

RURAL SUSTAINABLE DEVELOPMENT WORKSHOP:

CRAFTING YOUR MESSAGE AND BUILDING YOUR RESOURCES

APRIL 26-27, 2012

HILTON BURLINGTON HOTEL

BURLINGTON, VERMONT

WORKSHOP MATERIALS

Welcome

Thank you for joining us for the **Rural Sustainable Development Workshop: Crafting Your Message and Building Your Resources**. This workshop is designed to build the capacity of HUD Sustainable Communities Regional Planning and Community Challenge grantees to develop strong communications and messaging strategies. With a focus on grantees working in rural and small town settings, this workshop will feature both expert trainings and peer-learning opportunities.

A core piece of the workshop is an interactive communications training. Participants will learn about effective communications techniques in building broad-based community and regional plans. Grantees will have the opportunity to work in small groups to generate and test out solutions. Additionally, grantees will learn about initiatives to generate and keep wealth in rural communities, and identify ways to integrate equitable development strategies into their sustainable development programs. Participants will work through exercises designed to help them set realistic goals and measure progress.

This workshop will also cover how to access and leverage resources to support the long-term implementation of their plans and programs. Finally, grantees will be able to connect with one another to share resources and collaborate on common goals and challenges.

Presentations and other event materials, as well as reports, case studies, and other resources related to rural and small town planning, economic development, transportation, and sustainable development issues can be accessed at www.NADO.org and www.SCLearningNetwork.org.

Thank you for attending, and we hope this event is valuable to you. Please be sure to fill out the evaluation form provided in your folder, to assist us in planning future events.

About the Sustainable Communities Capacity Building Program

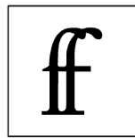
Through a cooperative agreement with HUD, the NADO Research Foundation is one of eight teams providing capacity building and technical assistance to HUD and EPA sustainable communities award recipients. The capacity building teams are forming networks among the grantees to exchange ideas on successful strategies, lessons learned, and emerging tools. This work will strengthen the capacity of grantee communities to create more housing choices, make transportation more efficient and reliable, make more efficient investments in water and wastewater infrastructure, and build vibrant, healthy and economically prosperous neighborhoods for American families. Grantees and their partners can access resources, network with their peers, and find information about upcoming events on the SC Learning Network, available here: <http://sclearningnetwork.org/>.

This program is a component of the Partnership for Sustainable Communities, an innovative interagency collaboration, launched by President Obama in June 2009, between HUD, EPA and DOT to lay the foundation for a 21st century economy by creating more financially, environmentally and socially sustainable communities. More information about the Partnership and additional resources can be found here: <http://www.sustainablecommunities.gov/>.

Sponsors

This workshop was coordinated by the NADO Research Foundation, through a cooperative agreement with the US Department of Housing and Urban Development (No. DCSGP0003-11). Additional support is provided by the Ford Foundation. Any opinions, findings and conclusions or recommendations expressed at this event do not necessarily reflect the views of HUD or the Ford Foundation.

Special thanks to all those who assisted in the development of this workshop, including Erica Allison, Ben Brown, David Cole, Noah Dorius, Wayne Fawbush, Jane Lafleur, Melissa Levy, Jon Muise, Robin Rather, Lilly Shoup, and Diana Williams.



Ford Foundation

About NADO and the NADO Research Foundation

The National Association of Development Organizations (NADO) is a national membership organization for the nation's 540 regional development organizations focused on strengthening local governments, communities, and economies through regional solutions, partnerships, and strategies. NADO and its membership of regional development organizations (RDOs) are part of the nation's intergovernmental partnership system of federal, state, and local officials. While many regional development organizations in smaller metropolitan and rural regions were originally founded solely as multi-county Economic Development Districts (EDDs) designated by the U.S. Economic Development Administration (EDA), most have expanded and diversified their programs and services to play a key role in community and economic development, emergency management and homeland security preparedness, GIS data analysis and information management, business development finance, technology and telecommunications, transportation and workforce development.

Founded in 1988, the NADO Research Foundation is the nonprofit research affiliate of NADO. The NADO Research Foundation identifies, studies, and promotes regional solutions and approaches to improving local prosperity and services through the nationwide network of RDOs. The Research Foundation shares best practices and offers professional development training, analyzes the impact of federal policies and programs on RDOs, and examines the latest developments and trends in small metropolitan and rural America. Most importantly, the Research Foundation is helping bridge the communications gap among practitioners, researchers, and policy makers.



400 North Capitol Street, NW, Suite 390
Washington, DC 20001 | 202.624.7806
Info@NADO.org | www.NADO.org
www.RuralTransportation.org
www.KnowYourRegion.org
@NADOweb | facebook.com/NADO.org

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AGENDA

THURSDAY, APRIL 26

- 7:30 a.m.** **Registration and Networking**
Coffee and continental breakfast will be provided
- 8:15 a.m.** **Welcome and Purpose**
David Cole, Consultant and former Maine DOT Commissioner
- 8:30 a.m.** **Roundtable Introductions**
HUD Sustainable Communities Grantees will each offer a two-minute overview of their projects.
- 9:15 a.m.** **Framing the Issue: Messaging Sustainable Development in Rural Communities**
Robin Rather, CEO of Collective Strength, will frame current national trends in the community planning and economic development field, and describe key components of effective communications strategies in building sustainable rural communities.
- 10:00 a.m.** **Communications Strategy Training: Small Group Activities, Part 1**
Participants will learn about effective communications techniques in building broad-based community and regional plans in small group strategy sessions. Grantees will have the opportunity to describe their challenges (current or anticipated) with messaging and communications, and the facilitators will work with them to generate and test out solutions. Discussions will be grantee-driven and may cover meeting facilitation, coalition-building, working with elected officials, dealing with political opposition and more. Creative thinking, role-playing, and problem-solving will be key components of the small group activities!
- Facilitators:
- Erica Allison, Allison Development Group/GroWNC
 - Ben Brown, PlaceMakers LLC
 - Jane Lafleur, Friends of Midcoast Maine
 - Robin Rather, Collective Strength

12:00 p.m.

Lunch

Welcome: Mayor Miro Weinberger, City of Burlington

Mayor Weinberger was recently sworn in as the 38th mayor of Burlington. He co-founded the Hartland Group, which built over 200 affordable and market rate homes in Vermont and New Hampshire in less than nine years. His work has won a smart growth and a green building award, LEED certifications, and has involved the clean-up of environmentally contaminated sites.

Discussion: Branding and Marketing

Erica Allison, CEO of Allison Development Group and consultant on the GroWNC regional planning project, will describe how she rebranded the western North Carolina livable communities initiative.

1:30 p.m.

Developing Your Communications Toolbox: Small Group Discussions, Part 2

Facilitators will lead small group brainstorming around communications topics. Grantees will continue to work with facilitators to generate short-term and long-term practical solutions to implement in their projects.

Elements will include:

- Creating and sharpening your elevator speech
- Knowing and targeting your audience
- Refining your outreach strategies
- Managing your coalition

3:15 p.m.

Networking break

3:30 p.m.

Accessing and Integrating Federal Programs with Regional and Local Public and Private Sector Resources

A panel of experts and peers in the public, private, and philanthropic sectors will discuss opportunities to access and leverage resources to support the long-term implementation of the grantees' plans and programs, beyond the life of the initial grants.

Facilitators:

- Noah Dorius, HUD Region 1
- Mike Eisensmith, Northern Maine Development Commission
- Jon Muise, USDA Rural Development
- Lilly Shoup, US Department of Transportation
- Diana Williams, The Funders Network for Smart Growth and Livable Communities

5:00 p.m.

Highlights from Day 1 and Goals for Day 2

Evening

Group dinners in Burlington (self-organized)

FRIDAY, APRIL 27

- 8:15 a.m. Breakfast: Topic Discussions**
Grantees will have the opportunity to share resources and experiences, guided by specific topics by table. Coffee and continental breakfast will be provided.
- 9:00 a.m. Social Equity in Rural Communities: Setting Goals and Tracking Progress**
Grantees will learn about techniques for understanding and measuring change in the social equity conditions found in rural communities. It is designed to help grantees recognize and measure the impact of their plans/projects on the conditions effecting social equity in rural communities.
- The session will employ two assessment tools to help grantees: (1) identify and measure changes in the social equity conditions in their communities; and (2) meet their obligation to measure grantee performance (per OSHC 2012 Policy Guidance Part SF-PPR-A). The first tool provides Livability Assessment Categories to help organize your social equity goals into general indicator areas that align with HUD's Livability Principles (and SF-PPR-A indicator areas). The second tool then translates these general indicator areas into Forms of Community Wealth that will help grantees select specific indicators and measures to evaluate their progress in achieving their social equity goals. Participants will work through exercises in small groups.
Sponsored by the Ford Foundation.
- Facilitators:
- Noah Dorius, HUD Region 1
 - Wayne Fawbush, Ford Foundation
 - Melissa Levy, Yellow Wood Associates, Inc
- 12:00 p.m. Lessons Learned and Next Steps**
Grantee-led discussion on next steps in their communities.
- 12:30 p.m. Adjourn**

LOCATION INFORMATION

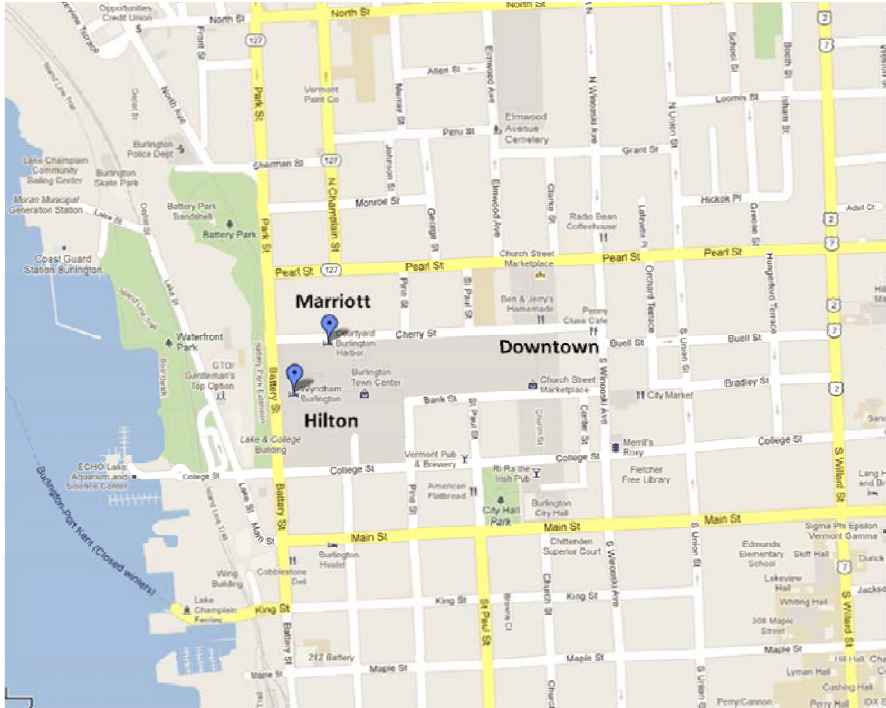
Meeting: Hilton Burlington Hotel
Montpelier Room (Lobby Level)
60 Battery Street
Burlington, VT 05401
1.800.445.8667

Accommodations: The NADO room block at the Hilton is full. The guest room overflow hotel is:
Courtyard by Marriott Burlington Harbor Hotel
25 Cherry Street
Burlington, VT 05401
1.800.321.2211
\$129/night (NADO Block)

Airport: Burlington International Airport
The airport is about a 15 minute cab ride from the hotel. Cab fare is approximately \$15-20.

Attire: Business casual

Dinner: Downtown Burlington has many options and is just a few blocks to the east.



LIST OF PARTICIPANTS

Community Challenge Grantees (awarded in 2010)

planBTV: A Downtown and Waterfront Master Plan for Burlington: Sandrine Thibault (Burlington, VT)
planBTV: A Downtown and Waterfront Master Plan for Burlington: David White (Burlington, VT)
Randolph County Housing and Transportation Planning: Kate Somers (Elkins, WV)
Glens Falls Community Challenge Project: Ed Bartholomew (Glens Falls, NY)

Regional Planning Grantees (awarded in 2010)

ECOS Project: Regina Mahony (Winooski, VT)
GroWNC (WNC Livable Communities Project): Erica Allison (Hendersonville, NC)
Heartland 2060 Regional Plan for Sustainable Development: Patricia Steed (Bartow, FL)
Washington-Aroostook Regional Plan for Sustainable Development: Jennifer Peters (Machias, ME)
Washington-Aroostook Regional Plan for Sustainable Development: Judy East (Calais, ME)
Washington-Aroostook Regional Plan for Sustainable Development: Michael Eisensmith (Caribou, ME)

Community Challenge Grantees (awarded in 2011)

City of Opa-Locka Community Challenge Grant: Howard Brown (Opa-locka, FL)
Claremont City Center Project: Tracey Hutton (Claremont, NH)
LA 52 Corridor Revitalization Plan: Haley Blakeman (Baton Rouge, LA)

Regional Planning Grantees (awarded in 2011)

Adirondack Gateway Sustainable Communities Regional Planning Program: Ed Bartholomew (Glens Falls, NY)
A Sustainable Rhode Island: Michael Tondra (Providence, RI)
Healthy, Vital and Strong Communities in Northwest Vermont: Shaun Coleman (St. Albans, VT)
Healthy, Vital and Strong Communities in Northwest Vermont: Catherine Dimitruk (St. Albans, VT)
Heart of Texas Regional Plan for Strong and Sustainable Development: Megan Henderson (Waco, TX)
HUD Sustainability Initiative – A Granite State Future: Tara Germond (Keene, NH)
HUD Sustainability Initiative – A Granite State Future: Mike McCrory (Lebanon, NH)
HUD Sustainability Initiative – A Granite State Future: David Preece (Manchester, NH)
Moving Toward Sustainability: Where We Live and How: Kevin Geiger (Woodstock, VT)
Moving Toward Sustainability: Where We Live and How: Lorelee Morrow (Woodstock, VT)

Facilitators and Staff

Ben Brown, PlaceMakers LLC (Franklin, NC)
David Cole, David Cole Consulting (Brewer, ME)
Noah Dorius, US Department of Housing and Urban Development, Region 1 (Providence, RI)
Wayne Fawbush, Ford Foundation (New York, NY)
Naomi Friedman, US Department of Housing and Urban Development, Office of Sustainable Housing and Communities (Washington, DC)
Jane Lafleur, Friends of Midcoast Maine (Camden, ME)
Melissa Levy, Yellow Wood Associates, Inc (St. Albans, VT)
Mike McNamara, US Department of Housing and Urban Development, Vermont Field Office (Burlington, VT)
Jon-Michael Muise, US Department of Agriculture Rural Development (Brattleboro, VT)
Kathy Nothstine, NADO Research Foundation (Washington, DC)
Robin Rather, Collective Strength (Austin, TX)
Lilly Shoup, US Department of Transportation, Office of the Secretary (Washington, DC)
Bill Vanderwall, Minnesota Housing Partnership (Saint Paul, MN)
Diana Williams, Funders' Network for Smart Growth and Livable Communities (Washington, DC)

GRANTEE PROJECT SUMMARIES

All workshop participants are listed here, with project descriptions, contact information, and biographies (organized by state).

FLORIDA

CITY OF OPA-LOCKA COMMUNITY CHALLENGE GRANT

Type of Grant	Community Challenge Grant
Year Awarded	2011
Project Location	Opa-locka, Florida
Lead Grantee Organization	City of Opa-locka
Project Partners	Opa-locka Community Development Corporation, RFA Associates, Mary Means and Associates, Florida Department of Community Affairs
Municipalities/Counties Served	One city
Population of Project Area	15,219

Project Summary

The city of Opa-locka was awarded a \$624,000 Community Challenge Grant. The primary components of the project are the following:

1. Comprehensive re-write of the city's comprehensive master plan
2. Zoning ordinance
3. Development of a housing strategy report
4. Development of an economic development strategy.

WORKSHOP PARTICIPANT

Howard Brown

Director of Community Development, City of Opa-locka
780 Fisherman Street, 4th Floor, Opa-Locka, FL 33054
786.338.6177 | hbrown@opalockafl.gov

Brown has been Director of Community Development for the City of Opa-locka since July 2010. As Director, Mr. Brown is charged with providing executive level leadership, vision and guidance to the organization, providing recommendations to the Assistant City Manager, City Manager, Mayor and City and County Commissions. In addition, he is responsible for the daily operations of the Planning and Community Development Department. Brown previously served as a board member on the Georgia Planning Association, served on the Board of Directors for the Association of Code Enforcement, is a member of the American Planning Association, and a Life Member of Omega Psi Phi Fraternity, Inc.

Prior to joining the City of Opa-locka, Brown was the Director of Planning and Development Services for the City of Albany and Dougherty County, Georgia the 5th largest city in the state of Georgia and also served as the Technical Chair for the Metropolitan Planning Organization (MPO) for a 28-county service area as well as directed a local planning agency consisting of 67 employees. Brown also was the Planning and Zoning Department Head for the city of Lilburn, Georgia, a suburb of Atlanta. Brown also served as Acting City Manager when necessary and has been a Full Member of the International City Manager’s Association (ICMA) since 2005. Brown also served as the Primary Coordinator for the ICMA performance measurement consortium. From 2000-2002, Brown was the Division Chief of Code Enforcement for the City of Lauderdale Lakes, Florida. From 1995-2000, Brown held a number of positions with Escambia County in Pensacola, Florida, including Code Enforcement Officer II, Demolition Officer, Safety Representative, and Planner. Brown received his Bachelor of Science Degree from Florida State University and his Masters of Public Administration Degree from the University of West Florida.

HEARTLAND 2060 REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

Type of Grant	Regional Planning
Year Awarded	2010
Project Location	Inland counties of Central Florida known as the Heartland (counties of DeSoto, Glades, Hardee, Hendry, Highlands and Okeechobee)
Lead Grantee Organization	Central Florida Regional Planning Commission
Project Partners	The Counties of DeSoto, Glades, Hardee, Hendry, Highlands and Okeechobee, Archbold Biological Station, Florida’s Heartland REDI (FHREDI), Heartland Workforce, Sebring Airport Authority, and the Shimberg Center for Housing Studies at the University of Florida
Municipalities/Counties Served	11 municipalities and 6 counties
Population of Project Area	253,399 (2010 US Census)

Project Summary

The Sustainable Communities Grant serves as significant assistance to continue development and implementation of the Heartland 2060 Vision in rural central Florida. Heartland 2060 Visioning began in 2007. The Heartland 2060 Consortium was formed to enable the creation and implementation of the RPSD through the HUD Sustainable Communities Grant Program.

The Heartland 2060 Consortium includes the six predominantly rural Heartland Counties of DeSoto, Glades, Hardee, Hendry, Highlands and Okeechobee, and Archbold Biological Station, Florida’s Heartland REDI (FHREDI), Heartland Workforce, Sebring Airport Authority, and the Shimberg Center for Housing Studies at the University of Florida. Funding from the Sustainable Communities Regional Planning Grant Program is enabling the completion of the Heartland 2060 visioning effort which includes DeSoto, Glades, Hardee, Hendry, Highlands, Okeechobee, and Polk Counties, by enabling the Heartland 2060 Consortium to create and implement a Regional Plan for growth and development. The Heartland 2060 Regional Plan will create a vision for the future that enables growth while preserving natural areas and protecting wildlife and agricultural production, supporting sustainable, healthy communities, and ensuring a vibrant economic and social life.

The Sustainable Communities Grant provides for the development of tools that will be used in the region but may also be applicable to other areas of the state. These tools include the development of an Affordable Housing Suitability Model to identify and prioritize potential affordable housing sites by considering their access to job opportunities and community services and allow local governments to plan for equitable and sustainable affordable housing. The model supports neighborhood-level decisions in a regional framework and offers a means to balance and integrate diverse planning goals, allocate resources effectively, and visualize outcomes of policy alternatives. An Affordable Parcel Inventory augments the previous model by identifying local properties that are available for the development of affordable housing units.

An environmental and natural resources database has been developed which is a tool to assist in addressing protection of rural landscapes and natural resources, discouraging sprawl and supporting the sustainability of existing communities. The Heartland 2060 Task Force on Environment and Natural Resources along with regional agencies and public and private environmental organizations worked with University partners to modify and enhance this database.

The Energy Baseline Inventory will identify and quantify energy use and greenhouse gas emissions and allow local governments, citizens, and utility providers to transparently advance toward future energy efficiency and greenhouse gas emission reduction goals. This will create regional energy security, and the tools developed may be transferrable nationwide.

Economic Development Strategies will be developed for alternative fuels that will capitalize on the Heartland's rural nature and agricultural strengths. The potential for the region to be a biofuels exporter will be analyzed and compared against other viable alternative fuel development strategies. The region will seek to maximize competitive strengths in developing an alternative fuels and alternative energy industry.

WORKSHOP PARTICIPANT

Pat Steed

Executive Director, Central Florida Regional Planning Council
555 E Church Street, P.O. Box 2089, Bartow, FL 33830
863.534.7130, ext. 130 | psteed@cfrpc.org

Pat Steed is the Executive Director of the Central Florida Regional Planning Council covering five counties and twenty-five cities. During her planning career in Florida and Alabama, she has served as a Planning Director for a County and for a City, as the MPO Director for two MPO's, a Transit Planner and as a Project Director for a national consulting firm. Throughout her career she has worked with a wide variety of local governments from highly urban cities and counties to very rural communities. She has served on many statewide committees on transportation, growth management, economic development, environment and natural systems, civic and governance systems and visioning. She is a frequent speaker and panelist at national, state and local conferences. As a facilitator and moderator she has led small and large organizations in strategic planning, mission building and long term visioning. Her planning teams have won national, state and local awards. Currently she is managing the Heartland 2060 Sustainable Communities Regional Plan HUD grant. Steed received her BA from the University of Montevallo and her graduate coursework was at Auburn University. She has received specialty training in Transportation Brokerage at the University of Tennessee.

LOUISIANA

LA 52 CORRIDOR REVITALIZATION PLAN

Type of Grant	Community Challenge
Year Awarded	2011
Project Location	St. Charles Parish, Louisiana (Paul Maillard Road)
Lead Grantee Organization	St. Charles Parish Department of Planning and Zoning
Project Partners	St. Charles Parish Council, Center for Planning Excellence, Economic Development Council for St. Charles Parish, Family Resources of New Orleans, Regional Planning Commission (New Orleans MPO), River Parish Transit Authority, River Parishes Workforce Investment Act (Local WIA Area 14), St. Charles Parish Hospital, St. Charles Parish School Board
Municipalities/Counties Served	One parish
Population of Project Area	St. Charles Parish: 52,780; Luling CPD: 12,119; Boutte CDP: 3,075

PROJECT SUMMARY

The main goal of the project is to complete a corridor revitalization plan to encourage redevelopment of LA 52/Paul Maillard Road with a *sense of place* or *places* so that the road provides for multiple modes of travel—motorized vehicles including transit, bicycles, and pedestrians—in a way that brings adjacent communities together rather than separating them.

The project is a corridor revitalization plan for a 2.6 mile long two-lane state road with AVT figures approaching 5000 vehicles with no shoulders, lined with deep ditches and an intermittent sidewalk on only one side. Pedestrians and bicyclists are observed daily, but no information on these transportation modes is included in a Stage 0 report that proposes alternatives for widening the road.

The road is home to numerous service providers including several partners: St. Charles Parish Hospital, located near the road’s midpoint and Family Resources of New Orleans, a community development corporation that focuses on home-ownership. The study area for the plan includes several other service providers including the St. Charles Community Health Center, Luling Elementary School and the St. Charles Parish Housing Authority and also underserved communities. The road can be seen as marking a socioeconomic divide between neighborhoods in Boutte and Old Luling.

WORKSHOP PARTICIPANT

Haley Blakeman, AICP, PLA

Project Manager, Center for Planning Excellence
100 Lafayette Street, Baton Rouge, LA 70801
225.267.6300 | hblakeman@cpex.org

Haley Blakeman is a Project Manager with Center for Planning Excellence’s (CPEX) Statewide Planning initiative, which assists small towns and parishes throughout Louisiana to grow in a more sustainable manner by facilitating

long-term, citizen-driven comprehensive planning processes, building planning capacity and working with them to implement projects. Blakeman has over 10 years of experience in urban planning and landscape architecture, and has contributed to comprehensive planning, small area planning, residential master planning, commercial and institutional site design, hike and bike trail design, open space and greenway plans, stream restoration and water quality testing, as well as Traditional Neighborhood Developments throughout the Gulf South.

Blakeman holds a Bachelor of Landscape Architecture and a Master of Urban and Regional Planning, and is a licensed landscape architect and certified planner. Blakeman is involved in the Louisiana Chapter American Planning Association and is the current President-Elect of the Louisiana Chapter of American Society of Landscape Architects. She is currently on the Complete Streets Workgroup and Advocacy Group, helping to establish Complete Streets policy at the state and local level.

MAINE

WASHINGTON-AROOSTOOK REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

Type of Grant	Regional Planning
Year Awarded	2010
Project Location	Washington and Aroostook Counties, Maine
Lead Grantee Organization	Northern Maine Development Commission
Project Partners	Local Workforce Investment Board (Washington and Aroostook Counties coverage), Washington County Council of Governments, Sunrise County Economic Council
Municipalities/Counties Served	Two counties and 102 municipalities
Population of Project Area	103,766

PROJECT SUMMARY

The Northern Maine Development Commission (NMDC) and its partners (11 consortium members and over 45 partner agencies) will work collaboratively to develop a Regional Plan for Sustainable Development in two of Maine’s largest, most rural counties. The Washington Aroostook Regional Plan for Sustainable Development (WARPSD) is a sixteen-element strategy that will plan for the inter-related issues of transportation and housing costs; workforce and economic development, including brownfields redevelopment; infrastructure throughout the region in support of a sustainable future (broadband, electricity transmission, water and wastewater, structures likely to be impacted by sea level rise, renewable energy); and healthy communities. The WARPSD will assemble all existing plans, surveys and studies for each element, update where necessary, seek out models from other regions, and integrate across each element to the maximum extent possible.

The WARPSD has a strong three-way focus on community engagement, coordination and efficient implementation. Each element will be developed with extensive outreach and coordination across agencies, municipalities and the

elements themselves. This will allow municipalities to adopt regional planning elements into their local Comprehensive Plans, thereby reducing the burden of repetitive inventory development on very small rural municipalities. The two counties are currently part of the same Local Workforce Investment Board (LWIB) and have now become further aligned in a newly designated Economic Development District that went into effect in July of 2011. For instance, workforce investment, economic development and renewable energy sectors are directly related to the opportunities provided by the tidal, wind and biomass sectors in the region. Likewise, we will integrate across the transportation, housing, and healthy communities elements to reduce the very high combined cost of travel and housing in both counties while also promoting systems and infrastructure in support of active lifestyles and access to local food.

The requirement to establish need and outcomes based on measurable data is very powerful and consistent with an asset mapping-based approach to sustainable economic renewal. The fact of the relative impoverishment of the Washington Aroostook region is not new. The new element in this initiative is to take stock of our strong assets – human, natural and capital – and to position our economy for a sustainable future. The WARPSD anticipates the inclusion of:

- Regional planning elements that seize on the economic opportunity offered by wind and tidal power generation, and energy efficiency planning already underway in our region,
- A modern telecommunications infrastructure,
- Development of transportation alternatives that can be implemented in low density rural areas,
- Coordinating and capitalizing on nature-based tourism and scenic byway initiatives,
- The development affordable housing near centers of employment,
- Building on active and successful Brownfields assessment initiatives region-wide,
- Leveraging the development of a Comprehensive Economic Development Strategy in a new Economic Development District now aligned with a common Workforce Investment Board,
- Leveraging the funds and expertise of Maine state planning and transportation agencies to allow adoption of the WARPSD elements,
- Utilization of state-of-the art GIS modeling to assist with visioning and scenario planning to enable public discussion of alternative futures.

WORKSHOP PARTICIPANTS

Judy East, AICP

Executive Director, Washington County Council of Government
P.O. Box 631, Calais, ME 04619
207.454.0465 | jceast@wccog.net

Judith C. East, AICP is Executive Director for the Washington County Council of Governments. With 24 years of professional experience at the local, regional and state levels in Maine, New York and Vermont she currently works with communities throughout Washington County on varied issues in land use planning, economic development, adaptation to climate change and public facilities investment. East is a member of the American Institute of Certified Planners with a Bachelors Degree in Biology and Economics and a Masters Degree of Science in Planning. She has a particular interest and expertise working with rural communities as they balance land and resource conservation with economic development. She lives Calais, ME with her husband Richard and their daughter Alyson. They operate Growing Concern, a farm and nursery providing locally grown horticultural products and food to the region.

Michael Eisensmith

Director of Regional Planning, Northern Maine Development Commission
P.O. Box 779, 11 West Presque Isle Rd. Caribou, ME 04736
207.498.8736 | meisensmith@nmdc.org

Michael Eisensmith is the Director of Regional Planning at the Northern Maine Development Commission in Caribou, Maine. He is responsible for regional strategic planning, program and project administration and is

involved in project development and grant-writing for the organization. Eisensmith spent most of his career in the Public Housing field serving as the Executive Director of the Fort Fairfield (Maine) Housing Authority from 1972 until 1981 and as the Executive Director of the Sanford (Maine) Housing Authority from 1981 to 2001. In 2001, he moved back to northern Maine to serve as administrator of a FEMA program to engage community planning for crisis management and mitigation.

In 2003, he was hired by the Northern Maine Development Commission to lead an effort to accomplish more comprehensive regional planning. He has been one of the leaders in guiding the Mobilize Northern Maine process over the past two years. Eisensmith is currently active in the Maine Woods Consortium and serves on the Executive Board of Maine Rural Partners. He also works as a mediator for the Maine State Court system.

Jennifer Peters

Assistant Director, Sunrise County Economic Council
 P.O. Box 679, Machias, ME 04654
 207.255.0983 | scec@sunrisecounty.org

Jennifer Peters joined SCEC in June 1996 while attending classes at the University of Maine at Machias. She graduated summa cum laude from UMM in 1997 with a Bachelor of Sciences degree in Marketing and Office Management. First as SCEC Program Manager and most recently as Assistant Director, Peters has played a crucial role in developing and administering several of the Council's signature programs, including its scholarship fund for nontraditional learners, and trainings for small- and micro-businesspeople. She has also coordinated the Noyce award winning Washington County Leadership Institute since 2002, and is an active member of boards and committees dealing with topics from sustainable tourism to economic development, education and workforce development.

NORTH CAROLINA

GROWNC

Type of Grant	Regional Planning
Year Awarded	2010
Project Location	Western North Carolina (5 counties of Buncombe, Henderson, Haywood, Madison & Transylvania)
Lead Grantee Organization	Land-of-Sky Regional Council
Project Partners	LOSRC contracted with LandDesign to facilitate this project. Members of their team include: UNC-Asheville’s NEMAC; Allison Development Group; The Littlejohn Group; BBP& Associates; Martin, Alexiou, Bryson; and Environmental Resources Management. Many other partners in consortium.
Municipalities/Counties Served	Five counties
Population of Project Area	457,925

PROJECT SUMMARY

GroWNC is a planning effort to develop regional and local strategies for economic prosperity, quality growth, and sustainable development. The residents of Buncombe, Haywood, Henderson, Madison and Transylvania Counties will be asked for their input, ideas, and solutions related to economic development, natural and cultural resources, housing, transportation, land use, energy, and health. This input will be combined with existing and historical data and plans to create a vision for our future. Although many viable plans exist, to date, no one group has pulled them together in order to synthesize the information and ideas into *identifiable action items* available to local governments and communities. The resulting plan will be a living document with scalable projects and strategies that our Consortium members, communities, and partners can choose from to create our future.

WORKSHOP PARTICIPANT

Erica Allison

President, Allison Development Group
121 Third Ave West, Suite 5 Hendersonville, NC 28792
828.329.5089
erica@allisondevelopmentgroup.com

Erica Allison is a skilled facilitator, communicator and strategist with over fifteen years experience helping her clients communicate more effectively with their constituents, partners and the public.

NEW HAMPSHIRE

CLAREMONT CITY CENTER PROJECT

Type of Grant	Community Challenge
Year Awarded	2010
Project Location	Claremont, NH
Lead Grantee Organization	City of Claremont
Project Partners	Upper Valley Lake Sunapee Regional Planning Commission, UNH Cooperative Extension, SAU #6, Dartmouth College Rockefeller Center
Municipalities/Counties Served	One city
Population of Project Area	+/- 13,350

PROJECT SUMMARY

The Claremont City Center Project (CCCP) has four goals: expand and enhance public involvement in the planning process, improve housing quality in the City Center, revise zoning in the City Center, and revitalization of the downtown. Using various tools such as surveys, forums, focus groups, and a digital (Google sketch-up) 3-D model of the City Center, the project hopes to inform a consulting team that can, through the use of a charrette process, produce recommendations for how the City can achieve the grant's goals in both the short and long term.

Economic development is the primary goal of the City. It is believed that through improvement of the City’s zoning, private investment and the quality of housing will improve. Removal of barriers to development and re-development of non-residential uses in the City Center will further encourage the revitalization process. The digital 3-D model is being prepared through collaboration with SAU #6. Both the City and the School District hope that this project will bring additional interest of students and their parents while fostering a more collaborative atmosphere between the two political bodies.

The CCCP is an 18 month project; we have received eight responses to the RFQ for the design team. These responses are now being evaluated through the City’s procurement process and we hope to have a team on board and starting quickly. The goal is to have the project complete in September 2012.

WORKSHOP PARTICIPANT

Tracey Hutton

City Planner, City of Claremont
 Planning and Development, 14 North Street Claremont, NH 03743
 603.542.7008 ext. 1407
thutton@claremontnh.com

Tracey Hutton has been in Zoning Administration and Planning since 2001. She started in Maine as a Code Enforcement Officer for 4 years and Shoreland Zoning Coordinator for the Maine Department of Environmental Protection for 2.5 years. In 2008, she moved to New Hampshire to become the Associate Planner for the city of Lebanon before taking her current position as City Planner for Claremont. She holds a BA in Human Ecology from College of the Atlantic, a MS in Ecology and Environmental Science, and a Masters of Public Administration from the University of Maine.

HUD SUSTAINABILITY INITIATIVE – A GRANITE STATE FUTURE

Type of Grant	Regional Planning
Year Awarded	2011
Project Location	New Hampshire (statewide)
Lead Grantee Organization	Nashua Regional Planning Commission
Project Partners	Nine Regional Planning Commissions plus other state and non-profit organizations
Municipalities/Counties Served	234 Cities and Towns
Population of Project Area	1,318,194

PROJECT SUMMARY

A Granite State Future is an innovative statewide project that coordinates previous long range planning efforts for transportation, land use, economic development, housing environment, energy, cultural and historic resources, public health, and environmental planning into a common framework, engages local communities to work together to develop a comprehensive plan for their region, and culminates with an overall vision for New Hampshire’s future.

This endeavor will be led by the State's 9 Regional Planning Commissions (RPCs) and supported by their partners that include state agencies, non-profit organizations, the University of New Hampshire (UNH), ActionMedia, counties, and municipalities. Together, the RPCs and partners will use an extensive, coordinated and consistent public involvement process specifically designed to engage a broad cross-section of each community including traditionally underrepresented populations, building each plan from the grass roots level. The Initiative will provide a planning structure, tools and support that increase our state's ability to: engage communities; integrate planning across sectors; identify, share and replicate successful projects; and, implement high quality, cohesive development practices. Together these practices will make it possible for large communities and small villages throughout the state to achieve economic vitality while safeguarding the natural resources, character and rural landscapes that we so deeply value.

The objectives of this project are to:

- Increase capacity within the State to create coordinated regional plans.
- Establish a consistent planning and policy framework.
- Build up from the grass roots level to coordinate local plans into an overall statewide strategy.
- Capitalize on and incorporate shared principles and policies included in our existing plans.
- Plan for public infrastructure investment in local comprehensive land use plans and direct capital investment toward appropriately scaled centers that fulfill regional needs.

Each of the nine regional plans will:

- Address the unique needs of local and regional communities.
- Develop a vision statement and set goals and priorities.
- Integrate planning for housing, transportation, water infrastructure, natural resources, economic development, cultural and historic resources, public health, climate change, and energy efficiency.
- Conduct scenario planning that informs future development patterns.
- Identify and prioritize place-based implementation projects.

In addition to the statewide Regional Planning Grant, New Hampshire has two Round 1 HUD Community Challenge Grants: the Claremont City Center Project (described above) and the UVLSRPC Project for Sustainable Communities (UVLSRPC Region). The Claremont City Center Project focuses on broad public engagement and a detailed assessment of barriers to private investment and revitalization of Claremont's City Center. The project goals range from broadening community participation in the City's planning and policy development process to identifying specific, actionable policy changes to address existing or perceived bureaucratic barriers to private investment. The principal goal of the UVLSRPC Project is to assist municipalities within the Region with policy opportunities that cultivate foundations for sustainable communities. Specific tasks under the UVLSRPC Project include mapping regional food sources, developing a comprehensive housing needs assessment, and conducting municipal policy audits focusing on governmental sustainability practices.

WORKSHOP PARTICIPANTS

Tara Germond

Regional Planner, Southwest Region Planning Commission
20 Central Square, Second Floor, Keene, NH 03431
603.357.0557 | tgermond@swrpc.org

Tara Germond is a Regional Planner with Southwest Region Planning Commission (SWRPC) in Keene, NH. Tara works primarily on projects related to transportation, energy, natural resource, and land use planning. Prior to joining SWRPC in 2009, Germond worked as Sustainable Programs Coordinator for the University of Rhode Island Cooperative Extension Outreach and Education Center. She holds a Master's Degree in Regional Planning from the University of Massachusetts Amherst and a B.S. in Environmental Economics and Management from the University of Rhode Island.

Mike McCrory

Senior Planner, Upper Valley Lake Sunapee Regional Planning Commission
10 Water Street, Suite 225, Lebanon, NH 03766
603.448.1680 | mmccrory@uvlsrc.org

Mike McCrory has served as Senior Planner at the Upper Valley Lake Sunapee Regional Planning Commission (UVLSRPC) since August 2009. Mike is responsible for a broad range of regional planning initiatives and technical assistance to individual communities. Prior to working at UVLSRPC, McCrory was a civil engineer and planning consultant where he gained valuable insight regarding the interactions and relationships between property owners, developers, and regulators from local to state and federal jurisdictions. In addition to the statewide Regional Planning Grant, McCrory is participating in two Round 1 HUD Community Challenge Grants: the Claremont City Center Project (Claremont, NH) and the UVLSRPC Project for Sustainable Communities (UVLSRPC Region).

David Preece, AICP

Director, Southern NH Regional Planning Commission
438 Dubuque St, Manchester, NH 3102
603.669.4664 | dpreece@snhpc.org

David J. Preece, AICP, has served as the Executive Director and CEO of the Southern New Hampshire Planning Commission since December 2004. Preece is a graduate of Urban and Regional Planning from Western Kentucky University and University of Wisconsin- Madison. Preece worked as a planner in the public and private sector in San Francisco, New York City, Washington D.C., Beliot, Wisconsin, and Park City, Utah. During his thirty-five plus years of regional and urban planning, Preece has worked in many parts of the country, and received several awards for his leadership and contribution to planning.

NEW YORK

ADIRONDACK GATEWAY SUSTAINABLE COMMUNITIES REGIONAL PLANNING PROGRAM

Type of Grant	Regional Planning
Year Awarded	2011
Project Location	Warren, Washington and Northern Saratoga Counties, NY
Lead Grantee Organization	City of Glens Falls
Project Partners	Adirondack/Glens Falls Transportation Council (MPO), Greater Glens Transit System, Glens Falls Housing Authority, Greater Glens Local Development Corporation, Glens Falls Industrial Development Agency, Warren County, Washington County, and 9 other municipalities within the region.
Municipalities/Counties Served	Three counties
Population of Project Area	130,000+ (estimate)

PROJECT SUMMARY

The Adirondack Gateway Region encompasses nearly 1,750 square miles of closely-related communities along the Hudson River, prime agricultural land, potable water sources and scenic portions of the Luzerne and Adirondack Mountains. Adirondack Gateway Council, Inc. was awarded \$750,000 to fund the *Adirondack Gateway Sustainable Communities Regional Planning Program* for the Adirondack Gateway Region. The primary goal of the program is to create a comprehensive regional development plan that will serve as a guide for local, regional and state policies and investments and enable the region to grow in a sustainable manner over the next 20 years. This Plan will address the inter-related challenges of housing, transportation, environmental impact, economic and workforce development. It will focus on strategies for improving telecommunications/broadband access, education, energy use, and health/wellness issues faced by the Adirondack Gateway Region.

Anticipated Project Benefits:

- Creation of a regional profile, series of GIS maps, library and inventory of all local planning documents, including development of sustainability data indicators.
- Creation of an economic development strategy and infrastructure plan.
- Creation of housing needs analysis and plan.
- Creation of an environmental quality improvement plan.

WORKSHOP PARTICIPANT

Ed Bartholomew

Community and Economic Development Director, City of Glens Falls
CEO, Adirondack Gateway Council of Governments
City Hall, 42 Ridge Street, Glens Falls, NY 12804
518.761.3833 | gfeb@nycap.rr.com

Ed Bartholomew has been the Community and Economic Development Director for Glens Falls since 2010. He also serves as CEO of the Greater Glens Falls Local Development Corporation and is affiliated with the Glens Falls Industrial Development Agency and Adirondack Gateway Council. Bartholomew is the former special Counsel to NYS Senate Majority with areas of responsibility including state and municipal financing, local government, economic development, planning issues, labor, workforce training, civil service, transportation, workers compensation. He served as chief negotiator for Senate Majority on major legislation such as: workers compensation reform, minimum wage increase legislation, workforce development and the WTC 911 Benefits (following Sept 11, 2001, all World Trade Center 911-related legislation regarding benefits for workers, police, fire, EMS, and volunteers that died at World Trade Center; development of retirement, disability benefits, and workers compensation for surviving health-affected response personnel, rescue workers, and their families). Bartholomew served as Mayor of the City of Glens Falls (8 years) and served as Counsel to several Town, Villages and School Districts in Upstate NY. He is also the former owner of a regional FM radio station.

GLENS FALLS COMMUNITY CHALLENGE PROJECT

Type of Grant	Community Challenge
Year Awarded	2010
Project Location	City of Glens Falls, NY
Lead Grantee Organization	City of Glens Falls
Project Partners	Glens Falls Adirondack Transportation Council (Area Metropolitan Planning Organization), Greater Glens Falls Transit System, Glens Falls (BID) Business Improvement District, NAACP, Community Action Agency
Municipalities/Counties Served	One city
Population of Project Area	approximately 15,000

PROJECT SUMMARY

The \$200,000 Challenge Grant will be used to conduct a planning initiative to promote a more equitable, sustainable, and economically viable community. The initiative will evaluate the feasibility of developing a downtown parking facility that also functions as bus/taxi transfer station, public market, and festival/farmers market site, improve connections to an existing pedestrian/bike path, amend the zoning ordinance to increase and promote energy efficiency, develop a strategy to provide affordable workforce housing downtown, and identify underutilized and vacant properties throughout the City for development.

WORKSHOP PARTICIPANT

Ed Bartholomew

Community and Economic Development Director, City of Glens Falls
CEO, Adirondack Gateway Council of Governments
City Hall, 42 Ridge Street, Glens Falls, NY 12804
518.761.3833 | gfeb@nycap.rr.com

Ed Bartholomew has been the Community and Economic Development Director for Glens Falls since 2010. He also serves as CEO of the Greater Glens Falls Local Development Corporation and is affiliated with the Glens Falls Industrial Development Agency and Adirondack Gateway Council. Bartholomew is the former special Counsel to NYS Senate Majority with areas of responsibility including state and municipal financing, local government, economic development, planning issues, labor, workforce training, civil service, transportation, workers compensation. He served as chief negotiator for Senate Majority on major legislation such as: workers compensation reform, minimum wage increase legislation, workforce development and the WTC 911 Benefits (following Sept 11, 2001, all World Trade Center 911-related legislation regarding benefits for workers, police, fire, EMS, and volunteers that died at World Trade Center; development of retirement, disability benefits, and workers compensation for surviving health-affected response personnel, rescue workers, and their families). Bartholomew served as Mayor of the City of Glens Falls (8 years) and served as Counsel to several Town, Villages and School Districts in Upstate NY. He is also the former owner of a regional FM radio station.

A SUSTAINABLE RHODE ISLAND

Type of Grant	Regional Planning
Year Awarded	2011
Project Location	Rhode Island (statewide)
Lead Grantee Organization	Rhode Island Division of Planning
Project Partners	The grant Consortium consists of 19 member organization chosen based on area of expertise, geographic diversity and interest. The lead member is the RI Division of Planning, representing the State Planning Council (Metropolitan Planning Organization) for the region. The Consortium also includes - six additional State and quasi-State agencies including RI Housing, RI Public Transit Authority, RI Dept. of Transportation, RI Dept. of Environmental Management, RI Economic Development Corporation and RI Dept of Health; nine municipalities, comprising 52% of the State's population, including Providence, Warwick, Pawtucket, Cranston, East Providence, Newport and the Towns of North Kingstown, Westerly and Burrillville; and three non-profit organizations - RI Local Initiatives Support Corporation, Grow Smart RI and RI Legal Services. Additional Consortium members may be added during this process.
Municipalities/Counties Served	39 municipalities
Population of Project Area	approx. 1 Million

PROJECT SUMMARY

The goal of the project is to develop a Regional (Statewide) Plan for Sustainable Development. The work plan will be comprised of key activities to advance sustainability and equity in the region. It will:

1. Address gaps in the regional plan, ensuring that existing land use and transportation plans are primed to serve as an up-to-date backbone to the RPSD.
2. Create an integrated Regional Plan for Sustainable Development, which creates a living, publicly accessible document that will guide the State and municipalities toward its sustainability goals for review and approval by the State Planning Council.
3. Identify municipal-level growth centers that are aligned with Land Use 2025, and foster sustainable and equitable nodes for public and private investment in water supply, wastewater and other infrastructure, housing, public transportation and economic development.
4. Develop protocols, tools and best practices to support widespread implementation beyond the three year grant period.
5. Incorporate the viewpoints and interests of constituencies of Consortium members, local leaders, organizations, the business community and other members of the public into the RPSD by engaging them meaningfully. It will improve the outcomes for marginalized communities, particularly low-income

communities and communities of color, while expanding the capacity of the State to advance social equity through future activities.

6. Develop new and refine existing datasets (identified performance measures) and make them available in ways to benchmark the State's change and support informed decision-making.

WORKSHOP PARTICIPANT

Michael Tondra

Chief, RI Office of Housing and Community Development
 One Capitol Hill, 3rd Floor Providence, RI 02908-5873
 401.222.6490 | Michael.Tondra@doa.ri.gov

Michael Tondra is Chief of the State's Office of Housing and Community Development (OHCD) and Executive Director of the Housing Resources Commission (HRC). The OHCD/HRC is the State agency responsible for planning, policy and programs related to housing and homelessness. This office manages several State housing/homelessness initiatives including the HUD, Community Development Block Grant program. This entity will develop the general Scope of Work related to the Housing section of our effort, ultimately incorporated with existing and new planning efforts such as those related to Land Use, Transportation/Infrastructure and Economic Development - into a unified Regional Plan for Sustainable Development.

TEXAS

HEART OF TEXAS REGIONAL PLAN FOR STRONG AND SUSTAINABLE DEVELOPMENT

Type of Grant	Regional Planning
Year Awarded	2011
Project Location	Bosque, Falls, Freestone, Hill, and Limestone Counties, TX (rural counties near Waco)
Lead Grantee Organization	Heart of Texas Council of Governments
Project Partners	Bosque, Falls, Freestone, Hill, and Limestone Counties, cities in those counties, Heart of Texas Economic Development District, Texas Center for Rural Entrepreneurship, NeighborWorks Waco, community colleges serving the five counties (McLennan, Hill, and Navarro Colleges), Heart of Texas Rural Transit District, and many others
Municipalities/Counties Served	Five counties, 36 municipalities
Population of Project Area	108,199 (2000)

PROJECT SUMMARY

The Heart of Texas Healthy Region Consortium’s Mission is to empower local governments to “say grace over what they’ve got.” The essence of local control is not only local-level decision making, but the presence at that level of the tools and information to carry out those decisions. The Regional Plan for Strong and Sustainable Development will deliver tools and data needed for better infrastructure, better economies, better living and working conditions, and a more efficient and environmentally conservative way of meeting local needs.

Components: The Heart of Texas Regional Plan for Strong and Sustainable Development will have engagement at its core and focus primarily on three areas: community, environment, and economy.

Engagement is central to the Heart of Texas approach and forms key elements of both process and product. Individuals and communities will be engaged in the plan’s creation through Steering Committee membership and accessible public meetings. In addition, the RPSSD will contain a specific plan for Ongoing Community Engagement, which will offer strategies to increase engagement levels and impact. In so doing the Ongoing Engagement Plan will increase opportunity for individuals as well as build community capacity. Communities whose residents are engaged are more sustainable.

Encircling this core of engagement are the community, environment and economy components. In each case, the focus is on enhancing the ability at the local level to measure and respond to issues in a proactive, efficient, and lasting way.

Community planning will include infrastructure, land use, housing, and transportation. Plan creation calls for new field work and analysis in infrastructure, land use, and housing; projects in Clifton, Groesbeck, and Marlin will illustrate specific infrastructure field work and analysis methods. Existing planning will be leveraged for the transportation component.

Environment planning components will be solid waste, air quality, drought preparedness, and water supply. Technical studies will be undertaken to determine regional solid waste management, air quality, and drought risk issues; existing planning by the various groundwater conservation districts and water planning groups will provide the basis for the water portion.

Economy planning will primarily facilitate entrepreneurship and small business development: analysis of regional challenges and opportunities, application of existing economic gardening and entrepreneurship-facilitation models to the region’s communities, and specific recommendations will be created. In addition, the existing Comprehensive Economic Development Strategy process will be enhanced and all tools will be made more accessible via web delivery.

WORKSHOP PARTICIPANT

Megan Henderson

Regional Services Director, Heart of Texas Council of Governments
1514 South New Road, Waco, TX 76711
254.292.1888 | megan.henderson@hot.cog.tx.us

Megan Henderson earned a BA in Plan II Honors and Philosophy at UT Austin and an MPA from UT Arlington. She is a Certified Economic Developer and a Certified Public Manager. Henderson has spent the past 12 years in the Heart of Texas Region, where she was a Main Street Program Manager and City Manager in very small communities before joining the Heart of Texas Council of Governments in 2008. As Regional Services Director Henderson manages emergency preparedness/response and community/environmental development programs and works closely with cities and counties on a variety of projects. Her strengths include municipal budgeting and finance, grantsmanship, and strategic planning. She participates beyond the region in initiatives relevant to rural communities, including the Texas Association of Regional Councils’ CEDS Web project and EDA’s Triple Bottom Line Tool.

VERMONT

MOVING TOWARD SUSTAINABILITY: WHERE WE LIVE AND HOW

Type of Grant	Regional Planning
Year Awarded	2011
Project Location	East Central Vermont
Lead Grantee Organization	Two Rivers-Ottawaquechee Regional Commission
Project Partners	AARP Vermont, Advance Transit, Inc, Center for Sustainable Agriculture, Champlain College, Cohase Chamber of Commerce, Connecticut River Transit, Dartmouth-Hitchcock Medical Center, Donella Meadows Institute, East Central Vermont CEDS Region, Housing Vermont, Mt. Ascutney Hospital, Randolph Area Community Development Corporation, Senior Solutions, Southern Windsor County Regional Planning Commission, Springfield Housing Authority, Stagecoach Transportation Services, Sustainable Energy Resource Group, Sustainable Woodstock, Town of Braintree, Town of Corinth, Town of Hartford, Town of Hartland, Town of Ludlow, Town of Norwich, Town of Sharon, Town of Springfield, Town of Strafford, Town of Thetford, Town of Windsor, Town of Woodstock, Twin Pines Housing Trust, Upper Valley Housing Coalition, Upper Valley Land Trust, Vermont Department of Economic, Housing and Community Development, Vermont Department of Environmental Conservation, Vermont Division of Policy, Planning and Intermodal Development, Vermont Economic Development Authority, Vermont Law School, Vermont Natural Resource Council, Vital Communities, Woodstock Area Chamber of Commerce
Municipalities/Counties Served	40 Towns
Population of Project Area	80,707 (2010 Census)

PROJECT SUMMARY

There is an urgent need to change the way we currently are developing our landscape. We believe that such a change can be hastened by the creation of a Regional Plan for Sustainable Development that embodies the Livability Principles in a meaningful way and that contains policies and recommendations that will result in a pattern and form of land use that is more efficient, affordable, safe and healthy.

We must address the issues our region and state faces by increasing our effectiveness in planning for, permitting and building a more compact form of land use that is better accessed by transit, uses less energy, includes more options for elder households and lower income housing affordability, and is closer to employment.

WORKSHOP PARTICIPANTS

Kevin Geiger

Senior Planner, Two Rivers-Ottawaquechee Regional Commission
128 King Farm Rd, Woodstock, VT 5091
802.457.3188 | kgeiger@trorc.org

Kevin Geiger is a Senior Planner with TRORC. He is the lead administrator of the HUD Sustainable Community Regional Planning Grant recently awarded to the East Central Vermont Sustainability Consortium. In fact, Geiger wrote the application that was submitted to HUD. He is genuinely concerned with and involved in sustainable planning for our region. Geiger has been a planner in Vermont for more than 15 years. He is responsible for TRORC's local and regional emergency management planning efforts; and he assists towns with regulating floodplain development, regional water quality policy, and planning and zoning projects.

Loralee Morrow

Regional Planner, Two Rivers-Ottawaquechee Regional Commission
 128 King Farm Rd, Woodstock, VT 5091
 802.457.3188 | lmorrow@trorc.org

Loralee Morrow is the Regional Planner for TRORC. She is co-administering the HUD Sustainable Communities Regional Planning Grant with Kevin Geiger. Morrow is an architecturally-trained planner. Besides her grant management duties at TRORC, Morrow assists with town plans, zoning, the regional plan, housing, the Comprehensive Economic Development Strategy (CEDS), energy and sustainability issues. Prior to joining TRORC, Morrow was an urban designer with the City of Tampa. Her expertise is sustainable design and planning as it relates to the built environment.

planBTV: A DOWNTOWN AND WATERFRONT MASTER PLAN FOR BURLINGTON

Type of Grant	Community Challenge
Year Awarded	2010
Project Location	Burlington, VT
Lead Grantee Organization	City of Burlington, Dept. of Planning & Zoning
Project Partners	Other City departments including Community & Economic Development, Church Street Marketplace, Parks and Recreation, Public Works, and City Arts. Also the Burlington Business Assoc. as a representative of businesses
Municipalities/Counties Served	One city
Population of Project Area	42,000 residents citywide // 3,800 residents and ~10,000 employees in the study area

PROJECT SUMMARY

The City of Burlington’s Sustainable Communities Challenge Grant is supporting us in the development of a land use and development master plan and form-based code for the downtown and waterfront area of our city. This project (a.k.a. “planBTV”) provides a unique opportunity to invest in Burlington's future, and advance the city’s place as one of America's most livable and sustainable communities. While many other planning efforts involving the downtown or waterfront have taken place over the years, none have been as comprehensive in scope and strategic in design.

The overall objective of this effort is to “Provide a comprehensive guide for Downtown and Downtown Waterfront development that fosters sustainable economic growth over the next 10-20 year period.” The plan is refining

broad city-wide goals for sustainable development into focused, actionable, area-specific strategies to ensure the vitality of the central core of our community and enable us to achieve our community vision. The planning process places an emphasis on ways to promote and improve mixed uses and quality urban design, affordable and workforce housing, transportation and parking management, and the quality and capacity of public infrastructure. Our intent is to identify, understand, and address current barriers to the creation of new infill development.

The scope of work involves three phases of effort:

PHASE 1: EXISTING CONDITIONS ANALYSIS: This first phase, completed in October 2011, included the preparation of a comprehensive inventory and assessment of existing conditions (e.g. Development Inventory and Build-Out Modeling, Retail and Real Estate Analysis, Infrastructure Analysis, Housing, Arts and Culture, Historic Resources, Transportation & Parking, etc.) to identify primary needs, challenges and opportunities. These assessments provide information and perspective necessary to inform a meaningful and realistic visioning and planning process to follow.

PHASE 2: DOWNTOWN & WATERFRONT MASTER PLANNING PROCESS: This second phase is a comprehensive planning process that will result in a community consensus master plan for Burlington's Downtown and Downtown Waterfront area. Information and analysis collected in Phase 1 is being used to inform participants about actual needs, limitations and opportunities in order to ground the planning process in a real-world present-day context. The planning effort began with a re-evaluation and re-affirmation of the community vision for this area. The process then moved towards considering a range of development issues, concepts and alternatives. Building upon each of the previous activities, specific actions and recommendations are now being developed regarding how to best achieve and implement the vision and development plan.

PHASE 3: FORM-BASED CODE: The final activity is the development of a form-based code. Form-based codes foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for development regulation. Information, analysis and community objectives developed in both previous phases are being used to create a regulating plan, public space standards and building form standards.

More information about our project can be found at: <http://www.burlingtonvt.gov/PlanBTV/> and on Facebook at "Burlington Downtown and Waterfront Plan".

WORKSHOP PARTICIPANTS

Sandrine Thibault, AICP

Comprehensive Planner, City of Burlington
149 Church Street, City Hall, Burlington, VT 05401
802.865.7193 | sthibault@ci.burlington.vt.us

Sandrine Thibault has served as the City of Burlington's Principal Planner for Comprehensive Planning since January 2008. She is acting as project manager for the planBTV Downtown & Waterfront Plan. Her prior experience includes three years as a Principal Planner with the State of New Hampshire's Office of Energy and Planning, two years as a Principal Planner with the North Country Council in New Hampshire and one year as Zoning Review Coordinator for the City of Baton Rouge in Louisiana. She holds a Master's in Urban and Regional Planning from the University of New Orleans and a bachelor's in urban planning from the University of Montreal, Canada.

David White, AICP

Director of Planning & Zoning, City of Burlington
Dept. of Planning & Zoning, 149 Church Street, Burlington, VT 05401
802.865.7194 | dewhite@ci.burlington.vt.us

David White is the Director of Planning and Zoning for the City of Burlington, VT - Vermont's largest city. Prior to becoming Director in 2007, White was Burlington's Comprehensive Planner for 12 years where he played a lead role in the creation of Burlington's Municipal Development Plan, Open Space Protection Plan, the North Street

Commercial District Revitalization Plan, and a comprehensive revision of the Burlington Zoning Ordinance. White holds a Master's Degree from Duke University's Nicholas School of the Environment and Earth Sciences received in 1989, and a Bachelor's Degree in Geography from the University of Vermont received in 1984.

ECOS PROJECT

Type of Grant	Regional Planning
Year Awarded	2010
Project Location	Chittenden County, Vermont
Lead Grantee Organization	Chittenden County Regional Planning Commission
Project Partners	Municipalities and 46 other community organizations
Municipalities/Counties Served	19 municipalities
Population of Project Area	156,545

PROJECT SUMMARY

The ECOS project is a once-in-a-generation opportunity to provide the framework for a more healthy, inclusive and prosperous community. The project is funded by a \$1 million federal grant to help us become more economically, environmentally, and socially sustainable. Ultimately the intent is to steer limited financial resources toward sustainable growth. The Regional Planning Commission is spearheading the project, along with 60 diverse organizations representing the community. Project website: <http://ecosproject.com/>

The project is organized in five phases:

- Phase 1: The Steering Committee drafted goal statements after reviewing 60 planning documents and about 2500 statements in those documents. The goal statements have been divided into four topic areas: 1) Built Environment; 2) Economy; 3) Natural Environment and 4) Social Community. These goal statements provide the basis for indicators that will increase accountability for reaching the goals and guide the prioritization of the actions that will be taken to achieve the community's goals.
- Phase 2: The second phase of the project was focused on data analysis to achieve common understanding in the areas of economic development, natural resources, housing, transportation, land use, education, public health and energy.
- Phase 3: Phase 3 is the development of indicators that will show all of us how well we are achieving our goals.
- Phase 4: Phase 4 is prioritizing actions to achieve our common goals.
- Phase 5: Phase 5 is implementing the actions. The Steering Committee will decide upon the prioritized actions to fund near the end of 2012 with \$280,000 of federal funding budgeted as well as other resources that may be applicable.

WORKSHOP PARTICIPANT

Regina Mahony

Senior Planner, Chittenden County Regional Planning Commission
110 West Canal St, Suite 202, Winooski, VT 05404
802.846.4490x28 | rmahony@ccrpcvt.org

Regina Mahony joined the Chittenden County Regional Planning Commission in November of 2011. Prior to the CCRPC Regina worked for the Town of Milton for 7 years; first as the Town Planner, then as the Planning Director from August 2006 to October 2011. Mahony will be using her municipal planning experience to help confirm the municipal planning processes of the member municipalities, as well as, coordinate the ECOS project and Regional Plan update. Mahony has a B.S. in Geography from the University of Maryland at College Park and a Masters in Regional Planning from the University of Massachusetts at Amherst.

NORTHWEST REGIONAL PLANNING COMMISSION

Type of Grant	Regional Planning
Year Awarded	2011
Project Location	Franklin and Grand Isle Counties, Vermont
Lead Grantee Organization	Northwest Regional Planning Commission
Project Partners	City of St. Albans, Village of Enosburg Falls, Town of Alburgh, Town of Richford, Town of Georgia, Franklin County Industrial Development Commission, Lake Champlain Islands Chamber of Commerce, Franklin/Grand Isle County Workforce Investment Board, Franklin/Grand Isle United Way, VT Department of Health, Northwestern Medical Center, Grand Isle Clean Team, Franklin County Caring Communities, St. Albans Recreation Department, Vermont Council on Rural Development, Consortium of Franklin and Grand Isle County Libraries, University of Vermont Center for Rural Studies, Chittenden County Regional Planning Commission
Municipalities/Counties Served	Two counties, 23 municipalities
Population of Project Area	approximately 54,000

PROJECT SUMMARY

In collaboration with Northwest Regional Planning Commission, serving the counties of Franklin and Grand Isle, and HUD Office of Sustainable Communities, “Healthy, Vital and Strong Communities in Northwest Vermont” will take up a variety of issues between 2012 and 2014 to build a more sustainable region, which is made up of healthy economic, healthy physical and healthy social communities.

The project’s main focus will be to improve economic opportunity and community health. These areas need specific attention because the Northwest region has a lower median household income than the rest of Vermont, includes the fastest aging county in Vermont (Grand Isle Co.), and has a high rate of chronic health problems. It is important for the region to think about these typically segregated areas together, as a person’s socioeconomic status is one of the strongest predictors of his or her health (VT Dept. of Health).

The Healthy, Vital and Strong Communities project is classified by HUD as a Category 2 grant, with the purpose of refining and implementing an existing Regional Plan for Sustainability. The existing Plan for the Northwest Region 2007-2012 includes the following elements: Regional Profile, Natural & Cultural Environment Resources, Utilities, Facilities & Services, Housing, Energy, Land Use, and Implementation. Several of these elements will be updated in 2012. The Healthy, Vital and Strong Communities project will build on the existing plan, focusing specifically on policy issues that are not, but should be included in a regional plan for sustainability, including: economic development, community health, disaster resilience and Complete Streets, As part of the project, NRPC will also develop a sustainability framework into which updated existing and new elements of the regional plan can be integrated. This will result in a regional plan that is more sustainable and which better addresses HUD's Livability Principles related to increasing transportation choice, valuing communities, creating resilient economies, and promoting equitable, affordable housing. A large portion of the budget is set aside for implementation grants that will be available on a competitive basis to organizations, municipalities, and businesses in the region in order to start carrying out the strategies identified in the planning process.

As part of a regional consortium, NRPC will work directly with approximately 20 community-based organizations and other regional partners such as local governments to gather information and develop strategies for workforce development, career mentorship, substance abuse prevention, to address childcare shortages, ensure that the region is safe and inviting for all transportation modes including walking and biking, and increase physical activity. The consortium will also address regional disaster resilience planning and develop a regional definition for sustainability.

Social engagement is an important component of a sustainable region. Public participation is essential to this community-based project. Steering committee meetings will be held on a regular basis and will be open to the public. Open houses will take place throughout the region to engage those who cannot easily travel across the large geographic area. Local public libraries will help to reach out to the entire community in person and using digital technology.

The end result will be a healthier, more sustainable northwest Vermont region with a plan that puts health and economic development on the same footing as transportation and land use and that strengthens the physical health, economic health and social connections of our communities.

WORKSHOP PARTICIPANTS

Catherine Dimitruk

Executive Director, Northwest Regional Planning Commission
155 Lake Street, St. Albans, VT 05478
802.524.5958 | CDimitruk@nrpcvt.com

Catherine Dimitruk, Executive Director has over 20 years' experience in local and regional planning. She worked at the Northwest Regional Planning Commission in St. Albans, Vermont for 17 years, the last 15 as Executive Director. She has led the organization through a period of substantial growth and change in the region. She assists municipalities with local planning and zoning, works with communities and regional organizations on project planning and implementation, and participates in regional planning efforts for bicycle and pedestrian facilities, watershed planning, growth center development and conservation. Her prior experience includes work in municipal planning and community development. She serves on numerous boards and commissions in professional and volunteer capacities, including the National Association of Development Agencies, Champlain Housing Trust and Green Mountain Transit Agency. She is past Chair of the VT Association of Planning and Development Agencies and the VT Council on Rural Development. Dimitruk received a degree in Resource Economics from the University of Vermont and is a graduate of the Vermont Leadership Institute.

Shaun Coleman

Senior Planner, Northwest Regional Planning Commission
155 Lake Street, St. Albans, VT 05478
802.524.5958 | scoleman@nrpcvt.com

Shaun Coleman, Senior Planner has fourteen years of experience at NRPC, serving as Assistant Director from 2008-2011 and as Emergency Planner from 2002-2008. Coleman’s areas of planning expertise include emergency planning and management, project management, providing technical assistance to rural communities, grants management, public involvement, committee organization, experience and familiarity with cultural geography of Vermont.

WEST VIRGINIA

RANDOLPH COUNTY HOUSING AND TRANSPORTATION PLANNING

Type of Grant	Community Challenge
Year Awarded	2010
Project Location	Randolph County, WV
Lead Grantee Organization	Randolph County Housing Authority
Project Partners	Randolph County Senior Center, Development Authority, and County Roads Transit
Municipalities/Counties Served	One county
Population of Project Area	27,000 in one large, very rural county

PROJECT SUMMARY

The Randolph County Housing Authority (RCHA), with the support of its partners, Randolph County Development Authority, Randolph County Senior Center, and Country Roads Transit, is using this Community Challenge Planning Grant to develop specific, targeted strategies related to economic development, housing, community facilities, and transportation in Randolph County. The project will lead to a county-wide plan that addresses housing and transportation needs, particularly those of the growing senior population, and that better connects people with available jobs. RCHA will use the following methods to develop this plan: data collection and analysis, strategic partnerships with local agencies and government entities, public outreach and meetings, and on-site mobility assessments.

Specific components of this project include:

- **A county-wide study of housing and transportation.** This study looks at the population centers in the county, the top employers and their locations, the transportation options and routes for commuters, and the availability and affordability of rental and for-sale housing near the employers and transit routes.

- A **Bus Transit** study is underway to assess the opportunities and risks of expanding the bus routes both in Elkins and surrounding areas in order to increase ridership and better support commuters.
- **Neighborhood-specific assessments** for Highland Park and Highland Meadows, two Elkins neighborhoods that are mixed-income and close to jobs, schools, and in-town amenities, will lead to strategies that address housing, public transportation, and walk/bike options.
- An **Assessment of the West Virginia Farmland Protection Program** and its potential application in Randolph County will be conducted in the interests of protecting farms and rural landscapes in the county.

WORKSHOP PARTICIPANT

Kate Somers

Special Projects Manager, Randolph County Housing Authority

P.O. Box 1579, 1404 N. Randolph Ave., Elkins, WV 26241

304.636.6495 x 12 | ksomers@rchawv.org

Kate Somers is Planning Coordinator for the Randolph County Housing Authority's Community Challenge Planning Grant in Elkins, WV. Somers has worked in community development and affordable housing, in New Mexico and in West Virginia, for over 10 years. During this time, Somers has worked for non-profit affordable housing developers and has been responsible for conducting community outreach and infill development efforts, for marketing new, affordable, homeownership opportunities, and for providing housing counseling and home buyer education to first time homebuyers. Somers received a Master's Degree in Community and Regional Planning from the University of New Mexico in Albuquerque.

Workshop Facilitators and Staff

Erica Allison

President, Allison Development Group
121 Third Ave West, Suite 5, Hendersonville, NC 28792
828.329.5089 | erica@allisondevelopmentgroup.com

Erica McArthur Allison founded Allison Development Group in 2007, the culmination of many years working in real estate development, public relations and community facilitation. Her goal is simple: help clients develop their ideas, develop their messages and ultimately, develop their business. To accomplish that, Allison uses a combination of market research and analysis, social media applications, traditional media approaches and tried and true networks to get the people, places and projects she represents promoted in a very strategic and successful manner. Located in the charming small town of Hendersonville, in Western North Carolina, Allison Development Group has clients in North Carolina and South Carolina.

Ben Brown

Principal, Director of Client Public Relations, PlaceMakers LLC
224 Cedar Hills Drive, Franklin, NC 28734
828.508.5002 | ben@placemakers.com

Ben Brown connects, helping build environments of trust so planning can be about testing ideas instead of protecting turf and battling through cynicism. With solid communications and facilitation skills, he fosters a genuinely inclusive process and coaxes fence-sitters and doubters towards common ground — a place where shared goals stand in bold relief against divisive perspectives. Leveraging skills acquired through training and years of experience in fiercely competitive, deadline-driven arenas, Brown helps keep the promise of placemaking as a community-building exercise.

David Cole

Owner, David Cole Consulting
88 Canterbury Rd., Brewer, ME 4401
207.951.6576 | david@davidcoleconsulting.com

David Cole was named commissioner of the Maine Department of Transportation in 2003. Prior to this post, Cole served eight years as president and CEO of Eastern Maine Development Corporation (EMDC), a nonprofit economic development district. As President of EMDC, he oversaw a wide range of programs and initiatives including entrepreneurial development, business retention, expansion and attraction; community development and capacity building; regional initiatives; and advocacy at the local, state and national levels.

Noah Dorius

Lead Sustainability Officer, US Department of Housing and Urban Development, Region 1
121 South Main Street, Suite 300, Providence, RI 02903-7104
617.994.8287 | noah.dorius@hud.gov

Noah Dorius has been a community development practitioner since 1978. In 1998, he was chosen to be a Community Builder Fellow at HUD, having previously been the director of community development corporations and a city planning and community development official. Dorius is a community mediation trainer, who has organized national symposia for community development professionals, and authored articles for scholarly journals. He has a B.A. in Architecture from Miami University, an M.S. in Architecture from the University of Cincinnati, and a Ph.D. in Community Economic Development from Southern New Hampshire University. His current interests include writing a book on the need for a general theory of community-driven social change and institutional consensus around an analytical framework to evaluate community development outcomes.

Wayne Fawbush

Program Officer, Ford Foundation
320 E 43rd Street, New York, NY 10017
212.573.4918 | W.Fawbush@fordfoundation.org

Wayne Fawbush focuses on sustainable economic development in rural America. His work concentrates on helping families improve their livelihood and wealth-building opportunities through the employment of "triple-bottom line" development practices that promote positive changes in equity, environment and the economy. Before joining the Ford Foundation in 2007, Wayne was executive director of the Vermont Sustainable Jobs Fund. As its first director, Wayne grew the fund into an innovative economic development entity focused on helping communities and businesses in rural Vermont improve their economic base and sell forest and agriculture products in profitable markets. Previously, in the Clinton administration, he was deputy for program operations for the Farmers Home Administration at the Department of Agriculture. Wayne served for 16 years as a representative and then senator in the Oregon Legislature, concentrating on economic development in rural areas. He also owned and operated a pear and blueberry farm in Hood River, Ore., for 20 years. Wayne was an officer in the U.S. Air Force, serving a tour in Vietnam. He earned a master's degree from the University of Oregon.

Naomi E. Friedman

Grant Technical Representative
US Department of Housing and Urban Development, Office of Sustainable Housing and Communities
451 7th St., SW, Room 10180
Washington, DC 20401
202-402-3011 | Naomi.E.Friedman@hud.gov

Naomi Friedman joined HUD's Office of Sustainable Housing and Communities five months ago, and serves as a Grant Technical Representative for several sustainability grantees, coordinates outreach activities with HUD and partner agencies' sustainability field staff, and works on office communications. Prior to coming to HUD, Friedman worked at the National Association of Regional Councils, the Metropolitan Washington Council of Governments, the Environmental and Energy Study Institute, and the National Association of Counties.

Jane Lafleur

Executive Director, Friends of Midcoast Maine
5 Free Street, Camden, ME 04843
207.236.1077 | jb Lafleur@friendsmidcoast.org

Jane Lafleur is the Executive Director of Friends of Midcoast Maine (FMM), a regional smart growth organization working primarily with small towns with populations under 10,000. FMM provides assistance with community building, city and town planning, smart growth and public engagement throughout the Midcoast and Maine, including Damariscotta, Searsmont, Lincolnville, Belfast, Islesboro, Bar Harbor, Newcastle, Camden, and Rockport, Maine to name a few. She has served as a speaker at the American Planning Association, the Maine Association of Planners, the Northern New England Chapter of APA and the Southern New England Chapter of APA, New Partners for Smart Growth, The Juice Conference and Community Matters 2010, to name a few.

In 2008, Jane and FMM partnered with the Town of Damariscotta, Maine and the Orton Family Foundation in a Heart & Soul Community Planning project. Jane worked as project coordinator from the values based visioning to the implementation of multiple community building strategies including development of a community directed form based code, using innovative public engagement tools. Jane has been a City Planner since 1981, working for cities and towns in Vermont, New Hampshire and Maine. She received her Masters' Degree in City and Regional Planning from Harvard University.

Melissa Levy

Senior Associate, Yellow Wood Associates, Inc
228 N Main St, St. Albans, VT 05478
802.524.6141 | ymlevy@yellowwood.org

Melissa Levy, Senior Associate, has been with Yellow Wood Associates, Inc. since May 2003. She has experience working closely with local governments, nonprofit organizations, foundations and businesses in the areas of

community and economic development and natural resources. Levy has worked with a wide variety of organizations in the area of measurement, using Yellow Wood's You Get What You Measure process. She received her Master of Science degree in Natural Resource Planning from the University of Vermont and her Bachelor's degree in Environmental Studies from the State University of New York at Binghamton. Levy lives in Hinesburg, Vermont, where she serves as Chair of the Hinesburg Conservation Commission. She is also a board member of the Vermont Environmental Consortium.

Mike McNamara

Field Office Director, US Department of Housing and Urban Development, Vermont Field Office
95 Bank Street, 4th Floor, Burlington, VT 05401
802.951.6290 | Michael.F.McNamara@hud.gov

Since 1999, Michael McNamara of Colchester has served the U.S. Department of Housing and Urban Development as its Burlington Field Office Director, covering the State of Vermont. Before coming to HUD, McNamara served as deputy director of the Vermont Housing Finance Agency. Prior to VHFA, he served as executive director of the Alexandria, VA Housing and Redevelopment Authority, and as executive director of the Burlington, VT and Clinton, MA housing authorities. A native of Waltham, MA, McNamara holds a BA from the University of Massachusetts at Amherst and a Master of Public Administration from Clark University.

Jon-Michael Muise

Area Director, US Department of Agriculture Rural Development
28 Vernon Street, Suite 333, Brattleboro, VT 05301
802.257.7878 x106 | jon.muise@vt.usda.gov

Jon has 23 years of service with USDA. His current position as an Area Director manages a staff of 5 that are responsible for administering Rural Developments Housing, Business, and Community Facility programs to the communities of the Southern four counties in Vermont. Jon also assists USDA, Rural Development's Washington office with developing on line training and programs that focus on Community Development and strategic planning. He is a Graduate of the University of Massachusetts, and the Stockbridge School of Agriculture. He has degrees in Agricultural & Resource Economic and, Agricultural Business Management. Jon lives in Townshend, Vermont with his wife and daughter and enjoys many outdoor activities.

Kathy Nothstine

Associate Director, NADO
400 N Capitol St NW, Suite 390, Washington, DC 20001
202.624.5256 | knothstine@nado.org

Kathy Nothstine serves as an Associate Director at NADO. She designs and manages research and training programs related to regional planning, sustainable development, community and economic development, and transportation planning. Previously, Nothstine worked as a community planner with a planning and design consulting firm in central Florida, where she contributed to land use programs and site plans for real estate development proposals, coordinated public and private sector planning efforts, and developed land use policies and plans for municipal governments. Kathy earned her Master of City Planning degree from the University of Pennsylvania and a BA from Villanova University.

Robin Rather

CEO, Collective Strength
501 North IH 35, Austin, TX 78702
512.445.2200 | robin@collectivestrength.com

Robin Rather specializes in market research and strategy for a range of business, non-profit and governmental clients and is a recognized advocate for sustainability and related policy issues. Her Company, Collective Strength, is based in Austin. Working alongside regional planning experts, Rather's approach to citizen research goes beyond just generating data and reports. She is well-known for analytical skills that reach farther into the "mind set" of diverse community segments and goes on to synthesize these often wide ranging viewpoints into cohesive planning priorities. Her approach also provides a way to benchmark attitudes and perceptions about regional plans as they evolve over time. Rather has recently served as a lead consultant on projects that involve renewable

energy strategies, water conservation, the future of health care, non-point source pollution, community values, citizens' definitions of a healthy economy, and corporate trends. She also conducted one of the first major surveys of US sustainability experts on global trends and recently traveled to Beijing as part of a delegation meeting with environmental, academic and policy leaders in China.

Lilly Shoup

Policy Analyst, US Department of Transportation, Office of the Secretary
1200 New Jersey Ave, SE, Washington, DC 20590
202.366.8134 | Lilly.Shoup@dot.gov

Lilly Shoup is a Policy Analyst in the Office of the Undersecretary for Transportation Policy in Washington, DC. She supports the Partnership for Sustainable Communities and related livability initiatives at DOT, working closely with Federal Highway Administration and Federal Transit Administration. Shoup has worked on federal transportation authorization and policy proposals to ensure transportation investments support sustainable communities. Shoup previously served as Research Director at Transportation for America and a Senior Associate at ICF International. She is author of national publications including "Dangerous by Design" and "The Fix We're In For: National Bridge Assessment". She holds a Master in City and Regional Planning from the University of Maryland at College Park and a Bachelor of Arts in Economics and Public Policy from the University of North Carolina at Chapel Hill.

Bill Vanderwall

Capacity Building Manager, Minnesota Housing Partnership
2446 University Ave W, Ste 140, Saint Paul, MN 55114-1740
651.925.5541 | bill.vanderwall@mhponline.org

Bill Vanderwall assists many affordable housing organizations with strategic planning, technical assistance, and organizational development efforts. He also is responsible for getting new MHP initiatives up and running. With over 20 years of experience in leadership, nonprofit management, partnerships & collaboration, and community engagement, he also works to build community development strategies that lead to economic sustainability. Bill believes in community involvement, and lives that ethic out as Board Chair of the Conflict Resolution Center and many other volunteer activities. Trained in professional facilitation and community mediation techniques, Bill's favorite thing is to create the hidden opportunity in each and every challenge!

Mayor Miro Weinberger, City of Burlington

Miro Weinberger is Burlington's 38th Mayor, and the first Democrat to occupy the office since 1981. He was born and raised in Vermont. He left the state for college, worked in Washington, DC for two US Senators, worked for non-profit housing developers Habitat for Humanity in Georgia, Florida and New York, and completed a master's degree in Public Policy and Urban Planning from the Kennedy School of Government. In 2002 he returned home to Vermont and co-founded the Hartland Group in Burlington. In less than nine years, his company built over 200 affordable and market rate homes in Vermont and New Hampshire, consisting of over \$40 million of development. His work has won a smart growth and a green building award, LEED certifications, and has involved the clean-up of environmentally contaminated sites. Hartland's projects generally include public and private financing, multiple financial partners, the management of a large, varied team of professionals, and extensive work with government regulators and permitting boards. Mayor Weinberg is active in the Burlington community. He has also volunteered on many local political campaigns and was the Chittenden County Democratic Chair during the 2004 election cycle.

Diana Williams

Director of Public Policy, Funders' Network for Smart Growth and Livable Communities
505 East Capitol Street, SE, Washington, DC 20003
510.872.5551 | diana@fundersnetwork.org

Diana Williams is a Washington, DC-based program director for the Funders' Network for Smart Growth and Livable Communities. She works with staff at key federal agencies, such as the EPA, DOT and HUD, to maximize coordination with the goals of TFN's members. Working with national, regional and local grant-makers, Williams promotes transportation and land use reforms that range from the very broad -- for example, shaping the federal

transportation bill -- to the very local -- for example, promoting Transit-Oriented Development in place-based settings such as the Twin Cities, Baltimore and San Francisco. Prior to joining the Funders' Network, Williams worked as a grantmaker at the James Irvine Foundation, where she oversaw development of a new land use program. She also served as executive director for the nonprofit Urban Ecology, which offered pro-bono community design services to low-income communities in the San Francisco Bay Area. Williams started her professional career as a journalist for local and regional newspapers in Maryland and California. She is a graduate of Hamilton College and the Kennedy School of Government, and lives on Capitol Hill with her husband and three children.