

## ARC STRATEGIC INVESTMENT GOAL 1

**ECONOMIC OPPORTUNITIES:** Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.

**STATE OBJECTIVE 1.1:** To strengthen communities by building local economies capitalize on local assets or utilize innovative economic development approaches to diversify the economic base and create sustainable development.

***Strategies:***

**1.1.1** Encourage a regional exchange of "best practices," new technologies, and common experiences in support of economic development planning and implementation.

**1.1.2** Promote the use and development of local food systems.

**1.1.3** Develop programs to encourage revitalization of declining downtowns.

**1.1.4** Support creative economic development approaches that have the potential to spur economic activity in areas that are struggling.

**STATE OBJECTIVE 1.2:** To increase the competitiveness of the existing economic base.

***Strategies:***

Encourage the transfer of advanced manufacturing processes and product technologies that increase productivity and competitiveness.

**1.2.1** Assist small and medium size businesses to locate and access markets for their products that will enable them to participate in the global market.

**1.2.2** Support efforts to strengthen, modernize and promote energy efficiencies for existing businesses.

**STATE OBJECTIVE 1.3:** To increase the number of business start-ups and expansions, particularly focusing on small businesses.

***Strategies:***

Provide entrepreneurial education, technical assistance, business services and information to new and expanding businesses.

**1.3.1** Analyze gaps in existing services, research the needs of entrepreneurial enterprises, promote awareness of programs and organizations and coordinate and sponsor activities and services for entrepreneurs in the South Carolina Appalachian region.

**1.3.2** Support the development of industry networks, trade organizations and services for small businesses and entrepreneurs that promote collaboration, resource sharing, and the coordination of business-assisted services.

1.3.3 Provide access or referrals to capital for new and expanding small businesses through revolving loan funds (RLF) or other capital access programs.

Projects proposed for funding under ARC Goal #1 should have one or more of the following performance metrics:

Economic Opportunities	
Potential Success <u>Output</u> Metrics:	Potential Success <u>Outcome</u> Metrics:
<ul style="list-style-type: none"> <li>▪ Number of businesses served</li> <li>▪ Number of entrepreneurial programs created and/or expanded</li> <li>▪ Number of collaborative (philanthropic, private-sector, and other) networks created</li> <li>▪ Number of firms and organizations participating in sectoral networks</li> <li>▪ Number of firms, especially small to medium-sized, engaged in international trade</li> <li>▪ Access to capital for Appalachian businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Businesses created</li> <li>▪ Businesses created in targeted sectors</li> <li>▪ Businesses expanded</li> <li>▪ Businesses expanded in targeted sectors</li> <li>▪ Jobs created</li> <li>▪ Jobs created in targeted sectors</li> <li>▪ Leveraged Private Investment</li> </ul>

## ARC STRATEGIC INVESTMENT GOAL 2

**READY WORKFORCE**: Improve the education, knowledge, skills, and health of residents to work and succeed in Appalachia.

**STATE OBJECTIVE 2.1**: To strengthen the capacity of the region to work collaboratively to identify workforce training and education needs, health care deficiencies, and other quality of life issues, and to implement solutions.

***Strategies:***

2.1.1 Develop plans, programs and community capacity to prepare the workforce for future employment needs.

2.1.2 Develop plans, programs and community capacity to address education, health care and other quality of life issues that will make the region more sustainable and economically competitive.

**STATE OBJECTIVE 2.2**: To enhance workforce skills through education and training.

***Strategies:***

2.2.1 Establish or enhance relationships between training institutions and businesses to improve workforce readiness. Support workforce training and apprenticeship programs conducted by vocational/technical institutions in direct response to critical business/industry needs.

2.2.2 Build the capacity of training institutions to upgrade work-force skills and increase productivity.

2.2.3 Target the workforce of declining industries and develop plans and programs for re-training affected workers.

2.2.4 Promote technology education and training through the state's higher education system.

**STATE OBJECTIVE 2.3**: To increase basic education attainment by encouraging school readiness, after-school care, drop-out prevention, mentoring, teacher retention and school-to-work transition.

***Strategies:***

2.3.1 Support initiatives for teacher retention, training, and performance.

2.3.2 Provide the region's early childhood, kindergarten and elementary children with the skills they need to be successful in the first years of school.

2.3.3 Develop after-school programs that reinforce basic skills and provide mentoring opportunities.

2.3.4 Support initiatives for high school completion and drop-out prevention.

2.3.5 Support basic skills programs for secondary students specifically to improve employability and improve their ability to pursue further training and education opportunities.

- 2.3.2 Promote the development of skills in math and sciences and provide opportunities for future employment and training in the fields of engineering, technology and entrepreneurial development.
- 2.3.5 Increase access to educational opportunities for adults such as advanced technology applications and adult literacy.

**STATE OBJECTIVE 2.4:** To improve access and affordability of health care, prevention and wellness for residents in the region.

**Strategies:**

- 2.4.1 Increase access to health care professionals, facilities and telemedicine in medically underserved or health professional shortage areas.
- 2.4.2 Identify gaps in health care service delivery and provide reasonable cost effective solutions to address the health care needs, particularly for the most vulnerable populations.
- 2.4.3 Support projects for healthcare prevention and wellness.

Projects proposed for funding under ARC Goal #2 should have one or more of the following performance metrics:

Ready Workforce	
Potential Success <u>Output</u> Metrics:	Potential Success <u>Outcome</u> Metrics:
<ul style="list-style-type: none"> <li>▪ Number of students served</li> <li>▪ Number of workers served</li> <li>▪ Number of patients served</li> <li>▪ Number of students enrolled in work ready/career skills training</li> <li>▪ Number of local institutions accredited for career pathways training in promising sectors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved educational attainment levels</li> <li>▪ Region’s residents employed in promising sectors</li> <li>▪ Number of higher education institutions that have satellite campuses or offer online education options</li> <li>▪ Number of residents credentialed in the Region’s growing sectors</li> <li>▪ Increase in labor force participation rates</li> <li>▪ Increase in average earnings per job (high-wages)</li> <li>▪ Improved mortality rates</li> </ul>

## ARC STRATEGIC INVESTMENT GOAL 3

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

**STATE OBJECTIVE 3.1:** To develop the basic infrastructure and facilities needed to support community and economic development.

***Strategies:***

**3.1.1** Support projects that result in private sector investment and substantially enhance the community and economic development potential of an area.

**3.1.2** Provide financial and technical assistance to communities for the development of industrial sites, parks and shell buildings that will have a significant impact on an area's development potential.

**3.1.3** Provide assistance for the construction of local access roads that enhance economic development

**STATE OBJECTIVE 3.2:** To promote sustainable development practices in infrastructure including system regionalization and energy efficiencies.

***Strategies:***

**3.2.1** Promote multi-county and regionalized approaches to infrastructure management and development.

**3.2.2** Provide education and training regarding energy efficiency techniques and encourage energy conservation and efficiency strategies in the design and operation of infrastructure and public facilities.

**3.2.3** Support local-level planning that encourages regional solutions to infrastructure problems and sustainable policies for development that prioritize and target limited resources.

**STATE OBJECTIVE 3.3:** To develop telecommunications infrastructure and improve access to broadband.

***Strategies:***

**3.3.1** Support installation of telecommunication conduit in the construction of public infrastructure.

**3.3.2** Invest in telecommunications initiatives and plans for accessibility in rural and non-rural areas.

**3.3.3** Encourage the use of telecommunications for business, education, health, government and other uses.

**3.3.4** Enhance the use and development of telecommunications and technology to enhance workforce and economic development.

**STATE OBJECTIVE 3.4:** To promote the use of Appalachian South Carolina’s Appalachian Development Highway System.

**Strategies:**

**3.4.1** Support collaboration and coordination between transportation, economic development and trade interests to strengthen access to markets and maximize economic and employment benefits.

**3.4.2** Work with federal and state departments of transportation to identify local access road opportunities and promote the use of the ADHS highway.

**3.4.3** Support development and application of advanced transportation technologies that reduce energy consumption and help ensure continued competitiveness of the region’s businesses.

**STATE OBJECTIVE 3.5:** Support efforts to develop an intermodal transportation network.

**Strategies:**

**3.5.1** Encourage intermodal coordination of the ADHS and the local access roads program as a link to global supply chains.

**3.5.2** Encourage the development of key transportation corridors (highway, rail, water, aviation) that enhance the competitiveness of businesses.

**3.5.3** Identify and develop intermodal transportation facilities or expand the use of existing facilities.

**3.5.4** Provide assistance for the construction of local access roads that enhance economic development.

**Projects proposed for funding under ARC Goal #3 should have one or more of the following performance metrics:**

Critical Infrastructure	
Potential Success <u>Output</u> Metrics:	Potential Success <u>Outcome</u> Metrics:
<ul style="list-style-type: none"> <li>▪ Upload and download speeds of broadband access (Mbps)</li> <li>▪ Number of businesses and households served with critical infrastructure (broadband, water, wastewater, power)</li> <li>▪ Linear feet of water, sewer, gas lines</li> <li>▪ Square feet of public facilities (sq. ft.)</li> <li>▪ Access road miles completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost savings on green infrastructure projects</li> <li>▪ Businesses accessing new markets via e-commerce</li> <li>▪ Increase in number of homes with high-speed internet access</li> <li>▪ Increased access to safe, clean drinking water and wastewater systems</li> <li>▪ Businesses created/expanded</li> <li>▪ Jobs created, retained, improved</li> <li>▪ Leveraged Private Investment</li> </ul>

## ARC STRATEGIC 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.

**STATE OBJECTIVE 4.1:** To strengthen communities by building local economies that capitalize on local assets or utilize innovative economic development approaches to diversify the economic base and create sustainable development.

**Strategies:**

4.1.1 Support efforts to maximize asset-based and heritage tourism development.

4.1.2 Promote the use and development of local foodways.

4.1.3 Develop programs to encourage revitalization of declining downtowns.

4.1.4 Support creative economic development approaches that have the potential to spur economic activity in areas that are struggling.

**STATE OBJECTIVE 4.2:** To make long term investments that will preserve and enhance natural resources, promote sustainability and improve the quality of life.

**Strategies:**

4.2.1 Facilitate clean-up and reuse of brownfields and abandoned sites.

4.2.2 Preserve and enhance natural assets

4.2.3 Implement projects that address public safety, neighborhood stabilization, access to transportation and other public services.

**Projects proposed for funding under ARC Goal #4 should have one or more of the following performance metrics:**

Core Natural and Cultural Assets	
Potential Success <u>Output</u> Metrics	Potential Success <u>Outcome</u> Metrics
<ul style="list-style-type: none"> <li>▪ Number of sites redeveloped</li> <li>▪ Number of asset-based economic development plans</li> <li>▪ Number of daytime tourists</li> <li>▪ Number of overnight tourists</li> <li>▪ Number of tourist sites improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of sector initiatives being implemented with a plan for sustainable resource use</li> <li>▪ Number of sector interventions that include adaptive reuse or redevelopment of degraded natural assets</li> <li>▪ Increased number of tourist visitors</li> <li>▪ Growth in tourism sector</li> <li>▪ Local tourism revenues increased</li> <li>▪ Inbound tourism revenues increased</li> </ul>

## ARC STRATEGIC INVESTMENT GOAL 5

**LEADERSHIP AND COMMUNITY CAPACITY:** Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

**State Objective 5.1:** To strengthen leadership and capacity in communities and regional organizations to include citizen participation, strategic planning, economic development and community revitalization.

**Strategies:**

- 5.1.1 Support programs that foster leadership development and civic involvement for youth and community leaders.
- 5.1.2 Support planning to develop strategies for long-term economic improvement.
- 5.1.3 Help communities to develop partnerships (public, private, business, non-profit, or civic) that promote regional solutions and help to achieve long-term economic strategies.
- 5.1.4 Provide training and technical assistance to local government and other non-profit organizations engaged in economic development.

Projects proposed for funding under ARC Goal #5 should have one or more of the following performance metrics:

Leadership and Community Capacity	
Potential Success <u>Output</u> Metrics	Potential Success <u>Outcome</u> Metrics
<ul style="list-style-type: none"> <li>▪ Number of leadership programs</li> <li>▪ Number of next-generation leadership programs</li> <li>▪ Number of strategic plans created</li> <li>▪ Number of local citizens directly involved in community plans</li> <li>▪ Number of exemplary practices documented and shared with the Region</li> <li>▪ Number of collaborative (philanthropic, private-sector, and other) networks created</li> <li>▪ Number of community-based organizations served and/or improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of next generation leaders engaged in elected and volunteer positions across the Region</li> <li>▪ Number of ARC grant requests documenting community and resident engagement and support</li> <li>▪ Number of collaborative projects with an economic impact on communities</li> <li>▪ Increased youth participation in leadership of community and regional organizations, particularly LDDs.</li> </ul>