

**ALLIANCE LEADERSHIP FORUM
MEETING HIGHLIGHTS AND SUMMARY
MIAMI, NOVEMBER 8-9, 2001**

MEETING HIGHLIGHTS

The Alliance's "peer-to-peer learning network" is growing—We now have 30 regions participating in the Alliance.

The Miami Forum focused on the practical challenges of developing and connecting regional stewards—

- Developing models, ideas, and practices to develop more regional stewards. We have lots of leaders – in government, business, community – but not a lot of regional leaders, leaders who see the connections, who are committed to the long-term well being of places.
- Examining the experience of South Florida as a laboratory in regional leadership (challenges and progress).
- Approaches for building an inclusive stewardship team—bringing together neighborhood leadership and regional leadership to work on common agenda.
- Exploring a new relationship between regional stewards and the national government.

Key findings from a review of the emerging field of practice in developing regional stewards—

- *Regional Stewardship is both individual and institutional.* It's both an action of the "responsibles" and also the "capacity" in that community – the underlying DNA that allows regions to innovate and perform.
- *Regional Stewardship is different from traditional leadership.* Regional stewardship is not about being chair or president of this or that, or focused on a specific issue at a point in time, but about focusing on multiple organizations and connections and networks, bringing them together.
- *Regional Stewardship is developed primarily in the context of action, building leadership capacity in the process.* It is about solving real problems, and spreading change (similar to Malcolm Gladwell's Tipping Point, where social change occurs in the way a virus becomes an epidemic).
- *There are some common elements of regional change: the initiating stage, mobilizing others, collaborative action, and sustaining change.*

Key challenges and progress in regional stewardship in South Florida:

- Environment was primary reason pushing us to come together as a region; now grown into a concept of an economic region (the "internet coast"). In addition to the environment and the economy, we are trying to infuse the idea of equity – limits on expansion, eastward redevelopment (Eastward Ho!), fixing the urban core areas. We must increase boundary-crossing in our diverse cultures.

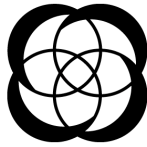
- South Florida is the “dress rehearsal for the nation.” The issues are all here. We’re talking about the need for identity, affinity, efficacy. We worry that this is a place where people like to live, but no one likes to love. Roots here are buried shallow. We need to make this home. That’s affinity. Then we can move to efficacy: doing something about your place, once you claim it as your own.
- We’re working on building institutional capacity; connecting people, and bringing people together. We’re creating an image of the region (e.g., Citistates Report), then some regional indicators and scenarios. Creating a new intermediary to work with community-based leaders, connecting assets in communities with regional assets; Collins Center doing work in the Overtown area on revitalization, getting local leaders connected to regional issues.
- The media’s challenge, and for those in the regional movement, is to bring it home somehow, to make it relevant. The Everglades is a good example – explaining the water issue. There are a lot of other ways as well – a commuter who crosses many boundaries, it doesn’t matter how many boundaries he crosses, it’s the trip that matters, the infrastructure of the region for mobility. Media can only tell the story through the experiences that people have.

Lessons learned from two models of how to build an inclusive regional stewardship team to do region-building and community-building together in the San Francisco Bay Area and Chicago metro area—

- The Bay Area’s Community Capital Investment Initiative focuses regional financial investment into disadvantaged neighborhoods. Initiative has demonstrated that a regional-local team can be built and that there can be a “double bottom line” with investors getting a return as well as social returns/equity benefits. Lessons learned: keeping the community people at the table one of biggest challenges, skepticism that the private sector partners are really there for the long haul or even there for the equity reasons needs to be overcome, different speed at which community people and business people needs to be managed, lack of shared analysis/vision of what is important to communities needs to be addressed.
- The Chicago metro area has gradually built social capital among regional and local leaders over the last 25 years. Began with an organization, To Reshape Urban Systems Together (TRUST), which held monthly meetings, with 9,000 participants over 13 years. First time people across boundaries had a forum to interact. Many other organizations followed, slowing building the capacity for linking regional and local leaders on common concerns. Lessons learned: investment in capacity/social capital was absolutely essential; 25 years of dialogue/discussions on all these issues created the regional understanding of interdependence; critical to have many organizations, help them communicate, but focus on stopping things as well as starting them.

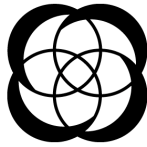
Key ideas for building the federal-regional connection, particularly regarding homeland security and preparedness—

- No community can be safe unless the region is safe. Need to look beyond just coordination, and examine what is responsible for breakdowns in the system. Complexity of systems is at the root. Focus on adapting our communities/regions to a very different world.
- The regional contribution: Connect to other commissions and efforts already underway on preparedness. We need to plug into that framework, utilize existing organizations, and bring in the regional component. Build on what’s already there. Need to introduce new mechanisms to integrate private/public resources. Use ISTEA model, directing governors to prepare regional strategy. Regions can contribute by identifying examples of effective intra-regional collaboration.



The Alliance is preparing to take next steps—Becky Morgan remarked that we have succeeded in putting together this learning network—and are now ready to take the step to form a non-profit to continue supporting the work of the Alliance.

- *The learning network*—peer-to-peer learning network needs to remain mission of the Alliance, while incorporating more diversity, including more than just major metro areas, influencing national organizations that are “siloeed” on specific issues, and keeping the specific problem-solving focus.
- *The federal-regional linkage*—Make sure focus is not just on federal government, but federal, state, local, academe; NAPA is central player in focusing on the public administration challenges of regionalism.
- *The academy*—We have benefited by our association with John Gardner over many years. He has said: “The development of leaders is possible on a scale far beyond anything we have accomplished...we have barely scratched the surface.” John Gardner has said we can use his name for the Academy, creating a capacity for ongoing training and development of regional stewards.



MEETING SUMMARY

WELCOME

Doug Henton, Coordinator, Alliance for Regional Stewardship

- Regional stewards are committed to the long-term future of “place.” As John Gardner says, this is about the “responsibles” who look for solutions at the intersection of issues. Sometimes he talks about people sitting at kitchen tables, not just tall buildings like this one.
- Our logo has four circles: (1) New Economy – not dot.coms, but about changing the way we do business (2) Community Based Regionalism (3) Governance (4) Livable Communities. We hope you’re here because you want to be in the space where these circles intersect.
- This meeting is about:
 1. Developing models, ideas, and practices to develop more regional stewards. If this were easy, we’d all be doing it. We have lots of leaders – in government, business, community – but not a lot of regional leaders.
 2. Using South Florida as a laboratory in regional leadership.
 3. Building the inclusive stewardship team—including neighborhood leadership and regional leadership.
 4. Exploring a new relationship between regions and the national government (especially around preparedness)
- For those of you new to this group, the basic idea is to put together a network – with no center. It’s a network of networks – like the internet. But there are some principles: Peer to peer. Practice-based.
- We develop monographs out of shared concerns. First, we create communities of practice. Then, use email, phones, web conferences to explore ideas. We develop a monograph and distribute it widely. We send each of you multiple copies and ask you to send them to others (The way epidemics are spread). For monographs published so far.
 1. Regional Stewardship: A Commitment to Place (Kohler meeting)
 2. Strategies & Tools for Community Decision-Making (Chattanooga meeting)
 3. Downtowns of the Future (Pittsburgh meeting)
 4. Governance – the latest one -- Triumph of Commons
- So this is about regional learning, around shared interests, where we can promote new and good ideas. Sometimes we’ll find a national issue – such as right now with “preparedness.” We had a recent White House meeting about what regions can do on this front. We’ll talk about what message we can provide to Tom Ridge.

Becky Morgan, President, Morgan Family Foundation

- Our regions do need new leadership – leadership that sees the connections, who are committed to the long-term well being of places. Careful and responsible management for that to which we are entrusted – that’s stewardship. We have fabulous resources along with great needs in this country. The challenge is to recruit more who believe this, and support new leaders, and communicate our successes. That’s what the monographs are about, and these conferences.
- We now have 30 regions represented – a good beginning. I retired at the end of 1998, and this is what I stick with, because it is so important. This is the kind of organization that can connect people

across regions, help us move away from fear, build hope.

- We have benefited by our association with John Gardner over many years. You may remember some of his many roles of leadership. He is a real teacher and is our adviser. He said: “The development of leaders is possible on a scale far beyond anything we have accomplished...we have barely scratched the surface.”
- Tomorrow we will discuss new directions for the Alliance. We have succeeded in putting together this learning network. We are now ready to take the step to form a non-profit – establish an academy, creating the capacity for training and sharing. I’d like to recommend a structure for this. John Gardner has said we can use his name for the Academy.

ICE-BREAKER

Group breaks up into small teams, introduce themselves, and come up with a one-word description of what regional stewardship means to them. This is what they shared:

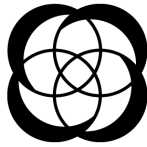
- Pied-piper
- Agitator
- Entrepreneur
- Den mother with an attitude
- Provocateur
- Noble, global, and mobile
- Challenger
- Possibilist

LEADERSHIP FOR AMERICA’S REGIONS

John Parr, Principal, Center for Regional & Neighborhood Action

Kim Walesh, Principal, Collaborative Economics

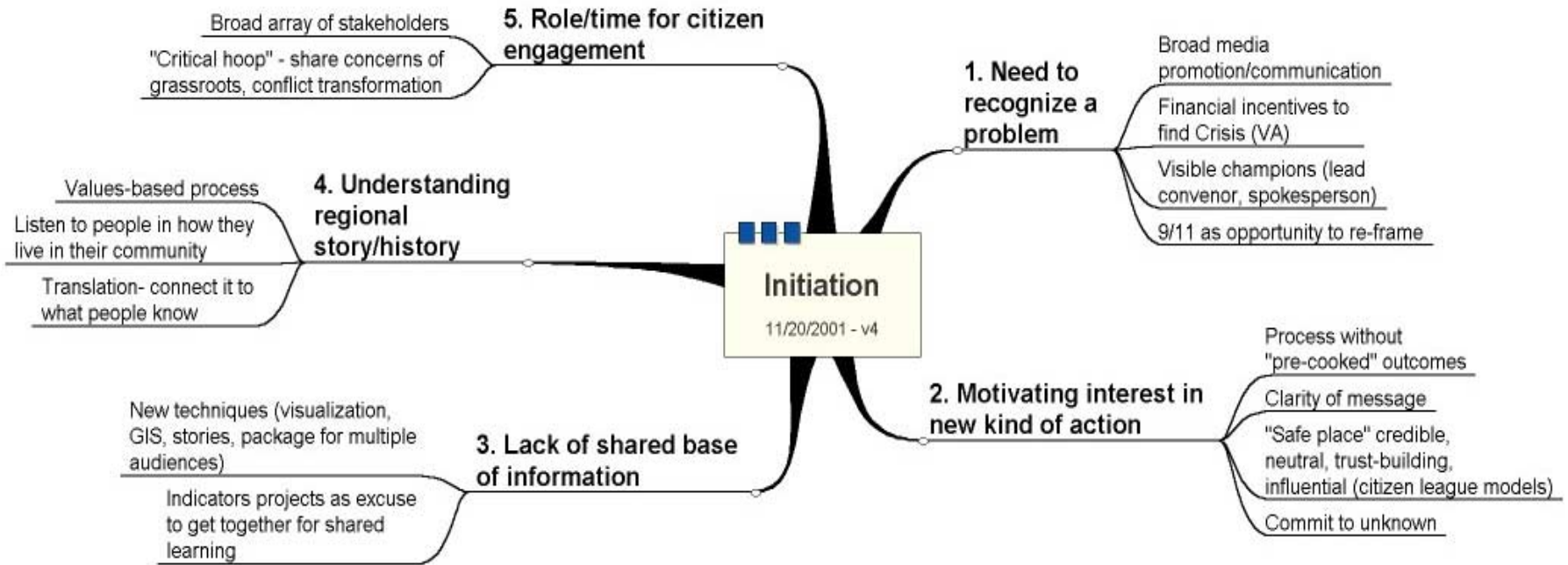
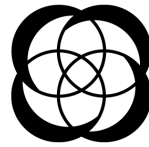
- John: I recall Frank Beal at the Kohler meeting saying that he wasn’t sure he had the patience to be a regionalist. The focus has to be on solving problems, and doing it as quickly as possible.
- When we started this, we thought the task was to look at other programs around the country and come up with the model. We did a first cut, and people said that’s not what this is all about. We need a stronger bias for action. Need to explore what it really means to be a regional steward. Result: findings and a process that we think occurs in communities as they take action. Today we need you to reflect and fill in the holes.
- Kim: as a community of practitioners, we worked closely with you, particularly over the past six months or so, to try to understand the shared experiences. Thanks. Now we have to add to that body of knowledge. Also need to recognize the special role that David Harris has played – our muse.
- Five key points in the monograph:
 1. *Regional Stewardship is both individual and institutional.* It’s both an action of the “responsibles” and also the “capacity” in that community – the underlying DNA that allows regions to innovate and perform.
 2. *Regional Stewardship is different from traditional leadership.* Tons of leadership books exist. But RS is not about being chair or president of this or that, or focused on a specific issue at a point in

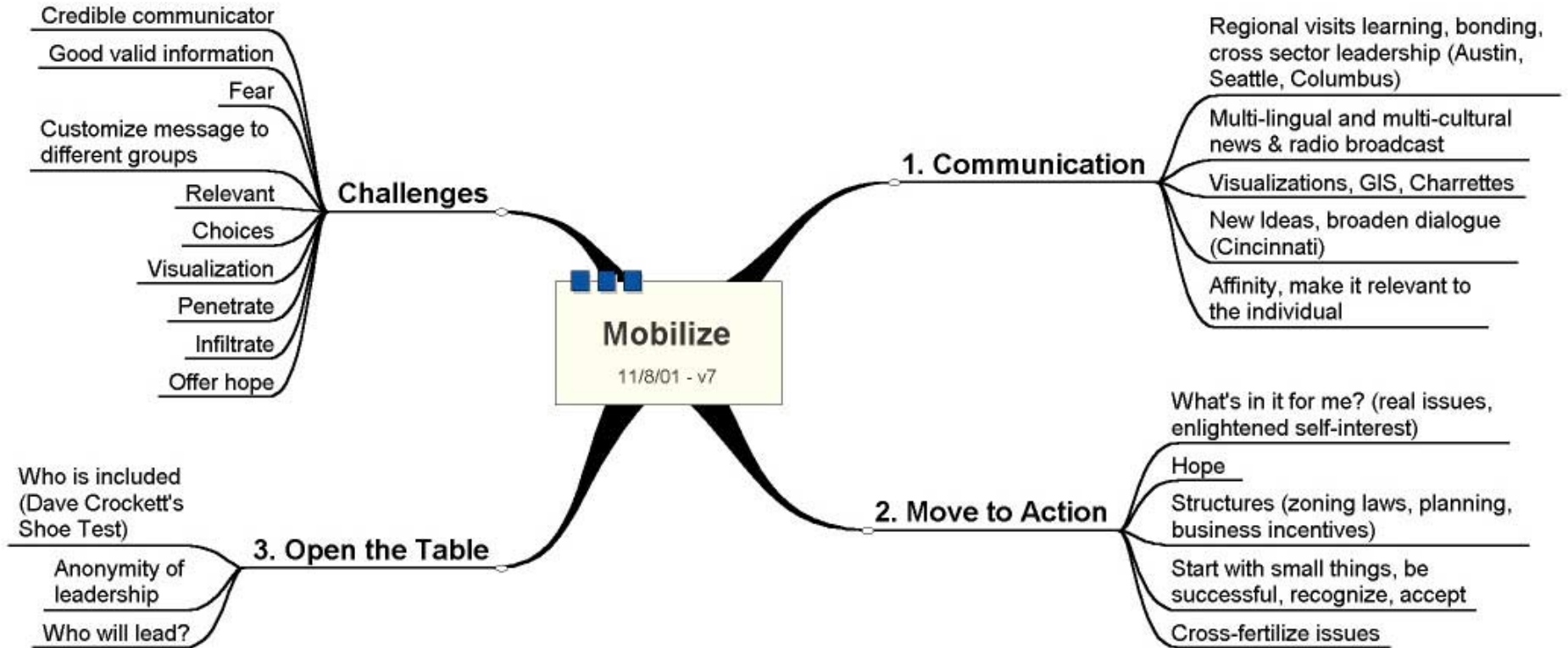
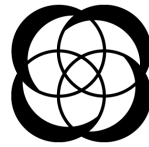


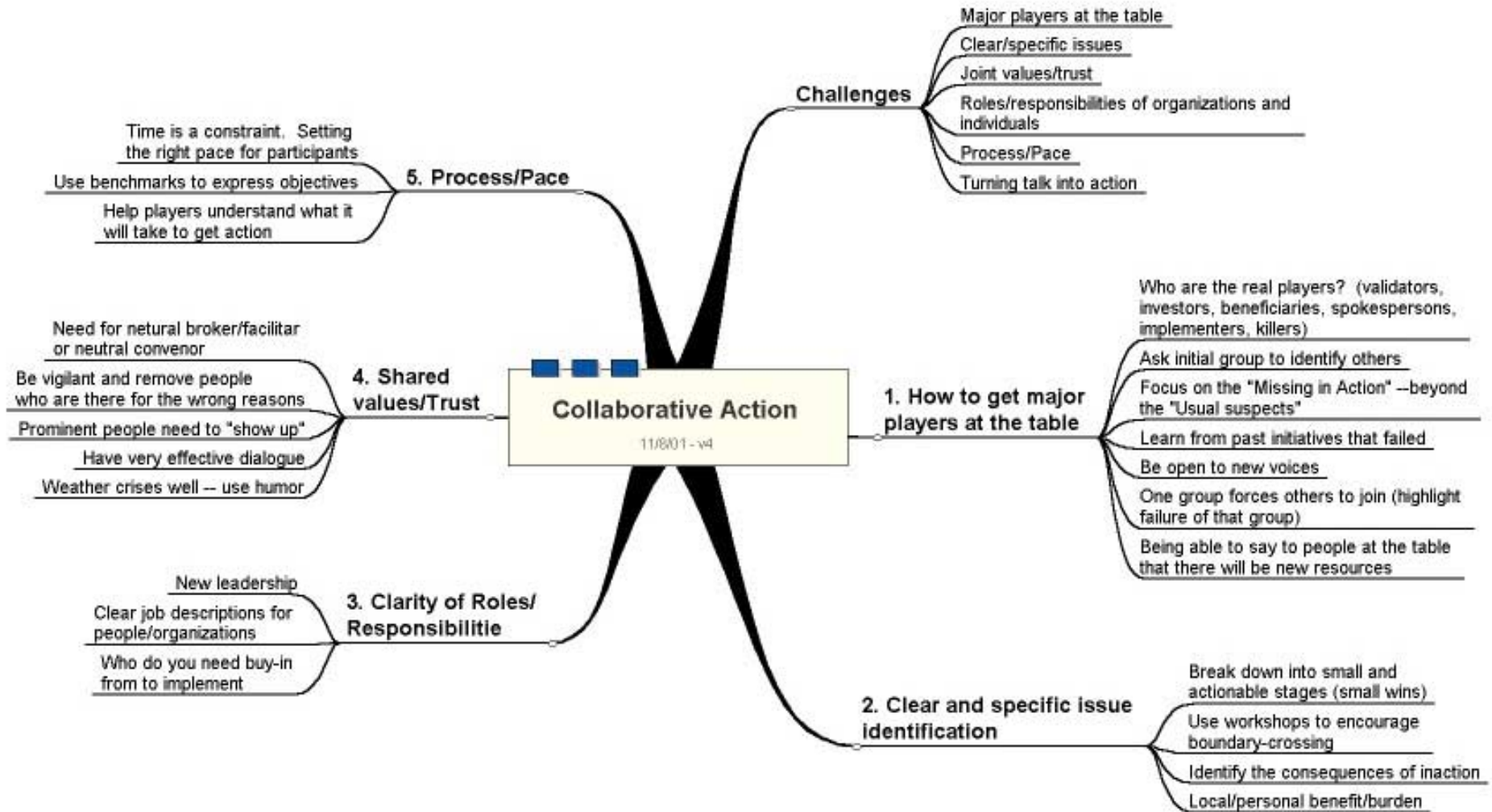
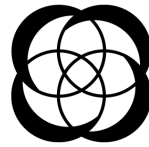
time. We looked at examples around the country and thought the RS concept was about multiple organizations and connections and networks, bringing them together. It's a commitment to place. The globalization of the marketplace is actually pushing us in regions to focus on a sense of place. We formed a metro mayors caucus in the Denver region, thinking about what could be do to have impact. Not the role of just one group (but group of groups).

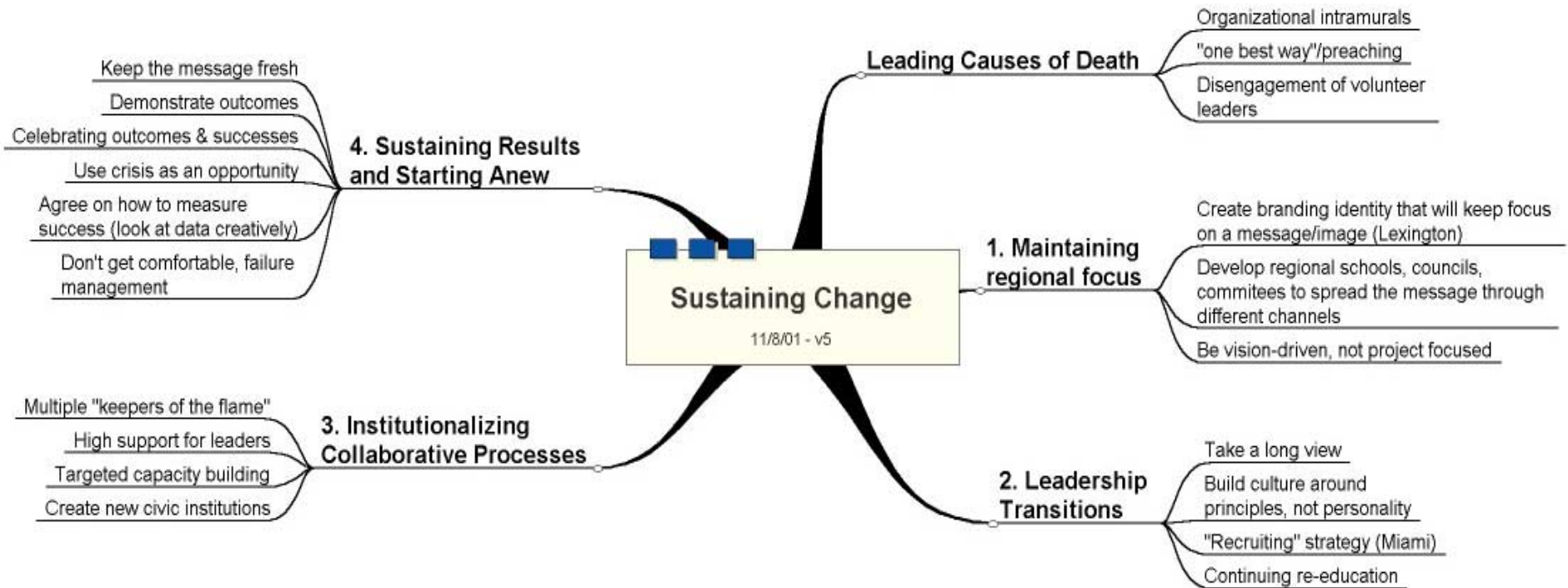
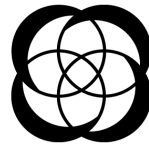
3. *Regional Stewardship is developed primarily in the context of action.* It is about solving real problems. As Sally Jackson from Columbus said, the talk about RS sometimes actually gets in the way. Better to talk about solving a real problem.
4. *Regional Stewards lead regional change, building leadership capacity in the process.* We were influenced by Malcolm Gladwell's Tipping Point (social change occurs in the way a virus becomes an epidemic) He says there are three kinds of people: (a) Mavens (who come up with the ideas of how to do things differently), (b) Connectors (from government, foundations, business, etc. – where the ideas can take hold), and (c) Salesmen (taking the ideas truly public)
5. *There are some common elements of regional change:*
 - a. *The initiating stage* – gap between reality and desired future. Talking, validating, looking around for comparable examples elsewhere, beginning to commit to work on it. Some precipitating event often occurs, something that causes people to say we have to do something. Denver had an economic crisis, Austin decided it could be a player in the information revolution.
 - b. *Mobilizing others* – rallying, inspiring, building the rationale, pointing to possible action.
 - c. *Collaborative action* – rolling up your sleeves and creating the platforms for doing something. Developing new relationships, changing mindsets. San Diego Dialogue experience, for example.
 - d. *Sustaining change over time* – leaders come and go. How to renew institutional capacity and scale the change to the challenge? How to agitate for starting over? Cleveland is a good example of agitation. A leader there said "I give us an 8 on what we've done, but a 2 for what we have left to do."

Participants divided into four groups to discuss the challenges and share lessons in each of the common stages. See following diagrams for report out of group discussions in each of the regional change stages. The main branches indicate key challenges during each stage while the sub-branches indicate ways to address and overcome these challenges.









LEADERSHIP LESSONS FROM SOUTH FLORIDA

Rod Petrey, President, Collins Center

- Every region is unique, but our geography makes it much more difficult to develop a regional identity. Struggling to make this “south Florida.” Geography also helps us – we can’t expand into the Everglades anymore. We need it for tourism, and we discover, for our water. We are re-plumbing now, to stop letting the best water flow out to the ocean.
- The environment is the primary reason pushing us to come together as a region. That has grown into a concept of an economic region. While there were predecessors to the Internet Coast, here is a marketing label for our region. In addition to the environment and the economy, we are trying to infuse the idea of equity – limits on expansion, eastward redevelopment (Eastward Ho!), fixing the urban core areas.
- Demographics are very important too. ULI had a meeting here recently – a summit. Data from our three counties – demographer said if he were looking at these data and that of top ten regions, we’re sixth in population growth, 14th in percentage of population growth, and only two of the top ten are growing faster than we (Atlanta with 38.9% and Dallas 29.8%). We are still on top in number of seniors. Don’t assume this means we have a dependent population. Palm Beach County had the highest growth in seniors – and most of them are not poor. The black population is rising (not just African American). Hispanics, too, are now at 35% of our population (behind only LA at 40%). 43% of that is Cuban. (In LA, the country of origin is Mexican; same in Dallas). Here, the hispanic population is from Brazil, Costa Rica, Guatemala, etc. They tend to group together; combined with single member districts, this is an arena for great continuing debate for how we can work together. Fertility rate among Cuban Americans is low (lower than Anglo rate); among Mexican Americans high. Blacks and Hispanics are moving northward into Broward, a huge percent growth. The whole region is becoming more integrated, which causes a lot of stress and strain.
- We have made some progress. The business community has provided some leadership.

David Harris, Director of Florida Philanthropy, MacArthur Foundation

- Let me speak from the perspective of an investor. (Started at Morgan Stanley before I got into youth work and then philanthropy). MacArthur’s geographic focus is interesting: Chicago was fastest growing from 1900-50. South Florida has been since.
- From Citistates report – South Florida is the “dress rehearsal for the nation.” The issues – from cultural collisions to anthrax – are all here. I recall Irvine bringing Florida, Texas and California people together because they had so much demographically and geographically in common. Before too long you could run for president from those three states, adding just a few. Florida is on the verge of becoming the third largest in population, passing New York.
- We see and use the region for the many problems and opportunities in our communities. Over the last 2 years, we’ve moved more and more to this focus, especially at the foundation. We’re talking about identity, affinity, efficacy. We worry that this is a place where people like to live, but no one likes to love. Roots here are buried shallow. We need to make this home. That’s affinity. Then we can move to efficacy: doing something about your place, once you claim it as your own.
- We’re working on building institutional capacity; connecting people, and bringing people together. We’re creating an image of the region – designed for popular consumption. Citistates Report was the first effort. Then some regional indicators: Imaging the Region. We also brought in Global Business

Network to do scenario work, doing these in sequence.

- We find that people are very concerned with the environment; also, early childhood development has emerged as a major regional issue. So we're creating a regional resource center (using Policy Link to help) – a new intermediary to work with community-based leaders, connecting assets in communities with regional assets. This will be housed at the Joint Center, with a partnership governance model. The Collins Center has received funding from the Knight Foundation for doing work in the Overtown area on revitalization, getting local leaders connected to regional issues. One local I know sees now the inside/outside game.
- We are a region in the making. We know if we wait, we'll be behind other regions. We have to compete right here for the time and attention of people. We have issues of size – such a large area. We need all the tools and technology to bring people together in an efficient way, while still building strong relationships. Also issue of boundary-crossing in our diverse cultures. The scenarios showed us if this doesn't happen with our Latino leadership, it isn't going to happen at all.
- In Denver three weeks ago, David Crockett spoke, saying we can't have any conversation like we had before, since 9/11. People are searching for more to do than writing a check, giving blood, something to give more meaning. This Alliance needs to step this thing up another level. We're all learning more about what it means to say: "I am an American." The hyphens maybe won't disappear. And our national leadership is occupied with the war. We need regional leadership to help us know our neighbor. That's where real security lies. This is the time, as Parker Palmer said, for us to give permission to come out of our caves.

CASE STUDY: SOUTH FLORIDA LEADERSHIP

Pat Gregory, Collins Center for Public Policy (moderator)

Susan Vodicka, President, Vodicka Quintero Group

- I served as chief operating officer for the Summit of the Americas here in the mid-1990s; it was the first time all these leaders showed up without military uniforms. When we talk about the region, often we're talking about the region of the Americas. Actually, international business opportunities drive much here. We used to have people from each of the counties going out saying "this is the place for you to do business." It made no sense at all. To other places, this is one Florida. And for American businesses, a great place to connect to the Latin markets. We've worked to say it's one Florida. Business has proved to be but one of the tools for taking a regional approach.
- I recall being a part of the old South Florida Coordinating Council – back in the 80s. I thought if people could pull together on growth, education, and transportation issues, we could make some sense of it. Roy was a big shot developer who was part of it. When fiefdoms started to appear – all we had was Beacon Council, Broward, etc. all tied to separate groups of elected officials. If our three counties worked together in Tallahassee, there wouldn't be much you could deny us. I suffer from incurable optimism. I consider "impossible" just a degree of difficulty.
- Most of our folks have arrived in the last 40 years, many very recently. I've lived here my whole life. We have much to learn from you. What binds us is water. We have five water management districts in Florida. 4 of the 5 cannot show they have enough water to sustain the population over the next 20 years. The Everglades is not just our river of grass, it's our river of life. Arts and culture also cross our counties lines.

Michael Brady, Partner, LB Limited & Associates

- I was interviewed by Neal and Curtis early in their project. What have I learned here, that's the question. You have to incorporate the history of cultural interactions to make it work. Who's doing the inviting? Who controls the agenda? Who gets to implement things? Look at yourselves, at this meeting, and the answers. If you fail to get real representation from the real community, you won't get it done. How do we determine the structure of decision-making?
- If all the stakeholders aren't at the table, you'll have someone ready to "kill" the process. About 8 of 10 people in this region are from someplace else. It's a very different dynamic. Part of what we need to do is develop a glossary of shared terms. Look at the acronyms in the materials – what in the world is SARGE? An NRO (national regional organization – sounds oxymoronic). Characteristics of a "stool" means different things in different cultures. A "monograph" means different things too. We need to sort that out.

Jeff Kline, President, Internet Coast

- The Internet Coast is a lot of things – it's about regionalism, about economic development, and building a world-class economic region. It's a brand. You don't have a point of reference without a brand. It's also focused on bringing entities together. The IC started with business, then went to education, and government, and other organizations. We realized that we could do so much more working together. The strength of the region is worth so much more than the sum of the parts (not always true in business).
- Branding was first. We realized that we had a technology cluster that was happening, but wasn't really defined. Major drivers – we were becoming a major provider of content to Latin America – AOL Latin America, etc. Look at the growth trends and you see the potential of the market. Also we had a number of ASPs (application service providers) here – maybe the most important technology on the internet today. Citrix, a leader, is right here. 20% percent of all ASP companies were here. And we saw that South Florida was becoming the fifth largest telecom hub in the world. We looked at Silicon Valley – the brand, the VC community, but I think it was the entrepreneurial spirit that made it. We believed we had that too. Boca Raton is rated an entrepreneurial hot spot already. We decided that we had the cluster, but needed to enrich the soil.
- After branding, we took on the Network Access Point (NAP). Four major centers in the country. Two on the west coast, one central, one in Herndon. We learned from Scott Adams who grew the largest web hosting company in the world and sold it for \$300 million. I was thinking of re-locating to Herndon. Scott and I then started initiative to bring the NAP here. Many said it was the impossible dream. You can see the NAP bunker building now right out of this window. Brought the political folks together; difficult to get them to agree on location. As business leaders, we were indifferent to that. We thought it made sense to have the NAP in Miami though. So we got them all to agree to that. Then brought the telecom carriers together – this is a fiercely competitive group. At the first meeting, they're snarling at each other. After a series of discussions, they started to buy in, and decided they better be part of it. Within a year's time, we had created two tier-one NAPs. This will be more significant to our economy than Flagler bringing the railroad 100 years ago.
- Tourism dropped after 9/11. Now people are looking around to see what else we have. They're finding technology in Orlando, on the coast, in the space operations, and here. At the very least – it's a hedge industry for us.
- We created an organizational council, focused on being partners in this enterprise for our economic development. We took all the intellectual property tied up in the Internet Coast brand, and we got all three of the county governments, along with the business organizations, and said if you will agree to agree, we will give this to you. Comical. Frank Nero (Beacon Council) said it was the first time he'd ever waved at Larry Pelton (counterpart in Palm Beach) with all his fingers. But they agreed.

- So now when we have events you can see all these groups working together. Our big obstacle: the education and research side. Through Miami-Dade Community College, we now have a degree program in technology. We also have a consortium of all the universities around a research park.
- For some of us, we worked on this because we had enjoyed success and wanted to give something back. Knowing that if it got too petty, too political, we'd just go back and run our companies. We essentially just took our business experience and applied it to the civic challenge.
- When Neal Peirce and Curtis Johnson came to my office, it was the first time that I realized there were scholars on all this. Then I met Doug Henton. I read his materials about regional stewardship. I said, "this is what we're doing." We've been doing these things, but didn't know what to call it. For us it was instinct. For others, I realize, it's as much science and strategy. Nearly every remark I've heard today, we've experienced it.

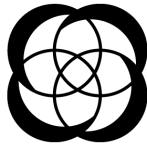
Roy Rogers, retired, Arvida JMB Partners

- I'm an environmental developer – this is not oxymoronic.
- I was a navigator in a nuclear submarine – Rickover days. On this mission, which was my last, we'd reached mid-term of the two and half months in the Arctic waters. Subliminally you're looking for the hatch to open, though you're down deep. You'd look up at the hatch. Quartermaster would keep a log on this behavior. Could tell you that you looked up at it 12 times, for example. One day, I had the scope up and saw the sun (in the dark cycle) and saw a bird. Crew overheard it, and some wanted to look out and see the sun and bird. I couldn't do it, but thought about what motivated men to line up for a chance to do it.
- Development. Looking for a scenario for handling the people who are going to continue coming. We'll have more cars, more crowded schools. How can we get sane development? We have the Everglades, the ocean, and most of the land filled up. In Weston, which was on 10k acres, very large considering what was left, we did everything we could to set aside much land. Created a positive home-town feeling. Many Latinos – from many countries. It had a chief education officer for the community, the former superintendent of schools (John Murphy) in Charlotte. Left his profession to work for a community developer. Weston is now an incorporated city.
- Eastward Ho! –an epiphany that unless we have accomplished sustainable development – focusing on the areas passed over, the minority areas, the brownfields – we can't handle the future. We should be able to do right by the communities. As a developer, I can tell you that we can't get there without predictability. You have to have assurance of some profit. With that as a baseline, we have ways too to give back to the community.
- Environmental – we raised funds – a 10 year, \$3 billion effort in Florida to acquire lands threatened with development. If we don't buy and protect, they will be developed. We also have Florida Forever – people were willing to tax themselves for this cause, because the vision is clear. As an international community, this is raw America at its best.

REGIONS AND THE MEDIA

Tom Fiedler, Executive Editor, Miami Herald
Neal Peirce, Chairman, Citistates Group (moderator)

- Peirce: Here are a couple of quotes of Phil Blumberg – we have 40 percent of the legislature and we get scraps. \$145 billion in GDP, eighth largest in America, but we never act like South Florida."



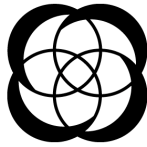
- Fiedler: We're short on some things, but we're long on self-pity. We don't exist as a hub and wheel. We're a long straight stick, stuck between the swamp and the ocean. Our circulation overlaps the Sun-Sentinel and theirs ours. So the region here would have to be defined by the Palm Beach Post, the South Florida Sun-Sentinel, and the Herald.
- It's very difficult for people to think of themselves as a region at the southern end, relating to any of the north end. Miamians do not think of themselves as the same fibre as those in Broward. I recall bills in the legislature to put the state line north of Dade and let us drift south. We're also divided by culture, by attitude, language, culture, politics.
- Peirce: but at the same time, this is one environmental basin. One labor pool. Must be hard to convey any message of unity. Everglades bring us together. Water in general. Beachfront protection. Business has figured it out too. Phil Blumberg, former chair of the Miami chamber, which has expanded its scope of interest, has it right. How to make the case, which is in some ways a media issue? How to get the positives into the press?
- Fiedler: the media's challenge, and for those in the regional movement, is to bring it home somehow, to make it relevant. The Everglades is a good example – explaining the water issue. There are a lot of other ways as well – a commuter who crosses many boundaries, it doesn't matter how many boundaries he crosses, it's the trip that matters, the infrastructure of the region for mobility. Media can only tell the story through the experiences that people have. We have a regional transportation system, but it's dysfunctional. We make it difficult for people to make connections, to get to the big destinations. It's difficult enough that people resist doing it. Reduce your issue to the way it actually affects someone's quality of life.
- Peirce: in our report here, we tried to deal with transportation by pointing to the scale and breadth of the challenge, the consequences of not doing it.
- Fiedler: it would seem so obvious if you just dropped in here, seeing all these pieces, the airports and seaports. Why wouldn't they work together? We're hostages to our history. We started out with the individual pockets – Miami, Ft. Lauderdale, Hollywood, Boca Raton, Delray Beach – each separate growing up itself. Each got assets and were reluctant to share them.
- Peirce: seems like we insist on having more rather than better.
- Fiedler: we approach regionalism like two approaching a cliff – should we jump together? No, after you. Control the issue. What patronage exists around here is findable at the airports and seaports. You find a job for friends or family. It's important to the survival of politicians to have a say over these enterprises.
- Henton: we hear this question all the time – we're having this event or process and want to get to the newspaper. Who do we call? Or what do we do?
- Fiedler: a press release is just the opening and maybe not a very effective opening. We get hundreds a day. They go to an assignment editor who goes through them quickly – maybe ten seconds each. If that paper talks about regionalism, eyes glaze over. At best, it looks long term, and I'm focused on the next six hours – big meetings here, murders there. And you get lost. So you need to make personal contacts. You can find people truly interested, who might be your natural allies. Think about who is going to be interested in what you're doing. Pick up the phone or send a e-mail; suggest getting together. Also, there's the editorial pages. Overlooked often, but valuable, it is not as caught in the 24-hour cycle. It offers the chance to look at the broader issues. Call them and see if you can meet the editorial board. Take advantage as opportunities arise, to use the Letters to the

Editor section (it's the most read part of the paper, next to the cartoons). Also you could do an op-ed piece, though this is very competitive. One other area we did with good public response: when there's a major public issue, you may find newspapers interested in doing community forums or a town meeting on television with newspaper sponsorship; the paper might follow up in print. We find that when we do this, it is surprisingly well read.

- Peirce: on homeland security, which may be the most important opening for regionalism since ISTEA, we now have an obligation to think about this agenda across the borders that make up our regions.
- Fiedler: we're very concerned with our water system, our seaports and airports. That is an incentive for us to think together, commonly. What is interesting is the prospect that a new history began on 9/11. Maybe part of that new thought is a new reason why there should be a common governance for these assets, if even just to better protect them. We've tried just having these officials sit at tables and asking them to work together. We need some new structure, compelled by this rethinking of what we need to do to be more secure...maybe it is an opening.
- Peirce: State could create it, but that's hard to imagine. Fiedler: but all these historical barriers will trump common sense every time. It won't come from within. There's no political incentive to think about the region.

FUTURE DIRECTIONS FOR THE ALLIANCE

- Original Milestones: 25 regions (have done that), focus on specific issues, meet with the media and better understand how to work with them, "Shepherd" regional stewards, do a national report on regions for the federal government (Letter to the President)
- Keep focused on the mission: Peer to peer learning network. Are we going to broaden the mission to be a group that is selling "regionalism?" We need to continue to make the case for "regions."
- Important issues:
 - More Diversity
 - Use more of the C words (community, commons)/ less the R word (regions)
 - Using the network to link different regions to each other to "solve" specific issues
 - Are we just focused on major metros? Rural is important, but for management purposes we have focused on metros
 - Go after national organizations that are siloed on specific issues to help them understand
 - Remember regionalism is ultimately a political issue – we have to increase the civic will to make this happen
- What is the most appropriate way to be organized?
 - Have two or three people in specific topic areas that people could be directed to. And the reverse – if you have a real success story you become available to help others approach the issue more effectively.
 - Mayors Design Institute model: Takes an actual issue that a mayor is concerned with. The institute helps him actual solve the problem
 - Send us examples of success stories we will put in the newsletter
 - What are the civic functions that we want to improve at the regional level, then organize activities around those functions
 - Look at new ways to deliver curriculum. A module to be used at the training programs of others (e.g. New legislator briefings)
 - Monographs are good, but have more case studies & more PowerPoints



- Role of NAPA
 - Not just federal government, but federal, state, local, academe
 - Regionalism as a public administration issue would be their focus
- Who should be involved?
 - Philanthropic leaders
 - Business leaders
 - Elected Officials (particularly newly elected officials). Sierra Business Council website is great example of training for local elected officials
 - NGOs (museums, business clubs)
 - The staffs of regional councils (network down into these organizations)
 - Leverage Points (Universities, media, Sorenstein Center at Kennedy School on Governance and the Media)
- How to get people involved.
 - National town meeting model (PCSD)
 - Reach rural regions through state employees or others who already work with them. (Train the trainers type of approach. A state employee who already works.)

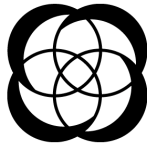
COMMUNITY BUILDING AND REGION BUILDING TOGETHER

John Melville, Principal, Collaborative Economics (moderator)

- This is not going to be a happy talk panel. There is a great deal of history and there are a lot more challenges/problems than there are success stories. Neighborhoods have often not been acknowledged in the regional discussion. There is a lot of emotion, lack of trust, serious issues of political power. Very complicated issue, lots of layers, how do we bring all the players together. There are no long strings of successes. We want to know examples of successes to send out through the network.

Joe Brooks, Director of Capacity Building and Civic Engagement, PolicyLink

- I'd like to see a future meeting involve community builders so that we could have the faces of regions in the room. Community builders (CBs) are beginning to understand that the region is the oyster. They have to be players in it. Affordability and reinvestment will only happen with regional action. It is a tremendous stretch for CBs to work at the regional level.
- The matrix "Capacity Component" was developed to help figure out what capacity CBs (it would work for anyone) would need to work regionally. It was done by two academics at Rutgers. To be players is fundamentally a "capacity" question.
- Lessons learned from the Community Capital Investment Initiative:
 - (1) Double bottom-line
 - Investors get a return
 - Social equity issues were also dealt with. (social return on investment)
 - (2) Social Equity Benefits that can occur:
 - Joint ventures with for profit and not for profit
 - Check list of benefits to the community
 - Oversight Structure that can impose sanctions if checklist is not met.
 - (3) Challenges:
 - Keeping the community people at the table
 - Idea of region as important for CBs – being able to talk about equity issues in a regional



context

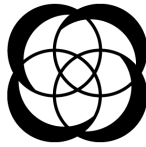
- Skepticism that the private sector partners are really there for the long haul or even there for the equity reasons.
- Different speed at which CBs and business people move (Business – quickly to the bottomline, CBs need time to find/figure out what is important)
- Weak link is always the representation of the communities.
- Lack of shared analysis/vision of what is important to communities

Scott Bernstein, President, Center for Neighborhood Technology

- This story is about how Social Capital grew in Chicago over the last 25 years.
- It started with an organization, To Reshape Urban Systems Together (TRUST)
 - Monthly meetings, every lunch had roundtables on specific issues.
 - 9,000 participants over 13 years.
 - 1.5 FTE to run
- Chicago Community Renewal Society
 - Church based civil rights
 - Chicago Coalition for Work
- Northwestern University played a role
 - Center for Urban Affairs
 - Study groups to work on specific issues that included citizens, including the Urban-Suburban Investment Study Group
 - The key was that the governance was both community and academic.
- Housing Abandonment Task Force
 - Foundations invested \$225,000 to do the analysis on the abandoned housing in Chicago
 - Mayors race involving Daly and Washington. After the election, Washington embraced all the recommendations including low income housing and tax credits
 - Helped create CDC movement that has now grown to 3,600
 - This is a story of the creation of social capital, which really eroded with Harold Washington's death.
 - There was a need to find a new issue to mobilize people around. Transit became the issue.
- ISTEA opened the door to the issue. Chicago Land Transportation and Air Quality Commission was formed, that had many partners.
- Lessons learned from the Chicago story:
 - Investment in capacity/social capital was absolutely essential
 - 25 years of dialogue/discussions on all these issues created the regional understanding of interdependence.
 - It is critical to have many organizations, help them to communicate among each other.
 - The work has to focus on stopping things as well as starting them.

BUILDING A FEDERAL-REGIONAL PARTNERSHIP

- Ideas/reactions to Letter to White House regarding homeland security and preparedness.
- President is appointing a 40-person commission to ensure that neighborhoods and communities are safe. We can suggest that the commission work with regions on this issue.
- Make it clear that regions are not competing with mayors.
- No community can be safe unless the region is safe.
- Use ISTEA model: direct governors to prepare regional strategy.



- Connect to other commissions and efforts already underway on preparedness. We need to plug into that framework, utilize existing organizations, and bring in the regional component. Build on what's already there.
- There is a gap between public and private sector resources. Need mechanisms to integrate private/public resources
- We, as regions, can identify what we've done in emergency preparedness. We can contribute this knowledge and bring it to the table by identifying examples of intra-regional collaboration.
- Encourage involvement between regions and law/fire departments
- Also consider hate crimes as a social implication that regions can help address (goes beyond "emergency" response)
- Need to look beyond just coordination, and examine what is responsible for breakdowns in the system. Complexity of systems is at the root. Think about putting some goals that talk about adapting our communities/regions to a very different world.
- T21 re-authorization: we'll miss an opportunity if we confine discussion to appropriations level, and don't redefine some of the goals.
- Set goals that will rise above the fray.
- We're not precise enough about what we're seeking. Cooperation – everyone's seeking cooperation. The direction we need to head is "how do we become a DISTINCT part of that"? What are our first principles? Be precise about what it is we really want. If we can't be precise, then don't get involved – would add just another set of demands on emergency efforts.
- President is struggling for broad-based connection with American community. Two types of responses to crises: defensive one or one that sparks the imagination. (i.e. putting a man on the moon). What will we be in the future? This group can elevate the vision of a nation. Secure, prosperous, and sustainable regions.