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**ALLIANCE LEADERSHIP FORUM  
MEETING NOTES AND SUMMARY**

La Jolla, California  
May 2-3, 2002

**OPENING REMARKS**

*Becky Morgan, Chair, Alliance Advisory Board*

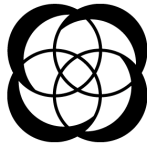
Welcome to our fifth conference. The first one was in Kohler, Wisconsin. We had a draft mission saying we would support regional leaders who understood the interdependencies of the economy, environment, and equity, and who practiced collaboration as a major tool of progress. It was there that we decided on the name. We chose "*stewardship*" rather than "*leadership*" because it is more inclusive and less elitist. Stewardship is defined as the "careful and responsible management of that entrusted to one's care."

From the beginning we've been guided and inspired by John Gardner. You all remember John Gardner – a distinguished government and foundation official, a teacher, and friend to all of us. We see our mission as keeping John's vision of community alive. I want to quote from Brian O'Connell's eulogy at John's memorial this winter. As Brian recalled, John said in a speech last fall "I keep running into highly capable potential leaders all over this country who literally never give a thought to the well-being of their community. And I keep wondering who gave them permission to stand aside! I'm asking you to issue a wake-up call to those people—a bugle call right in their ear. And I want you to tell them that this nation could die of comfortable indifference to the problems that only citizens can solve. Tell them that." John summarized the American compact with this phrase, "Freedom and responsibility, liberty and duty, that's the deal." That's what we are trying to live up to with the Alliance and with the Academy we are founding in his name.

We also intend to produce the "regionalist papers," in the spirit of Federalist Papers and introduce an awards program, once we're ready for that. Around the country, people are starting to pick up thought leadership provided by the Alliance: for instance, Prime Minister Helen Clarke of New Zealand and Director Tom Ridge's work on Homeland Security in regions.

My dream is to create a sea-change in behaviors across America in how people work together across political and sectoral boundaries. I want us to create a flash point where we know regions are part of the equation when planning is done and money is allocated. Or, as Malcolm Gladwell calls it, to create a "tipping point" when little things make a big difference. We can create a movement where regions, participating in our Alliance for Regional Stewardship, can create new ways of doing things all across America.

I inject my personal belief that regional stewardship will not come about through a mandate from state or federal legislation, but rather through a "bottoms up" movement of voluntary collaboration. Governments can provide incentives and should be encouraged to practice a "reverse RFP" process, but the action must start in the regions. People are fearful of more government and more elections of people they do not know. We advocate better governance with regional agreements among practitioners, senior executives and elected officials. I'm hopeful, excited and, not to disappoint John Gardner, uncomfortable with the large task we have set for ourselves.



**SAN DIEGO STORY: FROM DIALOGUE TO PARTNERSHIPS FOR CHANGE**

*Mary Walshok, Associate Vice Chancellor, UC San Diego (Moderator)*

*Julie Wright, President, San Diego Regional Economic Development Corporation (Moderator)*

*Richard Barrera, Executive Director, Consensus Organizing Institute*

*Malin Burnham, Chairman, UC San Diego Foundation*

*Duane Roth, Chairman & CEO, Alliance Pharmaceuticals*

*Robert Dynes, Chancellor, UCSD*

**Walshok:** I'm going to set some context before we move into a panel discussion. This is an old community by California standards. People have learned to step up to the plate here. In the economic crisis of a decade ago, people like Malin Burnham were among them. We'd lost some of the few Fortune 500 companies that we had; we'd been doing that 80s thing – trying to attract companies to move here. Richard Atkinson, who was chancellor of the university (now head of the California system), in the early 80s, saw in the labs here, the research companies, the seeds of a possible future. Military was continuing to downsize.

This was the pivotal first step. We started a long conversation and an organization called CONNECT. We also started the San Diego Dialogue (SDD). Malin and my colleague Richard Barrera can help me describe this. The EDC in those days was still old-style. We had to change, think about where the region would be going.

People said the university could serve as the honest broker. Malin was a trustee at Stanford and a third generation citizen of San Diego. When you don't have established companies or large foundations, a university like this can be the vital partner. No one asked the mayor or the chamber to convene a response.

**Burnham:** Welcome. We have a parade of people who come here, to look at a community that's been successful in doing what others want to do. It is a compliment. But we know we have a long way to go. I'm only one of several who do what we do because we love the community.

About 17 years ago, the university was coming up to its 25<sup>th</sup> anniversary. Dick Atkinson brought a group together to help plan that celebration and to think about what the university should be doing for the next 25 years. We said the university must not be a silo, but a two-way street.

Let me describe the birth of the San Diego Dialogue. In the late 80s, many of us were disenchanted with the political process, completely inadequate long-range thinking. Most organizations were concerned with their membership and today's problems. We needed an organization to fill this gap, featuring critical research initiatives. The University setting seemed just right for this. So we set up an independent organization within UCSD. Independently funded, with members almost entirely from outside the university, it concentrated on diversity of interests, perspectives, and making it free of "politics." It started with only 25-30 people, eventually increasing to more than 100.

We had to ask ourselves who we are, where we are? This was the late 80s, before NAFTA. We found that borders don't stop many things, like crime, pollution, or culture. We couldn't be effective and have a long-range view without a regional approach; we quickly came to describe our region as including at least the Tijuana area (where there must be a million and a half or more, in addition to the 2.7 million in San Diego County now).

**Walshok:** We started out thinking that the future was to the north – Orange County, L.A., etc. It was a great surprise when we discovered we needed to look south. Today, 35 percent of the Dialogue is Mexican. Here's what we do. Plenary sessions. We poll faculty and leaders on issues. This gives us an agenda for research and reports. We have produced about a dozen analyses over the past decade. The Irvine- and Hewlett Foundation-funded ChoiceWorks project is one example.

**Barrera:** I left for a few years and was living in Arkansas. I saw a report documenting that people who were crossing the border here were largely people crossing several times a month, many every day. This point was obvious to people south of I-94, but not to those north of it. Many who live along the border have relationships, ties, interests that lie on both sides. This SDD report had such cultural impact on the people to the north—they had to say “Hey, we are a border place.”

The first time I sat down to talk with Chuck Nathanson, the staff director of Dialogue, I could see this was opening up San Diego in new ways. It seemed to me a fantastic opportunity to make this region a more equitable place, with higher quality of life for everybody. Chuck had to tell me to slow down, trust the process, have patience. I came to see his genius at community organizing, as he began to slip these fairness issues into the scene. Questions arose about why the schools are not succeeding in preparing kids? So we said let's go and talk to these folks.

Chuck organized a meeting of business leaders, just to meet a couple of principals. We met two from the City Heights area. The conversation began with us telling them all the things they were doing wrong. The principals then, patiently, said let us describe what's going on (70 percent turnover rates, 50 or so languages, some not even written). People got quiet. What started as a clear agenda shifted. We began talking about the principles of community building...very pragmatically. We also talked about leadership, about the challenge of a constantly changing community, where you can't just talk to one person and trust that they represent everybody else. You had to have lots of conversations, and do a lot of listening—not with a set agenda, but allowing agendas to emerge, taking it slowly. That process of developing leadership in lower income communities shows how the agendas are intertwined with the larger regional issues. There are very exciting possibilities here, stemming from building stronger relationships. The borders among groups of leaders are breaking down as well.

**Burnham:** When I mentioned the value of research, such as the border study, it shows the catalytic power of the SDD. One of the results was the first fast lane to get across the border – background check leading to a smart card access. The problem of course is that we have 29 other lanes that are still slow. We've been talking borders, but all of you have borders too-- maybe a river, or a range of mountains. How often do you let that be the line of demarcation? Better think past it.

**Walshok:** Let's turn to Julie Wright now. What SDD has been able to do is connect economic, social, and civic challenges. Julie has been able to advocate for economic strategies that fit those interests, even though those interests are often not aligned. It comes down to cultural change. We have events that mix grassroots and business and allow them to hear each other's needs.

**Wright:** The San Diego Economic Development Corporation partners often with other organizations in the region. When I worked for the governor in the early 90s, coming out of a recession, we created an Economic Strategy Panel, which tried to understand the economic base of regions. Then we looked at the growth industries in those bases. One of the strengths of the

state is the capacity being developed at the regional level. Duane Roth, who's with the biotech industry, will give you that perspective. Then Chancellor Bob Dynes will describe efforts that have increased our national visibility. You can't market something that isn't real. San Diego is now routinely seen as a place of innovation in technology. Many of us are convinced it's innovation that will drive our global role, as a country.

**Roth:** I want to talk about the Partnership for the New Economy. It came out of the San Diego Dialogue in 1998. We have enjoyed a remarkable recovery and now have more than 500 biotech companies; several hundred companies in communications; and 800 software companies, mostly small, some of which grew up to the Fortune 500 level. We knew if we didn't work on this, we wouldn't survive. Now our economy is much less dependent on a big few.

I was heading something called the Leadership Alliance – a high level group trying to keep the process from becoming too political. We started with hosting a large CEO meeting, featuring new economy companies. We talked about what our concerns were, found some best practices, which gave us a blueprint to use. We knew that what got us to this point won't deliver the next ten years. Four big things emerged as a focus: education/workforce (knew we couldn't keep importing it all forever); technology entrepreneurship and management; quality of life and infrastructure issues; last, finance & access to capital, especially the high-risk money. I grew up on a farm in Iowa. You didn't take risks, so you wouldn't fail as a farmer. This a very different situation – where you have to risk hundreds of millions of dollars, knowing we can fail; but out of the failures – two big ones, one in biotech and one in communications – came many of our most successful ones today.

We identified the issues and set goals, put them on a calendar. Looking back, it's remarkable how much we've managed to do, ahead of the schedule. Lessons learned? Initiatives have to be shared with partnerships, getting goals and people aligned. Issues change over time (like housing). Communication is key, sharing successes, supporting the failures (not silly risks, more like giving a cancer drug a chance to work). Embracing the "try."

**Wright:** Accepting risk has been the critical key.

**Dynes:** Notice that we all seem like friends up here. We are. Even with different responsibilities and perspectives. We've become something of a mecca for innovation, rather famous. Let me tell three stories. First, why I came here. Then about the Council on Competitiveness. Third, Homeland Security. These are all connected.

In the late 80s I was a physicist running research at Bell Labs in N.J. (then the R&D arm for AT&T). I felt restless, sensing changes in the country in R&D. Some of the large corporations were shrinking rapidly. Large research establishments were disappearing; it made me think that the universities had to take up this role, if the U.S. was to remain competitive. Plus, I had always thought it should be R&D-squared, adding "delivery" to the equation. So I wanted to move to a university role. Turns out I was both lucky and right. I visited several campuses, came here and thought "what a beautiful place, how can anyone get anything done here?" I still had the East Coast box in my head. Our tradition here is "no tradition." That means that anything is possible; if you have a good idea, you can run with it. A little vignette: in more traditional institutions, a junior faculty member may come up with an idea. Someone will say, "you can't do that; so and so is doing that." In this community, someone will say, "Great, let's get you and so and so together and make it happen." That happens over and over, across university, industry,

even government. That's what brought me here. Once I realized it, I was here in a heartbeat. As a result, I don't miss the East at all; it is so exciting here. It's the networks that form.

Council on Competitiveness (COC) project – clusters of innovation. Apparent in the mid-90s when San Diego took the lead on this, the COC identified five pilot regions – San Diego, Atlanta, Pittsburgh, Research Triangle, and Wichita, Kansas. We were the first to host a meeting, about 1996, and weren't sure who might come. The idea was to think about innovation, how to stimulate it and mature it. We were hoping for 50 people and got over 250. We realized that San Diego's reputation was already out there. Last year we again took the lead, becoming the first area to focus on the "clusters of innovation" notion. COC did a study on what makes the clusters. The first meeting to describe them showed San Diego as the poster child. We had the national innovation summit here in 2001; San Diego was praised for being rich in collaboration across sectors, and for strong entrepreneurial attitude within the academic community. Our pharma clusters showed research, development – and delivery. The report came out (go look for it online at [www.compete.org](http://www.compete.org)).

Homeland Security. This is a flexibility issue – that communication and networks allow. A good example is homeland security. Shortly after 9/11, I convened a town hall meeting inside the university, and people came for a day to discuss what they could do. Then I convened deans to figure out what we should do – both to help, and to get more research money. Here, the universities have worked hard to bring together the network. Not telling others what to do, but bringing together the military, industry, academia, health care, first responders, border folks, regional and local governments – and think through how we can better protect ourselves.

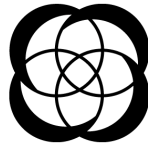
### ***Questions & Answers***

*How can you keep SDD independent and part of the university?*

A: It's an arms-length thing. No state funds. The program is sanctioned by the regents of the California system, but the chancellor does have to "protect" it from governance intrusions.

*What about K-12?*

We've started a charter school on campus, not for faculty kids, but for kids who otherwise wouldn't be able to think about college. They are from the fourth and fifth quintiles, and usually low income. But they're motivated—on campus, 7 hours a day, 11 months a year. They're making it. Externally, we sponsor intervention programs in schools where success likelihood is low. Our charter school is now competitive with the best in the county. In the others, the scores are moving up. We're also doing ongoing research on performance, using Katy Heycock's model, tracking actual progress from baselines, not just for publication, but to help the schools themselves. The people who are the most critical folks to reform are the students and the parents and the communities that they live in. If reform is not owned, it cannot succeed. I hear this all the time, students describing changes happening TO them. We sat down with some of the students over the summer and looked at the school districts reform document together....had speakers on the blueprint...students discussed it; at the end the students decided that the basic notions (setting the bar higher, preparing students to go to college) were things they agree with; but they had ideas about better ways to make it happen. We also found that people in the community had no clear idea what the blueprint was actually about; no one was talking to them. School reform can't be owned by the school district, but by the community.



*In Austin, people look to their belly buttons; in San Antonio they look south. In truth, we're both a part of a border region. We're stuck in the classic sprawl pattern, misalignments of jobs and housing, poor and middle class. How do you get all these folks talking to each other?*

Data. SDD presented the data on the border--that Japan Airlines was flying into Rodriguez Field not San Diego, the numbers of maquilas and who owned them, the international companies over there, the number of trucks crossing the border--all sorts of data about interdependency. Folks on this side were complaining about Mexicans coming up here using hospitals. We put out data on how much their cash was infusing the economy.

*We're hearing collaboration and networks. How far back was it about turf and conflicts, and how did you get from one to the other?*

That's a continuous process. But once you coalesce around something that everyone wants, you're moving. In the late 80s, you could feel the conflict and we were frustrated.

*One of our regions is Hampton Roads (VA)...I didn't hear the military mentioned much. We've had base closings there. They have tried to keep the military involved, but it's difficult. What advice there?*

Our regional chamber has led on this. California has seen 29 bases closed and two realigned. From the university's perspective, we have deep engagement with the military. Military is about a 100,000 lives. We can engage them in a mutually advantageous situation; in health care, we benefit from having the patients, they benefit in exposure to latest technologies. The other area of mutual benefit: information technology. Many of our scientists are working on the delivery of technology for the military.

**WORKSHOP: CHOICEWORK DIALOGUES**

*Daniel Yankelovich, Chairman, Viewpoint Learning, Inc.*

Most forms of civic engagement fail. There are almost insurmountable obstacles – the extra time it takes, enormous amount of effort, lack of format that works, skills that are needed. Dialogue is a technique for issues where people have not made up their minds. If they have made them up, then polls and focus groups work better (such as just before elections). However, on most issues like the complex ones we see in regions, this is not the case.

The traditional concept presumes that if you give people the information, they'll make up their minds. The new conception is that this stage is only the beginning. The traditional way of doing public engagement is for experts and leaders to hand down information to a presumably attentive public, with the assumption that it will filter down to the great unwashed. This practice is based on flawed assumptions:

1. The notion that conveying information is key to the public making up their minds. This is the most convenient form of learning, but it is not the most consequential. It is packageable, accessible, and so we tend to use it. For example, if you see a note on the fridge: "I'm leaving your dinner in the fridge." That is information that you take in and easily process. If the note says, "I'm leaving you," that will take longer to deal with. Our regional problems are closer to the second statement.
2. Pros/cons matter if framed by experts.
3. Experts debating will help the public make up its minds. Actually, media debates leave people more divided and often confused. Take gun control – there is so much common ground between the two sides, but an attack debate format actually accentuates the differences.
4. There's no need to base the model on how people make up their minds.

In two books – *Coming to Public Judgment* a decade ago, and more recently, *The Magic of Dialogue* – I've asserted that the traditional model [of decision-making] does not account for the way people actually function. Almost by accident we have stumbled on to a real innovation. Dialogue works because:

1. In insisting on dialogue rather than just debate, there is *receptivity*. You're not trying to win. The facilitator has to keep it on track as a dialogue.
2. All the work done in advance to lay out the policy choices. The homework always has to be done.
3. The 8 hours, we realized, finds people undergoing several forms of learning: absorbing information, connecting the dots, thinking about the issues from a different perspective.

The traditional model works on reasonably narrow and technical issues. But most of the ones worrying us have conflicting values and more complexity. The traditional model says it's awareness and then resolution. It leaves out the middle part – the working-through phase. We call it the ChoiceWork phase – people working with messy, time-consuming choices. The process often goes through the following stages:

1. *Information* – people have objective, reliable information as a starting point
2. *Connecting the dots* – seeing the information from different points of view. For instance, seeing public transportation as a choice not mutually exclusive to owning a car and then connecting this with land use and growth patterns and quality of life.

3. *Facing up to conflicting values* (this is the one that takes the time). This isn't conflict in the group, but within each individual. Cognitive dissonance raising its head. People ordinarily try to avoid conflict. Wishful thinking is a dominant play. Why can't we have better health care and no increase in cost? Just be more efficient – eliminate waste, fraud, and abuse. You march through the tradeoffs, the choices, until you settle on realism. It's the same emotional march as the grieving process, with the same irreducible period of time to work through. (That's why this takes 8 hours).
4. *Shifting from individual to a community point of view*. This is the most fascinating stage. People may have said I don't need public transportation or I don't want these residences on top of stores; then you find them talking with people who do, and what the consequences are. It is fascinating, occurring to us only in recent months, that many forms of social learning are happening here.

I think people move, not necessarily to consensus, but more toward realism, because the process reinforces that movement. If you tried this with the Israelis and Palestinians, you couldn't do it in a day. George Mitchell recalls in the North Ireland situation, day after day went by with no sign of agreement, then almost suddenly some agreement appeared. "Trust crept in," by virtue of the dialogic process. What we apply this process to are not these huge issues, but issues you could plausibly make progress on in a day.

People are always astonished at how intelligent others turn out to be. How much can be done with patient focus on facts. Obviously, we don't ordinarily pause to delve into the public policy implications of some issues. People report regularly that they've learned that this exercise is a novel and rewarding form of discourse – better than debate. In a conflict, if you have different frames of reference, ordinary conversation doesn't get you far.

We polled the participants before and after the session. People rate each public policy "choice" in their workbooks on a scale before the process begins, and then at the end of the day. Note the results of the San Diego process: after the ChoiceWork session, participants were less likely to rate "slower growth" as a desirable choice and more likely to rate "regional governance" as a desirable option.

If you're a leader and watching this, you can get a look at how firm or mushy the minds of people actually are. You also see how minds can change with information (like finding out that 60 percent of the growth will come from their own children); what leadership can do to counter denial and wishful thinking; how good the prospects are for common ground; and how to optimize public engagement. This is actually optimal, in that people feel that they have formed a view from the experience. They believe that have expressed the public voice.

*For more information on this workshop, you can view/download the accompanying presentation at [www.regionalstewardship.org/leaderforum.html](http://www.regionalstewardship.org/leaderforum.html)*

### WORKSHOP: REGIONAL COMPACTS

*Peter Kenney, co-facilitator, Mile High Compact*

32 local governments have signed the Mile High Compact, representing 80 percent of the regional population. It's voluntary regionalism that's working.

In the 80s, Colorado took an economic hit with the collapse of its energy industry. We had 40 percent vacancy rates downtown, lost 28,000 energy jobs. But a plus: Everyone knew a real crisis was occurring. (No substitute for a good crisis that has everyone scared).

The business community reacted and led the regional response. The Chamber of Commerce, under Dick Fleming, formed Greater Denver Corporation and raised \$10 million, determined on strategic action. They created the Metro Denver Network, an innovative approach to economic development that involved 40 to 50 economic development agencies joined in a computerized network. They agreed to share all their leads and have a single package of response. Many companies said they'd never seen such regional cohesiveness and found it attractive.

The region also formed broad-based coalitions around important public works projects. Despite very hard economic times, they pursued some of the biggest projects ever, including the Denver International Airport, Colorado Convention Center, Scientific and Cultural Facilities District, and Baseball Stadium District. All of them passed. All contributed to the recovery.

In 1992, the Denver Regional Council of Governments was working on its Vision 2020 Process. There was a fight over controlling development. The planning area had grown to 1,000 square miles, when actual urbanized area was around 500 acres. Because of ISTEA, the regional transportation plan had to be fiscally restrained, and also improve air quality. With a little local opposition, they agreed to have new chairs set at the policy table—chairs for the environmental community, business community, and neighborhood organizations/homeowner associations. With others in the room and ISTEA, regional projection abuse was out the windows.

In 1993, the Metro Mayors Caucus formed. Parr and Kenney were called on to help them do it. The Metro Vision 2020 task force put forth 4 development scenarios: (1) 850 square miles (normal sprawl, current trends model); (2) 750 square miles (alternative corridor development); (3) 750 square miles (satellite development scenario - development pushed to outlying cities); and (4) 650 square miles, the compact development scenario- higher densities, not much expansion into greenfields. Extensive public hearings were held over time.

The task force recommended a hybrid—close to corridor and satellite development scenarios—focused on urban centers around transit stations (mixed-use, high density—from regional to neighborhood centers). The extent of urban development was not to exceed 700 square miles. About 100 miles of light rail network is now partly in place. Four free-standing communities were maintained with open space buffers: Boulder & others. A regional network of open space was protected.

There were four implementation tenets—some say these are problematic. (1) It's voluntary (limit DRCOG authority). (2) Flexibility (tough for local governments to predict precisely where development will be in 20 years). (3) Collaborative. (4) Effective.

At first, communities contributed just their general plans. The development area was settled at 734 square miles. This year it expanded to 759 square feet. It was hard to get their agreement.

Today a lot of people still say it lacks teeth. Some local governments took it very seriously. 26 of 50 have incorporated an urban growth boundary in their general plans. Several have designated planned urban centers. Light rail is getting rolling.

All this was not enough progress for some. We had proposed a constitutional amendment to require UGBs to be approved by voters, etc. Homebuilders, contractors, etc. raised \$6 million to defeat it. It made growth the issue of the day. But the legislature is unable to pass much meaningful law right now.

Metro Mayors, at their January 2000 retreat, said we always fight when state tries to mandate. But one mayor said, "I wouldn't mind so much if we bind ourselves." They considered an intergovernmental agreement to do things the legislature couldn't. A 90 day goal was set. In 90 days, the agreement was drafted. 29 local governments signed in August 10, 2000. Now 32 have signed.

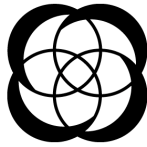
Today DRCOG has shifted its focus to measuring progress with measurable indicators. They are considering a regional visioning center and other decision support tools for local governments.

Lessons learned: Broad coalition made it all possible. Also having a set of issues that almost everyone felt were truly regional—water & air quality, traffic congestion, lack of choices, loss of open space/farmland, endangered species, loss of sense of community, unmet workforce needs.

Mile High Compact really a mandate self-imposed rather than imposed by the legislature. Signatories have legal rights against each other. (Enabled by legislature—statute provides for enforceable intergovernmental contracts of this type.) There is no penalty for dropping out. But the city must inform other signatories several months in advance. It provides time to work with the unhappy locality. State government itself is not a signatory.

The business community was critical in our 2020 exercise. It was the first time they'd had a seat at the table. Business guys are hard to engage in the process. They haven't played a strong role in the Mile High Compact yet. We'd like to see them engaged with something in our region like what Chicago Metropolis 2020 did with their Metropolis Principles.

*For more information on this workshop, you can view/download the accompanying presentation at [www.regionalstewardship.org/leaderforum.html](http://www.regionalstewardship.org/leaderforum.html)*



**WORKSHOP: LEARNING COMMUNITIES**

*Christine Chadwick, Executive Director, FOCUS St. Louis*

*David Boyd, Director of Citizen Engagement, FOCUS St. Louis*

St. Louis Metropolitan Federation recently formed-- FOCUS St. Louis was the convenor and partner, with RCGA (Regional Chamber and Growth Association), East-West Coordinating Council (the MPO). It is a unique organization that brings together public, private, civic sectors. It is currently in the initiation phase.

FOCUS runs the regular, "signature" Leadership St. Louis program—an 18 day, transformational, 60 participant a year, competitive (2.5 applicants per accepted-- can pick, broad demographics) annual program. It has 1,400 graduates now, with many in critical corporate, government jobs and as neighborhood leaders.

The Youth Leadership Program is run yearly -- 120 kids from both sides of the river. The program was suggested from within the regular Leadership program. The curriculum is like the adult program-- Wednesday and Thursday pods on school time, all together each Saturday. Some come from schools as teams; includes public, private, parochial schools. The schools initially got recruited, now they want to stay involved by sending students each year. The participants go around all sorts of places-- to eat with the homeless, to a farm, visit to prison. The experience is immersion-based. The kids get to meet and talk with others from different backgrounds. The kids have gone on to student government, their own conflict resolution programs, etc.

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### WORKSHOP: REGIONAL ECONOMIC STRATEGY

*Sally Jackson, President & CEO, Greater Columbus Regional Chamber of Commerce*

#### ***Some background & context on Columbus, Ohio***

We are a major metropolitan area of 1.6 million. We have the world's largest private research organization (Battelle) headquartered here. Our location is a major advantage—you can reach more corporate headquarters & more of the U.S. and Canadian population in a 2-day truck from Columbus than anywhere else in the country.

We have a solidly diversified economy that has generated economic growth that far outstrips the averages. Major concentration of insurance and financial services that helps to give us nearly 20 percent more white-collar workers than average. Major concentration of transportation and logistics companies – 50 percent growth over the past decade, 60 percent higher than average. Employment growth over the past decade 23 percent higher than the national average. We are an oasis in the middle of an economic desert. In a state with an unemployment rate near or slightly above the national average, ours is consistently more than a third lower. Our per-capita income is nearly 10 percent higher than the average for Ohio. Our state Labor Market Information bureau projects employment growth over the coming decade one-third higher than the average in a state where many metropolitan areas will underperform rural areas. We have a population growth rate so strong that we accounted for 40 percent of Ohio's total population growth during the past decade. Within the next twenty years, our population growth will be equivalent to the entire City of Cleveland picking up and moving to our area. But this success has created problems. Because, unlike many other metro areas, Columbus has never had to face a real crisis, we have been content with “good enough” – slow and steady growth. Although we outperform our Midwestern peers, we are lagging the nation's most innovative regions and falling further behind. Our success has produced a risk-averse mindset that makes us too strongly attached to the status quo. We have long had a project mentality that pins its hopes on quick fixes – “silver bullets” that we expect to solve our problems. This approach has allowed us to avoid the trouble of asking whether our fundamental way of doing things is optimal, or even correct.

One of our most serious problems is lack of development and blight Downtown. Thirteen years ago, it was a Downtown mall that was going to re-energize Downtown living and shopping, but didn't. Three years ago, it was a new science museum on our Downtown riverfront, then it was bringing a major-league hockey team to town. None of these “fixed” the stagnation of Downtown Columbus. These weren't bad projects – the problem was our unrealistic expectation that they would single-handedly solve the problem.

We have had an aversion to cooperating and coordinating initiatives for economic development. We simultaneously built two 20,000-seat arenas within three miles of each other. These venues now compete for entertainment events. Two years after City Council approved tax increment financing to develop infrastructure for a proposed new mall, the owner of one of the city's existing malls launched a public petition campaign to get the agreement rescinded. This would have had a devastating impact on our ability to negotiate with relocating companies by offering financial incentives. Fortunately, the initiative failed.

Three years ago, when the Chamber suggested bringing together economic development professionals from throughout our region to share information and coordinate business attraction efforts, our local business leaders literally laughed at us. Fortunately, they were wrong and this

initiative has been a stunning success. Even now, several hundred thousand square feet of new office space has grown up around our new Downtown arena. This new office space has brought some new companies Downtown, but not nearly enough. Many more businesses that were already Downtown simply traded up from their older space. This has given us the third highest Downtown office vacancy rate of any major city in the country (from 5% to 20% in just 5 years!).

***We are rapidly changing this mindset and fostering a level of cooperation within our community the like of which we have never seen. Here's how we're doing it.***

In January 2000, we convened our annual retreat of the Chamber Board. One of the major conclusions that came out of this retreat was that Greater Columbus needed a coherent, comprehensive leadership agenda. There was a real feeling on the part of the leadership of our community that the independent, project-oriented approach wasn't getting us where we needed to be. Also in January 2000, a new mayor took office – Michael B. Coleman. In addition to the excitement of having new leadership for the first time in eight years, Mayor Coleman has brought a passion for central-city revitalization, and clearly understands the importance of working together to address problems.

In the following month, February 2000, the new chair of the Chamber Board, Alex Shumate, took as the theme for his first Annual Meeting – and his entire term of office – “The Power of Partnerships.” Battelle, the world's largest private research and development firm, which has long focused on government contract work, has begun to adopt a new emphasis on the commercialization of its primary research. Battelle has spun off five for-profit companies within the past several years that are working to bring to market innovations in telecommunications, drug therapy, and data encoding and display, and others. Battelle recently provided the lead endowment for a new venture capital fund that will invest in and boost some of Greater Columbus' most promising technology ventures.

But our November 2000 trip to Austin was the catalyst. The leaders of our community traveled to Austin, Texas, to determine the reasons for that city's success, and what practices we could adopt in Columbus. We learned that no matter where we went and whom we talked to, everyone told us a consistent story about Austin's successes and advantages. But we also learned that there was nothing magical about Austin's success – in some ways, we have distinct advantages over Austin. And in some cases, the Austin people knew these advantages better than we did ourselves! Obviously, people were working together in a way that we had never even considered. The partnership among the city, the business community, and the University of Texas was particularly striking.

In February 2001, Mayor Coleman, President Brit Kirwan of The Ohio State University, and Alex Shumate of the Greater Columbus Chamber of Commerce came together at the Chamber's annual meeting to announce a new partnership to help launch Greater Columbus into the 21<sup>st</sup> century economy.

One year later, in February 2002, the Chamber's Annual Meeting was the setting for the announcement of a new economic strategy. This would focus on three high-growth industry clusters that are a particularly good match for Greater Columbus and can effectively leverage our region's existing strengths – advanced logistics, life sciences, and creative services. The leaders of the City of Columbus, Battelle, The Ohio State University, and the Chamber pledged to work

together and lead project teams that would craft detailed strategies for the fostering of the growth of these clusters.

We are seeing other examples of the growth of this collaborative strategy. Mayor Coleman prominently endorsed the new economic strategy in his State of the City address. The city is making the creative service piece of this plan a key part of its plan to revitalize Downtown. On the same day as the rollout of the Downtown Plan, the Chamber convened a focus group of leaders in the creative services, arts, and education communities to discuss priorities for strengthening the creative community in Greater Columbus and strategies for Downtown redevelopment that would support creative service growth. The atmosphere in the room was absolutely electric. By the end of the two-hour session, we had already generated \$6,000 in pledges towards the effort – without even asking!

Chamber leadership testified before the Ohio Senate in support of the state's Third Frontier Project – the largest commitment ever to expanding Ohio's high-tech research capabilities and promoting start-up companies to build high-wage jobs. The Chamber has partnered with local school districts to initiate Career Academies – focused, business-driven curricula that will help better prepare students either for the workplace or for college upon graduation. We have provided leadership in bringing business leadership to the table in designing these programs, as well as in providing internships and mentors for our local high school students.

### ***So what have we learned so far from our experiences?***

First: The process of building leadership is critically important. You need to select your champions carefully. They must be community leaders in every sense of the word – they must have the profile, credibility, and connections that will make things happen. They must understand and buy into the vision for your community. They must be willing to collaborate with and learn from others as the vision is refined and implemented. And they need the charisma and communication skills that will transmit their excitement and enthusiasm to the community. You also must select the people for your core leadership groups carefully. These individuals must have profile, credibility, and connections within their field, and an absolutely unassailable understanding of that field and how it influences, and is influenced by, other sectors of the economy. They also need to understand and accept the larger vision, and how the work of their group furthers that vision.

Shared experiences are very important in building common understanding of and commitment to the process on the part of your community's leadership. Our trip to Austin was such an experience. With this collaborative leadership in place, things will begin to happen sooner rather than later – as we've implemented the Collaborative Economics Model for Innovation Through Regional Leadership over the past year, we've already seen that it really works!

Second: The process of building community consensus is equally important. You cannot assume that just because people live and work in the same city, they have a common viewpoint. Such a common viewpoint and consensus on community goals and priorities must be actively created. This process of building community interest and buy-in takes time – especially if it involves as radically different way of doing things as our plan does. Trying to rush this process destroys consensus.

Austin community leaders had been working for years on creating commonality by the time that we met with them. And the success and results of their efforts showed both in how they talked about their city and – more important – in the results that they achieved.

Third: Building community consensus is not imposing community consensus! This must be a true collaborative process. You need a goal and a process going in, but if you try to enslave the group to your predetermined process, the group will disengage and the effort will fail. You must listen to the participants and keep them engaged. And you must be willing truly to learn from the participants – don't imagine that you have all the answers going in! You must also be willing to listen to and take advantage of the expertise of other significant community players and opinion leaders. Use them to test and validate your priorities and process.

Fourth: You must always be prepared to answer the question, "What's in it for me?" You can only get people to support common goals and priorities by showing compellingly that they will benefit personally by doing so. The creative service effort is a prime example of this. People in the creative community were excited because we gave them clear reasons why supporting the Downtown Plan and the Creative Services Task Force would help generate business and infrastructure for them. They were also excited (and flattered) by the mere fact that someone at last was paying attention to them and understood their importance!

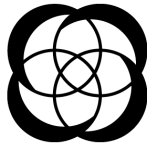
Fifth: You must treat the illness itself, not merely the symptoms. This was why our reliance on "silver bullet" projects to fix our problems always failed to meet our expectations. Our focus on these projects resulted in our neglect of the actual problem – that we simply weren't working together to help Greater Columbus excel.

Sixth: You must think outside your box and travel outside your box – you must benchmark yourself against other communities. Benchmarking conveys a whole host of benefits. The process of comparing yourself to the best communities is a wonderful antidote to complacency – it shows compellingly that "good enough" really isn't. On the other hand, it shows equally compellingly the ingredients for excellence that you already have in hand. And it gives you a clearer sense of how you can leverage those ingredients to fill other communities' needs. And finally: You must always keep learning!

The environment, players, and relationships in your community will continue to evolve. You must assess how these changes affect your plan and timeline and make modifications accordingly.

The Mayor's Downtown Business Plan was being developed as we were developing our target industry clusters. We realized the powerful synergies between our pursuit of creative service companies and workers and the Downtown Plan's objective of increasing Downtown employment and housing, and modified both plans to leverage these synergies.

In a larger sense, the pace of global change implies that the answers that will generate success today are likely not to do so tomorrow. You must develop a "mindset for success" and be prepared to do what it takes to adapt to change. This summer, we will take another benchmarking trip – to Toronto, Canada – where we expect to learn a whole new set of lessons that will help us better achieve our potential. Although we have only begun our journey, the progress so far has been stunning!



## PEER TO PEER WORKSHOPS

### **John Gardner Academy**

Convener: Jay Harris

Notes taker: Eva Terrazas

Other participants: Melinda Lackey, Carlos Monteagudo, John Melville, Doug Henton, M. Kopell, Carol Cobb, Larry Jacob, Jeff Brown, Ron Thomas, Christine Chadwick

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

#### Shape of Academy

- Regional Stewards involved
- Virtual – based on principles and action
  
- Common experience and baseline of knowledge and experience. There are two ways to go about it – go to a region or have leaders from various regions get together to discuss a specific focus (i.e. how do you go from principle to action?).
- How is the Academy different from locally developed leadership programs? Most local programs are intended to bring in new people. JGA will be more like Aspen Leadership program, using Socratic method to develop:
  1. Understanding great ideas/thinkers through intense reading
  2. Others view ideas as applied to particulars to your region

#### Audiences?

- Practitioners and people who used to be practitioners – get them to understand their stake in their community
- Aspen/Crown Fellowship – same level of people? Generally no, at first. Early on to focus on what tools would be effective in getting them committed.

#### What are the tools?

- Monographs
- Common lexicon/language of people already involved
- Dan Yankelovich's work
- Make others see the importance/necessity to being involved

#### How do you sustain principles?

- Model is ALF senior program, continue to be a local “connective tissue” to the ideas to keep it sustainable
- Academy Framework with modules; built over time; concentrated experience over long-term process (4 sessions over a year).
- Connect Regionalist Papers to the Academy. Published for the group and public for popular education appropriate to each community and the time.
  
- Mayor's Institute for Civic Design – small group of mayors, big challenge, 2 days of facilitated learning based on values/principles
- If done in community context – need local setting – applying community circumstances, priorities.

- Connect 2-3 communities with similar or common goals. Target around individuals who operated similar functions (i.e. Mayors)
  - Trust – core element; helps get things done; valuable in relationship building
  - Academy Forum for Inter-Regional/Principle Coalition
    1. Crisis – no vehicle to bring people together
    2. Government needs to innovate as economy grows – build gateways
    3. Teaching leadership to connect with broader community
    4. Disconnect between citizen movement with government (grassroots); retain leadership that is educated by the community.
    5. Communication issues – turning it into popular language and relate to personal quality of life/synergy
  - Institute of Regional Community – collaborate with JG Academy – governance entity at regional scale. No understanding of practice.
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### **Civic Learning: How do you create action by people?**

Convener: John Hall

Notes taker: Pat Martin

Other participants: Jim Oliver, Richard Ybarra

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

- For anything to be meaningful, you have to reach at least 30% of the people.
  - Relate voting to the issues of the population.
  - There are small successes – how do you take it to scale?
  - How do you celebrate successes?
  - How do you move to action?
  - You need a champion for regionalism and civic engagement.
  - Alliance focus on the role of the citizen
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### **Creative Strategies to Fund Regional Dialogue**

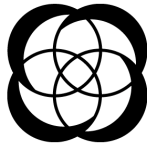
Convener: Melinda Lackey

Notes taker: Carlos Monteagudo

Other participants: Stephen Holbrook, Tracey Lawrence

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

- We reviewed general strategies to “message” the outcome of the dialogue so funders can envision what are the tangibles that they are funding. There is a need to tie the outcome to the audience being reached.
- Example: In Utah, a message about smart growth is messaged as an issue of “spending more time with family” vs. “spending more time in traffic.”
- We reviewed the importance of the “relationship” in creating visibility and funding sources (i.e. celebrities, politicians, leaders, foundations, donors).
- We reviewed the use of newspaper/television/radio in helping to spread the word on the organizational vision = increased interest and increased participation.



### **Community Foundations' Role in Economic & Community Development**

Convener: Bruce Ackerman/Kate McLean

Notes taker: Bruce Ackerman

Other participants: Terry Jones, Deb Nankivell, Tod Sword

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

- In 1990, there were about 300 foundations nationwide – today there are over 800.
  - Most are structured as 501-c-3 not-for-profits.
  - National movement to establish standards of foundation operation.
  - Today's community foundation is focused on community needs, leadership development and resource allocation.
  - Use of "Community Advisory Councils" to determine unmet needs and where resources should go. These advisory councils also serve to fund allocators.
  - Foundations – for the most part – do not run programs or deliver direct services.
  - Needs assessment process is critical component, but should be more of a profile or matrix.
  - Affiliate relationships with larger, established community foundations are a good starting model.
  - The healthiest of philanthropic communities have both a good community foundation and united way.
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### **Developing a Regional Citizens Program/Panel**

Convener: Carol Cobb

Notes taker: David Warm

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

Key problem: Creating a mechanism for meaningful citizens engagement on regional problems/issues

- Need to "co-op" regional partners
- Need staff leadership organizations to accept citizen leadership
- The professional sector is an obstacle
- Need to define engagement in tangible, relevant, manageable terms
- Create support/expectations for quality elected decisions
- Possibility to create national movement similar to "good government" effort and beginning of activity
- Value of neutral convener
- Need to align institutions/advocacy groups/general public
- Think of membership as first act of commitment

## U.N. Conference on Sustainable Development

Convener: Nick Bollman

Notes taker: Sharon Huntsman

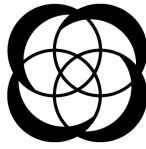
Other participants: Elizabeth Patterson, Frank Beal, Neal Peirce

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

- Thinking about our regions in a global context – achieving our goals without depleting resources outside U.S. – our role and responsibility in the world.
- Rio Summit 10 years ago – President's council on Sustainable Development (PCSD) – Bay Area Alliances for Sustainable Development
- 80 Nations have tried to implement plans for sustainability – we have not
  - Ideas – Can we send a delegation?
    - Can we have a dialogue prior to this? Post? In our regions?
    - Could we work with the foreign affairs council in SF?
  - Question – Where is the hand-off from PCSD?
    - Can we use the occasion to lift our sights in our regions?
- It is important to communicate the message that it's not just about the environment – it's about equity and economic development
- Bush is taking a new approach to foreign aid – increasing aid to Central America/Latin America by 50% in coming years
- We can make the linkage between social equity and preventing terrorism
- Support for World Affairs Council – look at regional stewardship principles and see how those relate to a global stage
- Take a delegation from 3 regions to Johannesburg – offer sympathetic media attention, profile what is going on in terms of sustainable development in regions. Our Federal Government may be indifferent, but our regions are not; have regional leaders give workshops at next Alliance Meeting in Charlotte.
- Want to get foundations that have both a domestic and international interest in sustainable development support

### Conclusion

- Send 3-4 regional ambassador teams who represent the 3 E's (business, environment, equity leader) to the Conference
- Partner with a certified N60, such as Redefining Progress
- A journalist from each region should be part of the delegation – pre-work with local press to highlight the story
- Funding – Goldman, Hewlett, Gordon Moore, Surdna, Turner
- Alliance could be a sponsor
- Would require some volunteer work on the part of the Alliance members
- Mary Nichols might be interested and supportive
- Report back at next Alliance meeting in Charlotte in workshops/lessons learned
- Maybe exhibits on what U.S. regions are doing
- Regionalist paper



### **BLOG (Weblog)**

Convener: Curtis Johnson

Notes taker: John Melville

Other participants: Neal Peirce, Seth Fearey, David Abel, Frank Beal, Nick Bollman, Elizabeth Patterson, Marsha Rea

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

Goal: Make stream of learning more frequent/constant between leadership forums

Definition: BLOG is a "web log" that is

1. Fast
2. Serial (i.e. running commentary)
3. Fresh
4. Link-rich in it's capabilities

Possible elements may include:

- Short summaries/commentaries on specific news items (with links for more information)
- Short summaries/commentaries on "spheres of interest" (e.g. specific topics, regions) and/or customized search capacity
- Virtual communities (organized online groups according to topics)
- Searchable reference library

Requirements (from discussion):

- Must be a "quick read," concise
- Must be able to do "quick mining" for key examples, sources, etc.
- Need to gear it to the capacity to participate (perhaps multiple levels of participation)
- Commentaries must be written by twisted, credible source

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### **Collaborating with K-12:**

Convener: Becky Morgan

Notes taker: Sally Jackson

Other participants: David Boyd, Richard Hollingsworth, Michael Rogers, David Abel, John Falchi

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

Question – Are regions involved with K-12?

Answer – YES

1. PR/education campaign to Latino Community to advocate increased consumer value of education
2. Facilities as reform initiatives/smart growth bring the public back to public schools
3. Opportunity to teach regional stewardship through schools – more civics learning?
4. Impact of immigration? New models to deal with immigrant families and kids?
5. Regional role: Convener/Researcher/Facilitator of Dialog – best practices
6. Alliance should focus on this issue: Monograph? Best Practices? Sustainability?

### Asset Mapping & Linkages

Convener: Sharon Huntsman & Kate McLean

Notes taker: Kate McLean

Other participants: Wallace Walrod, Brigid Shea, Adele MacLean, Susan DeSantis, Nick Bollman, Wilford Sommerkorn, Enid Rosario, Kim Walesh

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

#### I. Regional Boundaries

- Used Cluster Analysis to help bring other communities into Silicon Valley – like San Diego recognized Tijuana in region.
- Now in Sacramento-COG includes Placer Sutter Charities – but totally different than Sacramento.
- Discipline called Regional Science that has ways of defining regions
  1. Look at economic base regions and go after concentrated ratios
  2. Where do people live compared to where they work – “commute shed” (i.e. 80% of people live and work in this area) Calculate cost in resources and infrastructure now.
  3. Federal and California Energy Commission – Places3 Model – take alternative growth scenarios – what are impacts? Loss of open space, translate this into cost not paying attention to constituents. Approach from an economic point of view.
- Envision Utah & other growth groups have looked at infrastructure costs (check web site – see Tool Boxes developed to get communities involved in model ordinances; first phase used in Chicago Workshops).

#### II. Mapping Leadership (Kim Walesh)

- Who do you need to bring in and why? What is it they might do together to give focus?
- SNA – Social Network Analysis – used in companies; how do informal networks form an information flow?
- Rob Cross, a professor at the University of Virginia created a tool – who do you know/who do you work with? who is influential? – to pull into regional initiative. Who are the boundary crossers? Find the influencers – must keep asking to identify new people/age, not just business.

#### III. Conflict assessment (Sharon Huntsman)

- “How To” the consensus building handbook by Larry Susskind
- Asset Mapping – convene subgroup of like groups and ask them what to do with information. Is there something we might do to help you do your job better and have more impact? Zero in on issue to get on track.
- Richmond – Connect Richmond – consortium of universities, connecting non-profit groups, all connected around different issues. Important to have as input for issue
- Transit ordered development – Envision Utah
- Housing – must see Sacramento Mutual Housing Association; great techniques and incentives for developing affordable housing
- “Beyond Gentrification Tool Kit” – [policylink.org](http://policylink.org)
- Austin, TX – Vision Value – door-to-door vision, pick top 3-5 visions

### **Overcoming Barriers to Systematic Change**

Convener: Carrie Hunter & Bob Scott

Notes taker: Bob Scott & Carrie Hunter

Other participants: Julie Wright, Joe Aro, Karen Hobbs, Enid Rosario, Adele McLean, Stephen Holbrook, Wilford Sommerkorn

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

- Group identified the need for creation of systematic change at regional level, with a need for defining "region" – which could be defined as area of impact, influence, watershed, job shed, commuter shed, or with common future.
- Need to look at area of impact and broader area of impact to achieve goals.
- Envision Utah described process for creative quality growth strategy that has been adopted, through development of toolbox, training leaders, and stakeholders in its values and strategies for implementation.
- Karen Hobbs encouraged coalescing a region around a need/issue – heat could generate a reverse RFP for Federal support and partnering with Feds to help with social needs.
- Julie Wright suggested building off Homeland Security issues and regional needs to shift region on other issues.
- Regional Infrastructure – with cross-serving, cross-jurisdictional impacts, is not perceived as real need among citizens, thus requires strong inter-jurisdictional collaboration and education/leadership (key role for regional stewards). And potential hook is GASBY – fed requirement regarding state infrastructure maintenance accountability that will impact ratings. Easy adopters get rating benefits.
- Website for Partnership for Regional Living: less paper regarding RFPs – PPrI.org

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### **Moving from Discussion to Action**

Convener: Malka Kopell

Notes taker: Malka Kopell

Other participants: Joe Aro, Tod Sword, Bob Scott, Pat Martin, and Pat Timm

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

- "Process" has become a dirty word to some. Instead of being a means to an end, some view it as an end in itself, and a not very useful end at that. However, when process is used to get a result, it's perceived as a good thing. We should all keep that in mind when discussing "process" to the larger audience and make sure it's perceived in its correct context.
- The way to get people to participate is to ask them. People appreciate being asked, and we don't do that enough.
- Another way to keep your work action-oriented -- convene committees to work on actions, but think of them as "initiatives", not standing committees -- they end when the action is completed.