

# 2011 CEDEV Summer Institute

## *Regional Collaboration and Development*

June 15 - 17, 2011

ATHERTON HOTEL ♦ STATE COLLEGE, PENNSYLVANIA



## SUMMER INSTITUTE PROGRAM

*Sponsored by:*

**Penn State Community and Economic Development  
Graduate Program**

PENNSTATE



College of  
Agricultural  
Sciences

# *Welcome to 2011 CEDEV Summer Institute*

Greetings CEDEV Summer Institute Participants!

Welcome to State College and Penn State! The Community and Economic Development (CEDEV) Graduate Program faculty and staff look forward to our three days together at the fourth annual CEDEV Summer Institute! As you know, the focus is on regional collaboration and development. The sessions will be a mix of presentations with lots of time for questions and discussion, some small group work, and opportunities for socializing and networking. The Institute schedule includes an evening reception and dinner at the historic Nittany Lion Inn on Wednesday, and the Institute culminates with a guided trolley tour of the beautiful University Park campus on Friday afternoon. We hope that you will find the Summer Institute intellectually stimulating and fun.

I would like to recognize and thank the CEDEV Summer Institute Planning Committee for their work in identifying the topic, readings and possible speakers, and providing input to the organization of this year's Institute. The Planning Committee members are listed on the next page of the program. Special recognition goes to Julie Patosky, CEDEV Administrative Coordinator, for her exceptional efforts in making the Institute arrangements and for her contributions to the substantive content and organization of the sessions.

Additionally, the Planning Committee joins me in expressing our gratitude to our Institute presenters whom will be joining us from several states in the U.S. to share their experiences of regional collaboration and development. And last, but certainly not least, I wish to thank all of you for attending the Summer Institute and spending a few of your summer days with us at Penn State.

I personally look forward to talking with each of you during the Summer Institute. If at any time you need assistance or have questions, feel free to let me or Julie Patosky know, and we will do what we can to assist you.

Sincerely,



Diane K. McLaughlin  
CEDEV Graduate Program Coordinator  
Professor of Rural Sociology and Demography  
The Pennsylvania State University

## **2011 CEDEV Summer Institute Planning Committee**

*Many thanks to those who volunteered their time and efforts in the planning of the 4th annual CEDEV Summer Institute!*

**Ted Alter**

*The Pennsylvania State University*

**Nita Jackson**

*Florida Department of Transportation*

**Mike Bloom**

*Centre County Planning & Community Development Office, Pennsylvania*

**Jim May**

*Centre Regional Planning Agency, Pennsylvania*

**Kathy Brasier**

*The Pennsylvania State University*

**Diane McLaughlin**

*The Pennsylvania State University*

**Jeff Bridger**

*The Pennsylvania State University*

**Sandra Monsalve**

*Washoe County, Nevada*

**Julie Burk Patosky**

*The Pennsylvania State University*

**Lucy Piggott-Prawl**

*The Arc of Lehigh and Northampton Counties, Pennsylvania*

**Harry Crissy**

*Clemson University Institute for Economic & Community Development*

**John Shingler**

*The Pennsylvania State University*

**Stephan Goetz**

*The Pennsylvania State University*

**Julie Stringfellow**

*The Pennsylvania State University*

**Clare Hinrichs**

*The Pennsylvania State University*

**Ann Tickamy**

*The Pennsylvania State University*

Please contact the CEDEV Graduate Program if you are interested in participating in the 2012 CEDEV Summer Institute Planning Committee.

## ***2011 CEDEV Summer Institute Learning Objectives***

- Participants will obtain an understanding of regions, specifically how regions are defined and the characteristics of a region.
- Participants will learn about successful models of regional collaboration and development, and the role of communities in the process of regional collaboration and development.
- Participants will gain an understanding of the differences of collaborating within a region and collaborating to develop a region, and how these processes and tools may be similar or different.
- Participants will gain knowledge to assess when regional collaboration is and is not an effective strategy to achieve development goals and the advantages and possible disadvantages of regional development.
- Participants will learn about the experiences of practitioners who have been involved in implementing regional efforts. Practitioners will share their experiences and will engage in a discussion about challenges, barriers, and opportunities in regional collaboration.

**For more information about the CEDEV Summer Institute  
or the Penn State CEDEV Graduate Program,  
please visit <http://agsci.psu.edu/graduatestudents/cedev>  
or contact us at [cedevinfo@psu.edu](mailto:cedevinfo@psu.edu), (814) 863-5884.**



# CEDEV Summer Institute Schedule

Note: All events are held at The Atherton Hotel unless otherwise noted.

| <b>Wednesday, June 15</b> |  | <b>Location</b>                              |
|---------------------------|--|--|
| 8:15am – 9:00am           | Registration and Continental Breakfast   | <i>Vanderbilt Room</i>                       |
| 9:00am – 9:30am           | <b>Opening Remarks</b><br><i>Diane McLaughlin, The Pennsylvania State University</i>   | <i>Vanderbilt Room</i>                       |
| 9:30am – 12:00pm          | <b>Defining “region”:</b> Theory, processes and models of regional collaboration and development<br><i>Theodore Alter, The Pennsylvania State University</i><br><i>Diane McLaughlin, The Pennsylvania State University</i> | <i>Vanderbilt Room</i>                       |
| 12:00pm – 1:15pm          | Lunch  | <i>Tarragon Restaurant</i>                   |
| 1:15pm – 3:00pm           | <b>Effective Regional Collaborations: Efforts to 'Save the Bay'</b><br><i>Marel Raub, Pennsylvania Director, Chesapeake Bay Commission</i><br><i>Megan Lehman, Environmental Planner, Lycoming County</i>                  | <i>Vanderbilt Room</i>                       |
| 3:00pm – 3:15pm           | Break  | <i>Vanderbilt Room</i>                       |
| 3:15pm – 4:15pm           | <b>Breakout Session:</b> Participants will be welcomed to share their own experiences (the good and bad) of regional collaboration, development, and best practices.   | <i>Vanderbilt Room</i>                       |
| 6:00pm – 8:00pm           | <b>Evening Banquet (reception and dinner)</b>  | <i>Alumni Lounge at the Nittany Lion Inn</i> |

## ***CEDEV Summer Institute Schedule, continued***

| <b>Thursday, June, 16</b> |   | <b>Location</b>                                 |
|---------------------------|---|---|
| 8:15am – 9:00am           | Continental Breakfast   | <i>Vanderbilt Room</i>                          |
| 9:00am – 11:00am          | <b>A Model of Successful Regional Collaboration</b><br><i>Adrian Freund, FAICP, Principal; Adjunct Faculty, University of Nevada at Reno</i>  | <i>Vanderbilt Room</i>                          |
| 11:00am – 11:15am         | Break   |   |
| 11:15am – 12:15pm         | <b>Breakout Session:</b> Case study analysis of regional collaboration initiatives  | <i>Vanderbilt Room/<br/>Executive Boardroom</i> |
| 12:15pm – 1:30pm          | Lunch on your own.  |   |
| 1:30pm – 3:00pm           | <b>New Initiatives in Regional Collaboration: Examples in North Carolina and Mid-Atlantic states region</b><br><i>Michael Leahy, Director, Michael Leahy Consulting</i><br><i>Selena Schmidt, Executive Director, Power of 32 Regional Visioning Initiative</i> | <i>Vanderbilt Room</i>                          |
| 3:00pm – 3:15pm           | Break   | <i>Vanderbilt Room</i>                          |
| 3:15pm – 4:45pm           | <b>Breakout Session:</b> Continued case study analysis and group reports <i>(continued from previous session)</i>   | <i>Vanderbilt Room/<br/>Executive Boardroom</i> |
|                           | Dinner on your own.   |   |

## ***CEDEV Summer Institute Schedule, continued***

| <b>Friday, June 17</b> |   | <b>Location</b>                   |
|------------------------|---|-----------------------------------|
| 8:00am – 8:45am        | Continental Breakfast   | <i>Vanderbilt Room</i>            |
| 8:45am – 10:45am       | <p><b>Panel Discussion: Challenges, Barriers, and Opportunities for Regional Collaboration and Development</b></p> <p><i>Ta Brant, Small Business Ombudsman, PA Wilds</i></p> <p><i>Heidi Mouillesseaux-Kunzman, Associate Director, Northeast Regional Center for Rural Development, and Extension Associate, Community and Regional Development Institute</i></p> <p><i>James Steff, Executive Director, Centre Region Council of Governments</i></p> | <i>Vanderbilt Room</i>            |
| 10:45am – 12:00pm      | <b>Breakout Session:</b> Open topic roundtable discussions  | <i>Vanderbilt Room</i>            |
| 12:00pm – 1:00pm       | Lunch   | <i>Tarragon Restaurant</i>        |
| 1:00pm – 2:30pm        | <p><b>What did we learn about regional collaboration efforts?</b></p> <p><i>Jeffrey Bridger, The Pennsylvania State University</i></p>  | <i>Vanderbilt Room</i>            |
| 2:30pm – 3:15pm        | <p><b>Closing Discussion &amp; Planning for 2012 Summer Institute</b></p> <p><i>Diane McLaughlin, The Pennsylvania State University</i></p>   | <i>Vanderbilt Room</i>            |
| 3:30pm – 4:30pm        | <b>Penn State University Tour by Trolley</b>  | <i>Depart from Atherton Hotel</i> |

# ***Summer Institute Session Descriptions***

Wednesday, June 15

## ***Defining “region”: Theory, processes and models of regional collaboration and development***

*Presenters: Theodore Alter, Professor of Agricultural, Regional and Environmental Economics, and Diane McLaughlin, Professor of Rural Sociology and Demography, The Pennsylvania State University*

This session introduces key ideas and theories of regional development, emphasizing how to think about and define a region depending on the issue(s) being addressed. Different processes that can be used to organize for effectively accomplishing regional goals will be described. These ideas and models for organizational processes can be applied throughout the remainder of the Summer Institute.

## ***Effective Regional Collaborations: Efforts to 'Save the Bay'***

*Presenters: Marel Raub, Pennsylvania Director, Chesapeake Bay Commission, and Megan Lehman, Environmental Planner, Lycoming County*

For 30 years, the Chesapeake Bay Program has been a model of regional, science-based collaboration. Despite its success in reducing pollution to the Bay, the health of the Bay has not yet been restored. As the restoration effort moves into a new regulatory phase, the Bay Program Partnership looks to engage new partners and tools across the entire landscape of the 64,000 square mile watershed. The presentation will highlight innovative local projects that will serve as models for future efforts. An example of a local project, the Lycoming County Chesapeake Bay Tributary Strategy (CBTS), which is aimed at improving water quality from Chesapeake Bay tributaries, will be reviewed, including the process of regionalizing for a natural resource issue.

## ***Breakout Session: Sharing experiences with regional efforts***

Summer Institute participants will be encouraged to share their experiences with regional collaboration, community development, and current issues related to the Institute's theme. The small group discussions will be facilitated by CEDEV faculty.



# ***Summer Institute Session Descriptions, continued***

**Thursday, June 16**

## ***A Model of Successful Regional Collaboration***

*Presenter: Adrian Freund, FAICP, Principal, and Adjunct Faculty, University of Nevada at Reno*

Case studies and models for regional collaboration ranging from shared services, to regional planning arrangements, to full consolidation of a city and county government in a major metropolitan area will be shared in this presentation. These case studies and models are drawn from the presenter's 40 years of experience as a planning director and environmental manager in 10 different states and many localities across the nation.

## ***Breakout Session: Case study analysis of regional collaboration projects***

Several case studies of regional collaboration initiatives and development projects will be reviewed by participants working in small groups. Groups will discuss the case study to identify the goals and challenges the initiative might face. Each group will identify key questions that need to be addressed and potential individuals, organizations or governments that should be involved and why. In the second breakout session related to the case studies each group will outline a plan for implementation of the program or effort. During the second half of the second session each group will share their case study and proposal with the other groups and discuss the proposed plan. The breakout sessions will be moderated by CEDEV faculty.

## ***New Initiatives in Regional Collaboration: Examples in North Carolina and Mid-Atlantic States region***

*Presenters: Michael Leahey, Director, Michael Leahey Consulting, and Selena Schmidt, Executive Director, Power of 32*

Communities play an important role in the development and sustainability of regions. This session will focus on how communities can be involved in the process of regional collaboration and development.

The presentation by Michael Leahey will describe the collaboration in Asheville, North Carolina of community developers dedicated to creating a viable plan for a sustainable future for the region, including the issues incurred by the initiative, and the strategies for success.

Power of 32 is a regional visioning initiative involving 32 counties across 4 states in the Northeastern United States. During 2010, 156 community conversations were held throughout the region to gather feedback from the public about the future of the region. The community conversations were phase 1 of the 3 phase approach for public involvement. Ms. Schmidt will provide an overview of the organization's initiative, share a summary of the conversations, and present the outcomes from phase 1.

## ***Breakout Session: Case study analysis (continued from previous session)***

In this second breakout session related to the case studies each group will outline a plan for implementation of the program or effort. During the second half of this session the groups will share their case study and proposal with the other groups and discuss the proposed plan. The breakout sessions will be moderated by CEDEV faculty.

# ***Summer Institute Session Descriptions, continued***

**Friday, June 17**

## ***Panel Discussion: Challenges, Barriers, and Opportunities for Regional Collaboration and Development***

*Presenters: Ta Brant, Small Business Ombudsman, PA Wilds; Heidi Mouillesseaux-Kunzman, Associate Director, Northeast Regional Center for Rural Development and Extension Associate, Community and Regional Development Institute, Cornell University; and James Steff, Centre Region Council of Governments*

Panelists from two organizations will share their experiences of regional collaboration and development, including issues that their organizations have encountered during the collaboration process, best practices for regionalizing, and challenges to regional collaboration. The PA Wilds is a multi-county regional effort intended to encourage tourism. The Centre Region Council of Governments brings municipal governments together to more efficiently provide services. The third regional initiative in this session is a national effort to encourage communities to think regionally when it comes to economic development. This largely educational program is intended to provide 'new' regions with information and process strategies to build regional teams and pursue regional economic development strategies.

## ***Breakout Session: Open topic roundtable discussions***

This final breakout session of the Institute provides an open forum for small groups to discuss topics of interest. Topics for discussion will be solicited from the participants on the first day of the Summer Institute, and participants will be able to join the discussion that is of most interest to them.

## ***What did we learn about regional collaboration efforts?***

*Presenter: Jeffrey Bridger, Research Associate, The Pennsylvania State University*

Dr. Jeffrey Bridger will lead a discussion about the implications of regional collaboration and development efforts for community development practitioners. Additionally, advantages and disadvantages of regional development will be addressed, including how to determine if and when regional collaboration is an effective strategy to achieve development goals.

## ***Closing Discussion & Planning for 2012 Summer Institute***

*Discussion Leader: Diane McLaughlin, The Pennsylvania State University*

As another Summer Institute ends, the CEDEV Graduate Program and Institute participants look forward to next year's Institute. During this session, participants will be asked to provide feedback on the 2011 Summer Institute and to offer suggestions for the 2012 CEDEV Summer Institute.

## *Presenter Bios*

**Dr. Theodore R. Alter** is professor of agricultural, environmental and regional economics and co-director of the Center for Economic and Community Development in Penn State's Department of Agricultural Economics and Rural Sociology. His research and teaching have focused on community and regional economics, community and rural development, resource and environmental economics, public sector economics and policy, institutional and behavioral economics, and public scholarship and civic engagement in higher education. In recent years, Dr. Alter has advanced his focus to include the study of public and collective choice, democracy, and innovation, and how paradigms of public discourse have shaped complex societal issues from technology and communications development to entrepreneurship and public-private partnerships. A truly integrated scholar, Dr. Alter brings his research into the classroom, and many of his best students onto his research team, to participate in publicly-engaged research. He has served as principal investigator or co-investigator for grants totaling more than \$6 million from such sources as the USDA/ National Research Initiative, The Brookings Institution, Pennsylvania Public Utilities Commission, the W. K. Kellogg Foundation, the Mellon Bank Foundation, the U.S. Department of Energy, the Appalachian Regional Commission, and the Kettering Foundation. Dr. Alter has served as Penn State's associate vice president for outreach, associate and interim dean in the College of Agricultural Sciences, and director of Penn State Cooperative Extension, as well as currently serving on the editorial boards of the Journal of Higher Education Outreach and Engagement and the Journal of Community Engagement Scholarship, and has served as member and Chairman for the Scientific Advisory Board for Keenan, one of Europe's largest agricultural machinery and nutrition businesses. He has co-edited or co-authored 6 books, published 50 journal articles and book chapters, and given over 100 presentations at professional/technical meetings, conferences, seminars, and workshops throughout the U.S. and in Rome, Italy; Vancouver, British Columbia; Copenhagen, Denmark; and Dublin, Ireland.

**Ta Brant** works for the Pennsylvania Wilds Initiative, a collaborative effort involving state and local partners that aims to grow the nature and heritage tourism industry across the 12 ½ counties of the Pennsylvania Wilds region. The goal of the Initiative is to help revitalize communities and diversify local economies; stewardship of the region's tremendous natural and cultural resources is a key component. Ta travels extensively throughout the region working with tourism businesses, artisans, residents and revitalization partners on a variety of issues related to sustainable tourism development. Ta grew up in Warren County, in the northwestern corner of the PA Wilds. Before joining the PA Wilds team, she spent two years helping her sister grow an outfitting businesses in the region, which included writing and publishing the Allegheny River Paddling Guide (2007). Prior to moving home to Pennsylvania in 2006, Ta worked as a news reporter and editor in Alaska for 10 years, where she covered issues at home and abroad and also served two terms as president of the Alaska Press Club, a non-profit.

**Jeff Bridger** is a Senior Scientist in the Department of Agricultural Economics and Rural Sociology at Penn State University. His research and teaching interests include community theory, rural community development, qualitative research methods, and university-community engagement.

## ***Presenter Bios, continued***

**Adrian Freund** has spent the majority of his career as a professional planner, employed in the public and private sectors in the Midwest, northeast, southern and western regions of the United States. He has directed several local and state government agencies, advised local, state and federal elected and appointed officials on policy development, made numerous public and professional presentations, and participated in professional peer reviews. Additionally, Mr. Freund prepared and implemented numerous comprehensive plans, site plans, development proposals, environmental protection and restoration strategies, and streamlined complex regulatory permits programs at all levels of government including the development of one-stop shops to promote economic activity. He has served two terms (8 years) as an American Planning Association (APA) National Director, Vice-Chairman of the APA Chapter President's Council, Chairman of its Divisions Council, and was President of APA's Wisconsin and Nevada Chapters, and is a Fellow of the American Institute of Certified Planners (FAICP).

**Michael Leahey** is a management consultant, writer and speaker focusing on the sustainable development of projects, organizations, and communities. He holds a Bachelors in Business Management from UNC-Chapel Hill, and a Master of Professional Studies in Community and Economic Development from Penn State. His consulting experience includes corporate financial and Six Sigma quality management, helping small businesses and nonprofits write operating and fundraising plans, working with public entities to develop collaborative sustainability action plans, and developing and teaching college courses and adult education workshops. In addition to consulting, Michael has developed organic agriculture projects in China, Indonesia and Japan, managed eco-retreat centers in Hawai'i, Puerto Rico and Costa Rica, and studied yoga in India. In his free time you'll find him writing, hiking, or eating local food.

**Megan Lehman** is an environmental planner for Lycoming County in the Department of Planning and Community Development. Her primary focus since her hiring in September 2008 has been on nutrient reduction requirements and Chesapeake Bay-related wastewater and environmental issues. Megan holds a master's degree from the University of Delaware in Urban Affairs and Public Policy with a concentration in Urban and Regional Planning. She also earned a bachelor's degree in political science and journalism from Indiana University of Pennsylvania, where she attended the Robert E. Cook Honors College. She was previously employed at the Center for Rural Pennsylvania in Harrisburg, the Delaware House of Representatives, and the City of Newark, Delaware, Planning Department. Megan serves on the Board of Directors for the Williamsport-Lycoming Young Professionals, is a volunteer with the Lycoming Animal Protection Society, and is a member of the Old Lycoming Township Community Garden.

## ***Presenter Bios, continued***

**Diane McLaughlin** is a Professor of Rural Sociology and Demography and the graduate program coordinator for the Community and Economic Development graduate program at Penn State University. Diane's primary research interests focus on how community conditions (economic, social, and environmental) affect individual and family well-being. Under this broad umbrella, she is currently working on projects examining rural youth educational, occupational and residential aspirations and attainment and outmigration, the causes of inequality and poverty among rural families, income inequality across counties in the US, and the implications of Marcellus Shale development for families and communities. Prior to her current position, Diane worked in Penn State's Population Research Institute as a research associate and was deputy director of the Population Research Institute and of Penn State's Center on Aging and Health in Rural America. Diane also worked as an extension associate in the area of local government finance and financial management, providing training for local elected and appointed officials. Diane holds a Bachelor's in Agricultural Business Management, a Master's in Agricultural Economics, and a Ph.D. in Rural Sociology from Penn State University.

**Heidi Mouillesseaux-Kunzman** is an Extension Associate with the Community & Regional Development Institute (CaRDI) in the Department of Development Sociology at Cornell University and a Project Coordinator with the Northeast Regional Center for Rural Development (NERCRD), hosted by Penn State. In these capacities, she supports regional development initiatives, develops educational programs and tools, and conducts research designed to help local officials, community and economic developers, and other local leaders to collaboratively identify, pursue, and achieve their community's development goals. She co-organizes CaRDI's annual Cornell Municipal Clerks Institute and the Regional Rural Development Centers' Foundations of Practice professional development program, organizes CaRDI's Sustainable Communities webinar series, which brings together researchers, extension educators, agency staff, and community-based practitioners to address topics relevant to the long term viability of communities, and provides co-leadership for NERCRD's SET projects and community capacity building and local foods programming areas. In this context, Heidi is interested in an array of issues related to regional community and economic development, including community capacity building, learning networks, the role of higher education institutions in economic development, sustainable communities, food systems, leadership and organizational development, and impact assessment.

**Marel Raub** is Pennsylvania Director of the Chesapeake Bay Commission, a tri-state legislative commission representing the general assemblies of Pennsylvania, Maryland and Virginia. Her focus areas have included the federal Farm Bill, the emerging regional biofuels industry, and implementation of the Commonwealth's Chesapeake Bay Tributary Strategy and Total Maximum Daily Load under the federal Clean Water Act. Prior to joining the Commission staff, she was Director of Regulatory Affairs and then Director of Natural Resources in the Governmental Relations Division of the Pennsylvania Farm Bureau. Marel serves on the Board of Directors of the Susquehanna Greenway Partnership, Susquehanna Valley Regional Board of Economics Pennsylvania, the Perry County Cooperative Extension Board and as an Elder of the Duncannon Presbyterian Church. She has recently served on the WITF Community Advisory Board and is a past chair of the Pennsylvania Bar Association's Agricultural Law Committee. She received her J.D. from the Dickinson School of Law of the Pennsylvania State University and her B.S. in Dairy and Animal Science with High Distinction and with Honors in Agricultural Economics and Rural Sociology from the Pennsylvania State University. Marel was captain of the two-time national champion Holstein Dairy Quiz Bowl Team in her days as a 4-H member and stays active in the dairy industry by assisting with her family's dairy farm and ice cream business. She enjoys competitive baking and non-competitive fly fishing.

## ***Presenter Bios, continued***

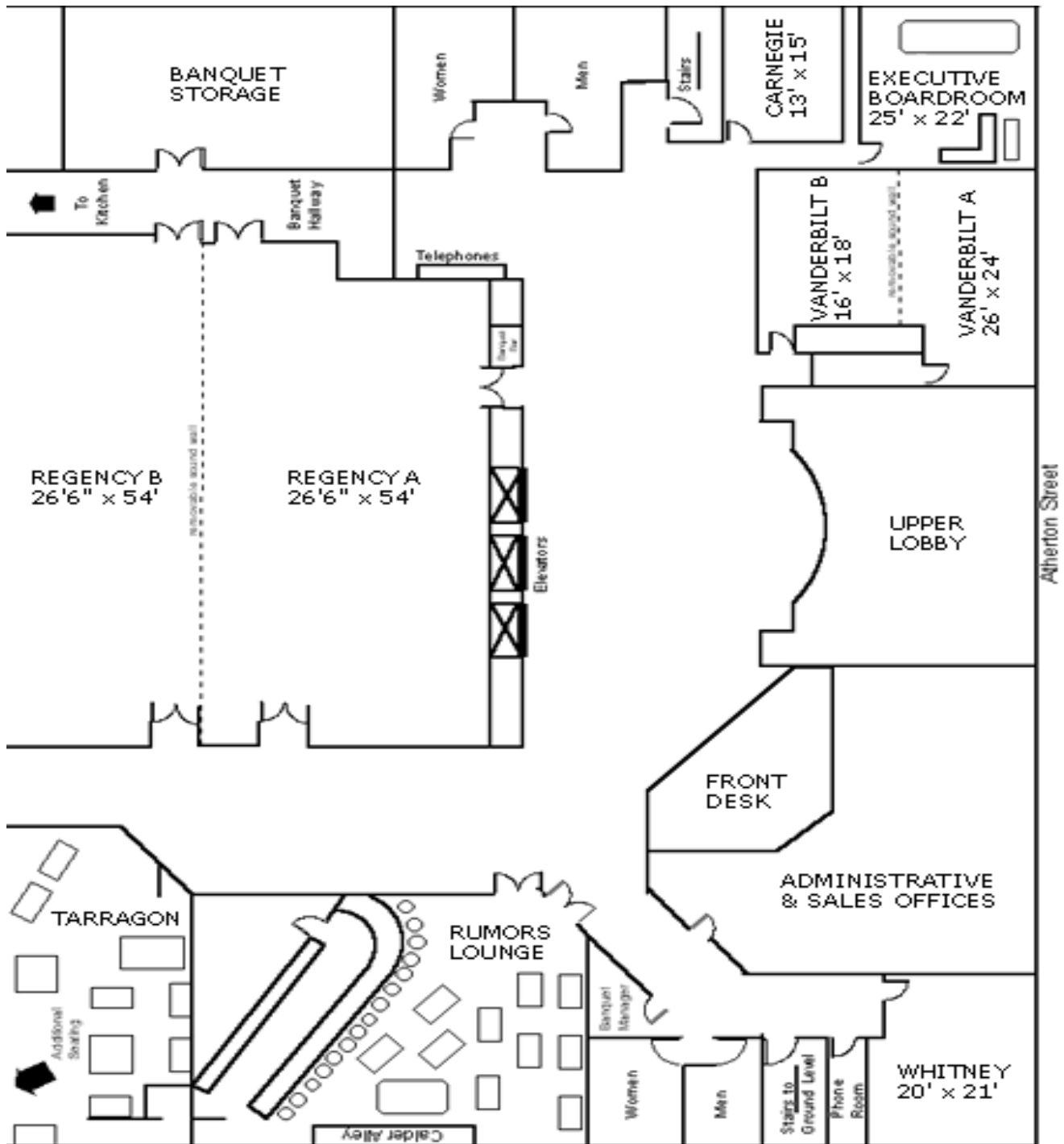
**Selena Schmidt** is an advocate, entrepreneur, speaker, and public and nonprofit leader. Selena brings multi-sector experience and a passion for community building to the Power of 32, the largest regional visioning initiative every undertaken globally – bringing together the communities, public, private and nonprofits sectors across four states, 32 counties with 4.2 million people to create a shared agenda for the region to thrive by 2025. Selena began her career in grassroots advocacy and organizing, working on campaigns in eight states including electing Allegheny County’s first African-American woman to county office. Expanding into regional development arenas, Selena acted as Pittsburgh Regional Alliance Champions Business Development Board Chair and was appointed to the Southwest Pennsylvania Commission (SPC) Policy Advisory Committee. She became the Director of Leadership Development at the Coro Center for Civic Leadership, building their Pittsburgh and Cleveland programs. Later serving as Pittsburgh City Council President’s Chief of Staff, Selena crafted significant legislation including funding for the Pittsburgh Promise, new policies and procedures for domestic violence, legislation requiring the city conduct a workforce Gender and Race Pay Equity study and a landmark revision of the Municipal Ethics Code. Her entrepreneurial ventures brought Selena recognition as both Rookie and Public Policy Advocate of the Year by the National Association of Women Business Owners, where she was elected Chapter President and National PAC board member. Selena also currently trains and facilitates workshops on leadership, advocacy and strategic planning for corporate, community and nonprofit clients including the City of Pittsburgh, Pittsburgh History and Landmarks Foundation and Carnegie Mellon University. A graduate of the Yale Campaign School for Women and Leadership Pittsburgh, she was recognized as a 2009 Woman of Achievement, Pittsburgh Magazine’s 40 Under 40, and inducted into the National Women’s Hall of Fame. Selena sits on several boards including Economics PA, Strong Women Strong Girls, Global Pittsburgh, Pittsburgh Green Project, YWCA Center for Race and Gender Equity and Friends of the Riverfront.

**Jim Steff** is from Erie, Pennsylvania. He earned a Bachelors of Economics and a Masters of Public Administration from Penn State University. After graduation Jim served as Manager of Penbrook Borough and Assistant Manager of Lower Allen Township. In 1984 Jim was appointed Executive Director of the Centre Region. The Centre Region COG has a 2011 annual budget of \$14.5 million with 70 full- time and 100 part-time employees. Services provided by the COG include: local, regional and transportation planning, code administration, parks and recreation, two regional swimming pools, library, fire protection, emergency management, refuse/recycling collection and most recently three regional parks. The Centre Region COG has received five Governors’ Award for Local Government Excellence awards, the Distinguished Intergovernmental Service Award from Governor Casey, the Pennsylvania Fire & Emergency Services Award for Municipal Cooperation, and four Professional Recyclers of Pennsylvania (PROP) awards. Jim wrote the COG Director’s Handbook which is used by the Department of Community and Economic Development. He lives with his wife, Janie, and their children in Boalsburg.



# *The Atherton Hotel*

## Conference Facility Map



*Thank you for attending the  
2011 CEDEV Summer Institute!*

*We hope to see you next year.*