



Business and Industrial Site Development Projects

This document provides specific guidance for **business and industrial site development projects** per ARC's Strategic Plan Goal 3.5. Applications may involve multiple activities as part of a single project; ARC encourages applicants to review the specific guidance for each type of activity included in an application.

All application guidance is grounded in the goals and principles of ARC's current strategic plan and incorporate project fundamentals which emphasize strategic focus, collaboration, financial and operational sustainability, and measurable impact in ARC investments.

ARC investment in **site development projects** targets one of the most essential building blocks for the economic prosperity of any community. Infrastructure investments and integrated economic development plans offer some of the largest returns on investment and help to improve residents' quality of life, grow existing businesses, and attract new industries to the region.

ARC generally categorizes **site development** project activities under Goal 3 of its strategic plan; however, there may be some project activities that align with other strategic goals as well. Applicants are encouraged to work with their State Program Manager to identify the goal best suited for project classification.

Examples of business/industrial site development project activities include, but are not limited to:

- Building or extending water, wastewater or other critical infrastructure within an industrial park or industrial sites to drive economic activity and opportunity.
- Construction or improvement of roads, railroads, or other transportation infrastructure to provide site access.
- New construction or improvement of waterway ports, inland ports, and airport facilities (e.g., warehouses, equipment, bulkheads, etc.)
- Grading, excavation, storm water management and other work to prepare land areas for construction.
- Construction on brownfield sites (see "Other Considerations" below).
- Construction of speculative buildings to attract new businesses when demand has been demonstrated.
- Research, planning, and other non-construction activities, including market studies to ascertain demand for new industries.

Key Principles of ARC Business/Site Development Investments

ARC project activities should be strategic, financially and operationally sustainable, collaborative, and impactful.

Strategic:

- Applicants should consider how proposed projects will address industry gaps or take advantage of unmet need or opportunity.
- Project proposals should indicate a strong familiarity with data on current demand for labor, industry, or move-in ready space.

More Information

For step-by-step guidance on how to complete a comprehensive application for ARC funding consideration, all applicants should refer to the framework and instructions detailed in the [Application Template for ARC Non-Construction Projects](#) or the [Application Template for ARC Construction Projects](#), as appropriate, available in the [applicant resources](#) section of our website.

Applicants should also consult their [ARC State Program Manager](#) prior to completing an application to understand state-specific requirements and processes as well as their state's [Appalachian Development Plan and Annual Strategy Statement](#) for additional information.

- Strategic rationale for business/industrial site development projects should align physical development with broader organizational, community, or financial goals to justify capital expenditure. This generally relates to revenue growth and market expansion, operational efficiency and risk mitigation, as well as economic development and revitalization.

Sustainable:

- Projects should be designed to become self-sustaining after the ARC grant period has closed. Applicants need to consider how the project will be maintained after ARC funds are used and address other factors that could affect sustainability.
- Qualified staff and on-going financial resources are imperative to project sustainability and need to be well documented in the project narrative through an asset management plan (e.g., a five-year pro forma financial projections).
- Applicants should assess whether ARC investment in the project could be used to effectively leverage more resources from state or federal programs, private foundations, or public and private enterprises.

Collaborative:

- Any community or group that has interest in or will benefit from a proposed project are natural partners and should be offered a role in project planning.
- Some partners may participate in the project's financing, implementation, or administration, and may be brought in as partners through contract or procurement. Examples include planning districts, county boards, businesses, organizations, and institutions that will benefit after a project is completed.

Impactful:

- All project proposals must include performance targets. Applicants should refer to ARC's Guide to Performance Measures at <https://www.arc.gov/resource/guide-to-arc-project-performance-measures/> for additional information.
- All measures must be trackable. Applications should include an estimate of appropriate performance measures that will be achieved within three (3) years of the project's completion. Current impacts are reported at the time of project close-out.
- Output, and outcome measures for business/industrial site development projects include specific infrastructure calculations (i.e., linear or square footage to be constructed, improved, or installed; , acreage of development site or reclamation projects ,), businesses served and improved, jobs created or retained, leveraged private investment (LPI), as well as plans or reports created.
- If job creation/retention or LPI dollars are part of the performance targets, letters from the committed businesses are required.

Other Considerations

- Generally, to be considered an industrial or business site development project, the work must be located within the site's property.
- ARC supports projects that develop former brownfield sites but does not typically fund brownfield assessments or remediation.
- Be mindful that when a business/industrial site development project seeks to expand on a previous project awarded through ARC, the performance measures must be new and relevant to the current project. They cannot be the same measures used in a previous ARC funded project at the same site.
- Site development projects must enable economic development for an area or industry and should not be built for an individual private business.

Basic Agency Requirements (For Construction Projects Only)

ARC does not administer any construction projects, including those involving industrial site development. ARC operates in partnership with federal and state agencies under an MOU to manage federal

construction grants throughout the region.

It is the applicant's responsibility to secure a letter from the appropriate federal or state agency, known as a basic agency letter, confirming their willingness to administer ARC funds for any proposed infrastructure project. A list of eligible basic agencies can be found at <https://www.arc.gov/basic-agency-partners/>.

Grantees are encouraged to reach out directly to their basic agency to ensure the proposed implementation scope and schedule is acceptable to the basic agency prior to submitting the construction grant application.

Additional Resources

- ARC's Current Strategic Plan <https://www.arc.gov/strategicplan/>
- ARC Applicant Resources: <https://www.arc.gov/applicant-resources/>
- Information Specific to ARC States: <https://www.arc.gov/appalachian-states/>
- Related [Research Reports](#), Data, and other Evaluation Studies