

PROGRESS IN MOTION

REGIONAL STRATEGIES, SOLUTIONS AND PARTNERSHIPS THAT
ACHIEVE ECONOMIC GROWTH AND IMPROVE LOCAL COMMUNITIES



KENTUCKY COUNCIL OF AREA DEVELOPMENT DISTRICTS

MARCH 2009



“Area Development Districts embody the spirit of true partnership. They play a critical role in bringing counties and communities together to address a local need, problem or opportunity while preserving the character of each distinct region in the commonwealth. The Kentucky Council of Area Development Districts does an outstanding job of working across county lines and party lines to improve the quality of life for all Kentuckians.”

- Governor Steve Beshear

Statewide ADD Impact

- Our 15 Area Development Districts (ADDs) generate a **Return on Investment of more than \$100 for every \$1** in local government dues each year
- Our ADDs have managed at least **5,763 projects and contracts, valued at over \$2.8 billion**, with full transparency, public accountability and proven results during the past ten years
- Our ADDs have helped secure over **\$800 million in Economic Development Administration assistance for job creation initiatives**, including infrastructure improvements, business development lending, post-disaster economic recovery and regional strategy development and implementation
- Collectively, our ADDs have provided over **600 gap financing and start-up loans** worth nearly \$60 million to entrepreneurs and small businesses during the past 10 years, ultimately leveraging almost \$300 million in additional private investment
- Our ADDs partnered with regional and local job training providers to serve nearly **900,000 workforce development clients**, including displaced workers, over the past 10 years
- Through the ADD-managed Area Agencies on Aging (AAA), approximately **800,000 seniors have benefited** from our nutrition, health and wellness services since 1998
- We have worked together with state and local partners to **allow seniors to stay in their homes with quality care** and attention under the new Consumer Directed Options (CDO) program

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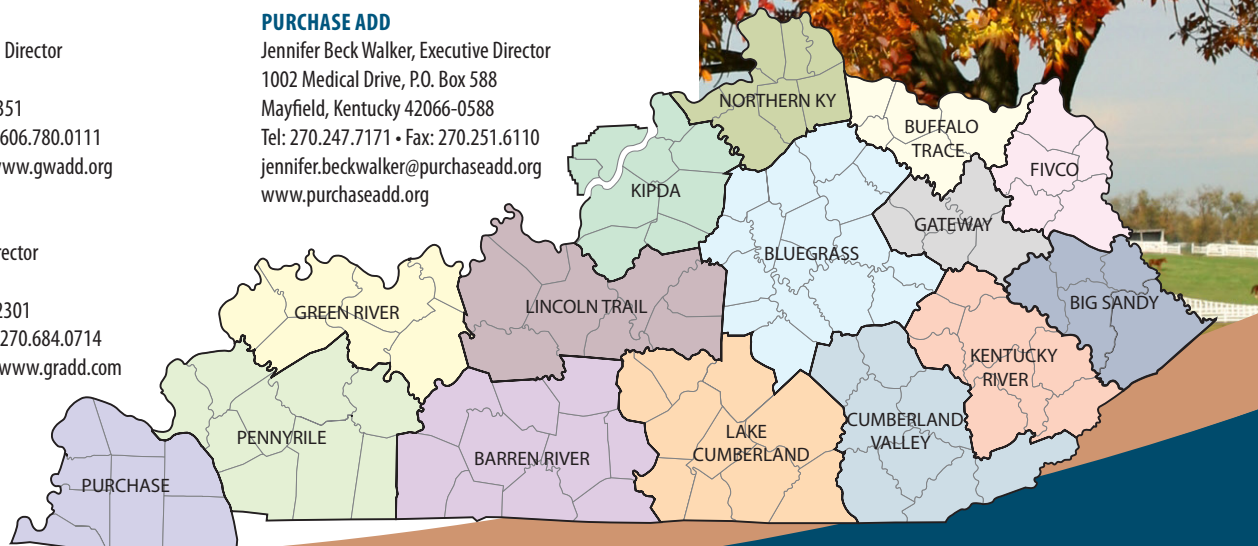
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Advancing the Future of Kentucky

A family of five is given shelter with the help of an affordable housing program.

A grandmother enjoys her twilight years peacefully thanks to a flexible homecare program.

Workers at a regional industrial park have alternative and affordable transportation options for their daily commutes.

An entire community is furnished with affordable and reliable high-speed Internet connectivity.

A recent college graduate finds the tools and financing needed to start a business in his hometown instead of moving to the city for work.

How are these events connected?
Our 15 Area Development Districts (ADDs) helped make them possible.



Regional Solutions, Strategies and Intergovernmental Partnerships

Our 15 Area Development Districts (ADDs) comprise a statewide network of multi-county planning and development organizations covering all of Kentucky's 120 counties and 435 cities. While our individual ADDs have primary service delivery areas, we work statewide and across local boundaries to advance state and regional priorities.

Our strategic mission is simple: we strive to foster regional strategies, solutions and partnerships that achieve sustainable economic growth and improve the overall quality of life for the citizens of Kentucky.

Throughout the past 40 years, our ADDs have evolved from conduits for regional and local economic development planning to catalysts of change in almost all aspects of life throughout the state.

We remain committed allies in helping our state and local officials secure and administer federal grant resources for transportation, water and sewer, and economic development infrastructure.

We have expanded our strategic thinking and decision-making tools through our statewide and regional GIS platform.

We maintain a major emphasis on providing project management and public administration assistance to our local government shareholders, including those ADDs serving as Local Development Districts under the Appalachian Regional Commission and Delta Regional Authority programs.

Each of our ADDs has established a broad set of business finance tools to assist entrepreneurs and small businesses who are struggling to secure traditional bank financing for their start-up and expansion plans. We also each maintain and implement a regional Comprehensive Economic Development Strategy with support from the U.S. Economic Development Administration and the state.

Yet, we now take an even more holistic approach to making our regions more attractive

and economically competitive in today's global market.

Responding to state and local priorities, our ADDs have worked statewide to reduce rural highway fatalities and crashes through improved data analysis and roadway system upgrades. We are helping citizens become more engaged in homeland security and disaster mitigation preparedness.

Recognizing the critical link between economic development and a quality workforce, 12 of our ADDs provide the management and staffing support for regional and local Workforce Investment Boards.

All of our ADDs manage Area Agencies on Aging (AAA) to improve the quality of care, health and nutrition for our elderly residents. In the past year, we have expanded our services at the request of the state to family caregiving support for grandparents and relatives.

In partnership with state and local agencies, we have successfully implemented the new Consumer Directed Options (CDO) initiative under the Medicaid program. This cutting-edge program helps reduce health care costs for the state, while allowing older

“Area Development Districts bring a unique and requisite leadership to regional planning and economic development. Especially in rural communities where resources are scarce, Kentucky ADDs tackle everything from water resource issues to GIS mapping to assisting the elderly.”



- U.S. Representative Harold “Hal” Rogers

Kentuckians to stay home with quality care and attention from their family members.

We provide planning and project support for the state's recreational trails program, area development funds and regional water management planning councils. All of these activities are essential in today's modern economy, especially as knowledge workers and their families are clustering in regions and communities with first-class natural amenities, a clean and safe environment, and outdoor and recreational assets.

All of our program accomplishments and results are based on three

basic underpinnings: regional collaboration, intergovernmental and public-private partnerships, and regional comprehensive development strategies with a strong emphasis on plan implementation.

By working in concert with our federal and state officials, our local government shareholders and our private and nonprofit sector partners, our ADDs have helped the state of Kentucky make great progress over the past 40 years. Our pledge is to make the effort and investments needed today to make the state even better tomorrow.

Kentucky Council of Area Development Districts: More than the Sum of Its Parts

Our 15 Area Development Districts serve as a statewide consortium. Our team is managed by the Kentucky Council of Area Development Districts (KCADD).

To ensure that each ADD remains in tune with statewide goals and initiatives, KCADD was established as a mechanism to encourage consistency, peer accountability and program performance across all regions.

This allows our ADDs – including local policy board members, executive directors and senior professional staff – to enjoy the benefits of knowledge transfer and teamwork while also maintaining local control and flexibility.

For over four decades, KCADD has been driven by the concept that local governments, along with businesses and community leaders, can accomplish more by working together than individually.

By expressing the importance of a unified voice, we have acted as an advocate on behalf of local leaders to bring greater clout to their message at both the state and federal levels.

Conversely, when times of transition are afoot, our ADDs help keep local officials informed of changes to state and federal programs, environmental rules, funding opportunities and performance requirements.

Fundamentally, our desire is to create sustainable economic growth and improved living conditions for the citizens of Kentucky. With an ever-changing economic and political landscape, we have learned the vital lesson that a proactive approach to driving change is as important as how we react to it.

As a result, our statewide objective remains to take a holistic approach to fostering regional collaboration and progress, especially while tackling such pressing issues as economic development, agricultural practices, environmental issues, public safety, technological advancements, transportation and workforce development.

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Snapshot of ADD Structure

- Our 15 ADDs provide statewide coverage for all of the state's 120 counties and 435 cities. Our regional organizations cover a broad range of planning and program services, from infrastructure and technology improvements to transportation planning to business development finance to family caregiving support
- Our ADDs are public organizations serving the interests of Kentucky's citizens. Local elected and appointed officials make up 57 percent of our ADD board membership, while the remaining 43 percent includes leaders of business, community, education and nonprofit sectors and organizations

Statewide Coverage with Regional and Local Flexibility

Our statewide network of ADDs share many common programs and focus areas, including community and economic development, regional transportation planning, infrastructure planning and data management, all-hazards mitigation preparedness, and public services for elderly and low-income individuals.

We work together to share program innovations and ideas, deliver first-class technical assistance, and develop forward-thinking programs. Most importantly, we are committed as a statewide consortium to performance-driven results with public accountability, transparency and involvement.

A primary strength of the ADD model is our ability to tackle issues and deliver programs statewide, while also retaining flexibility, locally controlled decision making and targeted expertise to fulfill the unique priorities and vision of each region. In essence, we have statewide consistency and focus areas, with the charge of adapting programs to best address our local priorities.

Whether working statewide through the Kentucky Council of ADDs, partnering with neighboring regions or working within our own regions, our ADDs are implementing a diverse yet strategically focused portfolio of programs and initiatives to advance the economic and community interests of the state.

The following section outlines our core programs:

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

One of our core statewide missions is to improve the economic climate by creating jobs and helping businesses succeed. The U.S. Economic Development Administration (EDA) has been an instrumental resource through its partnership planning program.

We use these essential seed funds from EDA to work with our local partners to develop and implement comprehensive economic development strategies (CEDs) that address specific opportunities and challenges in our regions.



“Garnering community involvement is a keystone for successful economic development. Kentucky’s Area Development Districts have proven time and again that they bring value to our state by bringing local governments together to achieve common goals.”

**- U.S. Representative
Ed Whitfield**



Our ADDs have helped secure over \$800 million in EDA project implementation assistance over the past four decades.

To be eligible for EDA implementation funds, projects must first be incorporated into an EDA-approved CEDS. These roadmaps ensure projects have strategic value to the region, leverage private sector investments and focus on retaining and creating high-quality private sector jobs.

Through our CEDS plans and technical assistance services, our ADDs have helped secure over \$800 million in EDA project assistance over the past four decades, including infrastructure improvements, business development lending, post-disaster economic recovery and regional strategy development and implementation.

Striving to make better use of new Web-based technologies, we have recently teamed with EDA on a statewide GIS initiative to attract prospective businesses to our state. With a data warehouse that provides extensive up-to-date demographic and geographic analysis, the two-year, \$160,000 project has acted as a valuable marketing research tool for businesses looking to make informed choices on where to site their operations.

Our statewide GIS efforts have also served Kentucky leaders in a time of economic

struggle by providing federal, state and local officials with timely information on “shovel ready” highway, bridge, water and wastewater projects that could be launched under the condensed time lines of the 2009 federal economic stimulus plan.

FINANCING BUSINESSES TO SPUR INNOVATION AND ENTREPRENEURSHIP

In a tough economy, offering entrepreneurs and private industry a chance to succeed through low- or no-interest loans is vital to Kentucky’s employment base. Many of our ADDs provide vital gap financing and seed capital to firms that are struggling to secure traditional bank financing.

Through various business and revolving loan programs funded by the Small Business Administration (SBA), EDA, U.S. Department of Agriculture and the U.S. Department of Housing and Urban Development (HUD), our ADDs have made over 600 small business loans valued at more than \$60 million.

These gap financing and seed capital loans have leveraged more than \$300 million in new private and public sector financing for emerging and expanding businesses since 1998.

Several of our ADDs also offer vital technical assistance and business planning assistance to local entrepreneurs and small businesses, giving them a head start in their ventures.

TREATING KENTUCKY'S ELDERLY WITH THE RESPECT THEY DESERVE

A native Kentucky grandmother is now 83 years old. Last year she lost her husband to cancer. A proud and independent woman, she loves her family and her home. Since her husband died, though, she has begun to realize just how difficult it is to live on her own.

Adamant about staying in the home where she raised four children, she has no intention of moving into an assisted living facility. Having a 'stranger' come into her house to provide health care seems an even less tantalizing solution.

Under a new program supported by the state, our



ADD-managed Area Agencies on Aging (AAA) are offering a third option. Our AAAs are now managing a statewide Consumer Directed Option (CDO) program, a Medicaid program which enables quality care for the state's elderly... from someone they can trust.

CDO is a unique program that allows over 14,000 elderly citizens in Kentucky to decide who will provide their in-home, non-medical waiver services. It is also a way for willing family members and neighbors to be paid for their time and services while caring for loved ones.

KENTUCKY FAMILY CAREGIVER SUPPORT PROGRAM

With over 70,000 children in Kentucky living in households headed by someone other than their parents, the Family Caregiver Support Program was created in 2006 to provide relief to low-income grandparents or related guardians.

Administered primarily by our 15 ADDs, the program offers assistance in accessing resources, training and support groups to ensure children are given the upbringing they need to be healthy, safe and successful. The program also offers adults

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assistance in providing care to elderly parents. Services include adult day and in-home respite options, care management assistance, transportation and financial consultation.

AGING DISABILITY RESOURCE MARKET

When unfamiliar situations arise, it can be difficult to know where to seek help. Offered by more than half of the Area Agencies on Aging in the state, the Aging Disability Resource Market provides "one-stop shopping" for aging and disabled Kentuckians and their family members. The program offers comprehensive resources, helping citizens make informed choices on their care using a single point of contact.



In a predominantly rural state like Kentucky, transportation is seen as the cornerstone of commerce and tourism.

METROPOLITAN AND RURAL TRANSPORTATION PLANNING

Five of our 15 ADDs manage federally-designated metropolitan planning organizations (MPOs) in urbanized areas with a population of 50,000 or greater. Our MPOs work with state and local officials, along with the public, to ensure transportation projects and programs are based on a continuing, cooperative and comprehensive planning process.

The five ADD-affiliated MPOs provide the data and local perspective needed to make sound transportation investment decisions, including through the use of advanced GIS tools. Our MPOs facilitate the ranking of project priorities at the regional and local levels, plus we foster public input and maintain long-range transportation plans.

In a predominantly rural state like Kentucky, transportation is seen as the cornerstone of commerce and tourism. All 15 of our ADDs receive between \$80,000 – \$105,000 annually from the state to perform a variety of rural transportation planning services.

The primary focus of this program is to identify and

advance the most pressing transportation needs of each region, whether roadway upgrades, safety improvements, bridge repairs, intermodal freight facilities or public transportation services and coordination.

We gather the input of local government officials, the public and other key stakeholders to facilitate the ranking of projects for possible inclusion in the state’s six-year highway investment plan.

Because our ADDs provide administrative and staff support for regional transportation planning, our local government leaders are afforded a stronger voice in the statewide transportation planning and project development processes.

This gives ADDs the ability to play a critical role in communicating local knowledge and priorities to the Kentucky Transportation Cabinet and provide a way for the Cabinet to communicate effectively back to local officials.

Our ADDs are also tasked with maintaining an inventory of each region’s multimodal assets, including airports, railways, intermodal facilities, river ports, transit systems, greenway projects and

highways. This is an essential task in today's global and national marketplace, as the movement of freight and goods is central to our state's long-term economic competitiveness.

We maintain listings of all facilities that generate significant traffic. We provide an inventory to the state on local land use plans. The Kentucky Transportation Cabinet also contracts with the ADDs to maintain a GIS database of all of the public roadways in the state, helping to improve capital improvement plans and decision making.

INFRASTRUCTURE UPGRADES

In 2000, the Kentucky General Assembly enacted Senate Bill 409, which requires local governments and water systems to develop a long range plan for providing potable water to all Kentuckians by 2020.

The state has come a long way in eliminating 'straight-pipe' sewage practices and failing septic systems that drain into valuable water resources as a way to bring clean and safe water to Kentucky's residents. This initiative has resulted in improved public health, while also increasing civic pride and attracting businesses to locate to Kentucky.

Under a partnership agreement with the Kentucky Infrastructure Authority, all 15 of our ADDs are involved in implementing and overseeing water and sewer infrastructure projects. The breadth of our work ranges from developing and maintaining a database for all water and wastewater utilities located in each service area, to collecting information and developing project profiles for all infrastructure projects identified by local utility staff.

Similar to transportation planning, each ADD is also

charged with ranking project importance and creating a priority list for funding consideration by state legislators and policy officials.

Like all of our statewide projects, we use the Kentucky Council of ADDs to ensure that time lines are met, projects stay within budget and our partnership with the Kentucky Infrastructure Authority remains collaborative and productive.

HOUSING PROGRAM ASSISTANCE

Beyond food and fresh water, one of the most basic human needs is shelter. Across the state, six ADDs are actively engaged in providing housing to low-income families and those with special needs. Programs vary based on the needs of each particular region, but most offer housing renovations, loan originations and development of rental housing for elderly and disabled persons.



In some cases, these ADDs offer counseling services to home buyers to ensure they understand the terms of their loan, as well as other important aspects of purchasing a home. During the recent economic downturn, these counseling services have proved vital to keeping residents from being forced from their homes due to foreclosure.

Partnering with local governments and nonprofit housing providers such as Habitat for Humanity, a select group of ADDs has helped succeed in building new homes and improving homes

in disrepair for those less fortunate. In total, Kentucky ADDs spend approximately \$5 million a year on housing production efforts.

DEVELOPING A STRONG WORKFORCE

The life-blood of any state and regional economy begins with ensuring citizens either have employment or have access to training and development that will make them more employable. Through programs offered regionally and statewide, our ADDs are committed to reducing unemployment, raising wage standards and preparing our workforce for the future.

STATEWIDE GIS MAPPING SERVICES

All 15 ADDs participate in the Kentucky ADD-GIS Association, a source for statewide geographic and demographic mapping data. Our goal is to promote partnerships and community development through data sharing between local, state and federal government officials.

GIS is a technology used to store, edit, manage, analyze and share any type of data that can be linked to a geographic location. Using GIS to manage and visually diagram vast amounts of data allows state and local policy



Workforce Partnerships for Tomorrow's Skills

With energy demand on the rise, coal mining companies are having difficulty keeping up with the demand for skilled miners. To combat this trend, the Pennyriple and Purchase ADDs have banded together to create the unified West Kentucky Workforce Investment Board (WKWIB), which has utilized \$3 million in High Growth Job Training funds from the U.S. Department of Labor.

The purpose of the national competitive grant, submitted in coordination with its sister WIB in eastern Kentucky, the Eastern Kentucky Concentrated Employment Program (EKCEP), is to address training needs of Kentucky's coal companies. To date, the project has served more than 400 people in western Kentucky, with 12 mining companies benefiting.

Similar WIB programs across the state include Lake Cumberland's efforts to establish a Regional High Growth Training Center to train utility workers, and Lincoln Trail's Workforce Innovation in Regional Economic Development (WIRED) program to integrate an influx of workers resulting from the Fort Knox base realignment and expansion.

officials to prioritize limited public dollars and make wiser decisions on capital investments.

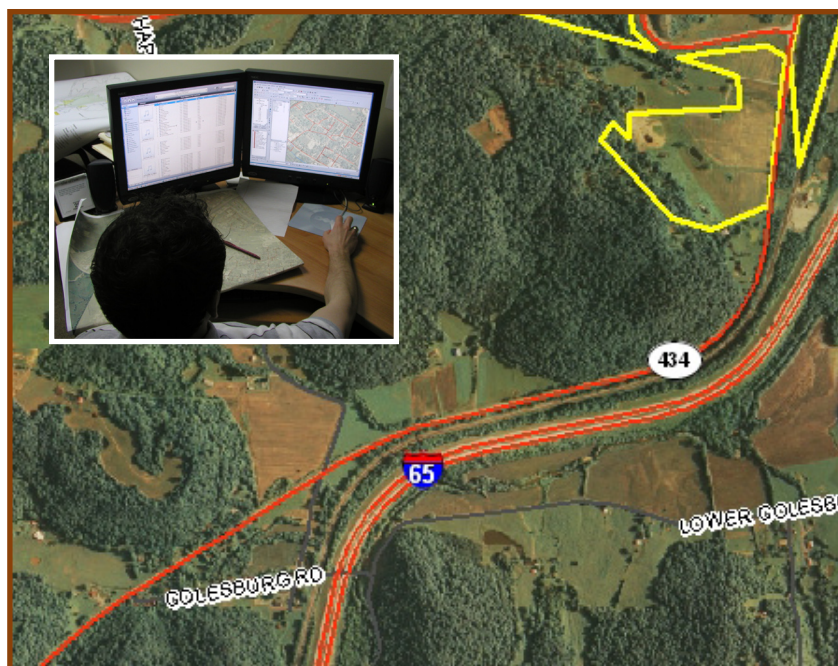
Our organizations use GIS to assist a wide variety of partners including the economic development, emergency management, health care, law enforcement and transportation sectors.

Some of our more prominent mapping projects include site and feasibility studies for potential business and industrial parks, and updating road centerline data to assist emergency responders and law enforcement with crash data and potential roadway safety improvements to reduce fatalities and injuries.

We also maintain invaluable GIS inventories for water and wastewater infrastructure across the state, including pump stations, water tanks and treatment plants.

TECHNOLOGY SERVICES

In a time when people are barely able to adjust to new technology before software and computer systems become obsolete, having dedicated technical support is a valued benefit. Kentucky ADDs work statewide to offer technology services and support to the



public sector, especially in small urban and rural settings.

A few ADDs across the state provide more advanced leadership and services, including work to bring high-speed broadband access to their entire region through partnerships with local communication providers.

The ConnectGRADD program instituted by the Green River ADD, for example, has secured funding for a \$2.4 million wireless network that will reach 96 percent of its seven-county region. GRADD's intent is to bring Kentucky's Northwest corner into the 21st Century in a way that will enable members of the community to become globally connected.

“Centerline mapping and addressing has greatly improved response times for emergency responders and law enforcement and has helped to accommodate the needs and care of our residents in a much more timely and sufficient manner.”

**- Carl Chaney, Director,
Lewis County
Emergency
Management Center**

Progress in Motion: ADD Project Showcase

Living Right and Staying Healthy

Barren River ADD



Keeping active and fit helps senior citizens combat everyday aches and pains while also maintaining a sharp mind in the process.

The annual *Get Healthy Aging Conference* conducted by the Barren River ADD's Area Agency on Aging, in partnership with other local aging programs, promotes physical fitness and exercising as part of a program that has served over 50,000 seniors in the past ten years.

Free to participants and open to the public, sessions offered during the Get Healthy conference include *Nutrition on a Budget*, *Chair Yoga Lessons* and *Making Informed Decisions about Your Prescriptions*. In 2008, the event attracted 20 exhibitors and over 300 senior citizens from the ADD's 10-county region.

In addition to training sessions and instructional panels, free health screenings were available for attendees to test their hearing, blood pressure, glucose and vision. Providing such preventative and early detection screenings not only improves individual health, but also reduces public and private health care costs over time.

In 2008, the event attracted 20 exhibitors and over 300 senior citizens from the ADD's 10-county region.

Kentucky Works!

Big Sandy ADD



Unemployment not only affects an individual's financial well-being, but also their pride and often the ability to provide for their

loved ones. A poor economy exacerbates joblessness, leading entire communities to compete for the same work.

The Big Sandy ADD has taken steps to relieve some of the pressures of unemployment by partnering with the Kentucky Cabinet for Health and Family Services to support a regional Kentucky Works Program (KWP).

Incorporating a "work first" philosophy, applicants on welfare must register for employment and attempt to obtain suitable work before they are deemed eligible to receive benefits from the Kentucky Works Program.

Job seekers can take advantage of one-on-one career counseling, skills training and job placement opportunities. Employers can also benefit by enrolling in KWP's Employer Reimbursement Program that helps subsidize new-hire training.

Big Sandy initially rolled out the program to a relatively small service area encompassing just a few counties. Now in its 12th year, Kentucky Works is open to 56 counties across the eastern part of the state with more coming online. To date, more than 5,000 people have been served by the program.

Bluegrass Recycling

Bluegrass ADD



In 1990, the influx of garbage being dumped in Kentucky landfills moved the state legislature to hold a special session to address the issue.

As a result, through

partnerships with local elected officials from 36 cities and 17 counties, the Bluegrass ADD created the nonprofit Bluegrass Regional Recycling Corporation to focus on enhancing regional recycling efforts through research, education, training, site clean-up and recycling.

The corporation produces 25,000 tons of recyclable materials annually. Local governments have realized over \$18 million in returns, ultimately freeing up general funds for other pressing needs.

The Bluegrass ADD created a Career Development Program to provide training in various jobs related to recycling, including certification in operating bobcat skid loaders and forklifts, and obtaining a commercial driver's license.

Through this program, nearly 300 individuals—including ex-offenders looking to re-enter society—have been given a new lease on life by gaining job skills, earning GEDs and using their newly acquired skills to seek other career opportunities.

Current membership in the career development program includes 18 counties and 27 cities. A clear indication of the program's success is that the ADD and its partners have been called upon to provide training to regional recycling co-op startups throughout the country.

BEFORE CLEAN UP



AFTER CLEAN UP



The corporation produces 25,000 tons of recyclable materials annually. Local governments have realized over \$18 million in returns, ultimately freeing up general funds for other pressing needs.

Emergency Response Meets GIS Technology Buffalo Trace ADD



Serving as a volunteer firefighter makes providing enhanced 911 capabilities through GIS mapping and data analysis tools a personal goal for Kevin Cornette, Economic Development Director and GIS Manager for the Buffalo Trace ADD.

"Firefighters risk their lives every day, so when we can give them crucial information at their fingertips to help them effectively perform their jobs, that makes it all worthwhile," says Cornette.

The Buffalo Trace ADD created the 911 Emergency Response System Administrative program to serve as a turnkey solution for local governments in five counties represented by the ADD. Through this effort, Buffalo Trace provides administrative support and access to enhanced 911 capabilities to each county.

The ADD program has provided a tremendous savings to counties, including more than \$30,000 in training costs, since each county would otherwise have to spend thousands in training and hiring qualified employees.

"Firefighters risk their lives every day, so when we can give them crucial information at their fingertips to help them effectively perform their jobs, that makes it all worthwhile," says Cornette.



Taking Idle Hands and Building a Future Cumberland Valley ADD



Giving economically challenged, out-of-school children a chance to succeed by offering them the opportunity to learn a trade was the motivation behind Jackson County's YouthBuild program.

Administering federal grant funds to launch the program, the Cumberland Valley ADD worked closely with regional stakeholders to offer work experience to 27 disadvantaged youth across rural Jackson County. The hands-on experience came in the form of building houses for low-income families in the area.

At the conclusion of the YouthBuild program in December 2007, 19 of the participants went on to receive their GED, and six enrolled in post-secondary education while working part-time jobs. Programs such as these give inspiration to our state's youth, while ultimately saving public social service costs over time.

Regional Industrial Park

FIVCO ADD



Achieving economies of scale in a rural region. This was the logic behind FIVCO's plan to attract businesses and jobs by developing a 1,000-acre, state-of-the-art industrial park in the heart of the ADD's five-county region. While bringing jobs to the area is perhaps the biggest communal benefit, tax revenues generated by the park will also be shared by the five counties that collaborated in shaping the project.

Funding for the park was primarily sourced through regional park funds and by pooling together coal severance money from the region's coffers. Forty-seven acres inside the park were gifted directly to the FIVCO ADD, which will be used to develop human services including child/adult day care facilities, health care, fire and police protection and non-industrial office space.

The industrial parkway that traverses the property is linked to the interstate highway system, a nearby river port and railway lines, thereby offering a truly multi-modal advantage for transportation to and from the park.

Today, the park boasts 1,500 employees in the fields of technology, warehousing and manufacturing. It is also home to Ashland Community and Technical College, which offers courses including business and industrial technology, economic development and health sciences.

Rural Economic Development

Gateway ADD



When Rowan County began losing local employees to companies like Toyota and Lexmark in nearby Lexington, the region had to quickly devise a plan to bring more competitive jobs back to the area. As a result, the Gateway ADD brought together Menifee, Morgan and Rowan counties and worked with the state legislature to secure coal severance funding to develop the John Will Stacy Regional Industrial Park to retain and draw business into the region.

Named after Rep. John Will Stacy (D-KY), the 509-acre park currently has 340 acres available for development and a 50,000 square-foot building under construction. Centrally located in Rowan County, it is only 1.2 miles from Interstate 64, 60 miles from the Port of Wurtland and 68 miles from the Blue Grass Airport in Lexington, making it accessible to all major modes of transportation.

Since the initial development was completed, manufacturing industries located in the park have brought numerous jobs back to the area. Attracting employees from counties throughout Kentucky, more than 2,000 people now commute to Rowan County on a daily basis.

Today, the park boasts 1,500 employees in the fields of technology, warehousing and manufacturing.



Encouraging Entrepreneurship Green River ADD



Starting a business and pursuing the path of an entrepreneur requires many skills. Above all, it demands the confidence to pursue strategic goals, while also taking calculated risks. Over 200 students who attended the Green River ADD Extreme Entrepreneurship Tour (EET) were given a candid look at what it takes to develop an innovative, potential high-growth business. They also learned valuable life lessons from real world entrepreneurs.

Similar to the nationally renowned Extreme Entrepreneurship Tour, the event was held in Owensboro and featured successful local and national business owners and speakers. The goal of bringing the tour to the area was simple: keep Kentucky's future from moving away to find employment.

Understanding that entrepreneurs are drivers of the national economy, local educators were provided with a curriculum that they could integrate into their lesson plans, an essential ingredient to encouraging entrepreneurship at a young age and fostering the region's drive for innovation and sustainable economic growth.

**The goal of bringing the tour to the area was simple:
Keep Kentucky's future from moving away to find employment.**



Water and Wastewater as Foundation for Economic and Community Development Kentuckiana Regional Planning and Development Agency



When the U.S. Environmental Protection Agency deems a local wastewater treatment facility outdated, heads turn and people take notice. Poor water quality can deter prospective homebuyers and industry growth in an area that desperately needs it. This was the motivation behind the Campbellsburg/Carrollton Regional Force Main project initiated by KIPDA to upgrade a major wastewater treatment plant within its region.

Facilitating a regional collaboration that spanned eight cities, four counties, a local utility and numerous businesses, KIPDA assisted in leveraging money from state and local resources to fund the \$14 million project.

The treatment facility, operated by Carrollton Utilities, relies on state-of-the-art equipment to function while accommodating demand. In a region with previously inadequate wastewater facilities, local businesses are now positioned better to expand and add jobs, thus providing more opportunities for community growth.

The facility currently provides natural gas service to 2,621 customers, water service to 1,590 customers in Carrollton County and surrounding areas, and sewer service to 2,365 customers including the Kentucky Speedway in Sparta. In addition, the project was the recipient of the 2008 Spirit of Kentucky Award, given to sponsors of successful projects resulting from multiple government agencies working in a cost-effective and collaborative manner.

**"For nearly 40 years,
Kentucky's Area
Development Districts
have been linking local
governments together
as partners in a regional
approach
to planning
and problem
solving. This
synergy,
coupled with the valuable
resources and technical
assistance provided by the
Area Development Districts,
has resulted in enormous
public improvements which
have benefited our citizens
immeasurably."**



**- Tony Wilder,
Commissioner for
Kentucky Department
for Local Government**



Playing it Safe—911 Interoperability Kentucky River ADD

“911, how may I be of assistance?”

A tornado rumbles unexpectedly through a quiet community, tearing down homes and leaving a decimated emergency response center in its wake. Meanwhile, families across town are dialing 911 in need of assistance.

Emergency response services are a necessity most communities embrace, but imagine dialing 911 and being greeted with a recording instead of a live dispatcher. To ensure this would never happen in its region, the Kentucky River ADD used over \$1 million in grant resources to initiate a project to upgrade the region’s entire 911 system in 2007.



In addition to migrating to a Voice-Over-Internet Protocol platform, the new emergency response system possesses multiple forms of redundancy to protect regional service disruptions. The project scope entails GIS and GPS functionality that map 911 calls as they are received—an added security that saves lives and improves response time.



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High Powered Hopes Lake Cumberland ADD



South-central Kentucky is faced with a unique dilemma: the regional unemployment rate is higher than the statewide average, but the electric utility industry is facing a severe workforce deficit. Plenty of people need jobs, but the positions offered by electric utilities often require a specialized skill set.

Realizing the workforce crisis was eminent, the Lake Cumberland ADD banded together with several regional and local partners to forge a solution. The outcome was a \$2.5 million facility dedicated to training area residents for well-paying, technical positions in the electric utility industry. The Regional High Growth Training Center has brought together entities from across the region to achieve a common goal.

Students who complete all four of the eight-week training modules in the course will have the opportunity to enter the workforce as third- or fourth-year apprentices working toward journeyman status.



The program is anticipated to benefit over 250 students within the first two years of operation. This will result in an increase of job-ready candidates for an industry desperately in need of qualified workers. Moreover, it means giving the region's youth and unemployed a chance at a long-term career.

Wired 65: Fort Knox Expansion Lincoln Trail ADD



The number of residents in the area, including and surrounding the Lincoln Trail ADD, is about to increase significantly. Through the federal Base Realignment and Closure (BRAC) initiative, Fort Knox is expected to draw almost 4,000 more civilian employees to the greater region by September 2011. A complicated issue by virtue, local governments and planners are charged with ensuring a sufficient number of jobs exist for those willing to work.

Using a \$5 million grant from the U.S. Department of Labor's Workforce Innovation in



Regional Economic Development (WIRED) program, the Lincoln Trail ADD launched Wired 65, a program that strategically funds workforce development activities, especially along the northern corridor of Interstate 65.

By seeking out investments that serve multiple industries in a way that is economically sustainable, Lincoln Trail anticipates they will leverage about \$211 million in additional funding to provide more leadership development and training projects.

With a steering committee comprised of elected officials, educators, employers and other stakeholders, Wired 65 is a vital support mechanism for the upcoming base realignment. Most importantly, the project is a pro-active effort to position the region and state for this unprecedented opportunity.

Joining Forces, Cutting Costs

Northern Kentucky ADD



When the mayors of Highland Heights and Southgate were looking for ways to streamline and improve city services, they solicited the help of the Northern Kentucky ADD (NKADD) to conduct a Law Enforcement Feasibility Study to determine the impact of merging the two police departments.

With the help of various state agencies, the ADD performed a cost-benefit analysis, examined ways the two departments could provide more efficient services as a merged entity and assisted with organizing and implementing the consolidation.

NKADD estimates that the merger of the two police departments will save the cities about \$50,000 total per year in administrative costs during the first few years. However, the real costs savings will likely be realized in years to come when the departments buy new equipment and offer expanded services.

Having had success with similar projects in the past, Northern Kentucky understands which law enforcement programs are strong candidates for enhanced collaboration, cost-sharing or merging.

“The Law Enforcement Study is a good example of a project that not only helps local governments operate more efficiently, but also improves the services they provide to their citizens,” stated U.S. Representative Geoff Davis (R-KY)

Homegrown Biofuels

Pennyrile ADD



Homeland security, job creation, an improved tax base and domestic fuel production are some of the benefits that the Pennyrile ADD thought a new ethanol plant could bring to the region. And not just a corporately owned, Wall Street-supported ethanol plant where profits would leak out of the community.

The Commonwealth Agri-Energy ethanol facility in Hopkinsville is composed of two groups of farmer-investors who make the plant 100 percent farmer owned: 650 members of the Kentucky Corn Growers' Association and 2,300 members of the Hopkinsville Elevator Co-op.

Involved from the outset, the Pennyrile ADD administered state and federal agricultural funds to conduct feasibility studies. Once the project was green-lighted, Pennyrile went a step further by obtaining \$1 million in construction and permitting financing from the Delta Regional Authority, in addition to the \$6 million provided by the Kentucky Department of Agriculture.

The result of the project is a sustainable ethanol production facility employing nearly 50 full-time positions and yielding two beneficial by-products: distilled dry grains, which can be used to feed livestock, and CO₂ gas which is sold to beverage producers for carbonation and dry-ice.



Support Thy Neighbors in Need

Purchase ADD



Each week, the Purchase ADD receives thousands of pounds of donated food from area Kroger supermarkets and a Sam's

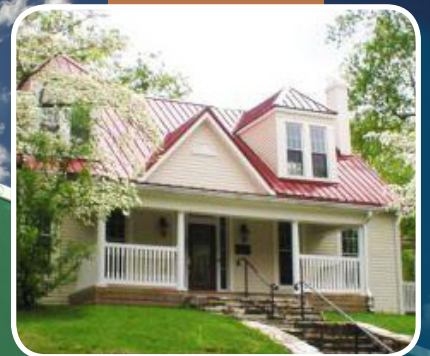
Club wholesale store. These goods travel across the region to 31 different food bank agencies served by the ADD and eventually end up on the tables of hundreds of disadvantaged families.

Funds from the U.S. Department of Agriculture (USDA), along with donations from partnering organizations and private entities, help make this service possible through three programs governed by the Purchase ADD: Food Bank Program, Emergency Food Assistance Program and the Commodity Supplemental Food Program.

The positive impact of these programs was perhaps best realized after a winter storm in January 2009 left hundreds of thousands huddling without power. The Purchase ADD's commodity and food bank programs began delivering pallets of food and water to county Emergency Operation Centers for distribution to residents within days. Although many of the ADD staff were still without power themselves, they organized and distributed over 97,000 pounds of donated food in two weeks.

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