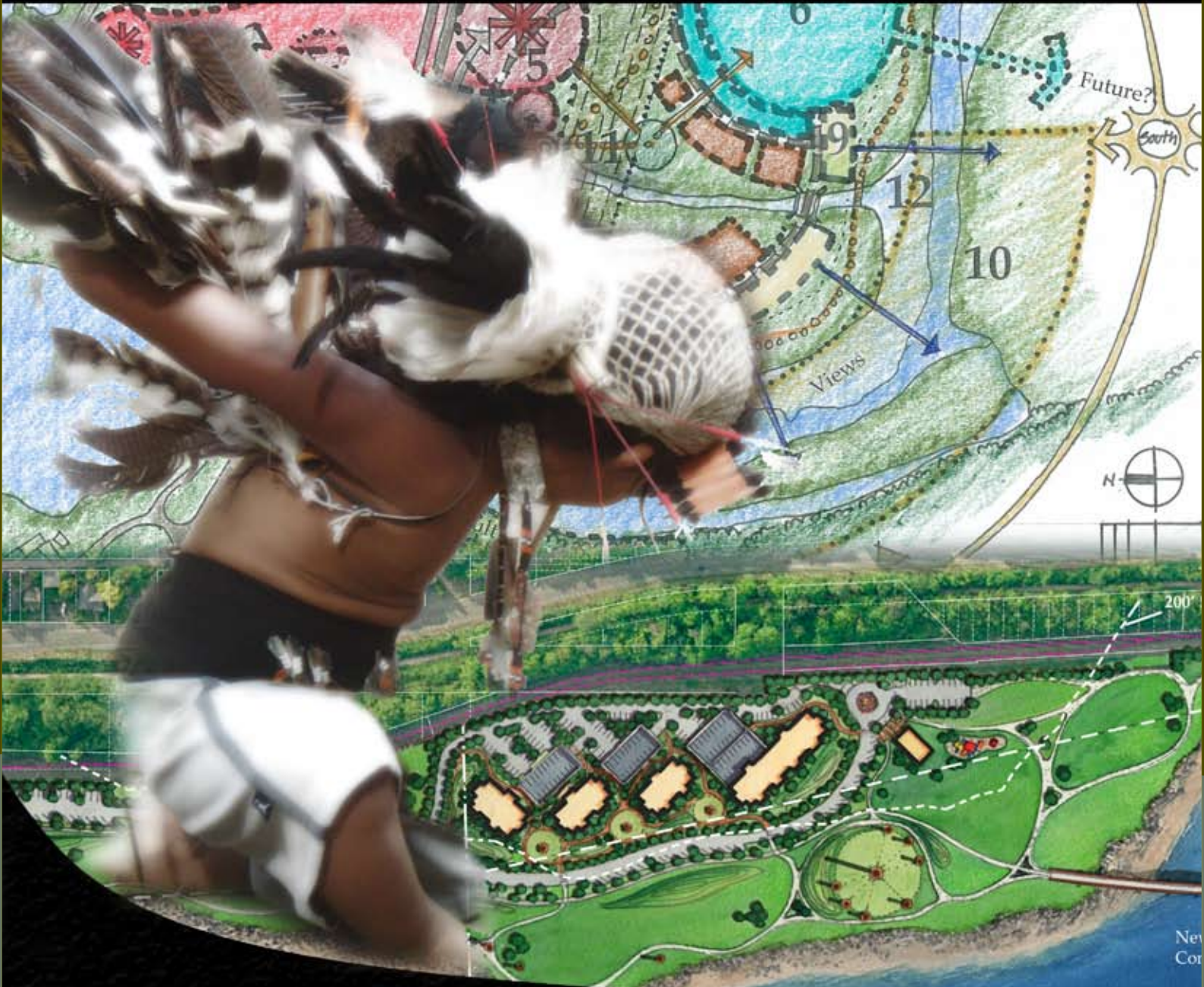


Sustainable Development on Reservation Grounds

November 30th - December 1st - 2010



Presented by
Northwest Indian College (NWIC) & The Leadership Series



ARCHITECTURE
MASTER PLANNING
INTERIOR DESIGN

2010 TRIBAL DEVELOPMENT SEMINAR

SUSTAINABLE DEVELOPMENT ON RESERVATION GROUNDS

AGENDA

DAY 1 – NOVEMBER 30, 2010

8:30 AM – INVOCATION AND WELCOME: TULALIP TRIBES (RM: ORCA 1)

OPENING REMARKS: PRESIDENT CHERYL CRAZY BULL, NORTHWEST INDIAN COLLEGE

9:00 - 10:30 AM – TRACK #1, SESSION #1 (RM: CHINOOK 1)

EFFECTIVE MASTER PLANS: WHAT THEY LOOK LIKE AND HOW TO GET THERE

Master planning is a strategic tool used to identify long-range needs, organize future development, calculate budgets, and secure funding. To be most effective, master plans should include a balance of tangible economic, environmental, and social benefits. When supported by the community and adopted as policy, the plan can be implemented in a logical step-by-step process and include methods to adapt to future unforeseen circumstances. The Confederated Tribes of the Chehalis Reservation worked with consultants Maul Foster & Alongi, Inc. (MFA) to develop the Grand Mound 10-Year Development Plan. A collaboration of the Chehalis Reservation community, Thurston County, and the Grand Mound community, the plan established low-impact, sustainable development standards that both the Tribe and the County are currently implementing for the area anchored by the Great Wolf Lodge; the plan won the 2009 American Planning Association Washington Chapter (APA WA) award for Rural/Small Town Planning. Join representatives of the planning parties in a discussion of how the plan was crafted and how you can lead an effective master planning process of your own.

*Moderator: Lennea Magnus, Maul Foster & Alongi, Inc.
Panelists: Chairman David Burnett, The Chehalis Tribe
Scott Clark, Thurston County Planning Department
John Nelson, Maul Foster & Alongi, Inc.*

9:00 - 10:30 AM – TRACK #2, SESSION #1 (RM: CHINOOK 2)

ENVIRONMENTAL REVIEW: HOW TO FULFILL YOUR RESPONSIBILITIES AND MANAGE RISKS

Risk management for your project includes timely fulfillment of various environmental reviews and permits. Join an experienced panel in a discussion of the regulatory matrix and how to obtain the necessary environmental permits efficiently. Leave with proven strategies for keeping your project on time and within budget throughout the environmental review process.

*Moderator: Mike Stringer, Maul Foster & Alongi, Inc.
Panelists: Scott Andrews, Swinomish Indian Tribal Community
Rich Schipanski, Blumen Consulting Group, Inc.*

9:00 - 10:30 AM – TRACK #3, SESSION #1 (RM: CHINOOK 3)

UNDERSTANDING THE DEVELOPMENT MATH: EVALUATING MISSION VS. MARGIN, THE DEVELOPMENT VALUE CURVE, AND PATIENT CAPITAL

Real estate development is never simple, and many factors influence both the practicality and viability of planning and developing a project. Tribes often have different motives than commercial developers, but are they immune to market, cost, financial, and competitive influences? Learn more about the math behind development, and discuss strategies for applying your understanding and achieving your development goals.

*Moderator: Faruk Taysi, Integrated Real Estate Management, Inc.
Panelists: Jim Haley, Thurston First Bank
Chuck James, Tulalip Tribes
Ray Peters, Squaxin Island Tribe*

10:30 AM - 12:00 PM – TRACK #1, SESSION #2 (RM: CHINOOK 1)

PRACTICAL TOOLS FOR MANAGING YOUR PLANNING EFFORT: CREATING A VISION, ENGAGING THE PUBLIC, AND DEVELOPING CONSENSUS

Development success depends on a number of critical steps, one of which is the creation of a master plan that accommodates growth and flexibility. A creative, disciplined master planning process can help turn your vision into a reality. Join panelists in a discussion of the steps in a master planning process, including initial visioning/goal setting, engaging the public through a design charrette process, and crafting a master plan that will move your project from vision to reality.

*Moderator: Jeff McClure, RMC Architects
Panelists: Stuart Bonney, Center for Community Design
Dave Christensen, Christensen Design Management
Mike Gentry, Gentry Architecture Collaborative
Margaret Norton-Arnold, Norton-Arnold & Company*

10:30 AM - 12:00 PM – TRACK #2, SESSION #2 (RM: CHINOOK 2)
MANAGING THE LEGAL AND FINANCIAL RISKS OF THE CLEANUP AND DEVELOPMENT OF A CONTAMINATED PROPERTY (BROWNFIELD)

Whether you own or are considering acquiring contaminated property and plan to redevelop, a number of issues must be carefully considered. How should the purchase and sale agreement address environmental liability? Who is legally responsible to pay for the cleanup? What are the regulatory requirements for a cleanup? What are the regulatory process options? How can the cleanup be integrated with development plans? What financial protections or assurances are available? Join an experienced panel as they address these critical issues and share strategies for successfully developing brownfields.

Moderator: Brad Jones, Gordon Thomas Honeywell LLP
Panelists: Jim Maul, Maul Foster & Alongi, Inc.
David Orleans, Willis Group Holdings

12:00 - 1:00 PM – GENERAL SESSION - LUNCH PROVIDED (RM: ORCA 1)

KEYNOTE: JIM KLAS, CO-FOUNDER & PRINCIPAL, KLAS ROBINSON QED (RM: ORCA 1)

1:00 - 2:30 PM – TRACK #1, SESSION #3 (RM: CHINOOK 1)

PLANNING FOR SUSTAINABLE ECONOMIC PLACE MAKING

Identifying the Spirit of a Place, or its Genius Loci, and thinking in a Generational manner can direct long-range master planning strategies for economic development. This approach supports development that honors places and enables tribal members to share the story. Strategies supporting such developments may involve incorporating six “livability principles” (used by Federal agencies to rank grants), a diversity of economic strategies, and site and design components that are adaptable for climate change. Join a discussion about new federal requirements, the role they play in furthering sustainable development for tribes, and how Honoring Places by telling their story can benefit tribal developments.

Moderator: Brad Cornwell, RMC Architects
Panelists: Tom Carney, U.S. Department of Housing and Urban Development (HUD) - Northwest Office of Native American Programs
David Cutler, GGLO
Marie-Odile Marceau, McFarland Marceau Architects

1:00 - 2:30 PM – TRACK #2, SESSION #3 (RM: CHINOOK 2)

MITIGATION BANKING: WHAT IT IS AND HOW YOUR DEVELOPMENT CAN BENEFIT

Wetland mitigation as a commercial business enterprise can provide tribes with a revenue stream from otherwise unused or underutilized real estate, regardless of fee or trust status. Owners of real estate exhibiting environmental qualities suitable for resource enhancement can market mitigation credits to outside parties whose development projects will be more efficient and economically feasible through off-site mitigation. Economic development officials, planners, and property owners will benefit from understanding this opportunity. Panelists will explore concrete examples, explain the site selection and feasibility process, and provide an overview of the process of gaining entitlements from the appropriate agencies.

Moderator: John Nelson, Maul Foster & Alongi, Inc.
Panelists: David Dicks, Puget Sound Partnership
Steve Morgan, Wildlands, Inc.
James Peale, Maul Foster & Alongi, Inc.
Wayne White, Wildlands, Inc.

1:00 - 2:30 PM – TRACK #3, SESSION #3 (RM: CHINOOK 3)

DEBT PLACEMENT FOR TRIBAL DEVELOPMENT PROJECTS

The recent deep recession has adversely affected lending for every development project, and Indian Country is no exception. The Mohegan Tribe has been involved in a situation that will affect the structuring and securing of all subsequent tribal loans. When a tribe needs to finance a project, what should be expected? Will the covenants and leverage requirements be so rigid that they adversely affect the feasibility and timing of a project? Join an expert panel in discussing the various factors affecting tribal debt placement and how you can successfully navigate the ever-changing landscape.

Moderator: Karyl Jefferson, Northwest Indian College
Panelists: Melanie Drecksel, U.S. Department of Agriculture (USDA)-Rural Development (RD)
Gary George, Wildhorse Resort & Casino
Jim Haley, Thurston First Bank
Debbie Harper, U.S. Department of Agriculture (USDA)-Rural Development (RD)
Ken Pekola, Thurston First Bank

2:30 - 4:00 PM – TRACK #1, SESSION #4 (RM: CHINOOK 1)

EFFECTIVELY MANAGING YOUR MASTER PLANNING CONSULTANT TEAM FOR VALUE

Development projects typically require the hiring of various professional consultants. Effective management of your master planning consultant team is critical to meeting planning objectives and adhering to the project budget and schedule. Join an experienced panel as they share methods for selecting and hiring the most responsive consultants, including project scoping, solicitation, and scoring from the perspectives of the tribe, the consultant, and the funding agencies. Also, discuss strategies and tools for managing projects so they meet funding agency requirements and achieve deliverables that support tribal planning objectives, as well as the project budget and schedule.

Moderator: Lennea Magnus, Maul Foster & Alongi, Inc.
Panelists: Paul Johnson, U.S. Department of Agriculture (USDA)-Rural Development (RD)
Matt Mattson, Snoqualmie Indian Tribe and Mattson Rodgers law firm
Faruk Taysi, Integrated Real Estate Management, Inc.

2:30 - 4:00 PM – TRACK #2, SESSION #4 (RM: CHINOOK 2)

PLANNING AND BUILDING GREEN: LEED BUILDING AND OTHER LOW-IMPACT DEVELOPMENT STRATEGIES

Low-impact development strategies minimize impacts to the natural environment, including habitat and wildlife areas. What strategies for blending development and environmental protection are available to you? What makes a building a Leadership in Energy and Environmental Design, or LEED, facility? Join a discussion of innovative options and best practices for low-impact development and green infrastructure that serve to reduce problems and costs associated with drainage and flooding issues, provide opportunities for recreational areas, and maintain wildlife habitat in green spaces.

Moderator: Jim Darling, Maul Foster & Alongi, Inc.

Panelists: Brad Cornwell, RMC Architects

LCDR Patrick Craney, Indian Health Services (IHS)-Portland Area Office

Chris Webb, Chris Webb & Associates

2:30 - 4:00 PM – TRACK #3, SESSION #4 (RM: CHINOOK 3)

CREATING VALUE THROUGH DESIGN AND DEVELOPMENT SUCCESS

Early development decisions can have long-term impacts on the value of real estate. Learn how to think strategically about available development options and how quality designs can help to differentiate your project in the marketplace. Discuss the benefits of comparing life cycle costs to lowest initial costs, using density to control infrastructure expenses, and applying other important generators of value.

Moderator: Jeff McClure, RMC Architects

Panelists: Don Baker, Confederated Tribes of the Colville Reservation

Jeff Kochman, Barkley Company

Steve Walker, Heartland, LLC

DAY 2 – DECEMBER 1, 2010

9:00 - 10:30 AM (RM: CHINOOK 1)

POSITION YOUR DEVELOPMENT IN THE MARKET

In today's trying economic times, establishing development projects in both the competitive market place and the conservative world of finance has become increasingly difficult. While difficult, positioning your project effectively is vital to its short and long-term success. Therefore, understanding the needs of your targeted market and what differentiates your project from competing projects should be based on the following: market data & realities, the identification of both real risks and implementing strategies to neutralize or minimize said risks, and identifying and capturing unique opportunities.

Moderator: Jim Darling, Maul Foster & Alongi, Inc.

Panelists: Ken Olsen, Olsen and Associates

Matt Robinson, Klas Robinson QED

Paul Sorenson, BST Associates

9:00 - 10:30 AM (RM: CHINOOK 4)

MORE THAN JUST A PRETTY MAP: GIS FOR LAND USE AND ENVIRONMENTAL PLANNING

Property development and environmental management require the synthesis of many different types of information in order to make sound decisions. Geographic Information Systems (GIS) is a powerful tool that can help leaders make decisions based on real world data and communicate complex ideas to different audiences. This session will highlight a number of innovative applications of GIS to understanding market trends, assessing development feasibility of property, managing environmental cleanups, and protecting natural resources. Learn how this tool can help you manage your tribe's economic and natural resources.

Presenter: Mike Stringer, Maul Foster & Alongi, Inc.

9:00 - 10:30 AM (RM: ORCA 2)

TECH TEAM [CLOSED SESSION]

Team Leader: Lennea Magnus, Maul Foster & Alongi, Inc.

Panelists: Herb Fricke, Cascade Design Professionals, Inc.

John Nelson, Maul Foster & Alongi, Inc.

10:30 AM - 12:00 PM (Rm: CHINOOK 1)

REINVESTMENT FOR FUTURE SUCCESS

As the saying goes, it takes money to make money; similarly, it takes a lot of money to be effective in real estate development, no matter where your project is located. At the same time, most tribes are experiencing population growth and, therefore, increasing demand for government-provided infrastructure and services. What should tribes do with their business profits? Invest for future and potentially greater/ongoing profit streams, or put them towards more immediate but perhaps one-time events, such as services, programs, or a per capita? How do tribal leaders balance the flow of money and stay in political favor? Join a group of panelists who have struck that balance as they share their strategies for reinvesting earned tribal revenues in a manner that supports economic diversification and a sustainable reservation economy.

Moderator: President Cheryl Crazy Bull, Northwest Indian College

Panelists: Bobby Whitener, Island Enterprises, Inc.

Chad Wright, Marine View Ventures

10:30 AM - 12:00 PM (Rm: CHINOOK 4)

PLANNING WASTEWATER UTILITIES FOR SUSTAINABLE DEVELOPMENT

Join staff from the Indian Health Service (IHS) and the U.S. Department of Agriculture-Rural Development (USDA RD) in a discussion about developing, funding, and operating sustainable wastewater and biosolids utilities. Elements of the IHS operations and maintenance program for residential development with Northwest tribes will also be addressed.

Moderator: Lennea Magnus, Maul Foster & Alongi, Inc.

Panelists: LCDR Patrick Craney, Indian Health Services (IHS)-Portland Area Office

Melanie Drecksel, USDA Rural Development-Mount Vernon Area Office

Herb Fricke, Cascade Design Professionals

Debbie Harper, USDA Rural Development-Olympia Area Office

Gayle Hoskison, USDA Rural Development-Olympia Area Office

Paul Johnson, USDA Rural Development-Washington State

Darla O'Connor, USDA Rural Development-Mount Vernon Area Office

12:00 - 1:00 PM – LUNCH PROVIDED - Rm: ORCA 1

1:00 - 2:30 PM – GENERAL SESSION (Rm: ORCA 1)

DEMYSTIFYING THE DEAL: BRINGING IT ALL TOGETHER

How does the information shared over the past two days come together in an actual development project? Join a panel of tribal and non-tribal representatives who have successfully structured complex joint development projects between tribal and non-tribal parties as they address a number of issues likely to arise when structuring such deals. The discussion will include the unique features tribes possess that give them a marketing edge; structural issues affecting transactions, such as the form of tribal government and constitution and the status of the land involved (e.g. fee or trust, reservation or non-reservation); how jurisdictional issues influence permitting, zoning, and taxes; issues that arise when leasing tribal properties; how disputes can be resolved and in what forum; laws governing the interpretation and implementation of transactions; and financing issues. Leave with proven strategies for recognizing, understanding, and resolving issues influencing sustainable development on reservation grounds.

Moderator: Brad Jones, Gordon Thomas Honeywell LLP

Panelists: Kelly Croman-Neelands, Marine View Ventures

Bill Holt, Gordon Thomas Honeywell LLP

2:30 - 3:00 PM – CLOSING REMARKS



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