DENA’INA CIVIC & CONVENTION CENTER, ANCHORAGE, AK

ANNUAL TRAINING CONFERENCE

SEPTEMBER 9-12

2017

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Stop by the Conference Registration and Information Center, located on the 2nd Level Lobby at the Dena’ina Civic & Convention Center, to pick up your name badge and conference packet.

**REGISTRATION SCHEDULE**

- **Fri., September 8** 8:00 – 9:00 a.m.  (for attendees of Friday’s Mobile Workshops)
  3:00 - 5:00 p.m.
- **Sat., September 9** 9:00 a.m. – 5:00 p.m.
- **Sun., September 10** 9:00 a.m. – 5:00 p.m.
- **Mon., September 11** 7:00 a.m. – 5:00 p.m.
- **Tues., September 12** 8:00 a.m. – 5:00 p.m.

**EXHIBITORS**

- Mortimer & Mimi Levitt Foundation
- NADO/NADO RF
- VC3
- Where Expectations Meet Reality

**SPONSORS**

- Appalachian Regional Commission
- Association of Arkansas Development Organizations
- Brazos Valley Council of Governments
- Esri
- FHWA
- Florida Regional Councils Association
- Iowa Association of Councils of Government
- New Mexico Association of Regional Councils
- Northern Maine Development Commission
- Three Rivers Planning and Development District
- South Dakota Planning Districts
- VC3

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Please note that meeting room temperatures are not within our control. We suggest that you plan accordingly and bring a sweater. The conference is meant to be a comfortable training experience for attendees and business casual dress is encouraged, except for the President’s Award Dinner which is business attire.

NADO thanks each of the supporting organizations and exhibitors for participating in this conference.
Dear NADO members and friends:

Welcome to Anchorage, Alaska for NADO’s Annual Training Conference and the celebration of 50 years as the national voice for RDOs across the country. Our work is critically important to the livelihood of America’s rural and small metro communities and regions, and the partnership we have with our members across the nation is what makes us strong and successful.

Launched in 1967 as the Association of District Development Organizations and housed in Minnesota, NADO has had many organizational “firsts” over the years. Our first Annual Training Conference was held in St. Louis, MO in 1968. Our first full time executive director, Aliceann Wohlbruck, was hired in 1979. Also in 1979, for the first (and only) time, a president (Jimmy Carter) spoke at a NADO conference.

The first edition of NADO News (type written and snail-mailed to the membership) was published in 1981. NADO’s first female president assumed leadership in 1983. With support from ARC, the first round of Innovation Awards were made in 1986.

A generous grant from the Ford Foundation, the first of three grants, provided the financial means to establish the NADO Research Foundation in 1994. 1995 brought the first iteration of NADO’s website. For the first time in over two decades, both EDA and ARC were reauthorized in 1998, due, in part, to the tireless efforts of NADO’s legislative team. The first Congressional Partnership Awards recognizing members of Congress for their support of regional development were made. RPO America was established to serve as the first national professional association for regional and rural transportation planning professionals, practitioners, and other interested stakeholders.

A 2007 MOU between NADO and AMPO created a platform for the first of many collaborative research, training, and advocacy initiatives to benefit MPOs and RTPOs. Later that year, the first Excellence Awards recognized noteworthy projects and practices in rural and small metropolitan areas that help meet regional transportation needs. Another legislative success for NADO occurred in 2012 when RTPOs were formally federally recognized for the first time in MAP-21. To further promote the work of NADO members, the first Photo Contest was in 2014 and has become an annual event.

Speaking of firsts, NADO first brought the ATC to Anchorage in 1997, and then again in 2008. We are ecstatic to be bringing our conference to America’s Last Frontier again this year. As always, the ATC offers countless opportunities to share experiences, seek peer-to-peer solutions to particular challenges, hear about new approaches and strategies, and share innovative approaches to regional development. With nearly 50 plenary and concurrent sessions, learning labs, conversation cafés, mobile workshops, receptions and other networking events, the diversity in topics is broad. And, as is the hallmark of NADO’s ATC, the conference offers a unique combination of sessions and speakers that blends economic development practitioners with expert subject matter trainers.

NADO’s leadership is pleased that EDA Deputy Assistant Secretary for Regional Affairs Dennis Alvord will provide a keynote address during Monday’s luncheon. He will be joined by all six of the EDA Regional Directors, and I encourage you to visit with all of them during the conference. Now, more than ever, it is important that we convey the important role EDA has across our regions.

The NADO Board of Directors encourages you to participate in two opportunities to learn more about our organization’s governance and operations: the 2017 Annual Business Meeting on Tuesday afternoon which will be followed immediately after by a Board of Directors meeting. We encourage you to attend these meetings to hear from the Association’s leadership and staff and learn more about the programs and services your association is currently engaged in to promote and enhance regional development across the nation.

I hope you will plan to celebrate the accomplishments of the 2017 Innovation Awardees at the Roundtable Reception on Monday afternoon—the reception provides a perfect opportunity for attendees to learn about interesting and impactful projects and programs managed by their peers in an informal setting.

NADO’s Executive Committee and Board of Directors appreciate your continued support of your national membership organization and we are excited that so many of our members, federal partners, and others engaged in economic development have joined us in Alaska. Please enjoy your time in Alaska, and return home rejuvenated and ready to help NADO tackle the next 50 years of firsts!

Very sincerely,

Lynne Keller Forbes
NADO President
Executive Director, South Eastern Council of Governments, Sioux Falls, SD
**FRIDAY, SEPTEMBER 8**

8:00 – 9:00 a.m.  
Conference Registration (for Attendees of Friday’s Mobile Workshops) .......................................................... 2nd Level Lobby

8:30 a.m. – 6:00 p.m.  
**Mobile Workshop** - Building Tomorrow’s Workforce, Preserving Sea Life: AVTEC-Alaska’s Institute of Technology and Alaska’s SeaLife Center .................................................. Street Level Entrance  
7th & G Streets

9:00 a.m. – 5:00 p.m.  
**Mobile Workshop** - Planting the Seeds for Food Security in the Mat-Su Valley .................................................. Street Level Entrance  
7th & G Streets

3:00 – 5:00 p.m  
Conference Registration .......................................................... 2nd Level Lobby

**SATURDAY, SEPTEMBER 9**

9:00 a.m. – 5:00 p.m.  
Conference Registration .......................................................... 2nd Level Lobby

9:30 a.m. – Noon  
**Concurrent Learning Labs**  
• Harnessing the Power of Data to Improve Your CEDS .......................................................... Kahtnu Room 1  
• Human Resources Basics: What Executive Directors Need to Know .................................................. Tubughnenq’ Room 3

**SUNDAY, SEPTEMBER 10**

1:30 – 4:00 p.m.  
**Concurrent Learning Labs**  
• Taking the CEDS to the Next Level Through the Content Guidelines .................................................. Kahtnu Room 1  
• What You Need to Know Now to Be an Effective RDO Leader .................................................. Tubughnenq’ Room 3

9:00 a.m. – 5:00 p.m.  
Conference Registration .......................................................... 2nd Level Lobby

9:00 – 11:00 a.m.  
Executive Committee Meeting .................................................. Tubughnenq’ Room 5

10:00 a.m. – 12:00 p.m.  
**Regional Resilience Roundtables** .................................................. Tikahtnu Ballroom C

10:00 a.m. – 12:00 p.m.  
**Concurrent Learning Labs**  
• RDO Board Members: Becoming a Strong(er) Advocate for the RDO .................................................. Kahtnu Room 1  
• Moving from Measuring Success to Showing Relevance .................................................. Tubughnenq’ Room 3

1:00 – 3:30 p.m.  
**Concurrent Learning Labs**  
• Fiduciary Responsibility for RDO Board Members .................................................. Kahtnu Room 1  
• Telling Your Story/Sharing Your Successes .................................................. Tubughnenq’ Room 3  
• Best Practices to Incorporate Resilience Into the CEDS .................................................. Tikahtnu Ballroom C

3:45 – 5:15 p.m.  
**Membership Regional Caucus Meetings**  
• East .......................................................... Kahtnu Room 1  
• Central .......................................................... Kahtnu Room 2  
• Midwest .................................................. Tubughnenq’ Room 3  
• Southeast .................................................. Tikahtnu Ballroom C  
• Southwest .................................................. Tubughnenq’ Room 4  
• West .................................................. Tubughnenq’ Room 5

5:30 – 7:00 p.m.  
Opening Reception .................................................. Tikahtnu Ballroom A/B  
Join your peers for conversation and catching up over hors d’oeuvres and beverages.

**Learning Labs** are open to all conference attendees. Stop by the Conference Registration desk to register.
**MONDAY, SEPTEMBER 11**

7:00 a.m. – 5:00 p.m.
Conference Registration ........................................ 2nd Level Lobby

7:30 – 8:15 a.m.
DDAA Breakfast .................................................. Tikahntu Ballroom E/F

8:30 – 10:00 a.m.
Opening Plenary: The Indispensable Regional Development Organization: Continuing to Make the Case for Why RDOs Matter ........................................ Tikahntu Ballroom A/B

10:00 – 10:15 a.m.
Networking Break .................................................. 2nd Level Lobby

10:00 a.m. – Noon
**Mobile Workshop** - Ted Stevens International Airport
Operations .................................................. Street Level Entrance 7th & G Streets

10:15 – 11:45 a.m.
**Concurrent Sessions and Conversation Café**
- Building Community for Prosperity and Inclusion ........................................ Tikahntu Ballroom C
- Finding Catalysts in Your Community: Harnessing the Potential of Libraries and Museums ........................................ Tikahntu Ballroom D
- Emerging Leaders: Leadership Competencies You Need to Become a Successful Executive Director ........................................ Tikahntu Ballroom E/F
- Conversation Café: RDO Roles in Renewable Energy and Energy Efficiency ........................................ Kahtnu Room 1 & 2

12:00 – 1:30 p.m.
Keynote Luncheon .................................................. Tikahntu Ballroom A/B

1:45 – 3:15 p.m.
**Concurrent Sessions and Conversation Café**
- Leveraging Assets to Improve Health and Equity in Rural Communities ........................................ Tikahntu Ballroom C
- New Approaches to Economic Development: Looking Beyond the Norm ........................................ Tikahntu Ballroom D
- Engaging Employees through Times of Transition ........................................ Tikahntu Ballroom E/F
- Conversation Café: RDO Roles in Broadband ........................................ Kahtnu Room 1 & 2

1:45 – 4:45 p.m.
**Mobile Workshop** - Anchorage Neighborhoods on the Move ........................................ Street Level Entrance 7th & G Streets

3:15 – 3:30 p.m.
Networking Break .................................................. 2nd Level Lobby

3:30 – 4:30 p.m.
**Concurrent Sessions and Conversation Café**
- Regional Partnerships to Achieve Transportation Outcomes ........................................ Tikahntu Ballroom C
- How to Stay Connected in the Workplace ........................................ Tikahntu Ballroom E/F
- Conversation Café: Aging ........................................ Kahtnu Room 1 & 2

3:30 – 5:00 p.m.
Nominating Committee ........................................ Kahtnu Room 1 & 2

5:00 – 6:30 p.m.
Innovation Awards Reception ..................................... Tikahntu Ballroom A/B
All attendees are invited to attend this roundtable reception to learn about the 2017 Innovation Award winning projects. Light snacks and beverages will be provided.

**TUESDAY, SEPTEMBER 12**

8:00 a.m. – 5:00 p.m.
Conference Registration ........................................ 2nd Level Lobby

9:00 a.m. – 12:00 p.m.
**Mobile Workshop** - Port of Anchorage Tour ........................................ Street Level Entrance 7th & G Streets

9:00 – 10:15 a.m.
Plenary Session - The Power of Creative Placemaking ........................................ Tikahntu Ballroom A/B

10:15 – 10:30 a.m.
Networking Break .................................................. 2nd Level Lobby

10:30 a.m. – 12:30 p.m.
**Mobile Workshop** - Growing and Accelerating Anchorage’s Entrepreneurial Community: A Visit to the Boardroom ........................................ Street Level Entrance 7th & G Streets
10:30 – 11:45 a.m.
Concurrent Sessions & Conversation Café
• Economic Development Integration (EDI): Breaking Down Silos to Build Up Local and Regional Economies................. Tikhahtnu Ballroom C
• Building on Your Assets .................................................. Tikhahtnu Ballroom D
• Creating New Opportunities for Your Region’s Workforce .................................................. Tikhahtnu Ballroom E/F
• Conversation Café: Brownfields Programs, Partnerships, and Possibilities............................. Kahtnu Room 1 & 2

12:20 – 1:30 p.m.
Lunch on Your Own

1:30 – 2:30 p.m.
Plenary Session: Advocacy in Regional Development .................................................. Tikhahtnu Ballroom B

2:30 – 2:45 p.m.
Networking Break ................................................................. 2nd Level Lobby

2:45 – 5:15 p.m.
Annual Business Meeting .................................................. Tikhahtnu Ballroom E/F
NADO Board of Directors Meeting ........................................ Tikhahtnu Ballroom C
All NADO members are encouraged to attend the Annual Business and Board of Directors Meetings. It’s a great way to learn more about the governance of your membership organization.

5:15 – 6:15 p.m.
Innovation Awards Photo Session ........................................ 2nd Level Lobby

6:30 – 7:00 p.m.
Reception / Cash Bar .............................................................. 3rd Level Lobby

7:00 – 8:30 p.m.
President’s Award Dinner .................................................... Tikhahtnu Ballroom E/F
As always, the conference will end with the Annual President’s Award Dinner where an individual is recognized for his or her contributions to regional development. Cash bar followed by dinner.

Stay Connected at the ATC
Stay connected during the conference using the free Wi-Fi throughout the conference area!
Open the Dena’ina Center Guest Wireless; no access code is needed.

Attend the Innovation Awards Reception on Monday at 5:00 p.m. in the Tikhahtnu Ballroom A/B

Tweeting about the conference? Use the hashtag #NADOATC.
8:00 – 9:00 a.m.
Conference Registration (for Mobile Workshop Attendees) .......................................................... 2nd Level Lobby

8:30 a.m. – 6:00 p.m.
Mobile Workshop
• Building Tomorrow’s Workforce, Preserving Sea Life:
  AVTEC-Alaska’s Institute of Technology and Alaska’s SeaLife Center .................................................. Street Level Entrance
  7th & G Streets

Located on the edge of Resurrection Bay, Seward is home to the state’s only public aquarium that includes marine research, education, and wildlife response, and the state’s only post-secondary vocational training center. Both facilities contribute enormously to the city, region, and state economy. AVTEC’s “career in less than a year” has proven highly successful in providing skills and pathways to careers. The workshop will include an overview of the important impact of AVTEC to the state’s future, and a tour of the facility including the state-of-the-art maritime training center and the culinary academy (including lunch!). A tour of the Sealife Center will offer insights into the important work they do to protect and preserve sea life and their various educational programs.

9:00 a.m. – 5:00 p.m.
Mobile Workshop
• Planting the Seeds for Food Security in the Mat-Su Valley .......................................................... Street Level Entrance
  7th & G Streets

The heart of the Matanuska Valley, Palmer’s microclimate assures its place as an agricultural center for the state. A quiet town of miners, Palmer transformed forever when President Roosevelt’s New Deal brought farmers from the Midwest to the Mat-Su to try their skills at farming in this fertile region. Today, Palmer’s booming agriculture industry is helping boost Farmer’s Markets, bring local foods to the table (at homes and restaurants), and contribute to the state’s overall economy. This workshop will cover the unique agricultural history of the Mat-Su, its impact on food security and the economy, a stroll along Palmer’s Edible Rail Trail, and visits to local farms as well as a locally-sourced meal.

3:00 – 5:00 p.m.
Conference Registration .................................................................................................................. 2nd Level Lobby

9:00 a.m. – 5:00 p.m.
Conference Registration .................................................................................................................. 2nd Level Lobby
Concurrent Learning Labs

9:30 a.m. – Noon

**Harnessing the Power of Data to Improve Your CEDS** ................................................................. Kahtnu Room 1

Accessing, interpreting, and incorporating the right data are some of the most important tasks in writing an effective and compelling CEDS. This hands-on learning lab will highlight data tools and resources including StatsAmerica, BlastPoint, and the Area Sector Analysis Process (ASAP) that you can use to improve your CEDS and enable stakeholders to make more informed decisions. Make sure to bring your own laptop or tablet to follow along with the live demonstrations.

Marion Bentley, Director, Extension Business & Development Center, USU, Logan, UT
Russell Cowley, Executive Director, Six County AOG, Richfield, UT
Jody Gale, Sevier County & Southern Area Extension Agent, USU Cooperative Extension, Richfield, UT
Carol Rogers, Deputy Director and CIO, Indiana Business Research Center, Indianapolis, IN
Jeremy Shafton, Sales and Marketing Director, BlastPoint, Pittsburgh, PA
Nathan Ohle, Executive Director, Rural Community Assistance Partnership, Washington, DC, Moderator

**Human Resources Basics: What Executive Directors Need to Know** ........................................... Tubughnenq’ Room 3

Is your personnel handbook current and comprehensive? Are your compensation and benefits plans competitive and realistic? Do you have processes in place to manage difficult staffing situations? Are you on top of current FMLA and other federal laws? What an executive director needs to know about HR systems and processes will be addressed in this workshop.

Sean Halloran, Special Counsel, Littler, Anchorage, AK

1:30 – 4:00 p.m.

Concurrent Learning Labs

**Taking the CEDS to the Next Level Through the Content Guidelines** ............................................ Kahtnu Room 1

The U.S. Economic Development Administration’s 2015 CEDS Content Guidelines ushered in a new era in CEDS planning, design, and implementation. This session will explore the ins and outs of the Content Guidelines, feature examples of CEDS that have embraced the opportunities provided by this framework, and explore additional key areas such as performance metrics, alignment with other planning processes, and engagement strategies to “tell the story of the CEDS” to key constituencies, including your board and CEDS Committee.

Nathan Ohle, Executive Director, Rural Community Assistance Partnership, Washington, DC
Aaron Sizemore, Executive Director, Mount Rogers Planning District Commission, Marion, VA
Matthew Suchodolski, Management Analyst, EDI, U.S. EDA, Philadelphia, PA

**What You Need to Know Now to Be an Effective RDO Leader** .................................................... Tubughnenq’ Room 3

New RDO leaders are often struck by how much they need to learn as they assume new roles with greater responsibility in their organizations. During this Learning Lab, attendees will gain insights into what makes a strong RDO leader, including: building solid board relationships, proactively addressing staffing issues, and managing uncertainty.

Monica Scamardo, President, Variate, Round Rock, TX

Sponsored by Three Rivers Planning and Development District
10:00 a.m. – 12:00 p.m.
Regional Resilience Roundtables ................................................................. Tikahnu Ballroom C
Join your peers from around your EDA region for small group discussions about planning for resilience in your communities and integrating resilience into your CEDS. Share what has worked (and what hasn’t) in making your region better equipped to prepare for, respond to, and recover from natural and economic shocks and disruptions.
Brett Schwartz, Program Manager, NADO Research Foundation, Washington, DC, Facilitator

10:00 a.m. – 12:00 p.m.
Concurrent Learning Labs
• RDO Board Members: Becoming a Strong(er) Advocate for the RDO........................................................... Kahtnu Room 1
What is your role as a board member? How can you support the RDO and the executive director to insure longevity and sustainability? What is the balance between leading and micro-managing? What information do you need from the RDO leadership to best communicate to local business, the community and the local governments? What is your role in providing outreach to the RDO’s various audiences? Learn how to be the best board member you can be during this interactive Learning Lab.
Monica Scamardo, President, Variate, Round Rock, TX
Sponsored by Three Rivers Planning and Development District

• Moving from Measuring Success to Showing Relevance ............................................................. Tubughnenq’ Room 3
If your organization disappeared, who would know? What would happen in your region without your RDO? This session will focus on sustainability of an organization, using information about impact and performance to show relevance to partners, funders, and key constituents.
Laurie Wolf, CEO, Foraker Group, Anchorage, AK

1:00 – 3:30 p.m.
Concurrent Learning Labs
• Fiduciary Responsibility for RDO Board Members .................................................................................. Kahtnu Room 1
RDO board members play a critical role in assuring the organization’s financial health is strong and will cover present and future needs. This Learning Lab will offer critical tips to board members regarding what to look for in the financial statements and accounting policies, including how to identify red flags, ways to avoid fraudulent situations, know what information you should be receiving regularly, and understanding the information provided, and other aspects that will help you better monitor the RDO’s financial well-being.
TBA

• Telling Your Story/Sharing Your Successes .................................................................................. Tubughnenq’ Room 3
RDOs often are conveners and facilitators that create a space for great work to happen, but they do not often take credit for this work. Attendees in this session will learn how to identify opportunities to create a narrative about RDO efforts, how to tell the story, and how to use “ambassadors” to spread the story about RDO strengths and impact.
Kate O’Brien, Director of Communication & Education, Foraker Group, Anchorage, AK
Laurie Wolf, CEO, Foraker Group, Anchorage, AK

• Best Practices to Incorporate Resilience Into the CEDS ........................................................................ Tikahnu Ballroom C
Planning for resilience positions communities and regions for long-term prosperity and success in the face of an uncertain economic and environmental landscape. RDOs across the country are exploring ways to incorporate resilience planning into their CEDS to address a variety of disruptions in their regions. In this session, hear about best practices and useful approaches for infusing resilience into your CEDS to better prepare for, respond to, and recover from both natural and economic shocks.
Cheryal Lee Hills, Executive Director, Region Five Development Commission, Staples, MN
Nathan Ohle, Executive Director, Rural Community Assistance Partnership, Washington, DC
Meilani Schijvens, Economic Development Planner, Southeast Conference, Juneau, AK
Brett Schwartz, Program Manager, NADO Research Foundation, Washington, DC
3:45 – 5:15 p.m.
Membership Regional Caucus Meetings
• East ........................................................................................................................................................................... Kahtnu Room 1
• Central ....................................................................................................................................................................... Kahtnu Room 2
• Midwest .................................................................................................................................................................... Tubughnenq’ Room 3
• Southeast .................................................................................................................................................................. Tikahtnu Ballroom C
• Southwest ................................................................................................................................................................. Tubughnenq’ Room 4
• West ........................................................................................................................................................................... Tubughnenq’ Room 5

5:30 – 7:00 p.m.
Opening Reception ..................................................................................................................................................... Tikahtnu Ballroom A/B
Join your peers for conversation and catching up over light snacks and beverages.

• MONDAY, SEPTEMBER 11

7:00 a.m. – 5:00 p.m.
Conference Registration .................................................................................................................................................. 2nd Level Lobby

7:30 – 8:15 a.m.
DDAA Breakfast ......................................................................................................................................................... Tikahtnu Ballroom E/F

8:30 – 10:00 a.m.
Opening Plenary: The Indispensable Regional Development Organization: Continuing to Make the Case for Why RDOs Matter .................................................................................................................. Tikahtnu Ballroom A/B
As NADO marks its 50th Anniversary and many RDOs are also celebrating milestones, the time is right to reflect on the important role that our organizations play in supporting improved quality of life in our regions and local communities. During these times of change, it is critical for RDOs to continue to serve as leaders in regional development and communicate their role and relevancy to a wide cross-section of stakeholders and funders. In this plenary, hear from executive directors of RDOs across the country who are keeping their organizations front and center on issues of regional importance and learn ways to continue to keep your organization relevant and indispensable for years to come.
Tim Armer, Executive Director, North Central New Mexico EDD, Santa Fe, NM
Karl Elmshaeuser, Executive Director, West Central Nebraska Development District, Ogallala, NE
Nicole Griensewic Mickelson, Executive Director, Region Five Development Commission, Mankato, MN
Colleen Padilla, Executive Director, Southern Oregon Regional Development, Inc., Medford, OR
Martha Shickle, Executive Director, Richmond Regional Planning District Commission, Richmond, VA
Anthony Starr, Executive Director, Western Piedmont Council of Governments, Hickory, NC
Steve Etcher, Manager Location Strategies, Marks Nelson, Kansas City, MO, Facilitator

10:00 – 10:15 a.m.
Networking Break ......................................................................................................................................................... 2nd Level Lobby

10:00 a.m. – Noon
Mobile Workshop
• Ted Stevens International Airport Operations ............................................................................................................. Street Level Entrance

7th & G Streets
Anchorage’s airport is an important anchor in the economy of the region and the state, situated less than 9.5 hours from 90 percent of the industrial world. The Ted Stevens Anchorage International Airport ranks second in the United States for landed weight of cargo aircraft, and is among the top five globally for cargo throughput. The airport is also the world’s busiest floatplane base, serving a critical aviation need in Alaska. On this tour, attendees will learn about airport operations in a way typically unseen by airport passengers.

10:15 – 11:45 a.m.  
**Concurrent Sessions and Conversation Café**

- **Building Community for Prosperity and Inclusion**  
  Tikahtnu Ballroom C
  Public, private, and nonprofit partners work together in Anchorage to promote policies, plans, and programs that support social and economic integration of new and long-time residents. Learn how these various efforts dovetail to ensure economic vitality, common ground, and shared leadership. Lessons learned from this session will apply at the regional, county, or community levels.
  Moira Gallagher, Live. Work. Play. Director, AEDC, Anchorage, AK  
  Mara Kimmel, First Lady of Anchorage, City of Anchorage, Anchorage, AK  
  Lourdes Linato-Crawford, President, Bridge Builders of Anchorage, Anchorage, AK  
  Wanetta Ayers, Interim Executive Director, Prince William Sound, EDD, Anchorage, AK, Moderator

- **Finding Catalysts in Your Community: Harnessing the Potential of Libraries and Museums**  
  Tikahtnu Ballroom D
  The Institute of Museum and Library Services has launched a new initiative aimed at assisting libraries and museums in developing a deeper understanding of their role as catalysts of community vitality and co-creators of positive community change. This interactive session will explore examples of how museums and libraries are serving and collaborating with their communities in innovative ways, including through neighborhood revitalization, workforce development, digital literacy projects, veterans and military families support, tourism strategies, and early learning programs.
  Kathryn K. Matthew, PhD., Director, Institute of Museum and Library Sciences, Washington, DC

- **Emerging Leaders: Leadership Competencies You Need to Become a Successful Executive Director**  
  Tikahtnu Ballroom E/F
  What leadership skills are needed for a first time ED? Do you have what it takes to be successful as an ED? If you want to proactively direct your career path and become an ED this session is for you. In this session you will assess your current skill base and compare it to what is expected in most ED positions. Then we will review some key competencies and the best practices for building them to get you prepared for your first ED position.
  Monica Scamardo, President, Variate, Round Rock, TX
  Sponsored by Three Rivers Planning and Development District

12:00 – 1:30 p.m.  
**Keynote Luncheon**  
Tikahtnu Ballroom A/B
Introductions: Lynne Keller Forbes, President, NADO, and Executive Director, South Eastern COG, Sioux Falls, SD  
Welcome: A. Leonard Smith, Regional Director, U.S. EDA, Seattle Regional Office, Seattle, WA  
Keynote Address: Dennis Alvord, Deputy Assistant Secretary for Regional Affairs, U.S. EDA, Washington, DC

1:45 – 3:15 p.m.  
**Concurrent Sessions and Conversation Café**

- **Leveraging Assets to Improve Health and Equity in Rural Communities**  
  Tikahtnu Ballroom C
  A growing body of research shows that people living in rural communities experience inequities in health and well-being compared to their urban counterparts. The NORC Walsh Center for Rural Health Analysis, with funding from the Robert
Wood Johnson Foundation, is conducting formative research to explore opportunities to improve health and equity in rural communities using an asset-based community development approach. This session will provide an overview of rural health disparities data, followed by preliminary findings and key recommendations to strengthen rural communities based on an enhanced understanding of culture and history, priorities, assets, partners, and promising strategies unique to and common across rural communities and regions.

Michael Meit, MS, MPH, Co-Director, NORC Walsh Center for Rural Health Analysis, NORC at the University of Chicago, Bethesda, MD

Chris Rietow, Executive Director, Apalachee RPC, Tallahassee, FL, Moderator

- New Approaches to Economic Development: Looking Beyond the Norm........................................................................................................Tikahtnu Ballroom D

Every day, across the country in both rural and urban regions and communities, new businesses and industries are emerging on the economic development landscape. Entrepreneurs and small business owners are looking beyond traditional sectors and launching enterprises that are creating jobs and financial security for employees while also providing services and products that are, in some cases, a bit outside the box. This session will share examples of ways RDOs are working with renewable energy, cannabis, and recreation/tourism businesses in their regions.

Emily Gojkovich, Economic Development Planner, Southwest NM COG, Silver City, NM

Al Lerma, Director, Business Development and Innovation, Sonoma County EDB, Santa Rosa, CA

Teri Provost, Program Analyst, SEDA-Council of Governments, Lewisburg, PA

Jay Trusty, Executive Director, Southwest Regional Development Commission, Slayton, MN, Moderator

- Engaging Employees through Times of Transition..................................................................................................................Tikahtnu Ballroom E/F

Changes in an organization, such as changing staffing levels, new management, different priorities, or cutting programs or taking on new ones, can disrupt organizational culture and cause staff to feel disengaged. Learn to help employees navigate these shifts and be fully engaged in their new reality.

Jim Reed, AICP, Executive Director, Central Texas Council of Governments, Belton, TX

Dr. Lynette Reed, Where Expectations Meet Reality, Salado, TX

Conversations Café:
- RDO Roles in Broadband ........................................................................................................................................................................,... Kahtnu Room 1 & 2

Join your peers for discussion on how regions can work with partners to look for opportunities to improve telecommunications infrastructure.

Miriam Gillow-Wiles, Executive Director, Southwest Colorado Council of Governments, Durango, CO, Facilitator

1:45 – 4:45 p.m.
Mobile Workshop
- Anchorage Neighborhoods on the Move .......................................................................................................................... Street Level Entrance 7th & G Streets

Join staff from the Cook Inlet Housing Authority and Anchorage Community Land Trust to tour two evolving neighborhoods in Anchorage – Mountain View and Spenard. This tour will explore community and economic development approaches in each neighborhood, including initiatives around affordable housing, transportation infrastructure, placemaking, and the arts. Learn what partnerships and coalitions were created to support redevelopment, secure funding, and involve local residents in planning for the future of these neighborhoods.

3:15 – 3:30 p.m.
Networking Break .............................................................................................................................................................................. 2nd Level Lobby

3:30 – 4:30 p.m.
Concurrent Sessions and Conversation Café
- Regional Partnerships to Achieve Transportation Outcomes.................................................................................................. Tikahtnu Ballroom C
The public and private sectors often work on different timelines for delivering transportation projects, sometimes making effective communication difficult. In this session, hear from two regions how they have effectively brought together diverse stakeholders to develop long-range and short-term strategies. From effective freight stakeholder engagement to initiating new public transportation service with public and private involvement and investment. Teresa Brewer, Senior Transportation Planner, Anchorage Metropolitan Area Transportation Solutions, Anchorage, AK Vickie Williamson, Regional Development Coordinator, Ark-Tex COG, Texarkana, TX Matthew Johnson, Community Development Director, Mid-Minnesota Develop. Comm., Willmar, MN, Moderator

- How to Stay Connected in the Workplace ................................................................. Tikahntnu Ballroom E/F
  Employees are no longer tied to their desks. Or to their desktops. The ability to work on anything at any time means productivity doesn’t stop when the office door closes and the computer screen goes dark. This revolution has driven the rapid development and adoption of cloud based applications, internet access across wired and wireless networks, and secure cloud storage. Now, whether on Mac or Windows, laptop or tablet...even a smartphone, the basic productivity programs are expected to be delivered seamlessly and in real time. The capacity to work on a document or application in the office and then use a mobile device to pick up where you left off is easily delivered. This session will address today’s cloud-based options for ways work can be accomplished more efficiently. Sandy Reeser, President, VC3, Columbia, SC Dale Graver, Vice President of Business Development, Columbia, SC

Conversation Café:
- Aging................................................................................................................Kahtnu Room 1 & 2
  Join your peers for a casual conversation about the latest trends in meeting the needs of the aging population in your regions. Share your strategies for overcoming challenges and obstacles, as well as your innovative approaches to service delivery. Sarah Penick Smith, Executive Director, Waccamaw Regional Council of Governments, Georgetown, SC, Facilitator

3:30 – 5:00 p.m.
Nominating Committee .................................................................................. Tubughnenq’ Room 5

5:00 – 6:30 p.m.
Innovation Awards Reception ........................................................................Tikahntnu Ballroom A/B
All attendees are invited to attend this roundtable reception to learn about the 2017 Innovation Award winning projects. Light snacks and beverages will be provided.

- TUESDAY, SEPTEMBER 12

8:30 a.m. – 5:00 p.m.
Conference Registration .................................................................................. 2nd Level Lobby

9:00 a.m. – 12:00 p.m.
Mobile Workshop
- Port of Anchorage Tour........................................................................... Street Level Entrance 7th & G Streets
The deep water Port of Anchorage is at the center of Alaska’s distribution hub and provides connections to rail and truck freight movements. The port is critical to Alaskans’ ability to access goods, since over 3.5 million tons of food, building materials, cars, clothing, and other goods pass through the port annually. During the tour, attendees will hear from port officials about the port’s economic impact, port operations, vessels calling at the port, and more.
9:00 – 10:15 a.m.
Plenary Session: The Power of Creative Placemaking

Creative placemaking integrates the arts and culture into public spaces to fuel economic growth, spark civic engagement, and improve overall quality of life. From free concert series in parks to mural projects in vacant lots to public art in storefronts, the benefits of creative placemaking projects are numerous, including increased foot traffic which often drives economic activity, reduces crime, and builds positive perceptions of a place. Creative placemaking projects also create environments where neighbors connect, voices are expressed, and traditions are celebrated. Sharon Yazowski, executive director of the national Mortimer & Mimi Levitt Foundation, will deliver a relevant plenary exploring the power of creative placemaking—highlighting the impact of free outdoor concerts—in injecting new economic and social vitality into a public space and creating positive ripple effects that extend throughout a community.

Sharon Yazowski, Executive Director, Mortimer & Mimi Levitt Foundation, Los Angeles, CA
Doug Elliott, Executive Director, East Central Iowa Council of Governments, Cedar Rapids, IA, Moderator

10:15 – 10:30 a.m.
Networking Break

10:30 a.m. – 12:30 p.m.
Mobile Workshop
• Growing and Accelerating Anchorage’s Entrepreneurial Community: A Visit to the Boardroom

The Boardroom opened in downtown Anchorage in 2013 to serve as a flexible and affordable workspace for the city’s growing class of independent workers, small businesses, mavericks, freelancers, and consultants. On this tour, learn how the Boardroom is a vital part of Anchorage’s entrepreneurial ecosystem by connecting its members with corporate partners, facilitating networking opportunities, and providing technical assistance and guidance to start-ups and small businesses. Participants will also get a chance to meet staff from some of the organizations based out of the Boardroom including Launch Alaska, the state’s first accelerator that takes companies through a four-month process to position them for growth and investment.

10:30 – 11:45 a.m.
Concurrent Sessions
• Economic Development Integration (EDI): Breaking Down Silos to Build Up Local and Regional Economies

The federal government can be a critical partner as regions work to produce new employment opportunities, expand existing businesses, and contribute to increased regional prosperity. But navigating the muddy waters of federal funding programs can at times be confusing and overwhelming. This session will highlight EDI, the U.S. Economic Development Administration’s initiative to promote the federal government’s various economic development resources that supports the capacity of local and regional stakeholders to invest in dynamic, innovative projects that will lead to enhanced economic growth and diversification outcomes for communities across the country.

Angela Belden Martinez, Regional Director, U.S. EDA, Denver, CO
Linda Cruz-Camoll, Regional Director, U.S. EDA, Philadelphia, PA
Shirley Kelly, EDR, U.S. EDA, Anchorage, AK
Doug Lynott, Director, Economic Development Integration, U.S. EDA, Washington, DC
Matthew Suchodolski, Management Analyst, EDI, U.S. EDA, Philadelphia, PA
• Building on Your Assets .................................................................................................................. Tikahntu Ballroom D
Learn how RDOs have identified productive assets to stimulate economic growth and build value in their communities. Lessons learned in this session can be applied to asset-based development and wealth creation in many economic sectors. Learn how the assets were identified, how partners are engaged, and how CEDS strategies are implemented to build upon regional assets and meet demand.

Dawn Espe, Regional Planner, Region Five Development Commission, Staples, MN
Amanda Hoey, Executive Director, Mid-Columbia Economic Development District, The Dalles, OR
Mike Pennington, Executive Director, Tri-County Council for the Lower Eastern Shore of Maryland, Salisbury, MD, Moderator

• Creating New Opportunities for Your Region’s Workforce.............................................................. Tikahntu Ballroom E/F
RDOs can play a variety of roles in ensuring a region has a skilled and engaged talent pool of workers. These efforts include spearheading training and workforce development programs, supporting educational and mentoring opportunities, and providing networking assistance and advice for job seekers. Learn what new programs have been established by RDOs across the country that are providing wide-ranging support to both local workers and employers, which in turn are making their regions more competitive and prosperous.

Jenifer Buford, Community Development Director, East Central PDD, Newton, MS
Lisa Hankins, REDI Director, Southwest Tennessee Development District, Jackson, TN
Danna Stansbury, Deputy Executive Director, Land of Sky Regional Council, Asheville, NC
Carol Jackson, Executive Director, Mid-Ohio Valley Regional Council, Parkersburg, WV, Moderator

Conversation Café:
• Brownfields Programs, Partnerships, and Possibilities................................................................. Kahtnu Room 1 & 2
Join your peers for an informal conversation about brownfields program structures, activities, partnerships, grant applications, funding sources, and other related topics. Share your lessons learned as well as hear how others have overcome challenges and obstacles throughout the program development and implementation phases of their projects.

Ron Townley, PDS Program Director, Upper Coastal Plains COG, Wilson, NC, Facilitator

12:20 – 1:30 p.m.
Lunch on Your Own

1:30 – 2:30 p.m.
Plenary Session: Advocacy in Regional Development ...................................................................... Tikahntu Ballroom B
Outreach and engagement on public policy remains as important now as ever. In this closing plenary, participants will learn tips and strategies to help regional development entities inform and engage key policymakers and federal officials. In connecting content to real-world scenarios, NADO members will share examples of successful advocacy with federal stakeholders on regional projects and programs. To round out the session, specific issues will be discussed for participants to jumpstart advocacy efforts in the region.

Misty Casto, Executive Director, Buckeye Hills Regional Council, Marietta, OH
Matthew Dolge, Executive Director, Piedmont Triad Council, Kernersville, NC
Richard Hunsaker, Executive Director, Region XII, Carroll, IA (Invited)
Josh Shumaker, Legislative Associate, NADO, Washington, DC
Susan Howard, Legislative Director, NADO, Washington, DC, Moderator
2:30 – 2:45 p.m.
Networking Break ........................................................................................................................................ 2nd Level Lobby

2:45 – 5:15 p.m.
Annual Business Meeting .................................................................................................................. Tikahntnu Ballroom E/F
NADO Board of Directors Meeting .................................................................................................. Tikahntnu Ballroom C
All NADO members are encouraged to attend the Annual Business Meeting and Board of Director meeting. It’s a great way to learn more about the governance of your membership organization.

5:15 – 6:15 p.m.
Innovation Award Photo Session ..................................................................................................... 2nd Level Lobby

6:30 – 7:00 p.m.
Reception / Cash Bar ............................................................................................................................ 3rd Level Lobby

7:00 – 8:30 p.m.
President’s Award Dinner .................................................................................................................. Tikahntnu Ballroom A/B
As always, the conference will end with the Annual President’s Award Dinner where an individual is recognized for his or her contributions to regional development. Cash bar followed by dinner.
Sponsored by the Iowa Association of Councils of Governments
EXECUTIVE
Joe McKinney, Executive Director, is responsible for the daily management and operations of NADO and the NADO Research Foundation. He builds and maintains relationships with NADO’s strategic partners, including representatives of various federal agencies and national organizations, and key Hill staff. Joe provides overall direction and guidance on all NADO and NADO Research Foundation programs and provides legislative updates nationally, regionally, and locally. He has a BA in Public Policy Analysis from UNC-Chapel Hill and is a candidate for a Master’s Degree in Public Administration from UNC-Chapel Hill.
jmckinney@nado.org, 202.624.5947

Ian Schramm, Database Manager/Membership Assistant, is responsible for the implementation of the day-to-day functions of the office. His duties include database management, membership invoicing, and other administrative tasks. Ian holds a BA in Political Science from Temple University and an MA in International Peace and Conflict Resolution from American University’s School of International Service.
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GOVERNMENT RELATIONS AND LEGISLATIVE AFFAIRS
Susan Howard, Director of Government Relations and Legislative Affairs, conducts legislative and executive branch outreach, advocates for NADO’s legislative priorities, and leads NADO’s policy development. Susan coordinates NADO News, prepares legislative fact sheets, and makes presentations about NADO’s policy priorities. Her primary legislative responsibilities include transportation, EDA, regional commissions, FEMA disaster preparedness, EPA brownfields, appropriations, and budget. She holds a BA in Political Science from Guilford College.
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Josh Shumaker, Legislative Associate, assists on legislative and executive branch outreach, provides advocacy for NADO’s legislative priorities, and assists with policy development. Josh’s legislative responsibilities include housing and community development, brownfields, aging, workforce, FEMA and emergency preparedness, appropriations, Northern Border Commission (and other regional commissions), and budget. He holds a Master’s degree in Public Administration from the University of Memphis and a BA degree from Wofford College.
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RESEARCH FOUNDATION
Laurie Thompson, Deputy Executive Director, assists the Executive Director in planning, designing, implementing and managing the organization’s programs and activities including overseeing grant proposals, research, training and conferences, and communications activities. Laurie works with the Executive Director to help secure financial resources for NADO and the NADO Research Foundation, as well as monitor and comply with appropriate budget, financial and reporting requirements. She holds a Master’s degree in Health Services Administration from George Washington University and a BA degree in Public Affairs and Government from Mount Vernon College.
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Carrie Kissel, Associate Director, manages all aspects of the NADO Research Foundation’s Center for Transportation Advancement and Regional Development and RPO America, and NADO’s other transportation research and training programs, providing information and capacity building for rural and small metro regional transportation planners. She manages the Research Foundation’s WealthWorks project. Carrie has a MA in Public Anthropology from American University and holds a BA in Anthropology from Ball State University.
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Brett Schwartz, Program Manager, manages the Research Foundation’s CEDS training and economic resilience portfolio. He has experience at the state and federal level promoting community and economic development. Brett is a graduate of the University of Baltimore School of Law where he focused on land use issues. He also holds degrees from Georgetown University and Trinity College, Dublin, Ireland.
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Speakers and Moderators  
As of August 31, 2017
Congratulations to the 2017 NADO Innovation Awards recipients! Each year, the Innovation Awards program honors NADO members for their creative approaches to advancing regional community and economic development and improved quality of life. These projects have made significant impacts on their regions and demonstrate the diversity of services and program delivery provided by regional development organizations across the country. The projects will be recognized at a special reception on Monday, September 11 from 5:00 to 6:30 p.m. in the Tikahnu Ballroom A/B at the Convention Center. They will also be featured in an interactive online Story Map created by our partners at Esri.

The 2017 class of award recipients consists of 80 projects spanning 21 states:

**ALABAMA**
- Lee-Russell Council of Governments, Red Clay Brewing Company
- West Alabama Regional Commission, Pickens County Utility Systems Mapping

**ARIZONA**
- Greenlee County, Health – The Highway to Greenlee County, Arizona

**FLORIDA**
- Apalachee Regional Planning Council, Chattahoochee to Bristol Trail Feasibility Study
- Central Florida Regional Planning Council, Avon Park Air Force Range Joint Land Use Study Public Awareness Videos
- Central Florida Regional Planning Council, Greater Auburndale JPA Overlay District Land Development Regulations
- East Central Florida Regional Planning Council, The Route Condition Tool
- East Central Florida Regional Planning Council, Delivered Justice Full Scale Exercise
- East Central Florida Regional Planning Council, Kissimmee Medical Arts District Program
- North Central Florida Regional Planning Council, Experience North Florida By Bicycle
- South Florida Regional Planning Council, Infrastructure Protection Resources: Improving the Planning Process to Protect Infrastructure Emerging from Coastal Flood Hazards
- Treasure Coast Regional Planning Council, Village of Tequesta US1 Master Plan and Complete Streets Project
- West Florida Regional Planning Council, rideOn Commuter Services
- West Florida Regional Planning Council, Emerald Coast Transportation Symposium

**GEORGIA**
- Georgia Association of Regional Commissions, Georgia MAP-21 Program
- Georgia Mountains Regional Commission, Sautee Nacoochee Center Campus Plan
- Georgia Mountains Regional Commission, Lake Lanier Olympic Venue Project
- Georgia Mountains Regional Commission, Nifco KTW America Building Construction Project
- Georgia Regional Commission, City of Perry Housing Assessment
- Georgia Regional Commission, Wellness Sustainability
- Southern Georgia Regional Commission, Valdosta and Lowndes County Complete Streets Suitability
- Southern Georgia Regional Commission, Innovative Resource Management through Enhanced Web-Based Mapping Applications

**IOWA**
- East Central Iowa Council of Governments, Facilitate, Fund, Flourish: Community Development Through Revolving Loan Funds
- Region XII Council of Governments, Public Transit to Support Employment

**KENTUCKY**
- Northern Kentucky Area Development District, NKY Community Cat Diversion Project
- Purchase Area Development District, Merryman House Expansion

**MAINE**
- Northern Maine Development Commission, Proper Planning for Small Business Success

**MINNESOTA**
- Mid-Minnesota Development Commission, McLeod County Trails Plan
- Region Five Development Commission, Sprout Growers and Makers Marketplace
- Region Nine Development Commission, Climate Change Adaptation Planning

**MISSISSIPPI**
- Central Mississippi Planning & Development District, Copiah County Medical Center
- East Central Planning & Development District, MCC-Riley Workforce Development Center
- East Central Planning & Development District, Kemper County Economic Development Building Expansion
- Northeast Mississippi Planning & Development District, Marshall County Rockfon Infrastructure Project
- Northeast Mississippi Planning & Development District, Alcorn County/Public Building Improvements/Avectus
- Northeast Mississippi Planning & Development District, Town of Byhalia Industrial Road Improvements
- Three Rivers Planning & Development District, The Furniture Academy
NEW MEXICO
• Southwest New Mexico Council of Governments, Southwest New Mexico Green Energy and Jobs

NEW YORK
• Southern Tier East Regional Planning Development Board, Area Development Online Application

NORTH CAROLINA
• Eastern Carolina Council, Carteret County Waterway Prioritization System
• Land of Sky Regional Council, Community Led Fall Prevention
• Land of Sky Regional Council, R.I.D.E. (Ridership Independence for the Disabled and Elderly)
• Land of Sky Regional Council, Backpacks to Briefcases
• Piedmont Triad Regional Council, Collaboration for Greener Homes
• Triangle J Council of Governments, TJCOC Livability Self-Assessment for Local Governments and Toolkit
• Triangle J Council of Governments, Triangle J Transportation Demand Management
• Triangle J Council of Governments, Triangle Area Water Supply Monitoring Project
• Upper Coastal Plain Council of Governments, UCP Brownfields Coalition
• Western Piedmont Council of Governments, Priorities First, Let’s Communicate

OHIO
• Buckeye Hills Regional Council, Marietta Collaborative Parking Inventory

OREGON
• Greater Eastern Oregon Development Corporation / Northeast Oregon Economic Development District, Supporting Eastern Oregon’s New Natural Resource Economy
• Mid-Columbia Economic Development District, Gorge Night Sky
• Southern Oregon Regional Economic Development, Inc., SOREDI “Edge” Campaign
• Southern Oregon Regional Economic Development, Inc., SOREDI Virtual Buildings

PENNSYLVANIA
• SEDA-Council of Governments, Central PA Asset Based Economy – Outdoor Recreation and Tourism as an Economic Engine
• SEDA-Council of Governments, Flood Mitigation and Resiliency Planning

SOUTH CAROLINA
• Berkeley Charleston Dorchester Council of Governments, BCDCOG Blog
• Catawba Regional Council of Governments, Chester County Industrial Site Analysis
• Catawba Regional Council of Governments, Chester County Gateway Master Plan
• Central Midlands Council of Governments, Central SC Stronger Economies Together (SET)
• Santee-Lynches Regional Council of Governments, Heartfelt Patriotism
• Santee-Lynches Regional Council of Governments, “Hire Me” – Industry-Specific Regional Hiring Events for Economic Development Prospects
• Santee-Lynches Regional Council of Governments, Understanding the Green Heart of South Carolina: Santee-Lynches Green Infrastructure Inventory
• Upper Savannah Council of Governments, Greenwood Genetic Center Strategic Plan
• Waccamaw Regional Council of Governments, WIOA Young Adult Career Readiness Boot Camp
• Waccamaw Regional Council of Governments, Career and Technology Education (CATE) Employability Initiative

SOUTH DAKOTA
• South Eastern Council of Governments, Solid Waste Management Financing Partnership

TEXAS
• Alamo Area Council of Governments, Securing the Future of Joint Base San Antonio through Regional Land Use Coordination
• Ark-Tex Council of Governments, Paris Metro Fixed-Route Bus Service
• Central Texas Council of Governments, Veterans Directed Health Care Program
• Heart of Texas Council of Governments, Bringing State-of-the-Art 9-1-1 Technology to the Rural HOTCOG Region

UTAH
• Six County Association of Governments/ Economic Development District, Six County Area Sector Analysis Process (ASAP)

VIRGINIA
• New River Valley Regional Commission, Mapping and Data Partnership with the New River Health District
• Richmond Regional Planning District Commission, The Capital Region Collaborative
• Roanoke Valley-Alleghany Regional Commission, Where the Sidewalk Ends: RIDE Solutions Mobility Tour

Innovation Award winners as of August 31, 2017
This year, over 150 images were submitted from members across the country that demonstrated what makes their regions great places to live, work, and play. Images were judged in five categories: “Strengthening the Built and Natural Environments,” “Building Vibrant Places,” “Investing in Our Communities,” “Sustaining Our Communities,” and a special “50 Year Retrospective” category to mark NADO’s Golden Anniversary. A “People’s Choice” winner was also chosen online by the public via our Facebook page where over 2,300 votes were cast. Visit www.nado.org to see all of the images submitted for the contest and learn the stories behind the winning photos. Thanks to all of our members who participated this year. Remember, it’s never too early to start snapping creative photos for next year’s contest!

CONGRATULATIONS TO THE 2017 NADO PHOTO CONTEST WINNERS AND RUNNERS-UP!
Strengthening the Built and Natural Environments:
1. Winner: Upper Cumberland Development District (TN)
2. Runner-Up: Sweetgrass Development (MT)

Building Vibrant Places:
3. Winner: Roanoke Valley-Alleghany Regional Commission (VA)
4. Runner-Up: Tri-County Council for Western Maryland

Investing in Our Regional Economy:
5. Winner: Imperial Calcasieu Regional Planning and Development Commission (LA)
6. Runner-Up: Lamoille County Planning Commission (VT)

Sustaining Our Communities:
7. Winner: Region Nine Development Commission (MN)
8. Runner-Up: Ohio Valley Regional Development Commission (OH)

50 Years Retrospective:
9. Winner: Alamo Area Council of Governments (TX)

People’s Choice:
11. Winner: Region XII Council of Governments (IA)
Kentucky’s training incentive program for elected county officials began with the enactment of House Bill 810 (KRS 64.5275), effective in January 1999. The program offers county judge-executives, fiscal court members, clerks, sheriffs and jailers an annual financial incentive to participate in continuing training relevant to their official duties. NADO’s 2017 Annual Training Conference is an approved event. If you did not receive a Certification Form for this conference in your conference packet, please stop by the Conference Registration and Information Center to get one. You must have a NADO staff person or the session presenter initial the form next to the appropriate session. Attendees are responsible for submitting the forms to the Kentucky Department for Local Government after the conference.

**AICP CERTIFICATION MAINTENANCE SESSIONS**

American Institute of Certified Planners (AICP) are required to participate in APA-eligible education and training opportunities to earn mandatory credits and remain current with the latest trends, technologies, and best practices. NADO is a provider with the American Planning Association’s (APA) Certification Maintenance (CM) Program. The following sessions at the ATC 2017 should meet AICP certification maintenance requirements. Visit [www.planning.org/cm](http://www.planning.org/cm) to learn how to get approval for your attendance at these sessions.

- Harnessing the Power of Data to Improve Your CEDS - CM 2.5
- Taking the CEDS to the Next Level Through the Content Guidelines - CM 2.5
- Regional Resilience Roundtables - CM 2
- Best Practices to Incorporate Resilience Into the CEDS - CM 2.5
- Finding Catalysts in Your Community: Harnessing the Potential of Libraries and Museums - CM 1.5
- Leverage Assets to Improve Health and Equity in Rural Communities - CM 1.5
- New Approaches to Economic Development: Looking Beyond the Norm - CM 1.5
- Conversation Café: RDO Roles in Broadband - CM 1.5
- Mobile Workshop: Anchorage Neighborhoods on the Move - CM 3
- Regional Partnerships to Achieve Transportation Outcomes - CM 1
- Mobile Workshop: Port of Anchorage - CM 3
- Mobile Workshop: Growing and Accelerating Anchorage’s Entrepreneurial Community: A Visit to the Boardroom - CM 2
- Economic Development Integration: Breaking Down Silos to Build Up Local and Regional Economies - CM 1.25
- Building on Your Assets - CM 1.25
- Creating New Opportunities for Your Region’s Workforce - CM 1.25

**KENTUCKY COUNTY OFFICIALS TRAINING CREDIT**

Kentucky’s training incentive program for elected county officials began with the enactment of House Bill 810 (KRS 64.5275), effective in January 1999. The program offers county judge-executives, fiscal court members, clerks, sheriffs and jailers an annual financial incentive to participate in continuing training relevant to their official duties. NADO’s 2017 Annual Training Conference is an approved event. If you did not receive a Certification Form for this conference in your conference packet, please stop by the Conference Registration and Information Center to get one. You must have a NADO staff person or the session presenter initial the form next to the appropriate session. Attendees are responsible for submitting the forms to the Kentucky Department for Local Government after the conference.
Tuesday, September 12 - 2:45 pm
Tikahtnu Ballroom E/F

Presiding Officer
Lynne Keller Forbes, President

Welcoming Remarks
Ms. Keller Forbes

Minutes
Misty Casto, Secretary

Treasurer’s Report
Kevin Byrd, Treasurer

Membership Report and Recognition of Platinum Plus and Platinum Members and New Sustaining Members
Scott Koons, 2nd Vice President

State of the Association Report
Joe McKinney, Executive Director

Nominating Committee Report
Leanne Mazer, Chair

Election of Officers
Ms. Keller Forbes

Other Business
Ms. Keller Forbes

NOTE: VOTING CREDENTIALS

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

The NADO Board of Directors Meeting will convene in Tikahtnu Ballroom C immediately following the Annual Business Meeting. The Annual Business Meeting and Board of Directors Meeting are open to all NADO members.

2016 - 2017 NADO EXECUTIVE COMMITTEE

Lynne Keller Forbes, President
South Eastern Council of Governments (Sioux Falls, SD)

Doug Elliott, First Vice President
East Central Iowa Council of Governments (Cedar Rapids, IA)

Scott Koons, Second Vice President
North Central Florida Regional Planning Council (Gainesville, FL)

Kevin Byrd, Treasurer
New River Valley Regional Commission (Radford, VA)

Misty Casto, Secretary
Buckeye Hills Regional Council (Marietta, OH)

Jeff Kiely, Immediate Past President
Northwest New Mexico Council of Governments (Gallup, NM)
CENTRAL REGION
Tom Bliss, Executive Director, Southeast Nebraska Development District (Lincoln, NE)*
Chad Eggen, Executive Director, Boonslick RPC (Warrenton, MO)
Karl Elmshaeuser, Executive Director, West Central Nebraska Development District (Ogallala, NE)
Tom Higginbotham, Executive Director, Northeast Nebraska EDD (Norfolk, NE)
Randall Hrabe, Executive Director, Northwest Kansas PDC (Hill City, KS)
Rick Hunsaker, Executive Director, Region XII COG (Carroll, IA)
Laura Lewis Marchino, Deputy Director, Region 9 EDD of SW Colorado, Inc. (Durango, CO)
Stan Summers, Box Elder County Commissioner, Bear River Association of Governments (Logan, UT)

Robert Clark, Executive Director, Northern Maine Development Commission (Caribou, ME)
Catherine Dimitruk, Executive Director, Northwest RPC (Saint Albans, VT)
Jill Foys, Executive Director, Northwest Commission (Oil City, PA)
Carol Jackson, Executive Director, Mid-Ohio Valley Regional Council (Parkersburg, WV)
Tom Kennedy, Executive Director, Southern Windsor County RPC (Ascutney, VT)
Randall Rapp, Mayor of Vienna, Mid-Ohio Valley Regional Council (Parkersburg, WV)
Martha Shickle, Executive Director, Richmond Regional PDC (Richmond, VA)
Wayne Strickland, Executive Director, Roanoke Valley-Alleghany Regional Commission (Roanoke, VA)
Dawn Hegland, Executive Director, Upper Minnesota Valley RDC (Appleton, MN)
Sheldon Johnson, Executive Director, Northwest Commission, (Spooner, WI)
Joe A. Matthews, Mayor of City of Marietta, Buckeye Hills-Hocking Valley RDD (Reno, OH)
Matt McCauley, Director of Strategic Initiatives, Networks Northwest (Traverse City, MI)
Jill Saegesser, Executive Director, River Hills EDD & RPC (Jeffersonville, IN)

EAST REGION
Eric Bridges, Executive Director, North Central PA Commission (Ridgway, PA)

MIDWEST REGION
Denise Bulat, Executive Director, Bi-State Regional Commission (Rock Island, IL)

SOUTHEAST REGION
Joe Barker, Executive Director, Southwest Tennessee DD (Jackson, TN)
Suzanne Burnette, Executive Director, Lee-Russell COG (Opelika, AL)
Lisa Cooper, Executive Director, Northern Kentucky ADD (Florence, KY)
Matthew Dolge, Executive Director, Piedmont Triad Regional
Council (Winston Salem, NC)
Jim Dove, Executive Director, Northeast Georgia Regional Commission (Athens, GA)
Patricia Hartung, Executive Director, Upper Savannah COG (Greenwood, SC)
Justin Hembree, Executive Director, Land-of-Sky Regional Council, (Asheville, NC)
Wendell Lawrence, Executive Director, Lincoln Trail ADD (Elizabethtown, KY)
Ron Mitchum, Executive Director, Berkeley-Charleston-Dorchester COG (North Charleston, SC)
Calvin Newsom, Supervisor, District 5, Southern Mississippi PDD (Columbia, MS)
Stephen Russell, Executive Director, North Central PDD (Winona, MS)
Pat Steed, Executive Director, Central Florida RPC (Bartow, FL)

Kevin Belanger, CEO, South Central Planning and Development Commission (Houma, LA)
Glenn Bell, Executive Director, Southeast Arkansas PDD (Pine Bluff, AR)+
Chris Brown, Executive Director, Ark-Tex COG (Texarkana, TX)
Mike Brown, Mayor of Weatherford, South Western Oklahoma Development Authority (Burns Flat, OK)
Debora Glasgow, Executive Director, Southeast Arkansas PDD (Pine Bluff, AR)+
Rodney Larsen, Executive Director, Central Arkansas PDD (Lonoke, AR)
Dwayne Pratt, Executive Director, West Central Arkansas PDD (Hot Springs, AR)#
Tom Wilkinson, Executive Director, Brazos Valley COG (Bryan, TX)

Christine Frei, Executive Director, Clearwater Economic Development Association (Lewiston, ID)
Bob Nash, CEO, Superior California Economic Development; Director, Bella Vista Water District (Redding, CA)

ASSOCIATE REPRESENTATIVES
Kevin Adam, Legislative Liaison, Arizona Rural Transportation Advocacy Council (Phoenix, AZ)
Jack Couch, Liaison, Kentucky Council of ADDs (Louisville, KY)
Linda Salmonson, Economic Development Manager, East River Electric Power Co-op (Madison, SD)

SOUTHWEST REGION
Tim Armer, Executive Director, North Central New Mexico EDD (Santa Fe, NM)

WEST REGION
Lisa Dawson, Executive Director, Northeast Oregon EDD (Enterprise, OR)
Chris Fetzer, Executive Director, Northern Arizona COG, (Flagstaff, AZ)

Names in green are elected officials.
*Was formerly with Mo-Kan Regional Council (Saint Joseph, MO)
+Retired in 2017
#Elected in 2017 to replace retiring member
RDO MEMBERS
ALABAMA
Alabama-Tombigbee Regional Council
East Alabama RP&DC
Lee-Russell COG
North Central Alabama RCOG
NW Alabama Council of Local Governments
RPC of Greater Birmingham
South Alabama RPC
Southeast Alabama RPDC
Top of Alabama Regional COG
West Alabama Regional Commission

ARIZONA
Northern Arizona Council of Governments
SouthEastern Arizona Governments Organization

ARKANSAS
Central Arkansas PDD
East Arkansas PDD
Northwest Arkansas EDD
Southeast Arkansas EDD
Southwest Arkansas PDD
West Central Arkansas PDD
Western Arkansas PDD
White River PDD

CALIFORNIA
Superior California Economic Development

COLORADO
Region 10 EDD
Region 9 EDD of SW Colorado, Inc.
Southern Colorado EDD

CONNECTICUT
Capitol Region COG

FLORIDA
Apalachic RPC
Central Florida RPC
East Central Florida RPC
North Central Florida RPC
Northeast Florida Regional Council
South Florida RPC
Tampa Bay RPC
Treasure Coast RPC
West Florida RPC

GEORGIA
Coastal Regional Commission
CSRA Regional Commission
Georgia Mountains Regional Commission
Heart of Georgia Regional Commission
Middle Georgia Regional Commission
Northeast Georgia Regional Commission
Northwest Georgia Regional Commission
River Valley Regional Commission
Southern Georgia Regional Commission
Southwest Georgia Regional Commission
Three Rivers Regional Commission

IDAHO
Clearwater Economic Development Association
Southeast Idaho COG

ILLINOIS
Bi-State Regional Commission
Blackhawk Hills Regional Council
EDD of Northern Illinois
Greater Egypt RP&DC
North Central Illinois COG
Southeastern Illinois RP&DC
Western Illinois Regional Council

INDIANA
Indiana 15 Regional Planning Commission
Kankakee-Iroquois RPC
North Central Indiana RPC
River Hills EDD & RPC
Southern Indiana Development Commission

IOWA
Chariton Valley Planning & Development COG
East Central Intergovernmental Assn.
East Central Iowa COG
Iowa Northland Regional COG
MIDAS COG
North Iowa Area COG
Region Six Planning Commission
Region XII COG
Siouxland Interstate MPC
Southeast Iowa RPC
Southwest Iowa Planning Council

KANSAS
Flint Hills Regional Council
North Central Kansas RPC
Northwest Kansas PDC
South Central Kansas EDD, Inc.

KENTUCKY
Barren River ADD
Big Sandy ADD
Bluegrass ADD
Buffalo Trace ADD
Cumberland Valley ADD
FIVCO ADD
Gateway ADD
Green River ADD
Kentucky River ADD
KIPDA
Lake Cumberland ADD
Lincoln Trail ADD
Northern Kentucky ADD
Pennyrile ADD
Purchase ADD

LOUISIANA
Capital RPC
Imperial Calcasieu RP&DC
Kisatchie-Delta RP&DD
North Delta RP&DD
South Central PDC

MAINE
Androscoggin Valley COG
Greater Portland COG
Northern Maine Development Commission
Southern Maine RPC

MARYLAND
Tri-County Council for the Lower Eastern Shore of Maryland
Tri-County Council for Western Maryland

MASSACHUSETTS
Franklin Regional COG
Merrimack Valley Planning Commission
Old Colony Planning Council
Pioneer Valley Planning Commission

MICHIGAN
Eastern Upper Peninsula Regional PDC
Networks Northwest
Northeast Michigan COG
West Michigan Shoreline RDC
Western Upper Peninsula PDR

MINNESOTA
Arrowhead RDC
East Central RDC
Headwaters RDC
Mid-Minnesota Development Commission
Northwest RDC
Region Five Development Commission
Region Nine Development Commission
Southwest RDC
Upper Minnesota Valley RDC

MISSISSIPPI
Central MS PDD
East Central PDD
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As of August 10, 2017
| VERMONT       | Addison County RPC  |
|              | Central Vermont RPC  |
|              | Chittenden County RPC  |
|              | Lamoille County Planning Commission  |
|              | Northwest RPC  |
|              | Rutland RPC  |
|              | Southern Windsor County RPC  |
|              | Two Rivers-Ottawaquchee Reg. Commission  |
|              | Windham Regional Commission  |
| VIRGINIA     | Cumberland Plateau PDC  |
|              | George Washington Regional Commission  |
|              | Mount Rogers PDC  |
|              | New River Valley PDC  |
|              | Northern Neck PDC  |
|              | Northern Shenandoah Valley RC  |
|              | Region 2000 Local Government Council  |
|              | Richmond Regional PDC  |
|              | Roanoke Valley-Alleghany Regional Commission  |
| WASHINGTON   | Benton-Franklin COG  |
|              | Cowlitz-Wahkiakum COG  |
|              | Puget Sound Regional Council  |
|              | Tri-County EDD  |
| WEST VIRGINIA| Bel-O-Mar Regional Council  |
|              | Brooke-Hancock RP&DC  |
|              | Eastern Panhandle RP&DC  |
|              | Mid-Ohio Valley Regional Council  |
|              | Region 4 PDC  |
|              | Region 8 PDC  |
|              | Region I PDC  |
|              | Region II PDC  |
|              | Region VI PDC  |
|              | Region VII PDC  |
|              | Regional Intergovernmental Council  |
| WISCONSIN    | Northwest RPC  |
| ASSOCIATE MEMBERS | Alabama Institute for Deaf & Blind  |
| ALABAMA      | Juneau Economic Development Council  |
|              | Southeast Conference  |
|              | UAA, Center for Economic Development  |
| AMERICAN SAMOA| Development Bank of American Samoa  |
| ARIZONA      | Arizona Rural Transportation Advocacy Council  |
|              | Greenlee County  |
| ARKANSAS     | Institute for Econ. Advancement/UALR  |
| CALIFORNIA   | Del Norte Economic Development Corp.  |
|              | Nevada County Transportation Commission  |
|              | Sonoma County Economic Dev. Board  |
| COLORADO     | Colorado Association of Regional Organizations  |
| FLORIDA      | Florida Regional Councils Assn.  |
| GEORGIA      | Central Georgia Joint Development Authority  |
|              | Coastal ADD Authority  |
|              | Georgia Assn. of Regional Commissions  |
| HAWAI'I      | Maui Economic Development Board  |
| IDAHO        | Region IV Development Association  |
| INDIANA      | Building Better Communities, Ball State University  |
|              | Economic Development Coalition of SW  |
| INDIANA      | Indiana Association of Regional Councils  |
|              | Lake County Comm. Econ. Dev. Dept.  |
|              | Purdue Center for Regional Development  |
| IOWA         | City of Norwalk  |
|              | Iowa Association of Regional Councils  |
|              | Iowa Department of Transportation  |
| KENTUCKY     | Center for Rural Development  |
|              | Kentucky Council of ADDs  |
|              | Kentucky Department for Local Government  |
| LOUISIANA    | Greater New Orleans, Inc.  |
| MICHIGAN     | Magna International  |
| MINNESOTA    | Great River Energy  |
|              | The Northspan Group, Inc.  |
|              | West Central Initiative  |
| MISSOURI     | Midwest Assistance Program, Inc.  |
|              | Missouri Association of COGs  |
|              | Missouri State University  |
|              | Southeast Missouri State University  |
| MONTANA      | Great Falls Development Authority, Inc.  |
|              | Montana Economic Developers Assn.  |
|              | Rural Community Assistance Corporation  |
| NEW HAMPSHIRE| City of Claremont  |
| new jersey   | Thomas Edison State University  |
| new mexico   | New MARC  |
| NEW YORK     | City of Glens Falls  |
|              | StateBook  |
| NORTH CAROLINA| The Sequoyah Fund - Business Development  |
| OKLAHOMA     | Cherokee Nation Commerce Department  |
| SOUTH DAKOTA | East River Electric Power Cooperative  |
| TENNESSEE    | Tennessee Development District Association  |
| TEXAS        | HeadlightData  |
|              | Texas Association of Regional Councils  |
| VERMONT      | Bennington County Industrial Corporation  |
| VIRGINIA     | National Rural Electric Cooperative Assn.  |
|              | Virginia Association of PDCs  |
| WASHINGTON   | Washington Association of EDDs  |
| WEST VIRGINIA| Hardy County Rural Development Authority  |
|              | West Virginia Assn. of RP&DCs  |
| WISCONSIN    | Association of Wisconsin RPC  |
| SUBSCRIBER   | District of Columbia  |
|              | Appalachian Regional Commission  |
Bret Allphin, Buckeye Hills Regional Council (OH)
Stu Anderson, Iowa Department of Transportation
Tom Bliss, Southeast Nebraska Development District
Chris Brown, Ark-Tex Council of Governments (TX)
Kurt Brummett, Three Rivers Planning and Development District (MS)
Brian Carver, Bear River Association of Governments (UT)
Susan Christensen, Greater Eastern Oregon Development Corporation
Dave Doran, Southeast Idaho Council of Governments
Chad Eggen, Boonslick Regional Planning Commission (MO)
Vicki Eggers, Northern Oklahoma Development Authority
Randall Embry, Kentuckiana Regional Planning and Development Agency (KY)
Annette Fiedler, Southwest Regional Development Commission (MN)
Rick Green, Upper Savannah Council of Governments (SC)
Cerisse Grijalva, Southwest New Mexico Council of Governments
Sasha Grist, Western Arkansas Planning and Development District
Frank Hampton, Pennsylvania Department of Transportation
Robert Hiett, Three Rivers Regional Commission (GA)
Bryan Hill, Roanoke Valley-Alleghany Regional Commission (VA)
Zach James, Southeast Iowa Regional Planning Commission (IA)
Elizabeth Jernigan, Piedmont Triad Regional Council (NC)
Sheldon Johnson, Northwest Regional Planning Commission (WI)
Jason Kelly, Northern Arizona Council of Governments
Amy Kessler, North Central Pennsylvania Regional Planning and Development Commission
Dan Landon, Nevada County Transportation Commission
Robert Hiett, Three Rivers Regional Commission (GA)
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Sheldon Johnson, Northwest Regional Planning Commission (WI)
Jason Kelly, Northern Arizona Council of Governments
Amy Kessler, North Central Pennsylvania Regional Planning and Development Commission
Dan Landon, Nevada County Transportation Commission (CA)
J. B. Mack, Southwest Regional Planning Commission (NH)
Gena McCullough, Bi-State Regional Commission (IL/IA)
Kelly Murray, Illinois Association of Regional Councils
Michael Parks, Brazos Valley Council of Governments (TX)
Len Pavelka, Benton-Franklin Council of Governments (WA)
Mike Pennington, Tri-County Council for the Lower Eastern Shore of Maryland
Mark Pleasant, South Carolina Department of Transportation
Fred Rader, Mid-Ohio Valley Regional Council (WV)
Jason Ray, Missouri State University - Center for Resource Planning & Management
Jim Reed, Central Texas Council of Governments
Chad Reese, Southeast Tennessee Development District
Tom Reinauer, Southern Maine Planning and Development Commission
Diane Rekowski, Northeast Michigan Council of Governments
Bethany Remmers, Northwest Regional Planning Commission (VT)
Jill Saegesser, River Hills Economic Development & Regional Planning Commission (IN)
Lisa Sandt, Lee-Russell Council of Governments (AL)
Toby Sanford, Golden Triangle Planning & Development District (MS)
Shawn Seager, Mountainland Association of Governments (UT)
Eric Senger, Northeast Council of Governments (SD)
Elijah Sharp, New River Valley Regional Commission (VA)
Patricia Steed, Central Florida Regional Planning Council
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<td>Earl Price, Oklahoma</td>
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<td>Nick Salazar, New Mexico</td>
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<td>Les Newcomb, Mississippi</td>
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<td>John Ladd, New York</td>
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<td>Don Raney, Arkansas</td>
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<td>Vernon Martin, Georgia</td>
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<td>G. Anthony Kuhn, Oregon</td>
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<td>Herman Tushaus, South Dakota</td>
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<tr>
<td>Ed Bodenhamer, Georgia</td>
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<td>Rachel Scioscia, Nebraska</td>
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<td>Chris Page, Vermont</td>
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<td>Leland Tillman, New Mexico</td>
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<td>Richard Cavender, Missouri</td>
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<td>Eric Thompson, South Carolina</td>
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March 19 – 21, 2018
NADO Washington Policy Conference
Marriott Crystal Gateway
Arlington, Virginia
703.920.3230
Room rate: $260 single/double

October 13 – 16, 2018
NADO Annual Training Conference
Westin Charlotte
Charlotte, North Carolina
866.837.4148
Room rate: $199 single/double

March 18 – 20, 2019
Washington Policy Conference
Marriott Crystal Gateway
Arlington, Virginia
703.920.3230
Room rate: $260 single/double

October 19 – 21, 2019
NADO Annual Training Conference
Peppermill Resort
Reno, Nevada
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