

## STEWARDSHIP FORUM

### Peer-to-Peer Notes

Charlotte, North Carolina  
November 14-15, 2002

#### **Establishing a Regional Effort**

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- “Fish stinks of the head” – leadership
- Corps and foundations are asked for one big donation to support multiple efforts
- Organizing/FR Council - corps, foundations, faith-based United Way, et al → credibility, balance
- Who does what? A group in Allegheny Conf – shares info regularly.
- Don’t collapse all orgs into one – each has constituency
- Family foundation as catalyst – Ask Community Foundation or Grantmakers Forum  
Connect their community, commitment and interests to regional needs
- University or university partnership as convener – setting the Forum
- South Carolina – just starting lottery funding to endowed chairs at a number of universities – must get matching funds to be eligible. Common purpose – transfer of technology to business.

#### **Overcoming Local Resistance**

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- Build political support because centralization is easier
  - 10% property tax cut for reduction in redundant services
- Engender political support in business community.
  - real estate
  - economic development
  - major employers
- Combination of municipalities difficult to overcome
- Give reasons to cede local authority to local government and neighborhoods
- You can maintain local identity better through consolidation
- Go to legislature to reduce political subdivisions
- Crisis will cause change
- Call private sector to sell/study area and consolidation.
- Colorado – formed Business Education Council.
- Set up reading program to get business involvement in schools.
- Business involvement in school board selection
- Use private funding as leverage
- Change incrementally
- Build bridges and wait for stars to align
- Create a crisis

## Engaging Elected Leaders/Chambers of Commerce

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- Grow leaders/train them on regionalism
- Show politicians how regionalism will benefit them
- Focus on how helping “have-nots” is good for politicians that represent “haves”
- In Chicago – established 12 person commission, 6 picked by each gubernatorial cabinet to make recommendations to new governor
- Hyundai: plant recruitment forced collaboration by government political, business leaders
- Established Economic Development Alliance – regional Economic Development Alliance spun out River Alliance. How do you define next steps?
- Engage local leaders (not state leaders). Put them on board.
- Try to minimize numbers of meetings/organizations – coordinate groups/meetings
- Identify key supporters and let them be advocates.
- Most effective to get elected officials to participate in regional forums. Expose them to regionalism.
- For political participation – you need local effort to regionalize.
- Ignore other geography. Declare your region. Identify and promote region.
- Ask each elected official to designate a person as contact. Support advocates within other political organizations. In some cases it was chamber, others utility, others economic development staff in county
- Focus on one issue and use skill set on other issues
- Build public support through experience

## Sustainable Stewardship

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- “Emergent behavior” rules can build collaboration/coordination into “regional DNA” and make it sustainable.
  - Incident Command System
  - “Event Command System” as method of organizing regional community around regional events
  - Free transit when Code Red air quality
- Pricing mechanisms
  - Half-price for reverse communication saves money
- Region should send team to disasters in other regions as team-building and learning exercise (Phoenix).
- Common regional language and vocabulary important as regional consciousness-raising and as regional organizing principle
- Economic development sustainability
  - Columbus, Ohio, has \$3M budget, 90% from private sector, build on clear plan and demonstrable performance metrics.
- Use Portland, Oregon, as future Alliance case study/site
- Align with Funders Network for Smart Growth

## **Inclusive Stewardship**

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- Develop common definition/language for inclusive stewardships
- Develop tool to recruit/assess inclusive stewardship stakeholders, eg., grid of racial, socioeconomic, urban/suburban/rural stakeholders)
- Develop categories of inclusive stewardship practices(eg., entry points, assessment of stakeholder groups, initial action to build foundation of trust/understand needs)
  - eg., Recruitment
  - eg., Use “bridges”
  - eg., Organizing techniques
  - eg., Training practices
- Alliance can model inclusive stewardship
  - current regional member brings neighborhood leader
  - showcase local inclusive stewardship examples during forums

## **Tax Sharing for Affordable Housing**

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- Denver Stapleton (47,000 acres) the largest public housing project in the country
  - attainable housing surfaced as key element of planning
  - airport adjacent to low-income neighborhood in Denver (Park Hill)
  - housing sold (at Stapleton) quickly and demand for low income/homeless is not being met
  - housing shortage manifests in 80-90% mobility rate for K-6 education institutions in central Denver
  - housing is not often mentioned when education attainment levels are being discussed
  - the issue of housing is not a local issue, but crosses boundaries and is regional in nature
  - 18% of housing at will be “affordable” and criteria for affordable 65% of poverty rate
  - deterioration of Denver school system
- Long Island
  - Pilgrim State Psychiatric site will be used for mixed housing and state hospital
- Atlanta
  - communication effort must highlight the myth that public housing construction DECREASES property values
  - scattering of low income housing can be attained via state mandate. Need success stories about Ansley Park
  - organizing principle of organizing around mixed use. where are these stores of successful programs?
  - Organizing principle from bottom-up is key to a driving success.
  - Constructive/Media outreach is key to changing public perception and enabling regional perspective which may result in tax sharing

## **Mobilizing the Youth Asset**

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- Youth is college and university students. They are good collaborators
- Youth forums vs. involving them in decision making
- 6 key rules to a good internship
  - clear job description
  - skills match job
  - having a desk computer
  - good supervision
  - learning plan “what are your learning goals”
  - societal value promoting youth involvement
- Suggestion—have 5-6 interns at Alliance organizations around the country and then have feedback at annual meeting to give feedback. 3-6 months – project with beginning and end evaluation points.

## Future of the Alliance

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- What’s the right number of people at the Forums? Structure?
  - Feedback: current size good, enables people to build relationships
  - 1/3 repeats; 2/3 new at each conference
  - More than 2? More regional piece?
  - Feedback: nice to have national mixing
  - Q: Why so short? Why not Sat. overnight?
  - Feedback: Use weekend day
  - For business executives, hard to give up that much time
  - Have upfront tour – before conference, not at end, upfront framing piece
  - Feedback: charge for pre- or post-conference workshops – ie process, tool kit, inclusive stewardship
  - Possible structure: Thurs – tour, Friday – core program for executives, Sat – continued workshops
- Website
  - big push to upgrade, improve, but not updated regularly
  - monthly newsletter
  - Possibility: Polling network (current: 600) – get snapshot of what’s facing region?  
problem: response rate
  - Build up best practices and make searchable  
--Santa Barbara: place-based data storage company – Marcia working with them on current engagement – knowledge bank
  - People need both broad survey & intensive look
  - Also need evaluation of content – “here are 10 really good pieces of info”
  - Get panels of people to respond to emails
  - Featured person – “Ask the Expert”
- Training courses
  - develop training models – have Chris Chadwick come and teach St. Louis members → pre-conference training
  - develop mentor relationships where Chris goes to a city for a day & does 8 events
- Keynote address
  - if issues recur, ARS could stimulate activity around that issue, ie systematically think through
  - put together Mayor Workshop—creating network of networks
- Q: Would development of Op-ed piece that could be tweaked locally be helpful?
  - Feedback: would be valuable
  - Q: Share with PowerPoint presentation?
  - Feedback: Yes, very helpful

## John W. Gardner Academy

*Key insights, observations, outstanding questions, and, if appropriate, action items/next steps:*

- Pursue both sustaining and innovative options as part of an integrated approach

### Sustaining

- community leadership programs (modules, Alumni program, tap into community and family foundation)
- inter city visits
- “organizing training

### Innovative

- regional design labs with existing collaboratives
- Emphasize regional problem-solving (an action orientation)
  - Create practitioner talent pool to draw from for Academy sessions