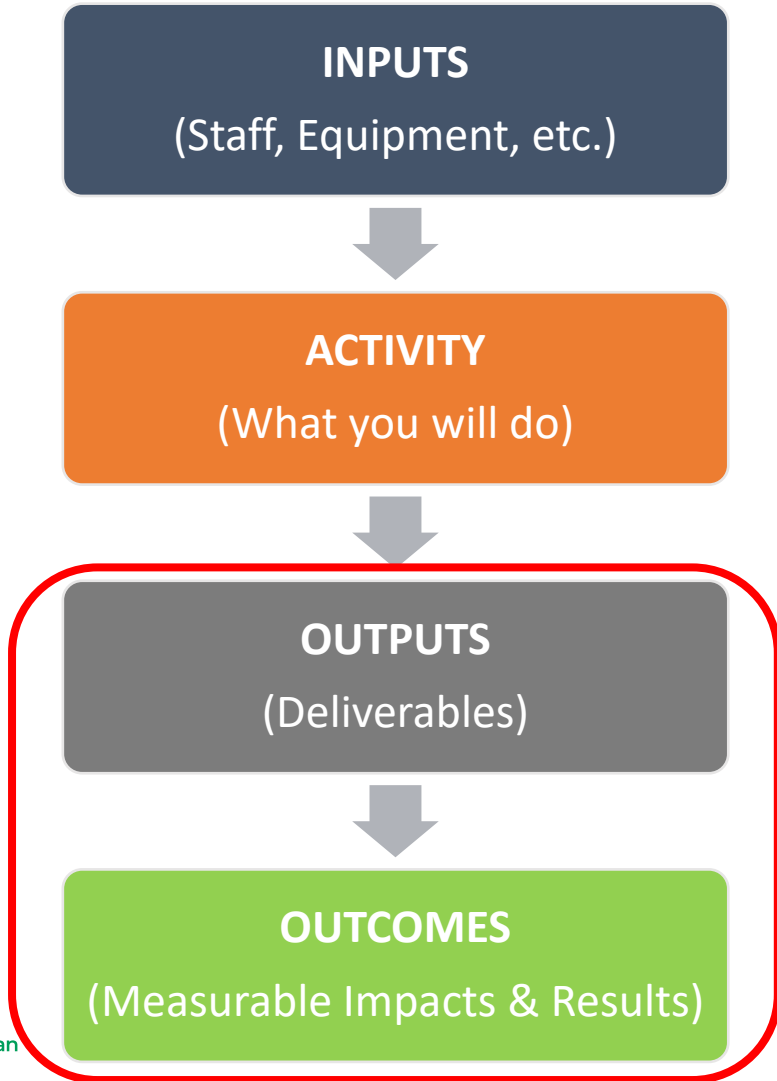
Δ Require additional documentation (letters of commitment)

## Sample Paired Measures

OUTPUTS	OUTCOMES
Businesses Served	Businesses Improved
Communities Served	Communities Improved
Households Served	Households Improved
Organizations Served	Organizations Improved
Participants Served	Participants Improved
Patients Served	Patients Improved
Students Served	Students Improved
Workers / Trainees Served	Workers / Trainees Improved

**Requirement: The number “improved” (outcome) is always equal to or a subset of the number “served” (output)**

# ARC Performance Measures



Performance Measures should be **SMART**:

- **Specific** – how did you define 'service' or 'improvement'?
- **Measurable** – how will you collect your data?
- **Attainable** – is it achievable given your budget, scope, and time constraints?
- **Relevant** – do the outcomes align with your project activities?
- **Time-bound** – is it achievable within the grant period or within 3 years of the grant end date?

# Common Measures by ARC Project Type

Water/Sewer	
Paired	
OUTPUTS	OUTCOMES
Businesses Served	Businesses Improved
Households Served	Households Improved
Standalone	
OUTPUTS	OUTCOMES
Linear Feet	Jobs Created
Million Gallons/Day	Jobs Retained
	LPI

Business Development	
Paired	
OUTPUTS	OUTCOMES
Businesses Served	Businesses Improved
Participants Served	Participants Improved
Standalone	
OUTPUTS	OUTCOMES
	Jobs Created
	Jobs Retained
	Businesses Created
	LPI

# Common Measures by ARC Project Type

Downtown Revitalization and Tourism	
Paired	
OUTPUTS	OUTCOMES
Businesses Served	Businesses Improved
Communities Served	Communities Improved
Participants Served	Participants Improved
Standalone	
OUTPUTS	OUTCOMES
New Visitor Days	Jobs Created
New Visitor Overnights	Jobs Retained
Acreage	LPI
Linear Feet	
Square Feet	

Health and Substance Use Disorder	
Paired	
OUTPUTS	OUTCOMES
Businesses Served	Businesses Improved
Communities Served	Communities Improved
Organizations Served	Organizations Improved
Workers / Trainees; Participants; Patients; Students Served	Workers / Trainees; Participants; Patients; Students Improved
Standalone	
OUTPUTS	OUTCOMES
	Jobs Created
	Businesses Created
	Telecom Sites

# Common Measures by ARC Project Type

Education, Training, and Workforce	
Paired	
OUTPUTS	OUTCOMES
Students Served	Students Improved
Workers/trainees served	Workers/trainees improved
Organizations Served	Organizations Improved
Businesses Served	Businesses Improved
Standalone	
OUTPUTS	OUTCOMES
	Programs Implemented

Capacity Building/ Planning	
OUTPUTS	OUTCOMES
Communities Served	Communities Improved
Organizations Served	Organizations Improved
Participants Served	Participants Improved
Students Served	Students Improved
Standalone	
OUTPUTS	OUTCOMES
	Programs Implemented



# Performance Measures

## Paired

**Do I count them as students, workers/trainees, or participants?**

MEASURE	DEFINITION
Students	Those working towards a diploma or degree.
Workers/Trainees	Those developing job skills and NOT in a diploma or degree seeking program.
Participants	Attendees at a conference, workshop, or field trip where it would be difficult to track improvements resulting from attendance.

# Paired

## Performance Measures

What does “served” typically mean?

MEASURE	DEFINITION OF SERVED (OUTPUT)
Students Workers/Trainees	Enroll in an academic or workforce training program
Businesses	Receiving technical assistance or participate in training, entrepreneurship, export, or other business development and improvement programs
Communities	Number of communities (counties) in the project service area that will be impacted by the project

# Paired

## Performance Measures

What does “improved” typically mean?

MEASURE	DEFINITION OF IMPROVEMENT (OUTCOME)
Students	Obtain employment, earn diploma, earn job skill certification, pass examination, etc.
Workers/Trainees	Obtain a new job in training-related field or improve existing job prospects
Businesses	Growth in sales, acquired new capital, expanded employment, new facility, launched new product/service, etc.
Communities	Develop/implement a plan, use results of study to implement changes, make improvements, etc.

# Performance Measures Examples

## **Incomplete:**

An SUD recovery workforce training project will serve and improve 400 workers.

## **Better:**

An SUD recovery workforce training project will serve 400 workers through classes and workshops throughout the grant period and will improve 250 of those workers as measured by obtaining full-time employment within 6 months of program completion.

# Performance Measures Examples

## **Incomplete:**

This project will construct water and sewer lines to a new industrial park.

## **Better:**

The project will construct 2,500 linear feet of water line and 2,500 linear feet of sewer lines to enable construction of up to five new buildings in the Tioga Industrial Park. One business has committed \$1 million dollars toward relocating their business to the park.



## Performance Measures: Key Takeaways

- Table included in the application is fine but must be accompanied by a written narrative.
- Include time horizon (i.e., achieved at project completion, or up to three years after grant closeout).
- Define what is meant by **“served”** and **“improved”** for paired measures.
- Include letters documenting 'jobs created', 'jobs retained', and 'leveraged private investment' measures.
- Describe how outcomes will be **tracked/measured.**

# Project Development Discussion Resources

# Project Development Discussion

## ***Ask Yourself:***

- What is the problem we are trying to solve, or the opportunity we are trying to meet?
- What is the solution to the problem or the plan to take advantage of the opportunity?
- Is my project in line with regional, Virginia, and ARC strategies?
- What ARC-approved measures will mean success? (or the path toward success?) Are these measures SMART?
- What is the scale of my project—should I consider phasing this project?
- Can someone who knows nothing about the project review the application and provide feedback?

# Project Development Discussion

## *Tell us:*

- How far are you in developing your project idea and expanding on the description elements?
- How far are you in setting clear performance measures?
- Can you provide a short, summarized elevator pitch for your project?

**Pitch us your ideas!**

# ARC Investment Goals

## 1. Economic Opportunities

Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy

## 2. Ready Workforce

Increase education, knowledge, skills, and health of residents to work and succeed in Appalachia

## 3. Critical Infrastructure

Invest in critical infrastructure - water/wastewater systems, broadband, and transportation

## 4. Natural & Cultural Assets

Leverage Appalachia's natural and cultural heritage assets to achieve community and economic development

## 5. Leadership & Community Capacity

Build the capacity and skills of current and next-generation leaders and organizations to advance community and economic development

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# Impactful

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**Problem or Opportunity**

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**Outputs**

**Outcomes**

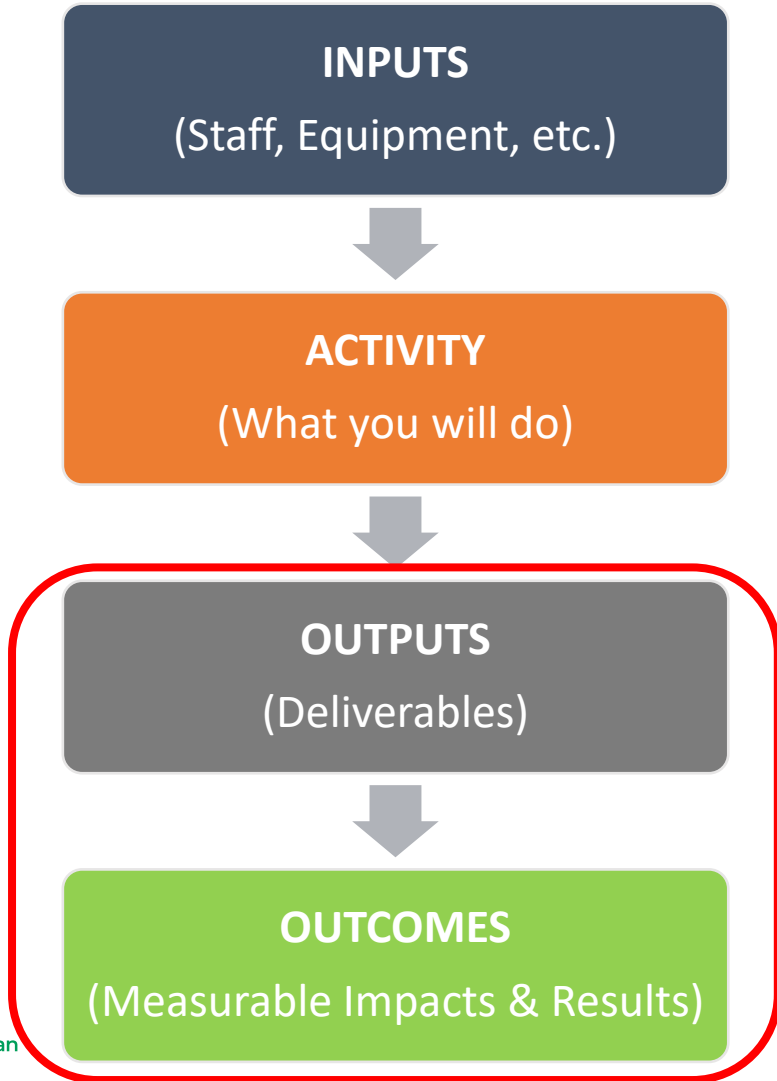
Shortage of high-skill labor in regional workforce

Launch workforce training program for high-skill labor jobs

2,000 sq ft space renovated, 200 trainees enrolled in program

150 workers / trainees employed in high-skill labor jobs

# ARC Performance Measures



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- **Time-bound** – is it achievable within the grant period or within 3 years of the grant end date?

**Interested in  
learning more about  
ARC's funding  
opportunities?**

## **Attend one of ARC's Getting the Grant workshops!**

Asheville, NC: 1/23

Birmingham, AL: 1/30

Portsmouth, OH: 2/6

Registration will close the week of January 15th. Please find event information on ARC's event webpage: <https://www.arc.gov/event/getting-the-grant-workshops-2024/>

Thank you for  
attending this  
training!

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code to take our  
survey:



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