PROMOTING REGIONAL STRATEGIES FOR

Partnerships, Progress and Prosperity

DEVELOPMENT DISTRICT ASSOCIATION OF APPALACHIA
Building on nearly four decades of experience, the network of 72 local development districts (LDDs) serves as an effective catalyst in fostering partnerships, progress and prosperity throughout the 13-state Appalachian region.

Working regionally, our LDDs help public and private sector leaders develop and implement programs and services that build strong regional economies and communities. Our success flows from a strong commitment to one basic tenet: local governments and communities can accomplish more by working together than individually.

Local governments and citizens throughout the Appalachian region benefit daily from the broad range of expertise that resides in each of our local development districts. Each LDD has developed the professional staff capacity and programs to serve local government officials and the business community. We compile and assess information that helps answer perplexing questions. We apply technology to help solve local problems ranging from making maps to disposing of solid waste. We develop plans for everything from future land use to mitigating natural disasters. We focus our expertise on areas of specific interest to the counties we serve. And, our results during the past 40 years are clear proof that a regional and holistic approach to community and economic development is a model that works.

As public entities overseen by local government officials and community leaders, each LDD is uniquely structured and positioned to develop and provide a broad range of services that have measurable and long-lasting impacts on Appalachian communities. Most importantly, public and private sector leaders continue to turn to our LDDs for new and expanded services – a direct result of our years of being responsible stewards of public funds, effective coordinators of local efforts across political boundaries and experts at leveraging limiting resources.
LOCAL DEVELOPMENT DISTRICTS IN THE APPALACHIAN REGION

ALABAMA

1A-Northwest Alabama Council of Local Governments
Muscle Shoals, Alabama 35662
256-389-0555  www.nacolg.org

1B-North Central Alabama Regional Council of Governments
Decatur, Alabama 35602
256-355-4515  www.narcog.org

1C-Top of Alabama Regional Council of Governments
Huntsville, Alabama 35805
256-830-0818  www.altarcog.org

1D-West Alabama Regional Commission
Northport, Alabama 35473-3505
205-333-2990  www.warc.info

1E-Regional Planning Commission of Greater Birmingham
Birmingham, Alabama
205-251-8139  www.rpcgb.org

1F-East Alabama Regional Planning and Development Commission
Anniston, Alabama 36202
256-237-6741  www.earpdc.org

1H-Central Alabama Regional Planning and Development Commission
Montgomery, Alabama 36104
334-202-4300  www.carpdc.com

1F-South Central Alabama Development Commission
Montgomery, Alabama 36117
334-244-6903  www.scadd.state.al.us

GEORGIA

2A-Cossa Valley Regional Development Center
Rome, Georgia 30162-1793
706-295-6485  www.cvrdc.org

2B-Georgia Mountains Regional Development Center
Gainesville, Georgia 30503
770-538-2626  www.gmrdc.org

2C-Chattahoochee-Flint Regional Development Center
Franklin, Georgia 30217
706-675-6721  www.chfrdc.org

2D-Atlanta Regional Commission
Atlanta, Georgia 30303
404-463-3100  www.atlantaregional.com

2E-Northeast Georgia Regional Development Center
Athens, Georgia 30605-2795
706-369-5650  www.negrdc.org

2F-North Georgia Regional Development Center
Dalton, Georgia 30720
706-272-2300  www.ngrdc.org

KENTUCKY

3A-Buffalo Trace Area Development District
Maysville, Kentucky 41056
606-564-6894  www.btadd.com

3B-FIVCO Area Development District
Catlettsburg, Kentucky 41129
606-739-519  www.fivco.org

3C-Bluegrass Area Development District
Lexington, Kentucky 40517
859-269-8021  www.bgadd.org

3D-Gateway Area Development District
Owingsville, Kentucky 40360
606-674-5655  www.kycadd.org/gadd

3E-Big Sandy Area Development District
Prestonsburg, Kentucky 41653
606-886-2374  www.bigsandy.org

3F-Lake Cumberland Area Development District, Inc.
Russell Springs, Kentucky 42642
270-866-4200  www.lcadd.org

MARYLAND

4A-Tri-County Council for Western Maryland, Inc.
Cumberland, Maryland 21502
301-777-2158  www.tccwmd.org

MISSISSIPPI

5A-Northeast Mississippi Planning and Development District
Booneville, Mississippi 38829
662-728-6248  www.nmpdd.com

5B-Three Rivers Planning and Development District
Pontotoc, Mississippi 38863
662-489-2415  www.3rpd.com

5C-Golden Triangle Planning and Development District
Starkville, Mississippi 39760-0828
662-324-7860  www.gtpdd.com

5D-East Central Planning and Development District
Newton, Mississippi 39345
601-683-2007  email: mail@ecpdd.org
NEW YORK

6A-Southern Tier West Regional Planning and Development Board
Center for Regional Excellence
Salamanca, New York 14779
716-955-5001 www.southernwestern.org

6B-Southern Tier Central Regional Planning and Development Board
Painted Post, New York 14870
607-962-5068 www.stcppdd.com

NORTH CAROLINA

7A-Southwestern North Carolina Planning and Economic Development Commission
Bryson City, North Carolina 28713
828-488-9211 www.regiona.org

7B-Land-of-Sky Regional Council
Asheville, North Carolina 28806
828-251-6622 www.landofsky.org

7C-Isothermal Planning and Development Commission
Rutherfordton, North Carolina 28139
828-228-2871 www.regionc.org

7D-High Country Council of Governments
Boone, North Carolina 28607
828-265-5434 www.regiond.org

7E-Western Piedmont Council of Governments
Hickory, North Carolina 28603
828-322-9191 www.wpcc.org

7L-Western Piedmont Council of Governments
Winston-Salem, North Carolina 27101
336-761-2111 www.wpcog.org

OHIO

8A-Ohio Valley Regional Development Commission
Waverly, Ohio 45690-9012
740-947-2853 www.ovrdd.org

8B-Buckeye Hills-Hocking Valley Regional Development District
Reno, Ohio 45773
740-374-9436 www.buckeyehills.org

8C-Ohio Mid-Eastern Governments Association
Cambridge, Ohio 43725-0130
740-439-4471 www.omega-ldd.org

PENNSYLVANIA

9A-Northwest Pennsylvania Regional Planning and Development Commission
Oil City, Pennsylvania 16301
814-677-4800 www.nwcomission.org

9B-North Central Pennsylvania Regional Planning and Development Commission
Ridgway, Pennsylvania 15853
814-773-3162 www.web2.ncentral.com/ncprpdc

9C-Northern Tier Regional Planning and Development Commission
Towanda, Pennsylvania 18848
570-265-9103 www.northern-tier.org

9D-Northeastern Pennsylvania Alliance
Pittston, Pennsylvania 18640-3795
570-655-5581 www.nepa-alliance.org

9E-Southwestern Pennsylvania Commission
Pittsburgh, Pennsylvania 15219-1819
412-391-5590 www.spsregion.org

9F-Southern Allegheny Planning and Development Commission
Altoona, Pennsylvania 16602-1193
814-949-6520 www.sapdc.org

9G-SEDA-Council of Governments
Lewisburg, Pennsylvania 17837
570-524-4491 www.seda-cog.org

SOUTH CAROLINA

10A-South Carolina Appalachian Council of Governments
Greenville, South Carolina 29606
864-242-9733 www.scacog.org

TENNESSEE

11A-Upper Cumberland Development District
Cookeville, Tennessee 38506-4194
931-432-4111 www.ucdd.org

11B-East Tennessee Development District
Alcoa, Tennessee 37701-0249
865-273-6003 www.korrnet.org/etdd

11C-First Tennessee Development District
Johnson City, Tennessee 37604-5699
423-928-0224 www.ftdd.org

11D-South Central Tennessee Development District
Columbia, Tennessee 38402-1346
931-381-2040 www.sctdd.org

11E-Southeast Tennessee Development District
Chattanooga, Tennessee 37405
423-266-5781 www.sedev.org/setdd

12C-Mount Rogers Planning District Commission
Marion, Virginia 24354
276-783-5103 www.mrpdc.org

12D-New River Valley Planning District Commission
Radford, Virginia 24141
540-639-9313 www.nrvpdc.org

12E-Roanoke Valley-Allegheny Regional Commission
Roanoke, Virginia 24010
540-343-4417 www.rvrcc.org

12F-Central Shenandoah Planning District Commission
Staunton, Virginia 24401
540-885-5174 www.cspdc.org

WEST VIRGINIA

13A-Region 1-Planning and Development Council
Princeton, West Virginia 24740
304-431-7225 www.regiononepdc.org

13B-Region 2-Planning and Development Council
Huntington, West Virginia 25712
304-529-3557 www.region2pdc.org

13C-Region 3-B-C-K-P Regional Intergovernmental Council
South Charleston, West Virginia 25303
304-744-4258 www.wvregion3.org

13D-Region 4-Planning and Development Council
Summersville, West Virginia 26651
304-872-4970 email: gsf202566@mail.wvnet.edu

13E-Region 5-Mid-Ohio Valley Regional Council
Parkersburg, West Virginia 26102-0247
304-422-4993 www.movrc.org

13F-Region 6-Planning and Development Council
Fairmont, West Virginia 26554
304-366-5693 www.regionvi.com

13G-Region 7-Planning and Development Council
Buckhannon, West Virginia 26201-2297
304-472-6564 www.regionvii.com

13H-Region 8-Planning and Development Council
Petersburg, West Virginia 26847
304-257-2448 www.region8pdc.org

13I-Region 9-Eastern Panhandle Regional Planning and Development Council
Martinsburg, West Virginia 25401
304-263-1743 www.region9wv.org

13J-Region 10-Bel-O-Mar Regional Council and Interstate Planning Commission
Wheeling, West Virginia 26003
304-242-1800 www.belomar.org

13K-Region 11-Brooke-Hancock Regional Planning and Development Council
Weirton, West Virginia 26062-0082
304-797-9666 www.bhjmpc.org
WHAT'S IN A NAME?

The Appalachian Regional Commission (ARC) has designated 72 local development districts to serve as a vital resource for state and local officials throughout the 410-county, 13-state region. These multi-county organizations, broadly known as LDDs, have varying names in each state, including:

- Area development districts
- Councils of government
- Economic development districts
- Regional development organizations
- Regional planning councils
- Regional planning and development commissions
- Planning and development districts

ENHANCING ECONOMIC PROSPECTS

Working in tandem with ARC, which was created to alleviate the unparalleled levels of poverty pervasive throughout the region, our network of 72 local development districts serve 410 counties and have helped enhance the economic and community development prospects of the region’s 23 million citizens. As the primary local partner, local development districts have worked with ARC and numerous other state and federal programs and private sector and philanthropic investors to create impressive gains for the region, including:

- Reducing the number of distressed counties from 223 to 91 over a four-decade period.
- Cutting the region's poverty rate in half.
- Reducing the region's infant mortality rate by two-thirds.
- Narrowing the gaps between the national and regional unemployment rates and income levels.
- Dramatically increasing high school graduation attainment by doubling the percentage of adults 25 and older with diplomas.
- Providing access to safe and clean drinking water to 800,000 households.
- Increasing new businesses and jobs in the region as well as increasing the number of jobs retained, and leveraging 58 private sector dollars for every ARC dollar invested.
As the primary local partner under ARC’s intergovernmental partnership model, the region-wide system of local development districts has helped integrate areas and communities that were previously geographically and economically disconnected from mainstream America. Through long-range planning, strategic program implementation and the development of local professional capacity, our network of LDDs has worked with federal, state, local and private sector partners to make Appalachian residents and businesses valued assets and contributing collaborators in the growth of the region and the nation.

But while the LDD/ARC partnership has brokered many positive changes for residents of Appalachia, much work remains ahead. Some 300 counties in the region are designated transitional and 91 are considered highly distressed because of higher than average unemployment and lower than average per capita income. Only 22 counties are considered on par with national socioeconomic norms.

Throughout the region, the workforce is changing to meet the demands of a shift from heavy industry, mining and agriculture to retail, government and service industry. And while many communities have worked hard to provide basic infrastructure to residents, many families and businesses lack adequate water and wastewater systems.

COST EFFICIENT AND ACCOUNTABLE

Local development districts are cost-efficient, accountable and flexible organizations that leverage minimal federal seed funding into multi-million dollar programs. Traditionally engaged in a variety of planning activities, each local development district has evolved over the years to provide a comprehensive menu of essential services targeted to local area needs and priorities.

- We have worked with public and private sector leaders to develop regional strategies for job and business creation and retention, seeking their input throughout the Comprehensive Economic Development Strategy planning process.

- We have collaborated with key community stakeholders to develop strong alliances, allowing community and economic development activities to flourish through greater economies of scale by leveraging resources regionally (professional staff, office space and technology).

- We have convened key players, including local officials and individuals from the private sector, philanthropic community and various state and federal programs, to collectively determine and implement the best approaches and methodologies for promoting the economic health of the region, and to leverage resources and improve outcomes.

“EACH LOCAL DEVELOPMENT DISTRICT HAS EVOLVED OVER THE YEARS TO PROVIDE A COMPREHENSIVE MENU OF ESSENTIAL SERVICES TARGETED TO LOCAL AREA NEEDS AND PRIORITIES.”
With modest federal investments from agencies such as ARC and the Economic Development Administration, our LDDs have leveraged additional public and private sector resources to establish the professional capacity, skills and partnerships needed for distressed communities to create jobs and improve public services. This highly effective partnership program provides communities with the expertise, incentives and leadership needed to plan and implement complex community and economic development strategies and projects. Despite making substantial progress in reducing the region’s socioeconomic distress, we recognize much remains to be accomplished.

STIMULATING APPALACHIA’S COMMUNITY AND ECONOMIC LIVELIHOOD

Local development districts in the Appalachian region have collectively acquired the skills needed to assemble complex projects, such as business financing, environmental stewardship, industrial park development, job skills training and serving the region’s elderly:

- Between 1990 and 2005, our LDDs administered almost 7,700 grants and projects totaling more than $5.5 billion in pass-through and programmatic funds.

- Our combined business development loan portfolio invested more than $368 million in gap financing for businesses and entrepreneurs between 1995 and 2005. We made more than 2,550 business loans and leveraged an additional $1.1 billion from the private sector in underserved regions and for companies and entrepreneurs struggling to secure traditional financing.

- Almost 60,000 jobs have been created or retained, and 96,000 workforce clients were prepared to contribute to the region's economy, as a result of LDD programs from the mid 1990s to 2004.

- During the same time period, some 2.3 million seniors benefited from aging programs funded at $425 million and administered by LDDs in parts of the region.

- Since our inception, LDDs have helped thousands of citizens and hundreds of businesses recover from natural disasters across the region.
“OUR LOCAL DEVELOPMENT DISTRICTS ARE IMMERSED IN THE PROCESS OF MAKING SURE THAT EXISTING BUSINESSES THROUGHOUT APPALACHIA REMAIN IN THE REGION AND THRIVE, RESULTING IN INCREASED EMPLOYMENT, COMPETITIVE SALARIES AND LONG-TERM ECONOMIC STABILITY.”

FACTS ABOUT LOCAL DEVELOPMENT DISTRICTS IN THE APPALACHIAN REGION

• There are 72 LDDs serving 410 counties and 23 million citizens. Each district serves an average of seven counties and 57 local municipalities.

• Sixty-six percent of our LDDs serve populations less than 400,000 and 33 percent serve populations under 200,000.

• On average, each LDD has 28 full-time employees who work on aging programs, business development finance, geographic information systems (GIS), environment, community and economic development, emergency planning and preparedness, human services, public administration, transportation and workforce development. These services are determined by local needs and priorities.

• LDDs are governed by boards with an average size of 39. Two-thirds are typically local officials and the remaining hail from the academic, business and non-profit sectors, as required under various federal and state guidelines.

• Fifty percent of our LDDs have annual operating budgets that range between $1 and $5 million, 15 percent are above $5 million. While some LDDs have multi-million dollar budgets and others run with very modest budgets, LDDs are all efficient and focused on leveraging their resources to meet the needs of their local governments and communities.

• In 2005, our LDDs administered over 1,000 grants and contracts with almost $400 million in federal investments alone.
JOBS: THE BOTTOM LINE

Over the 40 years that our local development districts have been working throughout Appalachia, millions of dollars have been invested by various federal agencies to help reduce poverty and create sustainable communities. Our districts have often served as the conduit to accept and monitor federal investments, couple them with private resources and work within our regions to develop programs that not only react to existing conditions but also proactively position local communities for enduring and vibrant community development.

At the very core of community and economic development lies the need to create opportunities to build personal wealth through jobs and income for local residents. This can include recruiting new businesses, helping existing ones expand, training the local work force to fit the prevailing and changing job market, providing vital public infrastructure (roads, water, sewer, telecommunications) to assure business success, fostering entrepreneurs, and assuring that the basic needs of food, shelter, education and health care are available and accessible.

BUSINESS RECRUITMENT AND RETENTION CREATES JOB OPPORTUNITIES

Our local development districts are immersed in the process of making sure that existing businesses throughout Appalachia remain in the region and thrive, resulting in increased employment, competitive salaries and long-term economic stability. At the same time, we are actively working on strategies to bring new businesses to our regions by partnering with local communities to make them as attractive as possible. This includes helping to assure that adequate roads and highways, accessible health care facilities and services, affordable housing and stellar educational institutions are in place.
With slow job growth and low wages leading 22 percent of the workforce in a 12-county region to be self-employed, a Pennsylvania LDD provides services that help entrepreneurs grow and nourish their businesses through international trade.

The LDD created an on-line peer network designed to link new business owners with more experienced ones called “navigators.” The network also provides marketing opportunities and access to business financing from non-traditional sources. The network has grown to more than 150 business assistance providers, 25 navigators and 125 members. This effort has proven effective in helping emerging and existing businesses export products and services around the globe.

HELPING BUSINESSES MEANS JOBS FOR THE REGION

Support for industrial recruitment and job creation takes many forms. A Kentucky LDD coordinated a 900,000 square foot industrial park that created 300 new jobs with an initial investment of $133 million. An additional 800 jobs will be created under a second phase. Working to recruit, retain and expand businesses in the region, the district has helped keep or create over 600 jobs and planned expansion projects will result in 1,737 new jobs within its highly distressed area.

Loans for Businesses

Since 1980, a revolving loan fund operated by a Maryland LDD has provided gap financing and capital for local businesses that are unable to secure loans by themselves from conventional lending institutions. The LDD has made more than 180 loans in its three-county service area, leveraging over $10 million into more than $60 million in other public and private sector investments. These loans helped create 2,100 new jobs and retain another 1,600 in this rural region.

When a woman-owned and operated plastic injections molding manufacturing firm in Ohio needed additional funding to expand its operations in 1995, an Ohio LDD participated in a financing package that also involved private lending and owner equity. The expansion created 18 new jobs and now employs 125 workers, making the company one of the region’s major employers.

In Pennsylvania, another LDD has been actively involved in the development and implementation of a powdered metal industry cluster. They currently have three multi-tenant industrial complexes that house more than 40 companies, with 28 involved in powdered metal. Loans from the district have helped create over 430 jobs. The local development district constructed an educational center in 1998 to provide industrial and technical training in areas related to the powered metal industry.

A Tennessee LDD has successfully combined funds pooled from four federal agencies to re-lend to new and existing businesses throughout its 16-county region. In closing more than 230 loans, the LDD’s investments of almost $75 million have leveraged over $200 million and created 4,800 quality jobs. Another Tennessee district helped create 859 new jobs in the region by making $5.6 million in loans in the region by making $5.6 million in loans that raised about $80 million in other investments. The businesses served include a food processing plant, auto supplier, aircraft assembler, asphalt plant, car wash and ornamental iron fabricator.

In 2001, a Virginia LDD helped add 358 new jobs in four area corporations. With only $550,000 in gap financing, these

“OUR LDDS ARE WORKING THROUGHOUT APPALACHIA TO IDENTIFY THE SKILLS NEEDED BY EXISTING BUSINESSES AND THOSE CONTEMPLATING RELOCATION TO THE REGION.”

Photos this page: left, Ken Murray; right: Ann Hawthorne
local business were positioned to leverage another $5 million in loans from other private and government sources. A West Virginia LDD also provides local entrepreneurs who are struggling to secure traditional financing with access to low interest loans and technical assistance. Over a 12-month period, the district raised $1 million that was loaned to nine businesses and helped save 62 jobs in its highly-distressed region.

BUILDING A STRONG WORKFORCE

In parts of the region, our organizations have been tapped by local leaders to manage the Department of Labor's Workforce Investment Assistance (WIA) program to provide training to new, displaced and unemployed workers. This typically involves providing valuable administrative, coordination, financial and staffing support for workforce development programs in the region.

Over a recent 10-year period, our local development districts involved in workforce training programs have served almost 96,000 clients and administered more than $325 million in workforce grants and subcontracts. As the locally designated Workforce Investment Boards, we work with our local governments and private sector leaders to identify the job skills and training needed to meet the needs of local employers and job seekers.

Our LDDs are working throughout Appalachia to identify the skills needed by existing businesses and those contemplating relocation to the region. As industries change and new skills-sets are needed, we are working with industry leaders, community colleges, trade schools and institutions of higher learning to develop curriculum that is based on new jobs and technologies.

Youth Programs

A Mississippi LDD administers a multi-county, in-school youth program that provides employment and training services to eligible youth. In accordance with WIA, youth facing serious barriers to employment for participation in the labor force are provided job training and other services that result in increased employment and earnings, increased educational and occupational skills and decreased welfare dependency, thereby improving the quality of workforce and enhancing productivity and competitiveness.

In Kentucky, another LDD's job training system has evolved into an integrated and coordinated one stop delivery system that includes two comprehensive career centers and several informational points throughout the 10-county region. The Workforce Investment Board has a program for youths aged 19 - 21 that will pay up to $7,000 in tuition, fees, and books for certificate, diploma and associate degree programs at approved training providers. With a goal to serve 15 youth, the program has already enrolled nine clients who are now working towards degrees as paralegals, computer information technologists, elementary teachers, medical assistants, accountants and industrial engineers.

Another LDD in Kentucky launched a program to help local businesses recruit minorities. 150 minority students attended a Career Day that provided information about job and career opportunities available in the local area. Local businesses, the Chamber of Commerce, the NAACP, colleges and one-stop partners served on a panel that talked about the importance of education, successful interview skills, potential salaries and employer expectations. The students rotated through four 20-minute informational workshops about various career paths, including business, health care, law enforcement, information technology, education, manufacturing, retail, finance and the military.

Hurricane Recovery

One district utilized emergency federal job creation funding to employ workers to assist in debris removal and rebuilding efforts in the wake of two major hurricanes. Some workers removed debris, others assisted in clerical work at agencies whose workload increased as
a result of the storms; still others worked in humanitarian efforts. As of June 2005, 210 individuals in the LDD region had gained employment through the work program.

Project Fresh Start is a regional job readiness program implemented by a North Carolina local development district. The project works with convicted felons between the ages of 17 and 25 in an intense 12 week job readiness and job creation program designed to address attitude and behavior modification necessary for successful job placement. Since the program’s inception, 25 participants have graduated from the program, and 13 have already secured employment.

**BRINGING INFRASTRUCTURE UP TO CODE**

Infrastructure – especially water and sewer lines, telecommunications access and transportation – is a major factor in business expansion and relocation. Local development districts have recognized the need to help our local governments secure needed funding and technical resources to assure appropriate public infrastructure is available to area residents and industries.

In a high-profile example, one Alabama LDD secured considerable federal funding to provide water and sewer services for a Mercedes Benz plant that employs more than 4,000 in this transitioning region.

In Georgia, many municipalities rely on surface water for their drinking water supply. In times of drought this supply is threatened. A local development district was the focal point of an effort to construct a four-county water supply reservoir and treatment plant to alleviate the situation.

The treatment plant was operational just 30 days before a water emergency would have closed a local university due to severe drought conditions. The new reservoir prevented the loss of jobs and the interruption of classes at the university. The LDD continues to host the water authority operating the reservoir and treatment plan.

One of the toughest challenges facing elected officials is effective solid waste management and disposal. Changes in federal solid waste regulations, reforms in state regulations for design and operation and the pressure to minimize costs have led to significant changes in solid waste management. Realizing the vast undertaking and obligation, a Mississippi LDD coordinated with six counties, 18 municipalities and a local academic institution to form a solid waste management authority that manages almost 105,000 tons of solid waste produced annually in the region.

In Ohio, a local development district helped one of its eight counties by administering a Community Development Block Grant funded water and sewer project that extended services to 220 residents and a school, alleviating water contamination problems. The district also assisted in the implementation and administration of three other projects involving renovation or construction of a sewer system and decontamination of the water supply. These projects have aided over 1,000 households and 20 businesses.

**Industrial Parks Attract Jobs**

A Kentucky LDD worked with three counties to establish an industrial site. Using land donated by the state, the district raised development and construction funds from a variety of state and federal resources and the private sector. Today, the industrial park is home to three businesses that employ over 1,300 people.

Cingular Wireless, Cintas Corporation and Ohio Valley Wholesale all relocated to the site because of its central geographic location, easy access to major highways and transportation corridors, available workforce and local governments willing to provide adequate infrastructure and support services. In addition, a community college has 350 students and teaching staff housed in the park, with an $18 million expansion planned that will relocate the entire technical school to the park. There are two shell buildings ready for tenants.

A West Virginia LDD worked with a local development authority to lead construction of a 40,000 square foot industrial site in its region. Working together they were able to secure
approximately $1.7 million from federal and state funding sources to complete construction of the site. Twelve new jobs were created with commitment for 100 more jobs. This job creation is significant in a community where many individuals must commute to neighboring counties and across state lines to find work.

A Georgia district helped secure basic water and sewer services for its area’s industries. Encouraged by the local development district, two companies that were expanding operations also contributed $2 million to the effort. As a direct result of the system improvements, 600 jobs were retained and an estimated 120 new jobs were created.

RURAL TRANSPORTATION SERVICES:
BRIDGING RURAL COMMUNITIES WITH THE WORLD

Spurring economic growth in Appalachia has historically been hindered by the geographic isolation of the region. Bringing goods and services to the region, as well as exporting products domestically and globally, requires a coordinated and seamless transportation system - one that extends beyond roads and highways to include freight and air service, inter-modal facilities, inland ports and public transportation. Likewise, Appalachian communities rely on accessible and safe transportation systems to prosper and grow.

In partnership with ARC, state transportation officials and other intergovernmental partners, our LDDs have long valued the importance of transportation linkages to the economic future of the Appalachian region. Today, LDDs in eight of the 13 ARC states partner with state and local officials to develop and implement transportation plans. These districts are particularly focused on assuring local consultation occurs throughout the statewide transportation planning process.

Saving Rail Lines

In most cases, the work of LDDs extends far beyond planning. The foresight of one New York LDD prevented the abandonment of a 145-mile rail stretch connecting six counties in New York and Pennsylvania. The group spearheaded the revitalization of this vital freight line by piecing together $24.9 million in new investments, which created 805 new jobs and generated an additional $4 million in private sector capital from three shipping firms.

A Tennessee district contracts with each senior center in its area to provide public transportation services. In 2004, the program provided more than 150,000 trips with vehicles logging over 1.4 million miles. This program is helping improve the quality of life for area residents, including many disabled and elderly residents and low-income individuals lacking other means to travel to work, health care appointments and other necessary activities. Since it’s inception in March 2000 the program has helped more than 360 citizens gain access to their workplace.

“APPALACHIAN COMMUNITIES RELY ON ACCESSIBLE AND SAFE TRANSPORTATION SYSTEMS TO PROSPER AND GROW.”
BREAKING DOWN BARRIERS WITH ENHANCED TELECOMMUNICATIONS SYSTEMS AND TECHNOLOGY

In today’s global economy, keeping up with advancements in technology is vital to regional competitiveness, economic growth and job creation. This is a special challenge in parts of the Appalachian region that are geographically remote and beset by poverty, lack significant economies of scale to attract private investors and are short on necessary technical expertise.

Our local development districts are helping ensure that underserved and impoverished communities throughout the region are leveling the playing field when it comes to using advanced technologies and broadband capacity to sustain and attract industrial and economic growth.

With financial support from ARC, a local development district in Virginia crafted a strategic telecommunications plan and helped organize a region-wide fiber network. The district, working with the Virginia Tech e-Corridors, concentrated on the organizational structure required to implement the fiber network. Key components of the planning process included the creation of a true public/private partnership, ensuring the open access to the infrastructure by any service provider and modifying the network designed to provide access to residents, business and industry.

The district’s Telecommunications Committee, concerned about the lack of affordable broadband access, led a planning effort to assess current and future needs. With support from state educational and telecommunications centers, the LDD laid out specific goals and a schematic design to achieve the vision for the region. The effort resulted in increased collaboration of local governments and telecommunications providers to dramatically upgrade broadband services in the region. More than 500 new jobs have been created in the past year alone as a result of the new 100-mile regional broadband communications system.

In South Carolina, a local development district is assisting communities with access to advanced telecommunications by helping to establish a network to deliver broadband Internet, first focusing on the I-64 Corridor in two counties. Making this technology available at no cost (or low cost) will allow anyone within the selected boundaries to use wireless Internet. The project is patterned after similar initiatives already completed in sections of several major U.S. cities.

E-Government

A local development district in a rural and underserved region in Mississippi is helping to provide e-government capabilities to each of its eight counties’ governmental offices and employees. By providing hardware, software and technical assistance, the LDD is ensuring that offices and employees are connected to the network, high-speed Internet and e-mail services. Each county office now has the capacity to establish a home page and develop individual e-government applications for providing specialized local services.

Two West Virginia LDDs worked within an 11-county region to launch a new initiative called “Connected Technologies Corridor.” This initiative has three goals – promoting the advancement of broadband technology in the region, training and support for local entrepreneurs, and marketing the region as a premier business location.

To help recruit information technology companies to the area, a Virginia LDD teamed up with a local community college to form a magnet school for Information Systems Technology that prepares high school juniors and seniors for careers in...
technical fields. The idea of the project is to then recruit high paying technology-based jobs into the area, thereby bridging the gap between those who can perform these jobs and companies all over the world. Enrollment in the program is currently around 270 students. After finishing the certification training, students often find employment with annual salaries exceeding $100,000.

ASSURING OUR NATION’S SECURITY FROM THE HEARTLAND TO THE SEA

Since September 2001, homeland security has become a paramount concern for governments at all levels. In South Carolina, a local development district has conducted Weapons of Mass Destruction /Terrorism Awareness training for more than 1,200 first responders in a six-county region. The awareness-level course is based upon a Department of Homeland Security lesson plan and is designed to familiarize first responders with radiological, chemical, biological and conventional weapons of mass destruction. The training program is co-sponsored by the state Environmental Control Office and offered free of charge to emergency first responders. The group recently expanded its training to cover the National Incident Management System requirements, which are new federal compliance mandates for state and local governments wishing to receive federal homeland security funding.

Linking State and Federal First Responders

One lesson learned from the events of 9/11 is the importance of interoperability between first responders at all levels of government. Communications systems need to be compatible among the different groups of first responders and levels of government so that response activities are coordinated, seamless and timely.

A 2004 grant from Kentucky’s Office of Homeland Security provided $777,078 to an LDD to develop an action plan for purchasing communications equipment for several communities throughout the region. After several months of planning and reviewing existing assets, the group is coordinating an initiative to effectively transmit and receive mobile data and voice communications, which will allow state law enforcement officials to link with local first responders.

In recent months, communities have reaped the benefits of this grant award by purchasing equipment designed to strengthen the effectiveness of law enforcement, fire, emergency management and other first responder agencies throughout the region.

Since the summer floods of 1995, a Virginia district has secured nearly $9 million in federal, state and local funds to elevate, move, acquire and flood-proof 160 structures throughout the region that have received substantial and repetitive flooding. These projects have been collaboratively funded by various state and federal programs, local governments and property owners. In addition to these flood mitigation projects, the district has developed and implemented a comprehensive flood mitigation plan.

COMMUNITY SERVICES ESSENTIAL FOR VITALITY

One of the core functions of our local development districts is to identify and prioritize the needs of the local communities within our service area and to work with these communities to implement specific tasks and programs.
District leaders recognize that economic development is holistic and includes housing, education, health care, water, sewer and wastewater treatment facilities, road and highway maintenance, youth programs and much more. Accordingly, our organizations have evolved from single-focused planning agencies to organizations that offer a multitude of programs and services to our local constituents.

A Kentucky LDD administers a region-wide project that provides shelter services for domestic abuse victims. With the district's assistance, the shelter entered into a long-term affordable lease in an expanded and renovated facility, allowing the group to provide short-term shelter, transitional housing assistance, household and clothing donations, and counseling to more than 250 families each year.

Thousands of low-income working families in three southern Ohio counties lack dental insurance coverage or access to affordable dental care. With support from ARC, an Ohio LDD has enabled local health and human services agencies to accommodate more than 4,000 check-ups and appointments for low-income patients.

In Virginia, an LDD has completed many housing projects designed for low to middle income first time homebuyers. With Community Development Block Grants, the district has helped connect 66 homes to public sewer systems, and link more than 400 residences to local water storage facilities. In addition, the district helped rehabilitate 44 houses for low-income families.

**MANAGING THE ENVIRONMENT FOR THE FUTURE**

Launched in 1997 under the leadership of the region's U.S. Congressman, the Kentucky PRIDE (Personal Responsibility in a Desirable Environment) program aims to restore the environment in 38 southeastern counties. The program encourages citizens to take responsibility for protecting the environment and giving them the tools - education and financial resources - to accomplish the overarching goal.

A coalition of LDDs in southeastern Kentucky works with area nonprofits, elected officials and others to achieve specific goals of the PRIDE program, which are focused on cleaning local streams and water sources, eliminating illegal dumpsites and other solid waste problems, and promoting environmental awareness and education. A 2004 progress report by the University of Kentucky found that 372 streams and over 10,000 road miles have already been cleaned. Almost 2,000 illegal dump sites have been eliminated. This project is restoring pride in the region and making the area more attractive to private companies and industries.

In North Carolina, one local development district has worked throughout its region to eliminate “straight piping” - the discharge of untreated household water and waste directly into streams. Between 2003 and 2004, 425 systems were fixed, and the LDD helped more than 150 individual homeowners repair their pipes.

A Pennsylvania district has worked with municipalities in its region to weatherize over 13,000 homes, resulting in lower fuel costs through more efficient energy use by residents. The District's Housing Development Corporation built and maintains two affordable housing apartment buildings for senior citizens. The District worked with local banks to leverage $2 million for the projects.

**Turning Brownfields Into Jobs**

A New York LDD is redeveloping a brownfields site into an industrial park. The project is essential to a region suffering from out-migration and a declining manufacturing base. The project involves the construction of an industrial access road, expansion and rehabilitation of a manufacturing facility, and the extension of water and sewer infrastructure. The group is using $865,550 in federal grant support to leverage more than $13 million in...
private investment and create 115 high-quality jobs within the
next five years.

Recycling is an important ingredient in a comprehensive
environmental enhancement program. Our local development
districts across the Appalachian region are actively pursuing this
eco-friendly opportunity. One Kentucky district has joined with
32 municipalities in its 17-county region to form a Regional
Recycling Corporation. More than 55 new jobs were created,
and many more will be added as the demand for recycled material
continues to increase.

Another Kentucky district has joined with an area university
to open a 24-hour recycling center. This has resulted in significant
cost savings for the two counties and the university. The center is
now being used by seven counties and over 60 local businesses.
During the first year of operation, the facility recycling outputs
increased by more than 500,000 pounds.

In Mississippi, one local development district operates its own
regional landfill, providing a variety of solid waste management
services to counties statewide. A uniform “tipping fee” for
disposing the trash in the landfill is charged for transporting the
waste from strategically located transfer stations to the regional
landfill. The solid waste fee generates $6 million each year in
revenue, part of which the county uses for public services.

A North Carolina district has also taken a regional approach
to magnify benefits of the area’s various recycling programs.
Collecting materials into one central location for processing and
shipment is helping the region benefit by generating higher
prices for recycled materials.

Over a ten-year period, the program is expected to generate
$41 million and a minimum of 17 new jobs. More than
$370,000 in salaries and benefits will be paid during the first
year of operation. The program is expected to divert a minimum
of 437,000 tons of materials. The district also created a mobile
learning center to bring the “landfill” to area schools in an effort to
teach children through a hands-on approach about the importance
of recycling and how to reduce waste.

USING GIS TO PLAN AND IMPLEMENT
SERVICES

Local development districts throughout the Appalachian
region are increasingly using geographic information systems
(GIS) and other technology tools to enhance local decision-
making, improve the management of public assets, and combine
and analyze the interlinking relationships of limitless layers and
aspects of a community.

While many LDDs began using GIS for a single purpose, such
as transportation planning, most now operate fully integrated GIS
departments that provide information and data for almost all programs.

A North Carolina district is using GIS to analyze the growth
of employers in the region over the next ten years. A total of 126 manufacturing sectors and 143 service sectors were already analyzed to speculate the specific areas with potential job growth, land use pattern changes, traffic increases and other related outcomes.

A Mississippi LDD partnered with a county in its region to use state-of-the-art GIS technology to provide useful information to local governments and agencies. The new GIS technology primarily provides E-911 addressing which supplies much more accurate and precise location information that delineates the fastest route to each caller’s location based on travel time instead of shortest distance.

A Georgia LDD uses GIS to update tax parcel maps by adding or aligning over 5,000 parcels for a county in its region. The district also updated a county’s E-911 service by re-mapping 36 roads. Another county was mapped into 12 data layers that included land use, flood zones and political boundaries.

In Kentucky, each district uses GIS to monitor roads for repair inventory and to make regional project suggestions for the Kentucky Six-Year Road Plan. Also working with Kentucky’s Personal Responsibility in Desirable Environment (PRIDE) program, the districts use GIS data to provide information to communities for other planning efforts, such as flood mapping, emergency response planning and waste treatment improvements for hundreds of households. More than 100,000 volunteers have participated in trash cleanup events and over 20,000 homes are now receiving sanitary sewer services.

TECHNICAL ASSISTANCE

LDDs are instrumental in helping communities enhance their quality of life. We provide varying levels of technical assistance based on the specific needs of the community.

Much of the technical assistance provided includes helping to prepare grant applications, working with bankers or other financial institutions to package business development deals, linking local governments with state and federal agencies to secure grant funds, mapping local infrastructure using geographic information systems or global positioning systems, convening key players to commence planning for industrial parks and bringing together various sectors - public, private, academic and nonprofit - to develop strategies for community and economic development.

GIS ACTIVITIES

- Strategic planning
- Asset management
- Marketing
- Managing physical assets
- Planning transportation, infrastructure, zoning, housing and business locations
- Land use planning
- Community and economic development
- Emergency response routes and enhanced 911 services
- Flood plain mapping
- Brownfields identification and inventorying
- School bus and transit routes
- Natural resource management
- Tourism development
- Public transportation
- Internet-based access for local governments
A Kentucky district obtained funding to assist four units of local government in projects within the district: sewer jet purchase, park restroom restoration, outdoor stage construction, and an emergency vehicle purchase. The district has also been instrumental in the construction of a $2 million technology park. The park has already created 150 new jobs and continues to expand each year.

Over the last ten years, a local development district in Mississippi has prepared and administered in excess of $60 million in federal and state CDBG funds. The LDD has helped local officials leverage another $200 million from other public and private sector sources to expand the infrastructure of existing industrial facilities and to rehabilitate low to moderate-income housing in its impoverished region.

BUILDING REGIONAL TOURISM STIMULATES LOCAL ECONOMIES

Tourism is big business in our 13-state region. The Appalachian states boast unparalleled natural beauty, recreational opportunities, historic sites and entertainment venues that draw millions from across the United States and around the world each year. Many local development districts are involved in spreading the word to attract visitors and tourist dollars to destinations throughout the region.

Many communities are being innovative, creating events and reasons for tourists to visit. Capitalizing on Virginia's growing cultural tourism efforts, one district worked with 10 counties, 13 towns and cities and four other LDDs to create “The Crooked Road”, a 250-mile music heritage trail. The groups expect more than 60,000 visitors each year, including many international travelers. The region has responded to the influx of tourists with new hotels, restaurants and other amenities. The Crooked Road has been called a “masterpiece of regional economic simplicity.”

MEETING THE NEEDS OF APPALACHIA’S ELDERLY

As Baby Boomers reach retirement age, our local development districts are increasingly factoring senior populations into our economic strategies, workforce development plans and other programs. Across the Appalachian region, 32 districts serve as the Areawide Agency on Aging, a program of the federal Department of Health and Human Services. These districts base services and programs on local needs and priorities.

By effectively utilizing limited resources, an Alabama district has identified ways to assist hundreds of senior citizens each year. The district's aging program works with two local colleges of nursing to provide in-home health screenings to frail older people. In this partnership, the district identifies seniors needing special attention and the nurses conduct a series of screenings. Problems are reported back to case managers for follow-up. Over 1,000 seniors have received health screenings as a result of this partnership. The district's aging staff is also taking the initiative to educate seniors in the entire region about changes in Medicare benefits.

Another Alabama district is providing services to its elderly residents through the Prescription Drug Assistance Program. This program helps uninsured and low-income seniors access affordable medications through the prescription assistance programs of various pharmaceutical companies combined with local programs and resources. During its first six months of operation, the program helped 400 clients fill more than 2000 prescriptions.
“In my state and throughout the entire ARC footprint, the work of the Appalachian Regional Commission and its local development districts is a true testament to the power of working regionally to create jobs and improve the economic stability of a region.

When a new company locates in our state, it gets a lot of attention. But what people sometimes forget is that more than 70 percent of all new jobs are created by businesses and industries that are already here. By partnering with the local development districts, the Appalachian Regional Commission is able to provide much needed financial and technical assistance to our local businesses and industries to raise the standard of living, improve the quality of life and promote economic development in the Appalachian mountain region.”

– Bob Riley
Governor of Alabama

“I often view city and county lines as artificial boundaries to economic development and as a member of Congress, I continually stress the importance of thinking regionally. In North Alabama, the Appalachian Regional Commission and our local development district organizations have played a key role in our regional success. Partnerships such as these are important for our area to continue its future growth.”

– U. S. Representative Bud Cramer
Alabama - 5th Congressional District

“One of the keys to the success of the Appalachian Regional Commission is our relationship with the network of 72 local development districts that serve every one of our 410 counties. These multi-county planning and development agencies are the front-line troops in our campaign for improved economic opportunity in Appalachia. Their boards are made up of local elected officials and other local leaders—the people who best understand what our communities need. Without the valued partnership and cooperation of these LDDs, many of the successes that ARC boasts today would not have been possible.”

– Anne B. Pope, Federal Co-Chair
Appalachian Regional Commission

“As the USDA State Rural Development Office in Ohio works to help improve the economy and quality of life of our rural communities, we value the technical expertise, community outreach and financial partnerships that are available through the local development districts. Working together with Ohio LDDs, we continue to successfully provide funding for home loans, home repairs, business development, community projects and critically needed water and wastewater systems for our citizens.”

– Randall C. Hunt, State Director
USDA State Rural Development Office in Ohio

“For a state that is predominantly rural like West Virginia, our economic future depends on the ability to expand existing industries. However, this effort becomes increasingly difficult when the funding sources and loan resources available to small business owners continue to dwindle. By working with LDDs and utilizing the financing that the LDDs are able to provide, local business owners can work to create new opportunities for our workers and help to secure the economic stability of our region.”

– Richard Kerns
Troy Mills, LLC
West Virginia Entrepreneur
Revolving Loan Fund Recipient
DEVELOPMENT DISTRICT ASSOCIATION OF APPALACHIA

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