



National Association of Development Organizations

Annual Training Conference



Program & Guide

October 8 - 11, 2011  Miami, FL



The Premier Annual Training Event for Policy Board Members, Executive Directors, Professional Staff and Strategic Partners of the Nation's Regional Development Organizations

www.nado.org/conferences



SPONSORS

NADO thanks our sponsors for their generous support of our 2011 Annual Training Conference.

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- Bank of America
- Delta Regional Authority
- Development District Association of Appalachia
- Economic Development Administration (Under grant numbers 08-79-04379, 01-06-08842, 07-79-06565 and 99-06-07548)
- Environmental Systems Research, Inc. (ESRI)
- Federal Highway Administration (Under grant numbers DTFH61-10-C-00047 and DTFH61-06-H-00029)
- Federal Transit Administration
- Ford Foundation
- Portfol/PIDC
- Small Business Administration (Under grant # SBAHQ-10-I-0317)



EXHIBITORS

Be sure to visit our exhibitors in the conference registration area in the Americana Foyer.

- Environmental Systems Research, Inc. (ESRI)
- Midwest Assistance Program
- NADO
- NADO Research Foundation
- Portfol/PIDC
- Regional Economic Models, Inc.
- Rural Assistance Center



Dear NADO members and friends:

Welcome to NADO's 2011 Annual Training Conference... and to the amazing "American Riviera."

On behalf of NADO's Board of Directors and staff, thank you for making the journey to South Florida to participate in our 44th Annual Training Conference. This year's conference will focus on four major themes: regional organizational leadership, resilient regions, regional innovations, and peer learning. Topics to be covered under the umbrella of these areas include communications—both internal and external—post-disaster economic vitality, regional planning, using broadband to a region's benefit, characteristics of high performing organizations, brownfields redevelopment, arts and culture as economic drivers, funding diversification, and much more. Various "roll up your sleeves" learning labs will give attendees much to ponder as they leave Miami. And, back by popular demand, we will offer a number of peer networking sessions for attendees to share experiences and lessons learned, seek solutions from colleagues and offer suggestions based on their experiences.

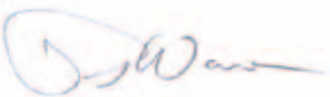
But there is more: six mobile workshops are designed to showcase key economic aspects of South Florida. Day-long jaunts to the Everglades and a coral reef at the beginning of Florida's Keys, guided walks through historic Little Havana and eclectic Ocean Drive on South Beach, a first-hand look at the Port of Miami (the gateway to Latin America), and a visit to the strategically located City of Doral will all offer insights into what makes this corner of the country tick!

Other highlights of the conference include:

- Deputy Assistant Secretary of Commerce for Economic Development and Chief Operating Officer Matt Erskine will participate in Tuesday's plenary session on EDA's EDD evaluation.
- Barry Johnson, Executive Director of the Department of Commerce's SelectUSA initiative, will be a guest at the board meeting on Sunday as well as a speaker on Monday afternoon. He will provide an overview of SelectUSA, a program created to showcase the United States as the world's premier business location and to provide easy access to federal-level programs and services related to business investment.
- As part of our ongoing Know Your Region project with EDA, we will offer three sessions on Saturday and Sunday that will address regional asset-based cluster strategies, assessing your region's assets, and growing regional innovation-based economies.
- Through our post-disaster economic recovery project, also with EDA, we will offer various sessions throughout the conference that will illustrate ways that regions are re-building economies as well as preparing businesses to survive disasters.
- A special Federal Legislative and Policy Forum will wrap up the conference on Tuesday; NADO's legislative team will be on hand to offer insights about various bills under consideration by Congress as well as the prevailing political climate.

Please take advantage of all of the opportunities to network with your peers. The value in what you all have to share is simply immeasurable!

Very sincerely,



Tim Ware
NADO President 2010 – 2011
Mid-East Commission Executive Director

Conference Registration and Information Center

Americana Foyer (Second Level)

Stop by the Conference Registration and Information Center to pick up your name badge and conference packet.

Registration Schedule:

Friday, October 7
4:00 – 6:00 p.m.

Saturday, October 8
8:00 a.m. – 6:00 p.m.

Sunday, October 9
8:30 a.m. – 6:00 p.m.

Monday, October 10
7:30 a.m. – 6:00 p.m.

Tuesday, October 11
7:30 a.m. – 3:30 p.m.

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Schedule at a Glance

Friday, October 7th

2:00 – 5:00 p.m.
SERDI Council of Peers

4:00 – 6:00 p.m.
Conference Registration

Cowrie 2/3rd Level

Americana Foyer

Saturday, October 8th

8:00 a.m. – 6:00 p.m.
Conference Registration

9:00 a.m. – 12:00 p.m.
Executive Committee Meeting

Americana Foyer

Boardroom/3rd Level

8:45 a.m. – 5:00 p.m.
Mobile Workshop: Coral Reef Madness: Balancing Coral Reef Protection in a Tourism Based Economy

Hotel Lobby

9:00 a.m. – 5:00 p.m.
Mobile Workshop: Balancing Ecology and the Economy: The Everglades

Hotel Lobby

1:00 – 3:30 p.m.
Regional CEDS and EDD Innovation Learning Lab (Part 1): Growing Regional Innovation-Based Economies: The Kansas Opportunity Innovation Network

Executive Directors Learning Lab: Paving New Pathways with New Leadership

Americana Salon 1

3:45 – 5:15 p.m.
Nominating Committee

Americana Salon 2

5:30 – 6:30 p.m.
New Members and New Executive Directors Reception

Boardroom/3rd Level

Sunday, October 9th

8:30 a.m. – 6:00 p.m.
Conference Registration

Americana Foyer

9:00 – 10:30 a.m.
Membership Regional Caucus Meetings
(The New Yorker/Sands is on the 2nd level, the rest are on the 3rd level)

- East Region
- Midwest Region
- Southeast Region
- Southwest Region
- West Region

Sunrise Tellin

Crown Conch

New Yorker/Sands

Neptune

Moon

10:30 – 10:45 a.m.
Peer Networking and Blackberry Break

Americana Foyer

10:45 a.m. – 12:15 p.m.
Executive Directors Learning Lab: Establishing Your Organization as a “Go-To” Player

Policy Officials Learning Lab

Americana Salon 2

Poinciana 1 & 2

Americana Salon 1

Regional CEDS and EDD Innovation Learning Lab (Part 2): Regional Asset-Based Cluster Strategies: Mobilize Maine

12:15 – 3:30 p.m.
Mobile Workshop: City of Doral—Location, Location, Location

Hotel Lobby

12:15 – 1:30 p.m.
Lunch on Your Own

1:30 – 3:30 p.m.
Regional CEDS and EDD Innovation Learning Lab (Part 3): Assessing Your Regional Innovation Assets

Research Foundation Advisory Committee Meeting

Exploring Regional Resiliency Frameworks and Lessons Learned

Americana Salon 1

New Yorker/Sands

Americana Salon 2

3:30 – 3:45 p.m.
Peer Networking and Blackberry Break

Americana Foyer

3:45 – 5:15 p.m.
NADO Board of Directors Meeting
(Open to All Attendees)

Poinciana 3 & 4

6:00 – 8:00 p.m.
Welcome Dinner: Barbeque and Music by the Pool

Americana Lawn

Monday, October 10th

7:30 a.m. – 6:00 p.m.
Conference Registration

Americana Foyer

7:30 – 8:30 a.m.
Development District Association of Appalachia Breakfast
(Invitation-only)

Cowrie 2/3rd Level

8:45 – 10:15 a.m.
Opening Plenary Session: Building Resilient Regions: Strategies, Partnerships, and Solutions

Americana Salon 3 & 4

10:15 – 10:30 a.m.
Peer Networking and Blackberry Break

Americana Foyer

Unless noted next to the room name, all rooms are located on the 2nd level.

10:30 a.m. – 12:00 p.m.

CONCURRENT SESSIONS:

- Regional Organization Leadership: Best Practices for Leadership in Uncertain Times
- Resilient Regions: Workforce Preparedness: Meeting Your Future Demands Now
- Regional Innovations: Arts and Culture as Economic Drivers
- Peer Networking/EPA Workshop: Smart Growth and Sustainable Communities Approaches across Regions

12:00 – 1:30 p.m.

Luncheon with Keynote Speaker

1:45 – 3:00 p.m.

CONCURRENT SESSIONS:

- Regional Organization Leadership: Managing Media: Responding vs. Reacting
- Resilient Regions: Capitalizing on Local Assets for Regional Prosperity—Finding New Ways to Support Local Businesses
- Regional Innovations: Enhancing Rural Economic Viability and Environmental Sustainability through Rural-Urban Connections (Part 1)
- Peer Networking: So... You Have Broadband. Now What?

1:45 – 4:15 p.m.

Mobile Workshop: Gateway of the Americas—Port of Miami

3:00 – 3:15 p.m.

Peer Networking and Blackberry Break

3:00 – 4:45 p.m.

Mobile Workshop: Eclectic South Beach Walking Tour

3:15 – 4:45 p.m.

CONCURRENT SESSIONS:

- Regional Organization Leadership: How's Your Internal Communications Style Working for You?
- Resilient Regions: Build Strong Economies that Withstand Disasters
- Regional Innovations: Enhancing Rural Economic Viability and Environmental Sustainability through Rural-Urban Connections (Part 2)
- Peer Networking: Regional Council Role in Bringing Health Care to Their Regions

5:00 – 6:30 p.m.

Innovation Roundtable Showcase (Lite Reception)

Americana Salon 1

Americana Salon 2

Poinciana 1 & 2

Poinciana 3 & 4

Americana Salon 3 & 4

Americana Salon 1

Americana Salon 2

Poinciana 1 & 2

Poinciana 3 & 4

Hotel Lobby

Americana Foyer

Hotel Lobby

Americana Salon 1

Americana Salon 2

Poinciana 1 & 2

Poinciana 3 & 4

Americana Salon 4

Tuesday, October 11th

7:30 a.m. – 3:30 p.m.

Conference Registration

Americana Foyer

7:30 – 8:20 a.m.

NADO Innovation Award Photo Session

Cowrie 2/3rd Level

8:30 – 10:00 a.m.

Plenary Session: Outcomes and Lessons Learned from EDA's National Performance Evaluation of EDDs

Americana Salon 3

10:00 – 10:15 a.m.

Peer Networking and Blackberry Break

Americana Foyer

10:00 a.m. – 1:30 p.m.

Mobile Workshop: Little Havana Walking Tour

Hotel Lobby

10:15 – 11:45 a.m.

CONCURRENT SESSIONS:

- Regional Organization Leadership: Key Characteristics of High Performing Organizations
- Resilient Regions: Working Regionally with State and Local Governments
- Regional Innovations: Brownfields Redevelopment as Part of Your Economic Strategy
- Peer Networking: Diversifying Your Funding

Americana Salon 1

Americana Salon 2

Poinciana 1 & 2

Poinciana 3 & 4

11:45 a.m. – 1:15 p.m.

Brown Bag Luncheon Series

Cowrie 2/3rd Level

1:30 – 3:00 p.m.

Federal Legislative and Policy Forum

Americana Salons 1 & 2

3:00 – 3:15 p.m.

Peer Networking and Blackberry Break

Americana Foyer

3:15 – 5:15 p.m.

NADO 2011 Annual Business Meeting

Poinciana 1 & 2

Followed immediately by

NADO 2011 – 2012 Board of Directors Meeting

Poinciana 3 & 4

(All NADO members are encouraged to attend the Annual Business Meeting and 2011 – 2012 Board of Directors meeting to learn more about the organization's governing process and structure.)

6:00 – 8:00 p.m.

Cash Bar

Americana Foyer

6:30 – 8:00 p.m.

President's Awards Banquet

Americana Salons 3 & 4

Unless noted next to the room name, all rooms are located on the 2nd level.

2011 Annual Conference Schedule

Friday, October 7th

2:00 – 5:00 p.m.

Southeast Regional Director's Institute (SERDI)
Council of Peers

Cowrie 2/3rd Level

4:00 – 6:00 p.m.

Conference Registration

Americana Foyer

Saturday, October 8th

8:00 a.m. – 6:00 p.m.

Conference Registration

Americana Foyer

8:45 a.m. – 5:00 p.m.

Mobile Workshop: Coral Reef Madness: Balancing Coral Reef Protection in a Tourism-Based Economy

The Pennekamp Coral Reef State Park is the first undersea park in the U.S. and encompasses 178 nautical square miles of coral reefs, seagrass beds and mangrove swamps. The group will stop for lunch in Key Largo at Jimmy Johnson's Big Chill. During lunch, Monroe County Commissioner Sylvia Murphy will talk about the importance of tourism to the region's economy. After lunch, the group will board the glass bottom M.V. Key Largo Princess for a ride to Molasses Reef. Please meet in the hotel lobby promptly.

Hotel Lobby

9:00 a.m. – 5:00 p.m.

Mobile Workshop: Balancing Ecology and the Economy: The Everglades

Park staff will discuss state and federal efforts to protect and restore the park's unique ecology and manage adjacent land use concerns, coupled with the expected impacts of climate change. Participants can participate in two guided walks through a sawgrass marsh and pineland trails. Please meet in the hotel lobby promptly and wear comfortable clothing and shoes. Lunch is provided during the workshop.

Hotel Lobby

9:00 a.m. – 12:00 p.m.

Executive Committee Meeting

Boardroom/3rd Level

1:00 – 3:30 p.m.

Regional CEDS and EDD Innovation Learning Lab (Part 1)
**Growing Regional Innovation-Based Economies:
The Kansas Opportunity Innovation Network**

Americana Salon 1

This special workshop will explore an innovative partnership focused on increasing the number of globally competitive products and services produced in Kansas. As part of the Kansas Opportunity Innovation Network (KOIN), Kansas State University's Advanced Manufacturing Institute, the state's EDA Economic Development Districts, and other partners are working to create an environment that transcends geographic isolation, discovers new markets, innovates openly, and fosters global competitiveness to be at the intersection of great ideas and new opportunities.

- **John Cyr**, Kansas Association of Regional Development Organizations ❖
- **Brad Kramer**, Advanced Manufacturing Institute, Kansas State University ❖
- **Moderator: TBA**

Executive Directors Learning Lab: Paving New Pathways with New Leadership

Americana Salon 2

Whether you are an experienced executive director or a newcomer to the top executive management position, there are always lessons to be learned. This session will explore how new executive directors have used their "honeymoon" period to position their organizations in new directions—internally, externally, and with their policy boards.

- **Kevin Byrd**, New River Valley PDC (VA) ❖
- **Jennifer Korfiatis**, North Central Washington EDD
- **Christine Walker**, Upper Valley Lake Sunapee RPC (NH)
- **Moderator: Matthew Chase**, NADO

3:45 – 5:15 p.m.

Nominating Committee

Boardroom/3rd Level

The Nominating Committee will interview the slate of candidates for the Executive Committee; all NADO members are invited to attend.

5:30 – 6:30 p.m.

New Members and New Executive Directors Reception
Hosted by the NADO Board of Directors

Unless noted next to the room name, all rooms are located on the 2nd level.

❖ 2011 Innovation Awardee

Sunday, October 9th

8:30 a.m. – 6:00 p.m.
Conference Registration

9:00 – 10:30 a.m.

Membership Regional Caucus Meetings

All NADO members are encouraged to attend their region's caucus to discuss policy agendas and strategies, network, and continue to build strategic partnerships.
(The New Yorker/Sands is on the 2nd level, the rest are on the 3rd level)

- East Region
- Midwest Region
- Southeast Region
- Southwest Region
- West Region

10:30 – 10:45 a.m.

Peer Networking and Blackberry Break

10:45 a.m. – 12:15 p.m.

Regional CEDS and EDD Innovation Learning Lab (Part 2) Regional Asset-Based Cluster Strategies: Mobilize Maine

Mobilize Maine is a statewide asset-based approach to economic development centered on private sector engagement. Mobilize Maine takes a bottom-up approach to identifying assets, including linking traditional workforce development and economic development planning. This process, coordinated by the state's seven EDA Economic Development Districts (EDDs), emphasizes the regional nature of Maine's economy. Representatives from two EDD pilot regions will discuss the planning and implementation processes that their organizations followed, including strategies to engage the private sector and align federal workforce and economic development resources.

- **Michael Eisensmith**, Northern Maine Development Commission
- **Elizabeth Sutherland**, Sutherland Weston Marketing Communications (ME)
- **Moderator: Bob Thompson**, Androscoggin Valley COG (ME)

Americana Foyer

Sunrise Tellin
Crown Conch
New Yorker/Sands
Neptune
Moon

Americana Foyer

Americana Salon 1

Executive Directors Learning Lab: Establishing Your Organization as a “Go-To” Player

Budget cuts, political catfights, state and local elected official turnover, and, of course, lagging regional economies and high unemployment. These are the realities in many areas of the nation today. This executive director peer learning workshop will explore how regional development organizations are tackling these immense issues through statewide partnerships and peer accountability, pro-active program development, and resisting the temptation to protect the status quo.

- **Kentucky State Rep. Rocky Adkins**, Majority Floor Leader
- **Tom Higginbotham**, Northeast Nebraska EDD
- **Susan Reid**, First Tennessee Development District ❖
- **Moderator: Matthew Chase**, NADO

Policy Officials Learning Lab: A Case Study in New Partnerships

Participate in an interactive session that will cover new strategies for local officials and their RDOs to develop new partnerships at the state level.

- **Speaker: David Cole**, David Cole Consulting (ME)
- **Speaker: Monica Scamardo**, Variate Consulting (ME)
- **Moderator: Laurie Thompson**, NADO

12:15 – 3:30 p.m.

Mobile Workshop: City of Doral—Location, Location, Location

Incorporated in 2003, the City of Doral is located near Miami International Airport and 12 miles from Downtown Miami. Attendees will meet with the mayor and city planning department staff to learn about Doral's strategic efforts to capitalize on its location and develop a strong sense of place to attract new businesses and residents. Through a trolley tour, participants will learn about the city's recent improvements to its downtown, parks and recreation areas, and the Doral Design District. Please meet in the hotel lobby promptly. Lunch is provided during the workshop.

12:15 – 1:30 p.m.

Lunch on Your Own

Americana Salon 2

Poinciana 1 & 2

Hotel Lobby

1:30 – 3:30 p.m.

Regional CEDS and EDD Innovation Learning Lab (Part 3): Assessing Your Regional Innovation Assets
Entrepreneurship. Technology. Innovation.

Commercialization. These concepts are fundamental drivers behind the Regional Innovation Acceleration Network (RIAN). Funded by the U.S. Economic Development Administration (EDA) and supported by the State Science and Technology Institute (SSTI), RIAN is a virtual networking tool that bridges together people, ideas, and resources as the basis for economic growth and development. Learn about the core principles of RIAN and receive in-depth training on the RIAN asset toolkit and how it can benefit your region.

- **Mark Skinner**, SSTI and Regional Innovation Acceleration Network
- **Moderator: Matt McCauley**, Northwest Michigan COG ❖

Building Resilient Regions: Exploring Regional Resiliency Frameworks and Lessons Learned

Learn about three emerging regional frameworks for community and economic resiliency: RUPRI's research about the processes and strategies for building more resilient regions; a regional development organization's involvement with post-tornado re-building in Missouri; and Florida's unique statewide approach to preparing communities and businesses for the chaos caused by various types of disasters, including the potential economic impacts and responses.

- **Brian Dabson**, Rural Futures Lab, Rural Policy Research Institute
- **Harry Rogers**, Harry S Truman Coordinating Council
- **Brian Teeple**, Northeast Florida Regional Council ❖
- **Moderator: Scott Koons**, North Central Florida RPC

Research Foundation Advisory Committee Meeting

Open to any NADO member interested in learning about the Research Foundation and in sharing ideas for potential research and education within our current program menu.

3:30 – 3:45 p.m.

Peer Networking and Blackberry Break

3:45 – 5:15 p.m.

NADO Board of Directors Meeting

(Open to All Attendees)

All NADO members are invited to attend the final meeting for the 2010 – 2011 board. In addition to federal policy and NADO program updates, SelectUSA Executive Director Barry

Americana Salon 1

Americana Salon 2

New Yorker/Sands

Americana Foyer

Poinciana 3 & 4

Johnson will provide an overview of the initiative's work to showcase the U.S. as the world's premier business location.

- **Barry Johnson**, SelectUSA, U.S. Department of Commerce

6:00 – 8:00 p.m.

Welcome Dinner: Barbeque and Music by the Pool

A conference in Miami would not be complete without a poolside event! But there's more: you will also be just steps from the ocean. The barbeque dinner will feature a local band. Dress casually for an alfresco evening!

Monday, October 10th

7:30 a.m. – 6:00 p.m.

Conference Registration

7:30 – 8:30 a.m.

Development District Association of Appalachia Breakfast

DDAA invites registered attendees representing one of the 73 Local Development Districts (LDDs) to join Appalachian Regional Commission staff for this invitation-only breakfast.

8:45 – 10:15 a.m.

Opening Plenary Session: Building Resilient Regions: Strategies, Partnerships, and Solutions

The role of regional development organizations in building resilient regions cannot be understated. Many are leading initiatives and strategies that are helping shape their regions into vibrant and viable players in the global economy. This session will showcase how regional development organizations are evolving in today's era of regionalism. Speakers will discuss how their organizations are realigning programs and resources, partnering with neighboring regions or statewide, forming new alliances and partnerships within their regions (especially beyond local governments, with private and nonprofit sector groups), and positioning their organizations for the future.

- **Welcome:** Tim Ware, Mid-East Commission (NC) and NADO President ❖
- **Lenny Eliason**, Athens County (OH) and President, National Association of Counties
- **Matthew Dolge**, Piedmont Triad Regional Council (NC) ❖
- **Steve Etcher**, Boonslick RPC (MO)
- **Wendell Lawrence**, Lincoln Trail ADD (KY) ❖
- **Leanne Mazer**, Tri-County Council for Western Maryland
- **Joe McKinney**, Land-of-Sky Regional Council (NC) ❖
- **Moderator: Matthew Chase**, NADO

Unless noted next to the room name, all rooms are located on the 2nd level.

Americana Lawn

Americana Foyer

Cowrie 2/3rd Level

Americana Salon 3 & 4

❖ 2011 Innovation Awardee

10:15 – 10:30 a.m.

Peer Networking and Blackberry Break

Americana Foyer

10:30 a.m. – 12:00 p.m.

Regional Organization Leadership: Best Practices for Leadership in Uncertain Times

Tight budgets, increased demand, employee turnover, new programs, leadership change, and changing workplace dynamics all contribute to the challenging context that regional development organizations must navigate. This session will cover the impact of uncertainty on organizations and what leaders can do, ways to keep staff engaged to maximize organizational results, and approaches to prepare staff for change and manage their reactions.

- **Monica Scamardo**, Variate Consulting (TX)
- **Moderator: Tim Pierce**, South Plains AOG (TX) ❖

Resilient Regions: Workforce Preparedness: Meeting Your Future Demands Now

Learn about new approaches to preparing your region's workforce for the future, including from RDOs working with local educational institutions and partners to develop training programs that meet the needs of today's—and tomorrow's—employers.

- **Amy Kennedy**, Buffalo Trace ADD (KY)
- **Laura Lewis Marchino**, Region 9 EDD of Southwest Colorado, Inc. ❖
- **Moderator: Timmy Baynes**, Kerr-Tar Regional COG (NC) ❖

Americana Salon 2

Regional Innovations: Arts and Culture as Economic Drivers

Connecting creativity to economic development strategies can create new jobs, bolster tourist dollars, expand opportunities for small businesses, attract a creative class and knowledge-based workforce, and foster a regional culture of innovation. Learn from regions making partnerships to support arts- and culture-based economies.

- **Wayne Strickland**, Roanoke Valley-Alleghany Regional Commission (VA)
- **Allison Beasley**, Southern Mississippi PDD ❖
- **Lisa Dawson**, Northeast Oregon EDD
- **Moderator: Diane Rekowski**, Northeast Michigan COG ❖

Poinciana 1 & 2

Peer Networking/EPA Workshop: Smart Growth and Sustainable Communities Approaches across Regions

Participate in a discussion about approaches to planning for sustainable development in small towns and rural regions and the various federal resources available to support regions looking to implement these approaches.

- **Matthew Dalbey**, EPA Office of Sustainable Communities
- **Moderator: Cheryal Lee Hills**, Region Five Development Commission (MN) ❖

Poinciana 3 & 4

12:00 – 1:30 p.m.

Luncheon with Keynote Speaker

The Eureka! Ranch is an “invention and research think tank” that specializes in helping leaders and real world entrepreneurs develop measurably smarter choices for growth. Hear his innovation message for regional economies during this plenary luncheon.

- **Doug Hall**, Founder and CEO of the Eureka! Ranch
- **Moderator: Tim Ware**, Mid-East Commission (NC) and NADO President ❖

Americana Salon 3 & 4

1:45 – 3:00 p.m.

Regional Organization Leadership: Managing Media: Responding vs. Reacting

Attend this session to learn strategies for managing the media. Rather than simply react to media—whether it is malicious, erroneous, or misguided—it makes sense to have an action plan for response, as well as a checklist for developing strong and positive relationships with local and regional media that can work to your advantage.

- **Monica Scamardo**, Variate Consulting (TX)
- **Moderator: Kevin Byrd**, New River Valley PDC (VA) ❖

Americana Salon 1

Resilient Regions: Capitalizing on Local Assets for Regional Prosperity—Finding New Ways to Support Local Businesses

All across the county, efforts are underway to help local businesses grow and succeed. Learn about the Administration's push to promote the U.S. as the place to do business, a region's designation as a Regional Center for the Immigrant Investor (EB-5) program, and another region's successful model for promoting entrepreneurs.

- **Barry Johnson**, SelectUSA, U.S. Department of Commerce
- **Steve Vincent**, Avista Utilities (OR) ❖
- **Moderator: Laura Mathis**, Middle Georgia Regional Commission ❖

Americana Salon 2

Regional Innovations: Enhancing Rural Economic Viability and Environmental Sustainability through Rural-Urban Connections (Part 1)

This two-part interactive workshop will demonstrate the tools developed as part of the Sacramento Area Council of Governments (SACOG)'s Rural-Urban Connections Strategy (RUCS). In Part 1 SACOG staff will give an overview of the regional blueprint process and RUCS framework, including extensive public outreach efforts, and demonstrate the interactive scenario modeling tools that SACOG is using to broaden understanding of how land use and transportation investments affect rural areas, agriculture production, and the region as a whole.

- *David Shabazian*, Sacramento Area COG (CA) ❖
- *Rebecca Thornton Sloan*, Sacramento Area COG (CA) ❖
- *Moderator: Charlie Baker*, Chittenden County RPC (VT)

Peer Networking: So... You Have Broadband. Now What?

After working so hard to get broadband to rural and small communities, regions must make sure it is being employed to its fullest advantage. This facilitated peer networking session will provide an opportunity to talk candidly about what is and is not working, hear solutions to challenges, share successes, and learn from each other.

- *Facilitator: Catherine Dimitruk*, Northwest RPC (VT)

1:45 – 4:15 p.m.

Mobile Workshop: Gateway of the Americas– Port of Miami

With a total economic impact closing in on \$17 billion annually, 2010 revenues that exceeded \$101 million, and a total of 176,000 jobs generated, the port has a significant impact on the global economy. The port boasts robust cruise ship activity with over 4.1 million passengers in 2009; the cargo side provides services to over 25 of the world's leading cargo lines that ship to 250 ports in more than 100 countries. The Panama Expansion Project will add another 30,000 jobs and no doubt help secure its position as the number 2 economic engine in the region.

3:00 – 3:15 p.m.

Peer Networking and Blackberry Break

3:00 – 4:45 p.m.

Mobile Workshop: Eclectic South Beach Walking Tour

Head out the hotel door for a guided walking tour of Ocean Drive, the heart of South Beach's Art Deco district. Versace's

Poinciana 1 & 2

mansion, funky boutiques and lively eateries are just a part of the District's 800+ restored buildings. Discover the history behind the colorfully vibrant buildings while learning about the different types of architecture found in the unique beachfront community (dissuading the notion that all Art Deco is the same).

3:15 – 4:45 p.m.

Regional Organization Leadership: How's Your Internal Communications Style Working for You?

Clear and open lines of communication are critical components to successful staff management. Yet, many managers lack a formal internal communications style, often to the detriment of their organization's productivity. Attendees will learn how to identify the four styles of communication for sending and receiving messages more effectively when the stakes are high, determine how to successfully approach someone of another style, and manage emotions during heated conversations to get the best results.

- *Monica Scamardo*, Variate Consulting (TX)
- *Moderator: Randy Imler*, Catawba Regional COG (SC) ❖

Resilient Regions: Build Strong Economies that Withstand Disasters

Regional development organizations are increasingly helping their regions respond to and rebuild after disasters, whether natural or manmade. This session will offer examples from Florida, Missouri, and Texas about ways regional organizations are helping businesses, which need to prepare for disasters as well as recover from them, and local governments, already stretched to their financial limits and faced with difficult decisions about rebuilding.

- *Jennifer Codo-Salisbury*, Central Florida RPC ❖
- *Tye Parsons*, Northwest Missouri Regional COG
- *Terrie Salinas*, Lower Rio Grande Valley DC (TX)
- *Pat Steed*, Central Florida RPC ❖
- *Moderator: Sheri Coven*, Florida Regional Councils Association ❖

Regional Innovations: Enhancing Rural Economic Viability and Environmental Sustainability through Rural-Urban Connections (Part 2)

The second part of this two-part workshop will be an interactive discussion. SACOG will demonstrate scenario modeling tools that broaden understanding of rural economic and land use issues and guide decision-making, and discuss how these tools were built and how other

Poinciana 3 & 4

Hotel Lobby

Americana Foyer

Hotel Lobby

Americana Salon 1

Americana Salon 2

Poinciana 1 & 2

regions can adapt them. Participants will be encouraged to test these tools and strategize techniques to apply them in their home regions.

- *David Shabazian*, Sacramento Area COG (CA) ❖
- *Rebecca Thornton Sloan*, Sacramento Area COG (CA) ❖
- *Moderator: Kathy Nothstine*, NADO

Peer Networking: Regional Council Role in Bringing Health Care to Their Regions

Join your peers in this facilitated discussion about the various roles that regional development organizations are assuming within the health care sector—bringing facilities to rural regions, creating medical training programs, making insurance more readily available. Share your experiences and learn what others are doing.

- *Facilitator: Tom Wilkinson*, Brazos Valley COG (TX) ❖

5:00 – 6:30 p.m.

Innovation Roundtable Showcase

All conference attendees are invited to this reception to learn about the winners of NADO's 2011 Innovation Awards. Beverages and snacks will fuel your journey around the room to learn about projects by visiting with the awardees.

Tuesday, October 11th

7:30 a.m. – 3:30 p.m.

Conference Registration

7:30 – 8:20 a.m.

NADO Innovation Award Photo Session

Innovation Award winners: don your business attire, collect your team and join NADO President Tim Ware for a photo session. Please be sure to wear dark colors to assure a quality photo.

8:30 – 10:00 a.m.

Plenary Session: Outcomes and Lessons Learned from EDA's National Performance Evaluation of EDDs

Many NADO members participated in the Upjohn Institute's national EDA EDD and CEDS program evaluation during the past year. This session will feature feedback and next steps from EDA, as well as showcase noteworthy practices from leading EDDs.

- *Matt Erskine*, Deputy Assistant Secretary of Commerce for Economic Development and CEO, U.S. Economic Development Administration

❖ 2011 Innovation Awardee

Poinciana 3 & 4

Americana Salon 4

Americana Foyer

Cowrie 2/3rd Level

Americana Salon 3

- *Bryan Borlik*, U.S. Economic Development Administration
- *Amanda Hoey*, Mid-Columbia EDD (OR/WA) ❖
- *Randy Kelley*, Three Rivers PDD (MS) ❖
- *Paul Tuss*, Bear Paw EDC (MT)
- *Moderator: Michael King*, North Country Council (NH)

10:00 – 10:15 a.m.

Peer Networking and Blackberry Break

10:00 a.m. – 1:30 p.m.

Mobile Workshop: Little Havana Walking Tour

A center for social, cultural and political activity, Little Havana must be experienced. Over one million Cubans call Miami their home; and many of them came to Miami after leaving Cuba under Fidel Castro's control. A guide will talk about the many monuments that honor fallen heroes, introduce you to the aromatic Cuban coffee and cigars, and bring you to the doorstep of Miami's Cuban community. Tour will include lunch at a locally owned Cuban restaurant.

10:15 – 11:45 a.m.

Regional Organization Leadership: Key Characteristics of High Performing Organizations

After an overview about high performance organizations (What are they? What makes them different? What are their key characteristics?), attendees will learn about the research-based characteristics of these organizations and receive a checklist to assess their organization.

- *Monica Scamardo*, Variate Consulting (TX)
- *Moderator: Debora Glasgow*, South Western Oklahoma Development Authority

Resilient Regions: Working Regionally with State and Local Governments

Learn about initiatives in Maine and Kentucky where state agencies and regional development organizations have partnered to serve local and state needs. Hear details of transportation and GIS initiatives that are improving projects and delivering results to communities.

- *David Cole*, David Cole Consulting (ME)
- *Rusty Anderson*, Kentucky Infrastructure Authority
- *John Covington*, Kentucky Infrastructure Authority
- *David Duttlinger*, Bluegrass ADD (KY) ❖
- *Moderator: Commissioner Tony Wilder*, KY Department for Local Government

Americana Foyer

Hotel Lobby

Americana Salon 1

Americana Salon 2

Unless noted next to the room name, all rooms are located on the 2nd level.

Regional Innovations: Brownfields Redevelopment as Part of Your Economic Strategy

Since NADO first ventured into regional and rural brownfields research almost 15 years ago, the involvement of regional development organizations on all aspects of brownfields redevelopment has grown immensely. Today, many RDOs include brownfields assessments, clean up and redevelopment within their economic development toolbox.

- **Bob Cambric**, South Florida RPC
- **Kelley Deutmeyer**, East Central Intergovernmental Association (IA)
- **Moderator: Lisa Gehlhausen**, Indiana 15 RPC ❖

Peer Networking: Diversifying Your Funding

Join your colleagues for a facilitated discussion about ways to bring more funding to your region.

- **Facilitator: Betty Riley**, South Central Oregon EDD

11:45 a.m. – 1:15 p.m.

Lunch on Your Own and Brown Bag Luncheon Series

Stop by the NADO Conference Registration to sign up for one of these informal discussions with peers and for more information on lunch options. Peer exchange topics include:

- Executive Assistants
- Aging Program Staff
- GIS Program Staff
- Workforce Development Program Staff
- RLF Staff
- State Association Staff
- Resilient Regions

1:30 – 3:00 p.m.

Federal Legislative and Policy Forum

NADO's legislative team will share their insights into the current federal policy and budget landscape.

- **Deborah Cox**, NADO
- **Geoffrey Gleason**, Cyber Security, Inc.
- **Kathy Ruffalo**, Ruffalo and Associates
- **Jennifer Walsh**, NADO
- **Moderator: Russ Cowley**, Six County Association of Governments (UT)

Poinciana 1 & 2

3:00 – 3:15 p.m.

Peer Networking and Blackberry Break

Americana Foyer

3:15 – 5:15 p.m.

NADO 2011 Annual Business Meeting

Poinciana 1 & 2

Followed immediately by

NADO 2011 – 2012 Board of Directors Meeting

Poinciana 3 & 4

(All NADO members are encouraged to attend the Annual Business Meeting and 2011 – 2012 Board of Directors meeting to learn more about the organization's governing process and structure.)

Poinciana 3 & 4

6:00 – 8:00 p.m.

Cash Bar

Americana Foyer

6:30 – 8:00 p.m.

President's Awards Banquet

Americana Salon 3 & 4

As quickly as it started, the conference has ended!

Before you head home, enjoy dinner with your friends

new and old, and celebrate NADO's 2011 President's Awardee.

Cowrie 2/3rd Level

❖ 2011 Innovation Awardee

Kentucky County Officials Training Credit

Kentucky's training incentive program for elected county officials began with the enactment of House Bill 810 (KRS 64.5275), effective in January 1999. The program offers county judge-executives, fiscal court members, clerks, sheriffs and jailers an annual financial incentive to participate in continuing training relevant to their official duties. NADO's 2011 Annual Training Conference is an approved event (up to 19.5 hours, course name is NADO1). If you did not receive a Certification Form for this conference in your conference packet, please stop by the Conference Registration and Information Center to get one. You must have a NADO staff person or the session presenter initial the form next to the appropriate session. Attendees are responsible for submitting the forms to the Kentucky Department for Local Government after the conference.

AICP Certification Maintenance Sessions

NADO has applied to the American Planning Association for American Institute of Certified Planners (AICP) Certification Maintenance (CM) credits for the following sessions and workshops. At the time the program was printed, we had not received notification of approval from APA. As soon as we receive approval from APA, we will notify conference attendees through NADO News and www.NADO.org.

- Arts and Culture as Economic Drivers, CM 1.5
- Assessing Your Regional Innovation Assets, CM 2
- Brownfields Redevelopment as Part of Your Economic Strategy, CM 1.5
- Build Strong Economies that Withstand Disasters, CM 1.5
- Exploring Regional Resiliency Frameworks, CM 2
- Growing Regional Innovation-Based Economies, CM 2.5
- Mobile Workshop: City of Doral, CM 2
- Mobile Workshop: Port of Miami Tour, CM 1.5
- Mobile Workshop: Balancing Ecology and Economy: Everglades Tour, CM 3
- Opening Plenary: Building Resilient Regions: Strategies, Partnerships and Solutions, CM 1.5
- Regional Asset-based Cluster Strategies (Mobilize Maine), CM 1.5
- Enhancing Rural Economic Viability and Environmental Sustainability through Rural-Urban Connections, CM 3
- Sustainable Communities Workshop (EPA), CM 1.5
- Working Regionally with State and Local Governments, CM 1.5

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2011

ANNUAL BUSINESS MEETING AGENDA

Tuesday, October 11

3:15 pm

Poinciana 1 & 2

Presiding Officer	Tim Ware, President
Welcoming Remarks	Mr. Ware
Minutes	Steve Etcher, Secretary
Treasurer's Report	Peter Gregory, Treasurer
Membership Report and Recognition of Platinum Plus and Platinum Members & New Sustaining Members	John Leonard, Second Vice President
State of the Association Report	Matthew Chase, Executive Director
Nominating Committee Report	Michael Norton, Chair
Election of Officers	Mr. Ware
Announcement of 2011-2012 Board of Directors	Mr. Ware
Other Business	Mr. Ware

Note: Voting Credentials

Voting delegates must turn in a completed credential form at the NADO registration desk to receive their voting delegate ribbon. Voting delegates sit in a specially marked section during the Annual Business Meeting on Tuesday and vote for officers of NADO and organizational business issues. Only voting delegates wearing a green ribbon will be allowed to vote, but all conference registrants are encouraged to attend the business meeting.

The 2011 – 2012 Board of Directors Meeting will convene in Poinciana 3 & 4 immediately following the Annual Business Meeting. Both meetings are open to all.



Mark Your Calendar



NADO's 2012 Washington Policy Conference

March 19 - 21, 2012

Marriott Crystal Gateway • Arlington, VA

Visit www.nado.org for details



2011 NADO Innovation Award Recipients

ARIZONA

- Northern Arizona Council of Governments, *Business Assistance Center*

CALIFORNIA

- Sacramento Area Council of Governments, *Rural-Urban Connections Strategy*
- Sonoma County Economic Development Board, *Business Hall of Fame*

COLORADO

- Region 9 Economic Development District of SW Colorado, *Southwest Workforce Network*
- Region 9 Economic Development District of SW Colorado, *STEM Internship Program*

FLORIDA

- Central Florida Regional Planning Council, *Central Florida Regional Economic Analysis and Disaster Resiliency Study*
- Florida Regional Councils Association (submitted by Northeast Florida Regional Council), *Statewide Regional Evacuation Study Program*

GEORGIA

- Atlanta Regional Commission, *Innovation Crescent*
- Coastal Regional Commission, *Coastal Communities for All Ages*
- Georgia Association of Regional Commissions, *GARC-ESRI Regional Enterprise License Agreement*
- Georgia Mountains Regional Commission, *Chestatee River Diving Bell Stabilization and Restoration Project*
- Middle Georgia Regional Commission, *Middle Georgia EB-5 Regional Center Program*
- Northeast Georgia Regional Commission, *Shields-Ethridge Farm Interpretative Program*
- River Valley Regional Commission, *Pattern and Place Charrette Workshops*

- Southern Georgia Regional Commission, *Utilizing Web Mapping Services to Support Georgia's Boll Weevil Eradication Efforts*

ILLINOIS

- Bi-State Regional Commission, *Quad City Interoperability Communication Network*

INDIANA

- Indiana 15 Regional Planning Commission, *Community-Wide Brownfield Assessments*

KANSAS

- Kansas Association of Regional Development Organizations, *Regional Industry Cluster Analysis and Innovation Networking*

KENTUCKY

- Bluegrass Area Development District, *2011 Magistrate District Reapportionment*
- Gateway Area Development District, *The Kentucky Market Pavilion*
- Kentucky Council of Area Development Districts, *Kentucky Water Resource Information System*
- Lake Cumberland Area Development District, *The Inn-Neighborhood Stabilization Project*
- Lincoln Trail Area Development District, *Fort Knox Realignment Infrastructure/Transportation Support*
- Northern Kentucky Area Development District, *Regional Brownfield Program*
- Pennyriple Area Development District, *Pennyriple Future*
- Pennyriple Area Development District and West Kentucky Workforce Investment Board, *Cadiz-Trigg County Career Solutions Center*

MASSACHUSETTS

- Merrimack Valley Planning Commission, *Merrimack Valley Priority Growth Strategy*

MICHIGAN

- Northeast Michigan Council of Governments, *U.S. 23 Heritage Route*
- Northwest Michigan Council of Governments, *Energy Efficiency for Local Units of Government*

MINNESOTA

- Arrowhead Regional Development Commission, *Ely Energy Action Plan*
- Region Five Development Commission, *Coordinated Government Service Delivery*

MISSISSIPPI

- Central Mississippi Planning and Development District, *Economic Development Strategy for the Highway 80 Corridor*
- Central Mississippi Planning and Development District, *The Rebirth of Downtown Pelahatchie*
- East Central Planning and Development District, *Healthcare for Rural Areas*
- South Delta Planning and Development District, *B. B. King Museum and Delta Interpretive Center*
- South Delta Planning and Development District, *Electrical Lineman Training Program*
- Southern Mississippi Planning and Development District, *Ohr-O'Keefe Museum of Art-Gallery of African American Art*
- Three Rivers Planning and Development District, *Landfill (Methane) Gas To Electricity Project*

MONTANA

- Great Falls Development Authority, *Great Falls Montana Regional Diversification Project*

NORTH CAROLINA

- Kerr-Tar Regional Council of Governments, *Summer Cruising-Teacher Enrichment Program*
- Land-of-Sky Regional Council, *Linking Lands and Communities in the Land-of-Sky Region*
- Mid-East Commission, *Focusing Community Assets for Economic Growth*

- Piedmont Triad Regional Council, *E3: Strengthening Manufacturing in North Carolina*
- Piedmont Triad Regional Council, *Yadkin-Pee Dee River Basin Priority Watershed Assessment*
- Southwestern Commission and Land-of-Sky Regional Council, WNC Communities, WNC *Regional Livestock Market*
- Upper Coastal Plain Council of Governments, *Adaptive Events*
- Western Piedmont Council of Governments, *Youth Gang Activity Assessment of the 25th North Carolina Judicial District*
- Western Piedmont Council of Governments, *Foreclosure Prevention-Neighborhood Stabilization*

OHIO

- Buckeye Hills-Hocking Valley Regional Development District, *BizNet Business Resource Network*
- Mid-Ohio Regional Planning Commission, *Franklin County LBRs*
- Ohio Valley Regional Development Commission, Buckeye Hills-Hocking Valley Regional Development District, and Ohio Mideastern Governments Association, *Connecting Appalachia Middle-Mile Fiber Optic Network*

OREGON

- Mid-Columbia Economic Development District, *Columbia Gorge Arts and Culture Alliance*
- Southern Oregon Regional Economic Development, Inc., *Southern Oregon Angel Investment Conference*

PENNSYLVANIA

- SEDA-Council of Governments, *New Berlin Energy Independence Initiative*

SOUTH CAROLINA

- Catawba Regional Council of Governments, *Lancaster County Search & Rescue GIS Program*

- Lower Savannah Council of Governments, *Workforce Transition Centers*
- SC Appalachian Council of Governments, *InfoMentum Online—Innovations in Online Mapping for Regional Economic Development*
- Upper Savannah Council of Governments, *Saluda Teacher Apartments Project*

SOUTH DAKOTA

- Planning and Development District III, *District III Regional Web Service*

TENNESSEE

- First Tennessee Development District, *Identifying Green Stormwater Infrastructure Needs in Rural Communities*
- Southwest Tennessee Development District, *REDI Digital Factory*

TEXAS

- Brazos Valley Council of Governments, *TexHealth Brazos Valley Multi-Share Plan*
- Capital Area Council of Governments, *Assessment of Growth & Development in the Capital Region*
- Houston-Galveston Area Council, *Community Enhancement Grants Program*
- South Plains Association of Governments, *In the Line of Fire*

UTAH

- Envision Utah and Bear River Association of Governments, *Bear Lake Valley Blueprint*

VERMONT

- Rutland Regional Planning Commission, *Disaster Tabletops—Rutland Region Local Emergency Planning Committee*

VIRGINIA

- New River Valley Planning District Commission, *New River Valley Green Infrastructure Network*

Innovation Awards Roundtable Reception:

All conference attendees are invited to attend this special reception. Learn more about the winning projects over a cold beverage and light snacks. Monday, October 10 at 5:00 p.m. in Americana Salon 4.

2012 Annual Training Conference



October 13 - 16, 2012

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Piedmont Triad Regional Council
Western Piedmont COG

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OKLAHOMA

South Western Oklahoma Dev. Authority

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Southeastern Arizona Governments Organization

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Superior California Economic Development

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Northeast Georgia Regional Commission
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FIVCO ADD
Lake Cumberland ADD
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Purchase ADD

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MICHIGAN

West Michigan Shoreline RDC

MINNESOTA

Region Nine Development Commission

MISSOURI

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Bootheel RP & EDC
Meramec RPC

NORTH CAROLINA

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Isothermal PDC
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Upper Coastal Plain COG

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Northwest Commission
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Lowcountry COG
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South Central TN Development District
Southeast TN Development District
Upper Cumberland Development District

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South Plains AOG

UTAH

Six County AOG

WEST VIRGINIA

Region VI PDC

General

ALASKA

Denali Commission

ALABAMA

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N. Central Alabama RCOG
RPC of Greater Birmingham
S. Central Alabama Dev. Commission
Southeast Alabama RPDC
Top of Alabama Regional COG
West Alabama Regional Commission

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Southeast Arkansas EDD
White River P & DD Inc.

ARIZONA

Central AZ Assn. of Govts.

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Sacramento Area COG

COLORADO

Region 9 EDD of SW Colorado, Inc.

CONNECTICUT

Capitol Region COG

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Northeast Florida Regional Council
South Florida RPC
Southwest Florida RPC
Tampa Bay RPC
Treasure Coast RPC

West Florida RPC
Withlacoochee RPC

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Georgia Mountains Regional
Commission
Heart of Georgia Regional
Commission
Northwest Georgia Regional
Commission
River Valley Regional
Commission

IOWA

East Central Intergovernmental
Association
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North Iowa Area COG
Northwest Iowa PDC
Region Six Planning Commission
Region XII COG
Siouxland Interstate MPC
Southern Iowa COG
Southwest Iowa Planning Council

IDAHO

Region IV Development
Association
Sage Community Resources
Southeast Idaho COG

ILLINOIS

Bi-State Regional Commission
Greater Egypt RP&DC
Greater Wabash RPC
North Central Illinois COG
South Central Illinois RP&DC
Southeastern Illinois RP&DC

INDIANA

Indiana 15 RPC
Kankakee-Iroquois RPC
Region 3-A Development RPC
River Hills EDD & RPC
Southern Indiana Dev. Comm.

KANSAS

Great Plains Development Inc.
North Central Kansas RPC
Northwest Kansas PDC

South Central Kansas EDD
Southeast Kansas RPC

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Cumberland Valley ADD
Gateway ADD
Green River ADD
Kentucky River ADD

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Capital Region Planning
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Kisatchie-Delta RP&DD
North Delta RP&DD
Regional Planning Commission
South Central PDC
MASSACHUSETTS
Merrimack Valley Planning
Commission
Old Colony Planning Council
Pioneer Valley Planning
Commission

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Tri-County Council Lower
Eastern Shore MD

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Greater Portland COG
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Northeast Michigan COG
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East Central PDD
Golden Triangle PDD
North Central PDD
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Corporation
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Corporation

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Centralina COG
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Lumber River COG
Southeastern EDC
Southwestern NC P&EDC
Triangle J COG

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Omaha-Council Bluffs MAPA
Panhandle ADD
South Central EDD
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Mid-Region COG
North Central New Mexico EDD
Northwest New Mexico COG
South Central New Mexico COG
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Western Nevada DD

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Central New York RP&D Board
Genesee/Finger Lakes RPC
Lake Champlain-Lake George
RPB
Mohawk Valley EDD, Inc.
Southern Tier Central RP&D
Board
Southern Tier East RP&D Board

OHIO

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Mid-Ohio RPC
Northeast Ohio 4-County Reg'l
Planning & Dev. Org.
Toledo Metropolitan Area COG

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District
Grand Gateway EDA
Kiamichi EDD of Oklahoma
Northern Oklahoma Development
Authority
Oklahoma EDA

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Columbia-Pacific EDD
Greater Eastern Oregon
Development Corporation
Mid-Columbia EDD
Mid-Willamette Valley COG
Northeast Oregon EDD

Oregon Cascades West COG
South Central Oregon EDD
Southern Oregon Reg. Econ.
Dev., Inc.

PENNSYLVANIA

North Central PA Commission
Northeastern Pennsylvania
Alliance

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Catawba Regional COG
Central Midlands COG
Pee Dee Regional COG
SC Appalachian COG
Waccamaw Regional COG

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Central South Dakota
Enhancement District
First District Association of Local
Govts.
NECOG Development
Corporation
Planning & Development
District III
South Eastern COG

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District
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Council
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NW Tennessee DD & Human
Res. Agency
Southwest Tennessee Development
District

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Capital Area COG
Central Texas COG
Coastal Bend COG
Deep East Texas COG
East Texas COG
Heart of Texas COG
Houston-Galveston Area Council

Middle Rio Grande Development Council
Panhandle RPC
Permian Basin RPC
Rio Grande COG
South East Texas RPC
South Texas Dev. Council
Texoma COG

UTAH

Bear River AOG
Five County AOG
Mountainland AOG
Southeastern Utah Assn. of Local Govts.
Uintah Basin AOG

VIRGINIA

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Cumberland Plateau PDC
Lenowisco PDC
Middle Peninsula PDC
New River Valley PDC
Northern Neck PDC
Region 2000 Local Government Council
Roanoke Valley-Alleghany Regional Commission
Southside PDC

VERMONT

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Lamoille County Planning Commission
Northwest RPC
Rutland RPC
Southern Windsor County RPC
Windham Regional Commission

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Benton-Franklin COG
Cowlitz-Wahkiakum COG
North Central Washington EDD
Tri-County EDD

WISCONSIN

North Central Wisconsin RPC
Northwest RPC
Southwestern Wisconsin RPC
West Central Wisconsin RPC

WEST VIRGINIA

Bel-O-Mar Reg. Council & Interstate Plng.
Brooke-Hancock RP&DC
Region 4 PDC
Region 8 PDC
Region I PDC
Region II PDC
Region VII PDC
Regional Intergovernmental Council

Sustaining Associate

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Development Bank of American Samoa

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Georgia ARC

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Kentucky Council of ADDs

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Missouri Dept. of Transportation

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Southwestern Oklahoma State University

SOUTH CAROLINA

SCANA Corporation

SOUTH DAKOTA

East River Electric Power Cooperative
Lake Area Improvement Corporation

TENNESSEE

Tennessee Development District Association

TEXAS

Hidalgo County MPO

VIRGINIA

National Rural Electric Cooperative Assn.

WEST VIRGINIA

West Virginia Assn. of RP&DC

Associate

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Juneau Economic Dev. Council
Southeast Conference
UAA, Center for Economic Development

ALABAMA

Alabama Institute for Deaf & Blind (AIDB)
Alabama Power Company
Alford & Associates, LLC

ARKANSAS

Institute for Econ. Advancement/UALR

ARIZONA

Arizona Rural Transportation Advocacy Council

CALIFORNIA

Inland Valley Development Agency
Sonoma County Economic Dev. Board

CONNECTICUT

REX Development

FLORIDA

City of Miami

GEORGIA

Coastal ADD Authority

HAWAII

Maui Economic Development Board

IOWA

Iowa Association of Regional Councils
Iowa Department of Transportation

INDIANA

Economic Development Coalition of SW Indiana
Lake County Comm. Econ. Dev. Dept.
Purdue Center for Regional Development

KENTUCKY

Center for Rural Development
KY Governor's Office for Local Gov't.

MINNESOTA

Fryberger, Buchanan, Smith & Frederick, P.A.
Midwest Assistance Program, Inc.
The Northspan Group, Inc.
West Central Initiative

MISSOURI

Missouri Association of COGs
W. Central Missouri Community Action Agency

MONTANA

Beartooth RC&D
Great Falls Development Authority, Inc.
Montana Economic Developers Association

NORTH CAROLINA

Beaufort, Martin, Pitt RPO
North Carolina's Eastern Region
Ridgetop Associates
The Sequoyah Fund - Business Development

NEW HAMPSHIRE

Belknap County EDC
Coastal Economic Development Corporation

NEW MEXICO

The Mercer Group Inc.

NEVADA

White Pine County Community & Econ. Dev.

NEW YORK

City of Glens Falls

OKLAHOMA

Oklahoma Association of Regional Councils
Southwest Oklahoma Impact Coalition

RHODE ISLAND

Rhode Island Economic Development Corp.

SOUTH DAKOTA

West River Foundation

TEXAS

Ray Associates, Inc.
Red River Redevelopment Authority
Texas Association of Regional Councils

VIRGINIA

Virginia Association of PDC

WASHINGTON

Makah Tribal Council

WEST VIRGINIA

Hardy County Rural Development Authority

Subscriber

DISTRICT OF COLUMBIA

Appalachian Regional Commission

* As of September 27, 2011.

Simple Steps for Greening Our Conference

LOEWS GREEN POLICY

Loews Hotels fully embraces its responsibility as an environmental steward and believes in developing sustainable practices as a leader in the industry. The company is thoroughly committed to reducing its environmental impact by actively participating in standards that are in harmony with the earth's natural resources and direction through its partnership with ENERGY STAR and other green initiatives.

Loews green hotel standards and practices include:

- Food donations in partnership with America's Second Harvest
- Linen/terry policy
- Banquet/back-of-house recycling
- Eco-friendly inks and papers
- Energy technologies, including low-flow shower heads, compact fluorescent light bulbs
- Green training
- Green teams
- Participation in "Clean the World," a program that distributes recycled hotel soap products, along with appropriate educational materials, to impoverished countries worldwide, and to domestic homeless shelters

All Loews Hotels publish seasonal menus that feature fruits and vegetables that can be bought locally. In room service, lounges, bars, banquet rooms, and restaurants, including pool restaurants, only reusable linen, dishware, and silverware are used. Recycled products used at every Loews Hotel include cocktail napkins and "Loews On The Go" cups.

The Loews Miami Beach also recycles plastic, paper, metal, glass, and cardboard; they dispose of fluorescent lights, batteries, electronic equipment, and printer toner cartridges through certified handlers and recyclers. They also sell waste kitchen grease and oil to be used as biodiesel fuel.

To reduce electricity use, the Loews Miami Beach has AC systems that control comfort levels based on humidity, occupancy, and temperature; light sensors in offices and exterior lights; reflective coating on the roof and reflective window film; reduced speed controls on motors; and energy-efficient light bulbs in guest rooms.

To reduce gas consumption, the hotel controls the hot-water temperature based on demand, uses ozone to wash linens, and controls heating based on outside air temp and humidity.

To reduce water consumption, the hotel installed artificial grass, low-flow faucets and toilets, and water recovery systems for the fountains.

ON OUR END

- When possible, we will print handouts and NADO reports on recycled paper.
- We will use online conference evaluations instead of paper evaluations.
- We will have a basket for you to recycle your name tag holder at the end of the conference.
- We have asked speakers to reduce the number of printed handouts—presentations will be posted online.

WAYS ATTENDEES CAN HELP

- Utilize paperless check-in, checkout and billing procedures.
- Select the towel and sheet reuse opportunities.
- Turn off all lights before leaving room.
- Unplug razors, computers, hairdryers when not in use.
- Take only what you need of handouts and other products.
- Recycle all material waste when possible.
- Keep beverage cups and glasses to reuse throughout day when possible.
- Recycle registration packets, badges, and other materials.
- Take advantage of our central location in South Beach and walk to restaurants and shops and to sightsee. Use public transportation to get about Miami.



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John Ladd, New York	1975
Don Raney, Arkansas	1976
Bob Chandler, Texas	1977
J. Roy Fogle, North Carolina	1978
Vernon Martin, Georgia	1979
G. Anthony Kuhn, Oregon	1980
Herman Tushaus, South Dakota	1981
Ed Bodenhamer, Georgia	1982
Rachel Scioscia, Nebraska	1983
Chris Page, Vermont	1984
Charles Howell, Georgia	1985
David Martin, Minnesota	1986
Vernon Kelley, Mississippi	1987
Michael Aube, Maine	1988
George Alford, Alabama	1989
Terence Stone, Minnesota	1990
Charles Justice, Florida	1991
Howard Grossman, Pennsylvania	1992
Robert Paciocco, North Carolina	1993
Gary Freeman, California	1994
James Tonn, Georgia	1995
Leland Tillman, New Mexico	1996
Richard Cavender, Missouri	1997
Eric Thompson, South Carolina	1998
Lanier Boatwright, Georgia	1999
Terry Sherwood, Arkansas	2000
William D. Hess, New York	2001
John Bruner, Kentucky	2002
Joe Brannan, Arizona	2003
Gary Gorshing, Oklahoma	2004
Jack Scriber, Kentucky	2005
Kenneth Jones, Texas	2006
Dan Bollinger, Georgia	2007
Leanne Mazer, Maryland	2008
Sharon Juon, Iowa	2009
Michael Norton, Arkansas	2010
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Southern Georgia Regional Commission (Valdosta, GA)

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Boonslick Regional Planning Commission (Warrenton, MO)

Northwest Arkansas EDD (Harrison, AR)

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- Danny Brown, Cumberland Plateau PDC (Swords Creek, VA)*
- Tom Kennedy, Southern Windsor County RPC (Ascutney, VT)
- Michael King, North Country Council (Bethlehem, NH)
- James Mylott, Mid-Ohio Valley Regional Council (Parkersburg, WV)
- Ed Silvetti, Southern Alleghenies PDC (Altoona, PA)
- Wayne Strickland, Roanoke Valley-Alleghany Regional Commission (Roanoke, VA)
- Robert Thompson, Androscoggin Valley COG (Auburn, ME)

MIDWEST REGION

- Bill Bolin, South Central Kansas EDD, Inc. (Wichita, KS)
- Sandeep Dey, West Michigan Shoreline RDC (Muskegon, MI)
- Doug Elliott, East Central Iowa Council of Governments (Cedar Rapids, IA)
- Thomas Higginbotham, Northeast Nebraska Economic Development District (Norfolk, NE)
- Chester Jourdan, Mid-Ohio Regional Planning Commission (Columbus, OH)
- Suzan Nash, Western Illinois Regional Council (Macomb, IL)
- William Parsons, Northwest Missouri Regional Council of Governments (Maryville, MO)
- Bob Proud, Ohio Valley RDC (Batavia, OH)*
- Myron Schuster, Northwest RPC (Spooner, WI)
- Jayme Trusty, Southwest RDC (Slayton, MN)

SOUTHEAST REGION

- Timmy Baynes, Kerr-Tar Regional Council of Governments (Henderson, NC)
- Charles Blume, Apalachee RPC (Blountstown, FL)
- Terry Bobrowski, East Tennessee Development District (Alcoa, TN)
- Suzanne Burnette, Lee-Russell COG (Opelika, AL)
- Lynn Cartlidge, Southern Mississippi PDD (Hattiesburg, MS)*
- James Dove, Northeast Georgia Regional Commission (Athens, GA)
- Patricia Hartung, Upper Savannah Council of Governments (Greenwood, SC)
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- Wendell Lawrence, Lincoln Trail Area Development District (Elizabethtown, KY)
- Joe McKinney, Land-of-Sky Regional Council (Asheville, NC)
- Ronald Mitchum, Berkeley-Charleston-Dorchester COG (North Charleston, SC)
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SOUTHWEST REGION

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- Jeff Kiely, Northwest New Mexico Council of Governments (Gallup, NM)
- Stan McGee, Acadiana Regional Development District (Lafayette, LA)
- Tim Pierce, South Plains Association of Governments (Lubbock, TX)
- Hubert Quintana, Southeastern New Mexico EDD/COG (Roswell, NM)
- Blaine Smith, Assn. of S. Central Oklahoma Govts. (Duncan, OK)
- Betty Voights, Capital Area Council of Governments (Austin, TX)

WEST REGION

- Lisa Dawson, Northeast Oregon EDD (Enterprise, OR)
- Laura Lewis Marchino, Region 9 EDD of SW Colorado, Inc. (Durango, CO)
- Robert Nash, Superior California Economic Development (Redding, CA)*
- Betty Riley, South Central Oregon EDD (Klamath Falls, OR)
- Ken Sweet, Northern Arizona Council of Governments (Flagstaff, AZ)
- Patricia Ullery-Whitaker, Big Horn Mountain Coalition (Kaycee, WY)
- Ex Officio, RPO America Chair: Chris Fetzer, Northern Arizona Council of Governments (Flagstaff, AZ)

ASSOCIATE REPRESENTATIVES

- Jack Couch, Kentucky Council of ADDs (Louisville, KY)
- Penny Redington, Texas Association of Regional Councils (Austin, TX)
- Linda Salmonson, East River Electric Power Cooperative, Inc. (Madison, SD)

**Indicates local elected official.*

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MARCH
19 – 21
2012



NADO Washington Policy Conference
Marriott Crystal Gateway | Arlington, Virginia
703.920.3230 | Room rate: \$240 single/double

APRIL
24 – 26
2012



Economic Development Finance Service Annual Conference
Hilton Burlington Hotel | Burlington, Vermont
800.445.8667 | Room rate: \$129 single/double

APRIL
25 – 27
2012



National Rural Transportation Peer Learning Conference
Hilton Burlington Hotel | Burlington, Vermont
800.445.8667 | Room rate: \$129 single/double

OCTOBER
13 – 16
2012



NADO Annual Training Conference
The Mirage | Las Vegas, Nevada
800.499.6311 | Room rate: \$165 single/double

MARCH
11 – 13
2013



NADO Washington Policy Conference
Marriott Crystal Gateway | Arlington, Virginia
703.920.3230 | Room rate: \$245 single/double

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24 – 27
2013



NADO Annual Training Conference
Hilton San Francisco Union Square | San Francisco, California
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Mo-Kan Regional Council

Mark Twain Regional COG

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Three Rivers PDD

Southern Mississippi Planning & Development District

NORTH CAROLINA

Mid-East Commission*

Lumber River COG

OHIO

Buckeye Hills-Hocking Valley RDD

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PENNSYLVANIA

North Central Pennsylvania Commission

SOUTH CAROLINA

Upper Savannah COG

TENNESSEE

First Tennessee Development District

Upper Cumberland Development District

TEXAS

Golden Crescent RPC

Capital Area COG

VERMONT

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Southern Windsor County RPC

Two Rivers-Ottawaquechee Reg. Commission*

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