

**New York State's (NYS)
Appalachian Regional Commission (ARC)
Area Development Program
Implementing Strategies**

April 2018



NYS ARC GOALS AND STRATEGIES

These strategies were established for New York State (NYS)'s Appalachian Regional Commission (ARC) Program to guide the investment of ARC resources in the NYS Appalachian Region. The strategies implement the five Investment Goals included in the ARC's Strategic Plan "Investing in Appalachia's Future: The Appalachian Regional Commission's Five-Year Strategic Plan for Capitalizing on Appalachia's Opportunities 2016 - 2020".

NYS's ARC Area Development Implementing Strategies

Each of the ARC's Investment Goals has been matched with Implementing Strategies for NYS's ARC Program that have been adapted to meet the needs of NYS's Appalachian Region. Applications for ARC Area Development funding for projects in NYS must address one of the ARC's five Investment Goals and one of NYS's related Implementing Strategies as explained herein. NYS programs related to the ADHS in NYS are administered by NYS Department of Transportation. Applications will be submitted to NYS Department of State (DOS) via the Local Development District (LDD) in which the project sponsor is based or where the majority of project benefits will be seen.

Outcome Measurements

Proposed ARC Area Development project applications must articulate measurable outputs and outcomes to be derived within *three years of project completion* that are related to the goal and strategy that projects address. The following describes appropriate performance targets for each of the ARC Investment Goals¹:

- Goal 1 project outcomes create and strengthen businesses, create and retain jobs, and leverage private investment. Relevant outputs include numbers of businesses assisted and/or retained or created, numbers of full time jobs created and/or retained, and dollars of additional private investment in the region resulting from an ARC project.
- Goal 2 project outcomes lead toward a better educated and prepared workforce ready to participate in 21st Century economic opportunities, and on public health outcomes. Relevant outputs include number of students or participants served-/trained-/graduated, or workers improved, or number of participants assisted or receiving public health services or benefiting from expanded access to health care.
- Goal 3 outcomes improve infrastructure for businesses and households. Measures of infrastructure outcomes should include dimensions of infrastructure improvements and numbers of communities, residences and businesses improved, and leveraged private investment to be derived from the project within three years of project completion.
- Goal 4 project outcomes measure the economic effects of initiatives tied to tourism / asset development. Typical output estimates include numbers of communities improved, numbers of businesses created or strengthened, jobs created or preserved, and the percentage and number of new daily and overnight visitors project deliver and the percent and dollar value of regional revenue increases generated.
- Goal 5 targets projects that strengthen communities, develop local leaders and enhance community capacity. Typical outcomes include numbers of communities and participants improved and dollar values of efficiencies created or additional funding provided to communities resulting from such ARC projects.

¹ For more guidance, see: <https://www.arc.gov/images/newsroom/publications/guidelines/ARCProjectGuidelines.pdf>

ARC INVESTMENT GOAL 1: Economic Opportunities

Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy. Increase Job Opportunities and Per Capita Income in Appalachia to Reach Parity with the Nation

NYS Condition: The NYS ARC Program emphasizes three themes related toward this goal: 1) fostering the capacity of communities to leverage their resources to plan regionally and to raise funds to complete regionally significant projects, 2) working with the REDCs and county leaders to identify projects that will have a transformative impact toward developing the regional economy, and 3) collaborating across government and program boundaries to accelerate the growth of the Region's economic base.

NYS Implementation Strategies to Promote Economic Opportunities:

Strategy 1.1: Encourage and support entrepreneurship and local business development through technical assistance, incubation and acceleration, capital access, mentoring, networking, business-ownership transition, and other types of support.

Rationale: Locally-owned businesses need an environment that encourages and supports entrepreneurship and business development through technical assistance, incubation and acceleration, capital access, mentoring, networking, business-ownership transition, and other types of support.

Strategy 1.2: Support the startup and growth of businesses, particularly in sectors that build on local and regional assets.

Rationale: Supporting entrepreneurship and business development in targeted sectors that have growth potential and that build on local and regional assets provides the greatest opportunity for building a strong regional economy. These businesses also offer better job opportunities for Appalachia's workers. Targeted sectors can include manufacturing, diversified energy, tourism, local food systems, and health care, as well as other sectors with growth potential.

Strategy 1.3: Enhance the competitiveness of the Region's manufacturers.

Rationale: The region's historically strong manufacturing sector offers significant potential for growth. Developing networks and supporting innovative manufacturing processes and business plans will enhance the sector's economic competitiveness.

Strategy 1.4: Promote strategies to connect start-up and established businesses to global markets.

Rationale: Today's global marketplace provides the opportunity to sell goods and services on a much broader scale. Demand from outside the Region for goods and services has strong potential for growth. Helping Appalachian businesses tap into this growing external demand will contribute to their long-term success.

ARC INVESTMENT GOAL 2: Ready Workforce

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

NYS Condition: A healthy, skilled, and ready workforce is a building block for a more prosperous Appalachian Region. NYS's REDCs and LDDs have identified workforce development as a key objective toward getting the Region's economy operating at a high level. NYS's ARC Program will emphasize strategies that: foster better matches between the Region's workforce and opportunities presented by local employers; increase educational opportunities; promote public health; address health professional shortages; and lowers barriers to employment to achieve maximum workforce participation.

NYS Implementation Strategies to Promote Ready Workforce:

Strategy 2.1: Develop and support educational programs and institutions to prepare students for postsecondary education and for the region's workforce needs.

Rationale: Educational attainment and achievement are important metrics in the readiness of a region's workforce. It is essential to develop and support early childhood education, and primary and secondary programs and institutions, so youth in NYS's Appalachian counties graduate from high school prepared for postsecondary education, training, and entry into the workforce. Investments in early education through postsecondary education—including increased distance-learning opportunities, upgraded classroom technology, and improved science facilities—are also needed. Particular emphasis will be placed on providing education and training matched to the Region's current sectors and jobs, while increasing access to advanced skills training for the jobs of the future.

Strategy 2.2: Support programs that provide basic and soft skills training to prepare workers for employment, reentry into the workforce, or to transition to sectors that are experiencing growth and that provide opportunities for advancement

Rationale: A ready workforce includes workers that have basic knowledge and skills—such as literacy, numeracy, and problem solving—to succeed in the workplace. In addition, workers need soft skills—such as communication, time management, and interpersonal skills—to obtain and maintain employment. Investing in activities that build the basic and soft skills of the workforce will help retain, attract, and grow businesses. Further, as a large portion of the population has been out of the workforce due to a wide range of causes, NYS will support efforts of BOCES and other organizations to prepare inactive or displaced workers for reentry into the workforce and to promote the skills needed for growth-oriented sectors of the region's economy.

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

Rationale: To take advantage of new employment opportunities prospective workers must have access to and engage in career-specific education and skills training that can help them succeed and advance in their careers. A number of emerging sectors require a workforce with strong science, technology, engineering, arts, and math (STEAM) skills. For workers to take advantage of employment opportunities in growing sectors, they must have both the foundational knowledge and the relevant technological skills needed to succeed.

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

Rationale: Many parts of Appalachia, particularly economically distressed areas, are underserved by health-care professionals and health-care facilities. Investments that increase access to quality, affordable health care are critical to the Region, as a healthy workforce is essential for Appalachia to compete in today's economy.

Strategy 2.5: Support public health practices and sustainable clinical services that address health conditions that affect the Region's economic competitiveness.

Rationale: The workforce can be better prepared by reducing high rates of chronic disease and by innovative initiatives that improve the health of the Region's residents to ensure a ready and able workforce.

Strategy 2.6: Develop and support sustainable programs that remove barriers to participating in the workforce.

Rationale: Access to reliable transportation, affordable elder or child care, and primary health services can improve workforce participation. Developing and supporting programs that are specifically designed to increase workforce participation will help ensure a ready and able workforce.



Jamestown Community College's Manufacturing Technology Institute was funded in part with ARC grants.

ARC INVESTMENT GOAL 3: Critical Infrastructure

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

NYS Condition: To attract businesses investment and workers into the Region, investment in critical infrastructure — especially broadband; transportation, and water/wastewater systems is essential. NYS has articulated several areas for emphasis: Telecommunications and Broadband Connectivity; Community Revitalization; Intermodal Transportation connections to the ADHS; and healthy efficient Water/Wastewater systems. In addition, brownfield remediation will be encouraged in cooperation with the state’s Brownfield Opportunity Areas Program.

NYS Implementation Strategies to Improve Critical Infrastructure:

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

Rationale: Telecommunications infrastructure can help reduce Appalachia’s isolation and connect its communities with information and markets around the world, but many of the Region’s communities, particularly those in distressed counties and areas, lack access to reliable and affordable telecommunications infrastructure. Investing in telecommunications for these communities, and supporting its productive use, will help strengthen Appalachia’s economic competitiveness.

Strategy 3.2: Ensure communities have the adequate basic infrastructure to implement their community and economic development objectives.

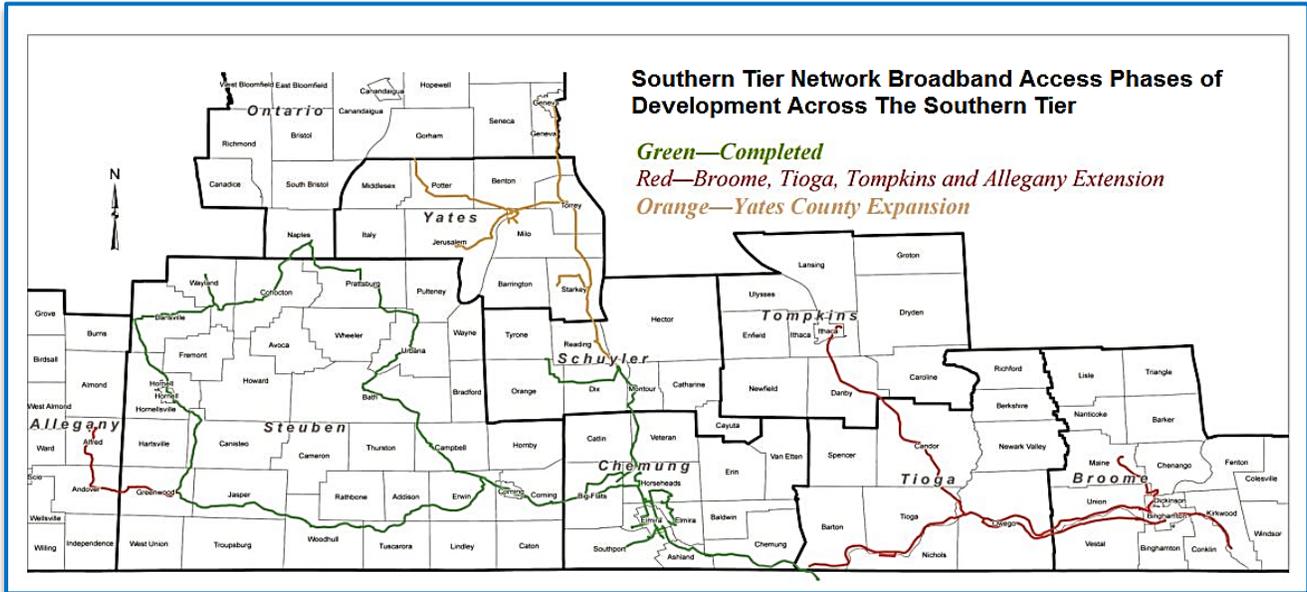
Rationale: Communities need adequate water and wastewater systems, diversified energy sources, and quality affordable housing to sustain businesses, generate jobs, protect public health, and ensure a basic standard of living for residents. Many Appalachian communities continue to lack this basic infrastructure, compromising their ability to pursue broad community economic development objectives. Investing in basic infrastructure that can help advance local community and economic objectives is an investment in the economic potential of the Region, as well as in the health of its residents.

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

Rationale: Communities must have adequate sites and facilities, tailored to the specific needs of the Region’s growing sectors, in order to sustain and grow the businesses that generate local jobs. Investing to create and improve technology centers, incubators, shared work spaces, and commercial, industrial, health-care, creative, and educational sites and facilities, and to reclaim and reuse brownfields, is an important community economic development strategy.

Strategy 3.4: Strengthen links between transportation networks and economic development; invest in intermodal transportation planning and infrastructure that builds on the ADHS and maximizes the Region’s access to domestic and international markets.

Rationale: The Appalachian Development Highway System in NYS has significantly reduced the Region’s isolation and opened opportunities for economic growth. Now to compete in a global economy, the region needs reliable access to domestic and international markets. Connecting the ADHS to rail, waterway, and aviation routes can help link the region to these markets.



Southern Tier Network, Inc. (STN), a not-for-profit, open access optical fiber network, was created through a partnership of Southern Tier Central Regional Planning & Development Board, Corning Incorporated, and Chemung, Schuyler, and Steuben Counties with assistance from ARC funding. Its 260-mile backbone fiber ring is now complete and fully operational.

ARC INVESTMENT GOAL 4: Natural and Cultural Assets

Strengthen Appalachia's community and economic development potential by leveraging the Region's natural and cultural heritage assets

NYS Condition: NYS's Appalachian Region encompasses 11,681 sq. miles, or approximately 24.7% of NYS's total 47,126 sq. mile area. The Region also represents approximately 5.7% of the Federal Appalachian Region's land area. Approximately 290 miles long from west to east and averaging approximately 50 miles from north to south. It contains historic urban areas surrounded by miles of rural space. Within this area are headwaters of major drainage basins, including Chesapeake Bay, Ohio River, Delaware River, Mohawk/Hudson Rivers and the Finger Lakes/Great Lakes. Excellent agricultural assets and centuries of technological innovation have imbued the Region with unique cultural assets. NYS is committed to asset-based development initiatives that will make the most of the Region's unique natural and cultural assets.

NYS Implementation Strategies to Promote Natural and Cultural Assets:

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

Rationale: Natural assets, such as forests, land, water, and mountains, provide a strong base for the Appalachian economy. Providing for responsible stewardship of these assets can unlock even greater economic development potential for the Region.

Strategy 4.2: Preserve and strengthen existing cultural assets, such as unique historic, artistic, and heritage sites through strategic investments that advance local and regional economic opportunities.

Rationale: Investments that strengthen cultural assets, such as helping maintain cultural traditions and improving or developing unique historic, artistic, and heritage sites—all of which attract tourists, new residents, and businesses to the Region—should be connected to strategic economic development opportunities.

Strategy 4.3: Support strategic investments in natural and cultural heritage resources to advance local economic growth.

Rationale: Investing in economic development activities that leverage natural and cultural heritage resources is a recognized way to strengthen local communities and economies. Strategic investment in activities such as developing and connecting regional multi-use trails and cultural heritage sites generates interest from residents and tourists alike and results in substantial economic impact in the Region.

Strategy 4.4: Support preservation and stewardship of communities, historic districts, and main streets to advance local economic growth.

Rationale: Many of NYS's ARC-region communities are rich in history and heritage, but they lack resources to maintain or strengthen their unique community character that could help them advance their local economy. Strategic investments in downtown redevelopment, gateway communities, historic districts, and other unique community features can help revitalize and enrich local economies.

ARC INVESTMENT GOAL 5: Leadership and Community Capacity

NYS Condition: NYS's ARC program is housed within DOS's Division of Local Government which coordinates a series of leadership and community capacity programs including the Local Government Efficiency (LGE) Program and the Local Government Technical Assistance and Training Program. In addition, DOS works with the LDDs to promote community capacity and works with other DOS agencies to promote planning and leadership development and community capacity. The following strategies will implement Goal 5.

NYS Implementation Strategies to Promote Leadership and Community Capacity:

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

Rationale: Economic transition calls for innovative leaders who think long-term and offer effective strategies for community improvement. Communities need leadership that reflects their demographics, understands the local economic context, and is skilled in communication, collaboration, consensus building, and community engagement.

Strategy 5.2: Help develop civic leadership skills and community capacity at the local and regional level, especially among youth and next-generation leaders.

Rationale: Young leaders are critical to the future of Appalachia. Providing the next generation with meaningful leadership and engagement opportunities at the local and regional levels will motivate them to stay in the Region—establishing careers, creating businesses, and otherwise contributing to community and economic development.

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

Rationale: Community organizations and institutions are integral parts of local communities. Their leadership can help create and implement a vision for community change. However, particularly in economically distressed counties and areas, community organizations and institutions have limited capacity to engage in long-term community improvement efforts. Support is needed to build organizational resources and skills so these entities can have a greater impact in the community.

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

Rationale: Long-term visioning and strategic planning by local and regional leadership provide a way forward for the region's communities. NYS's Local Development Districts and Regional Economic Development Councils are key partners to NYS's ARC Program. Including residents in community planning processes is important, as they can identify strategies suited to the local culture and economy. In addition, residents involved in planning and contributing to the creation of a common vision are more likely to support and engage in implementing the vision.

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

Rationale: It will take many partnerships across business, government, nonprofit, and philanthropic organizations to advance Appalachia's economy. These collaborations attract investments and produce greater impacts, helping move the Region's economy forward.

Strategy 5.6: Provide technical assistance and referrals of such assistance to communities so they have the capacity and connections needed to pursue community development opportunities.

Rationale: As a multi-disciplinary economic development program, NYS's ARC Program can leverage its resources to assist local governments in multiple ways and to foster connections that enhance community capacity, including through training of community leaders and in opening communications between communities and other resource providers that can advance the goals and objectives of the ARC's strategic plan.

Strategy 5.7: Assist municipalities to leverage funding opportunities and to maximize efficient delivery of services, and provide access to information and technical assistance that supports this strategy.

Rationale: Strong local governments are characterized by efficient delivery of services. NYS's ARC Program will work with all levels of local government to ensure that communities have the capacity to deliver needed services efficiently so that they can attract private investment and retain and grow their local populations.



Otsego Co. has seen many collaborations between NYS's ARC and Local Government Efficiency Programs. Its Career Opportunities in Rural Education (CORE) initiative shares services for STEM education across multiple school districts.