



DEVELOPMENT DISTRICT ASSOCIATION OF APPALACHIA

*Jobs and Sustained Economic Growth. Workforce Readiness. Modern Infrastructure Assets.
Quality of Life. Vibrant Communities.*



*Source: Appalachian Regional Commission
Photo By Ann Hawthorne*

REGIONAL STRATEGIES.

PARTNERSHIPS.

SOLUTIONS.



RESULTS THROUGH PARTNERSHIPS

ACROSS APPALACHIA, OUR NETWORK OF 73 LOCAL DEVELOPMENT DISTRICTS (LDDs) IS FOCUSED ON CREATING QUALITY JOBS AND SUSTAINED ECONOMIC GROWTH.

We accomplish this shared mission by placing a high priority on fostering dynamic partnerships among local government officials, building public-private alliances, and making strategic investments for community and economic prosperity. As stewards of public resources and trust, we also place a significant emphasis on public accountability, civic engagement, and performance-driven strategies and actions.

A bedrock principle of Appalachia's LDDs is that local governments and communities can accomplish more by working together than individually. As regionally-focused entities, our organizations concentrate on solving common areawide issues. Yet, we have the local flexibility to address local priorities and needs.

We approach community and economic development in a holistic way. In tackling our collective and individual priorities, we focus our job creation and community development efforts on mobilizing public and private sector leaders and resources. We provide essential access to capital and technical assistance for local entrepreneurs and businesses, and we recognize the importance of preparing our workforce for the global economy. We help build the public infrastructure and assets necessary to support private industry and improve the lives of our citizens.

The 73 local development district members of DDAA are important partners of the Appalachian Regional Commission. As multi-county regional development organizations, they are instrumental in addressing local needs and opportunities by coordinating intergovernmental partnerships, focusing on locally-driven strategies, and providing holistic solutions for the long-term health and viability of the Appalachian region. ARC relies on the LDDs as channels for providing local businesses and governments with technical assistance, capital investment, and community outreach that results in high-quality jobs, advanced infrastructure networks, and an enhanced quality of life for the 25 million people who live in the 420 counties we serve.

**The Honorable Earl F. Gohl, Federal Co-chair
Appalachian Regional Commission**



In 1998, Wendling's Food Service in West Virginia had 20 employees and the company's revenues were just over \$5 million. By the end of 2011, revenues grew to over \$26 million and their annual payroll increased by almost \$1 million annually, reflecting more and higher paying jobs for the 65 current employees. A key milestone in the company's continued expansion was their move to a new facility in 2007 with the support of a West Virginia LDD and the Appalachian Regional Commission, among other partners.

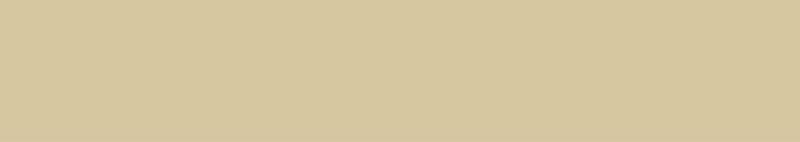


TRANSLATING STRATEGIES INTO ACTION

RECOGNIZING THE CRITICAL IMPORTANCE AND BENEFIT OF STRATEGIC PARTNERSHIPS, LDDS ACROSS THE REGION ARE COLLABORATING WITH PUBLIC, PRIVATE, AND NONPROFIT PARTNERS TO ACHIEVE RESULTS.

SUPPORTING JOBS

Teaming with Virginia Tech and Volvo, three Virginia LDDs are providing technical assistance to transportation equipment manufacturing firms to bolster industry expansion and generate 1,500 jobs. A Kentucky LDD helped leverage public resources with \$50 million in private investment to build a wastewater pretreatment facility that accommodated industry expansion and created 400 jobs in a highly distressed area. With a \$16 million publicly-funded lending portfolio that leveraged \$88 million in private sector investment, a Maryland LDD has helped create 2,000 jobs in the region. Most recently, a loan from the LDD helped construct a green building with 200 solar panels that houses a fruit market and bakery which will create 22 new jobs.



INCREASING ACCESS TO CAPITAL

A Pennsylvania LDD currently manages a \$97.7 million business lending portfolio that has matched over \$112 million in private sector investment and created more than 1,200 jobs. By offering favorable lease terms that freed up capital for small businesses, communities utilized CDBG equipment leasing program funds with assistance from a Kentucky LDD—creating 200 new jobs and over \$22 million in private investment. By securing funding for a new manufacturing facility that enabled a large automotive supplier to diversify products and focus on wind energy, a Georgia LDD helped create 170 jobs and yield \$89 million in private investment.

BUILDING WORKFORCE SKILLS

A Tennessee LDD partnered with colleges and research labs to accelerate carbon fiber cluster growth and innovation through workforce training and business outreach. Working across state boundaries for a more competitive region, LDDs in Alabama, Georgia and Tennessee formed a tri-state alliance with an Alabama community college to develop a stronger workforce and assist companies within their regions.



CONNECTING LOCAL BUSINESSES TO THE GLOBAL MARKET

Cultivating diversification and advanced export growth to international markets, the Pennsylvania LDD Export Program helped over 438 clients sell goods abroad, increasing export sales by 18.5 percent, to achieve over \$960 million in international sales during a recent two-year period.

“[The Pennsylvania LDD staff] have been invaluable in helping us expand our technology company internationally. It would not have happened without their support and help.”

**Ria David, PhD
Cybergenetics**

BRINGING TECHNOLOGY TO THE REGION

Two LDDs in Virginia, along with many partners, used public resources to develop regional broadband systems that form the backbone of two high-speed telecommunications networks, resulting in over 2,300 new jobs and \$115 million in private investments. In South Carolina, an LDD integrates mapping and data technology to provide decision support tools for local officials, private companies and economic developers. An Ohio LDD prepared a regional business resource network that tracks at-risk businesses and implements strategic solutions to foster improved business retention and expansion efforts.





LINKING TRANSPORTATION AND ECONOMIC DEVELOPMENT

To increase cost-efficiencies, a North Carolina LDD consolidated four public transit services into a single multi-county rural-urban network. Recognizing the high costs of rural highway maintenance and understanding the importance of the natural resource based economy to the region's bottom line, a New York LDD is working with local governments to track the impact of heavy trucks on highways throughout the region.

IMPLEMENTING ASSET-BASED APPROACHES

Helping to rejuvenate the local forest products industry, a North Carolina LDD facilitated the creation of 141 jobs by working with local businesses to expand and diversify their product lines. A regional livestock market was developed by two North Carolina LDDs to benefit farmers through training and quality standards, resulting in \$2 million in annual savings to transport cattle to other markets. Virginia LDDs were instrumental in the creation of Virginia's Crooked Road: Heritage Music Trail, which accommodates 264,000 tourists and provides 445 jobs for a total economic impact of \$23 million annually in a highly rural and distressed area.

PAVING THE WAY FOR REGIONAL INNOVATIONS

By utilizing a landfill gas collection system to capture methane gas for electrical generation, a Mississippi LDD helps supply renewable energy to 1,000 homes. To support cluster

The local development districts play vital roles in promoting community and economic development throughout 37 counties in Alabama. Their ability to work across political boundaries and support under-privileged communities has fostered regional collaboration and resulted in a stronger state wide economy. Throughout the larger Appalachian region, the LDDs have significantly reduced poverty, connected communities, and increased access to clean water, advanced healthcare, and quality education. I look forward to building on that progress.

**The Honorable Robert Bentley
Governor of Alabama**

development and innovation, a West Virginia LDD provided technical assistance and administrative support, ultimately leveraging \$6 million from EDA, to turn a former chemical research facility into a technology-based research park and business incubator.

BRINGING ECONOMIC RE-BUILDING AFTER DISASTERS

In the wake of the 2011 tornadoes, an Alabama LDD provided coordinated transportation to deliver hot meals, GIS maps to help firemen locate survivors, assistance to restore telecommunications, and loan funds to reestablish crucial businesses and add new jobs.



KEYSTONE PRINCIPLES OF LDDS

Promoting Communication and Quality of Service:

We strengthen local communities by leveraging the resources and expertise necessary to prepare strategies for a broad range of local and regional issues.

Advocating Vision:

We develop and implement regional goals and solutions that increase the infrastructure and technology needed to reduce economic and community isolation and foster economic growth and competitiveness.

Developing Organizational Resources:

Our professional staff plan, implement, and oversee essential services such as transportation and infrastructure development, business financing and workforce training, energy efficiency upgrades, housing, and youth and elder care.

Leading through Partnerships:

We engage public and private sector leaders and promote accountability to ensure public resources are used efficiently and effectively, while addressing local priorities and promoting regional strategies.

AT-A-GLANCE: RESULTS-DRIVEN SERVICE

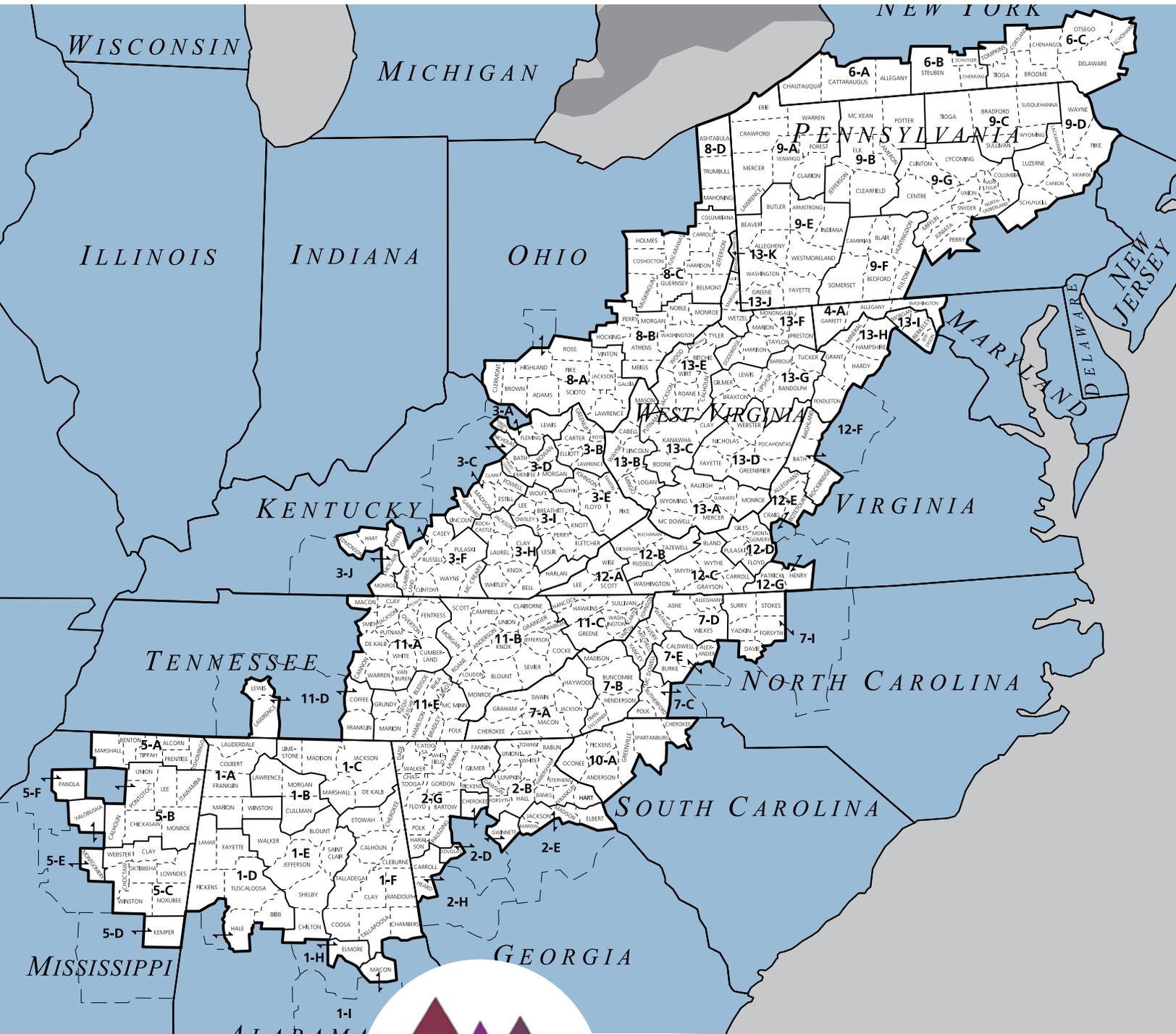
- Our **LDDs have administered over 9,500 grants and projects** with proven accountability and results, totaling more than **\$6.2 billion in pass-through and programmatic funds**, during the past two decades.
- Our **combined business development loan portfolio invested more than \$523 million in gap financing for businesses** and entrepreneurs. We have **made more than 3,500 business loans, leveraging an additional \$1.3 billion** from the private sector in underserved regions and for companies and entrepreneurs struggling to secure traditional bank financing.
- **Almost 70,000 jobs have been created or retained**, and **125,000 workforce clients were prepared** to contribute to the region's economy as a result of our LDD programs.
- **Some 3.6 million seniors benefited** from aging programs administered by LDDs in parts of the region, including through the U.S. Department of Health and Human Services' Area Agency on Aging program.



REGIONAL APPROACHES. LOCAL ACCOUNTABILITY.

Guided by the principle that local governments and communities can accomplish more by working together rather than individually, DDAA and its 73 members foster regional strategies, partnerships, and solutions to strengthen Appalachia's economies, communities, and public services. While programs and services are tailored to the needs of each region and community, we also work across jurisdictional boundaries to advance shared regional priorities.

We serve as a catalyst for partnerships, progress, and prosperity throughout the Appalachian region. Although our region has traditionally battled economic distress and high levels of poverty due to community and economic isolation, the region has seen significant improvement over the last four decades. Our network of LDDs has provided the knowledge and expertise needed to support and connect local governments with the private sector and leverage the resources necessary to reduce isolation and drive the region into the global economy.



The Development District Association of Appalachia (DDAA) comprises the network of 73 multi-county local development districts (LDDs) serving the 13-state, 420-county Appalachian region. Our association is dedicated to promoting economic growth, community wellness and public service improvements through regional strategies, partnerships and solutions.

As public-based entities governed by policy boards of local elected and appointed officials, along with business and community representatives, our LDDs work to address the fundamental building blocks for sustained community and economic growth.

Working regionally with local accountability, our LDDs provide valuable leadership, management expertise, and public services to foster competitive economies and vibrant communities.

For more information, visit www.DDAA-LDD.org.



DEVELOPMENT DISTRICT ASSOCIATION OF APPALACHIA

ALABAMA

- 1A:** Northwest Alabama COG
www.nacolg.com
- 1B:** North-Central Alabama Regional COG
www.narcog.org
- 1C:** Top of Alabama Regional COG
www.alarc.org/tarcog
- 1D:** West Alabama RC
www.warc.info
- 1E:** RPC of Greater Birmingham
www.rpcgb.org
- 1F:** East Alabama RPDC
www.earpdc.org
- 1H:** Central Alabama RPDC
www.carpdc.com
- 1I:** South Central Alabama
Development Commission
www.scadc.net

GEORGIA

- 2B:** Georgia Mountains RC
www.gmrc.ga.gov
- 2D:** Atlanta RC
www.atlantaregional.com
- 2E:** Northeast Georgia RC
www.negrcc.org
- 2G:** Northwest Georgia RC
www.nwgrc.org
- 2H:** Three Rivers RC
www.threeriversrc.com

KENTUCKY

- 3A:** Buffalo Trace ADD
www.btadd.com
- 3B:** FIVCO ADD
www.fivco.org
- 3C:** Bluegrass ADD
www.bgadd.org
- 3D:** Gateway ADD
www.gwadd.org
- 3E:** Big Sandy ADD
www.bigsandy.org
- 3F:** Lake Cumberland ADD, Inc.
www.lcadd.org
- 3H:** Cumberland Valley ADD
www.cvadd.org
- 3I:** Kentucky River ADD
www.kradd.org
- 3J:** Barren River ADD
www.bradd.org

MARYLAND

- 4A:** Tri-County Council for
Western Maryland, Inc.
www.tccwmd.org

MISSISSIPPI

- 5A:** Northeast Mississippi PDD
www.nempdd.com
- 5B:** Three Rivers PDD
www.trpdd.com
- 5C:** Golden Triangle PDD
www.gtpdd.com
- 5D:** East Central PDD
mail@ecpdd.org
- 5E:** North Central PDD
www.ncpdd.org
- 5F:** North Delta PDD
www.ndpdd.com

NEW YORK

- 6A:** Southern Tier West RPDB
www.southerntierwest.org
- 6B:** Southern Tier Central RPDB
www.stcplanning.org
- 6C:** Southern Tier East RPDB
www.steny.org

NORTH CAROLINA

- 7A:** Southwestern Commission
www.regiona.org
- 7B:** Land-of-Sky RC
www.landofsky.org
- 7C:** Isothermal PDC
www.regionc.org
- 7D:** High Country COG
www.regiond.org
- 7E:** Western Piedmont COG
www.wpcog.org
- 7I:** Piedmont Triad RC
www.ptrc.org

OHIO

- 8A:** Ohio Valley RDC
www.ovrdc.org
- 8B:** Buckeye Hills–Hocking Valley RDD
www.buckeyehills.org
- 8C:** Ohio Mid-Eastern Gov'ts Association
www.omegadistrict.org
- 8D:** Eastgate Regional COG
www.eastgatecog.org

PENNSYLVANIA

- 9A:** Northwest Pennsylvania RPDC
www.nwcommission.org
- 9B:** North Central Pennsylvania RPDC
www.ncentral.com
- 9C:** Northern Tier RPDC
www.northerntier.org
- 9D:** Northeastern PA Alliance
www.nepa-alliance.org
- 9E:** Southwestern PA Commission
www.spcregion.org
- 9F:** Southern Alleghenies PDC
www.sapdc.org
- 9G:** SEDA–COG
www.seda-cog.org

SOUTH CAROLINA

- 10A:** South Carolina Appalachian COG
www.scacog.org

TENNESSEE

- 11A:** Upper Cumberland DD
www.ucdd.org
- 11B:** East Tennessee DD
www.discoveret.org/etdd
- 11C:** First Tennessee DD
www.ftdd.org
- 11D:** South Central Tennessee DD
www.sctdd.org
- 11E:** Southeast Tennessee DD
www.sedev.org

VIRGINIA

- 12A:** LENOWISCO PDC
www.lenowisco.org
- 12B:** Cumberland Plateau PDC
www.cppdc.org
- 12C:** Mount Rogers PDC
www.mrpdc.org
- 12D:** New River Valley PDC
www.nrvpdc.org
- 12E:** Roanoke Valley–Alleghany RC
www.rvarc.org
- 12F:** Central Shenandoah PDC
www.cspdc.org
- 12G:** West Piedmont PDC
www.wppdc.org

WEST VIRGINIA

- 13A:** Region 1–PDC
www.regiononepdc.org
- 13B:** Region 2–PDC
www.region2pdc.org
- 13C:** Region 3–B–C–K–P RIC
www.wvregion3.org
- 13D:** Region 4–PDC
www.reg4wv.org
- 13E:** Region 5–Mid-Ohio Valley RC
www.movrc.org
- 13F:** Region 6–PDC
www.regionvi.com
- 13G:** Region 7–PDC
www.regionvii.com
- 13H:** Region 8–PDC
www.regioneight.org
- 13I:** Region 9–Eastern Panhandle RPDC
www.region9wv.com
- 13J:** Region 10–Bel-O-Mar Regional Council
and Interstate Planning Commission
www.belomar.org
- 13K:** Region 11–Brooke–Hancock RPDC
www.bhjmpc.org

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