

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

LEADERSHIP FORUM NOTES

*The American Club
Kohler, Wisconsin
May 4-5, 2000*

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

LEADERSHIP FORUM PROGRAM

WELCOME & INTRODUCTIONS

- Welcome and Purpose of the Alliance.
- Participants share what they want to learn from the Alliance.

CONNECTING THE DOTS

- Learning from Chicago Metropolis 2020: Three Key Lessons, Three Key Challenges, Advice from Alliance Members
- Moderated by Pittsburgh

NEW SOURCES OF REGIONAL LEADERSHIP

- Learning from Austin: Three Key Lessons, Three Key Challenges, Advice from Alliance Members
- Moderated by South Florida

ORGANIZING CIVIC LEADERSHIP TEAMS

- Learning from Central Carolina Choices: Three Key Lessons
- Learning from Greater Washington, D.C.: Three Key Challenges

INNOVATION DIALOGUES: AN INTERACTIVE ROUNDTABLE

- Each region presents an innovation
- Each region poses a question to other regions

LUNCH PRESENTATION

- “Toward Regional Stewardship: Lessons from the Silicon Valley”
- Becky Morgan, President, Morgan Foundation

TELLING OUR REGIONAL STORIES

- Information Technology & Engagement Tools
- Regional “Beat” News Service
- “Media and Regions” Roundtables

PATHWAYS TO REGIONAL LEADERSHIP

- Learning from pilot projects (Silicon Valley, South Florida)
- Environmental Careers Organization (ECO) Fellows

BUILDING THE ALLIANCE

- Connecting to National Efforts
- Topics for Next Innovation Scans
- Future Leadership Forums

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

WHAT WE WANT TO LEARN

- Brian Kelley, Heinz Endowments – How to blend new economy with old economy? How to blend entrepreneurs moving at internet speed with old structures & government not moving as fast?
- George Ranney, Chicago Metropolis 2020 – How to best make good use of resources in our own community that we haven't adequately tapped and brought into the process?
- Frank Beale, Chicago Metropolis 2020 – Absorb everything everybody has to offer
- Dick Fleming, St. Louis Regional Commerce & Growth Association – How to transition from old economy to new economy? Would like to share experiences in harnessing nontraditional regional leadership: Regional Technology Alliance and Regional Business Council (focused on non-civically involved CEOs of mid-sized companies)
- Betty Chafin Rash, Central Carolina Choices – Would like to learn more about best practices of regions around the country, particularly regional governance (not government) and how to “connecting the dots.” Will share experience in facilitating extensive civic engagement process around growth & environmental concerns.
- Greg Larson, Silicon Valley Civic Action Network – Would like to learn about other region's efforts to be more inclusive of the community, connecting grassroots to top-down, and organizational renewal. Will share how high-tech culture affects how decisions are made in a collaborative environment.
- David Harris, MacArthur Foundation – Get to know the participants and form relationships. Wants to understand the layering of different strategies and civic engagement to promote equity across race and income in the regional debate.
- Kristen Gossett, Austin Network – How do we harness the high-tech community's leadership and assets fast enough? How do we find the balance between moving quickly and be innovative while building something sustainable and scaleable?
- Joe Brooks, PolicyLink – Build relationships to understand connections and linkages to community-based regionalism and make it more effective.
- Diane Bone, California Center for Regional Leadership – Learn about efforts in other states to share with California regions.
- Jim Turner, Pennsylvania Economy League – Would like to learn about good ideas from other regions and spend some time with local counterparts
- John Parr, Center for Regional and Neighborhood Associations – How do we use technologies to share and learn from one another outside of face-to-face meetings? How do we communicate good ideas across organizations and regions?
- Scott Fosler, National Academy of Public Administration – How do we improve collaboration among various sectors? (Government, nonprofit, and business sectors). What are practical ways of doing this?
- Herbert Schumann, Cook County Commissioner – Always looking for better ways to collaborate. How to best define “smart growth?”

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

- David Cline, Carolinas Partnership – Learn about open space, land-use and other multi-jurisdictional issues (governance, connect the dots).
- Glen Howard, Fannie Mae Foundation – Build relationships and hear about both successes and struggles. How do you get people to speak the same language? How do you get people out of the zero-sum thinking?
- Bill Barnes, National League of Cities – How do municipal governments and municipal officials fit into (or more often how/why they don't) regional conversations? How are regional issues being formulated or framed for work/public consumption?
- Mary Jo Waits, Morrison Institute for Public Policy – Learn about best practices in collaboration from other states/regions.
- Jonathon Weiss, George Washington University Law School – How do you reduce barriers to smart growth efforts? How can universities and lawyers play a positive role in this process?
- Harry Lewis, Denver Metro Chamber – How do you form coalitions and partnerships in large, many jurisdictional metropolitan areas? (i.e. how to overcome competition for business, sales tax, etc.) How to deal with issues of growth, sprawl, transportation, and affordable housing.
- Ruben Barrales, Joint Venture: Silicon Valley – Would like to learn about issues of sustainability (for regions, but also sustainability for regional initiatives/efforts & sustaining leadership), scale (how do you truly do something that is regional), and civic engagement (convergence of regional movement and social capital movement)
- Rod Petrey, Collins Center for Public Policy – How to get people together (mixed income, mixed backgrounds, mixed identities) to develop communities and regions?
- Ron Thomas, Northeastern Illinois Planning Commission – What does “sensible growth” mean on a regional scale? How do we use communications and technology to engage citizens in dialogue and community-based regional planning?
- Curtis Johnson, The Citistates Group – Hope to help accelerate learning across the country through journalism, stories, etc.
- Rick Stafford, Alleghany Conference – How do we support regional planning organizations in a rigorous way? How do we use information technology to involve citizens?
- Ethan Seltzer, Portland State University – What are people doing to build a sense of “place” at a regional scale? Would like to replenish approaches and tools.
- Charles McCrea, The Environmental Careers Organization – Learn about initiatives underway and understand how people are crossing barriers. Will share successes in leadership development in California.
- Bill Dodge, National Association of Regional Councils – How to close the gap between public and private regional efforts so we can better deal with regional challenges?
- Mary Walshok, UC San Diego – How do we connect the dots between economy, public policy, and civic culture? How do we address cross-border issues such as health, education, & economy?
- Lyle Wray, Minneapolis Citizens League - How to prepare for the new economy without leaving anyone behind? How to better align real public resources towards key projects that are at scale and long-term (no more pilot projects)? What is the role of citizens and citizen engagement?

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

- David Crockett, Chattanooga Institute – Learn about breakthroughs in civic engagement and breakthroughs in transportation. How do we raise the bar and find win-win solutions?
- Cassandra Jennings, Sacramento Housing & Redevelopment – How to connect community leaders with regional efforts, particularly groups that are underrepresented? How to sustain leadership over time?

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

CONNECTING THE DOTS: CHICAGO METROPOLIS 2020

Background

Chicago Metropolis is over 1 year old, created by Commercial Club of Chicago as a separate entity to recreate the 1909 Burnham Plan. 50% are business, 50% are government, community, education, & faith leaders. Supported by foundation as well as private sector. Paid staff of 4 professionals, supplemented with unpaid volunteers (such as George Ranney).

Agenda

1. Robust economy
2. Preparing people to be successful (strong emphasis on inequitable results of a robust economy)
3. Issues of place (transportation, open space)

Lessons Learned

1. **Take the time to get the ideas right.** What do we need another organization for? What value-added can a new organization bring? It's easy for a new organization to get caught up in everyone's agenda. For example, many organizations in Chicago are dealing with Smart Growth efforts. Chicago Metropolis has turned attention to two major missing pieces: working families and minority groups. Chicago Metropolis sponsored a 5 hour summit with Labor which resulted in a favorable vote to support smart growth.
2. **Think big.** An appreciation for someone who will tackle large issues. The organization alone will not do that, but at least they are attempting to connect the dots. That's the Burnham way.
3. **Business Leadership is important.** Business brings two things: those who have survived the shakeouts are really astute and strong. The same skills are useful in the public arena. Also, they are part of the problem as much as part of the solution. Example initiative is the Metropolis Principles.

Future Challenges

1. **How to organize citizens and groups in a systematic way.** How do we best capitalize on the organizations and interests of the area? Includes volunteers, chambers of commerce, planning organizations, etc. The challenge is not a public relations issue, it's a marketing issue. Need to get the common language and ideas to rally behind.
2. The **large number of local governments** and their effect on the pattern of development.
3. Not just doing public planning, but engaging the public in this. **Lack of cutting edge technology for using information and disseminating it to community.** Let's find ways to take the new information and interact with community, schools, museums, and other outlets. How do we leverage the best of what the New Economy is doing?

Discussion

- Engaging champions and having bench strength – active recruitment, best people, find leaders who care about something and cut them loose.
- Think application, not implementation
- Start with ideas first, must have driving champions
- Internal marketing challenge, get the “idea products” and language right
- Personal relationships, dynamics, interests are important. Create opportunities.
- Statement of principles by business community – other examples include Dallas and St. Louis
- Need to address both leader development as well as institutional development.
- Help communities steer through “wedge” issues. Sequencing is important.
- Diverse organizational, governance structures to address diverse topics.

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

NEW SOURCES OF REGIONAL LEADERSHIP: AUSTIN, TEXAS

Background

Austin is really about two stories: The first transformation took place in the eighties, moving Austin from sleepy economy to new economy. The second transformation is today, an effort that has been going on for 3 or 4 years, of building the entrepreneurial economy and culture.

Lessons Learned

1. **Individuals must be the catalyst for leadership.** Cultivating individual power and influence is very contagious and intoxicating. For example, aggressive and charismatic leaders in the area include Pike Powers, Steve Papermaster, and Peter Zandan. The story of Austin's economic development is the story of people. These people overcome the "anonymity of leadership" and create a culture of activism.
2. **Currency of leadership has changed.** 15 years ago, it was the banks that drove things. Today it's the venture capitalists. It's a different type of money. Entrepreneurs and individuals, rather than corporations, are the sources of money and investment. New Economy investors want a 10x return on their investment. They want to take the big risks/big projects. Local government is being more responsive to business community.
3. **Big ideas/visions galvanize.** Austin gets behind big ideas. For example, the Declaration of Interdependence was recently adopted by the Austin Network. Audacious goals of new open space, digital downtown, bridging the digital divide are some of the big ideas that are driving action. There has to be a reason, a story big enough to attract the New Economy leaders.
4. **Behave entrepreneurially.** Austin does best when it behaves like an entrepreneur: taking risks on big projects. Charles Darwin's statement of "The species that survives is not the strongest, but the one that adapts the best."

Future Challenges

1. **What happens when the wave breaks (economic downturn)?** Will we have created great institutions & endowments & culture needed to survive? Are we an ant or are we a grasshopper? Can we transfer knowledge from an experienced group to new leadership?
2. **Developing civic leadership in New Economy leaders.** New leaders are emerging everyday, in a position they never expected to be in. How do you influence these people and pull them into leadership roles?
3. **Overcoming the digital divide.** Not just a technology divide, but a wealth, race, class divide. The challenge is to make the community collectively feel a "sense of abundance."

Discussion

- The currency of leadership is changing. Young leaders in San Diego seem to be gravitating towards local Foundations, which are very interactive forms of giving. (Crisis of what to do with new money). For the new leaders, philanthropy may be the path to leadership. Once they have given, they are more committed to the cause. (The old path was from leadership to philanthropy).
- Moving from a charity model to an investment model.
- The role of the Austin Network is to connect the young entrepreneurs and their passions to the traditional leadership working in this area. Then, the individual civic entrepreneur (the champion) had the primary responsibility for catalyzing action, with support from the Austin Network.
- Important to educate new leaders about community issues and needs
- Patience is key. "Everything of importance and matter in the community will take twice as long and cost twice as much as you originally expected."

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

ORGANIZING CIVIC LEADERSHIP TEAMS: CHARLOTTE & WASHINGTON, D.C.

Charlotte, N.C.

Background

Central Carolina Choices was created from a Peirce report recommendation. CCC sponsored Voices and Choices, a civic movement to address environmental concerns in the region. Scenarios were created and publicized widely in newspapers, advertisements, website, etc. The scenarios were taken to regional meetings, and culminated in a Summit attended by 550 people. Meetings were held outside of Charlotte to send a message about regionalism. Recruited volunteer leaders through advertisements in the newspaper & interviewed people for the positions.

Lessons Learned

1. **Civic Engagement is hard.** It is expensive, long, and labor-intensive but absolutely necessary. Diversity of leadership and development of that leadership is absolutely critical.
2. **Collaboration is key.** CCC has done everything in partnership with other organizations and is forming new alliances. For the first time, Sierra Club and rival organizations are working together and agreeing to disagree when necessary. Community is aligned with universities, business community, and has responsive and responsible media (Charlotte Observer).
3. **Civic engagement & collaboration can make a difference.** Leaders are not necessarily born, they are made and can be developed. CCC is working with other local leadership organizations to develop new leaders in the region. More boundary-crossing behavior is being seen. For example, the new economic development plan includes an environmental flagship component for the first time.

Washington, D.C.

Background

Highly fragmented region with many jurisdictions and diverse demographics. Region undergoing rapid economic change, moving from stable economy to entrepreneurial economy. Historically, there has been a fair amount of collaboration within sectors, but none across sectors. Beginning in 1999, some regional collaboration has been taking place through the Board of Trade's Potomac Conference, with leadership from many sectors.

Future Challenges

1. **Forming sustainable collaborative networks across sectors.** Are networks self-identified or recruited? Are networks organic or planned? How big are these networks? (issues of inclusiveness) Top down or bottom-up? When do you staff these networks? Homogeneity vs. heterogeneity? How do you sustain networks (cultivate patient networks)?
2. **Use of technology to address regional challenges.** Examples include AOL Schools, philanthropy portals such as helping.org, and civicnavigator.org to allow regional leaders to communicate with each other.
3. **How to recycle the wealth.** The challenge is how to cultivate patient money that is committed to systemic social change and building the capacity of the nonprofits. New developments include entrepreneurial philanthropy funds and giving trees/circles.

Discussion

- How to grow leadership capacity of public sector? Change/catalyst from outside; Scare/shame them into doing better (new economy leaders); Accelerate their learning (e.g. Capnet tours)
- Two big questions arising from National Association of Regional Councils: How do we get governance into the middle of our regional conversations? And how do we develop the tools to engage regions?

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

INNOVATION DIALOGUES

- Shaping the regional mindset:
 - In many communities, there is still a mindset of “scarcity.” Need to convert this to one of “abundance.”
 - In South Florida, they are thinking about how to sequence and layer strategies to develop regional mindset
 - In Silicon Valley, putting the facts on the table was critical to changing regional mindset. Much conventional wisdom needs to be counteracted. The Index allowed Joint Venture to tell a vivid story that was backed up with data, about both the economy and community. Now we need to issue challenge to action.
 - The commercialization of the media has eliminated the megaphone.
- Inclusive leadership and engagement:
 - In San Diego, connecting new immigrants, new economy, education in conversations is a way to begin to build a set of common concerns and common future.
 - In Silicon Valley, work-based engagement is reaching out to people in the workplace.
 - In telling the region’s story, we need to ask “To whom are we telling the story?” We need to get that data and information into the hands of the low-income and other underrepresented peoples.
 - In St. Louis, the MidCap Roundtable is effectively recruiting non-traditional leaders from mid-sized companies. We need to open our minds and meet the constituencies where they are.
- Developing regional measures:
 - Can we get a common dataset of regional information? This may interject some degree of competition and spur public sector innovation.
 - Communities appreciate having a global dataset, but they want to bring in their own concerns as well. They need to own it and internalize it.
 - So many regions are doing indicators now. Need to see what’s emerging as common and what’s interestingly different. In Silicon Valley, the Index evolved to reflect the region’s goals and vision.
 - Very difficult to get metrics of regional stewardship and regional engagement. We need some creative measures that are common across regions. Maybe we should get plugged in with social capital movement?
 - A challenge is how to develop data comparisons so that entities within the region can translate those into terms that they can work with. How do you allow other groups/individuals see themselves in these indicators? What gets measured is linked to a political agenda and the motives need to be clear.
 - In Arizona, a survey of perceptions supplemented the regional indicators. It was a way to see if there is a disconnect between public mindset with actual data.
 - The Urban Quality of Life Newsletter has an inventory of indicators that are being used in communities around the country.
- Aligning public & private sectors:
 - Mismatches of governance and geography – ultimately it’s about getting people to be more cooperative and more accountable to each other. We need to involve both public and private sectors working on the same principles. (examples include Chicago, Atlanta, Silicon Valley)
 - Organize information and interactivity to apply new ideas to public planning. Incremental steps can change large systems.
 - Private sector needs to make investments and decisions that model regional mindset as well (i.e. NOT putting the new corporate campus out where there is no public infrastructure or housing)
 - All government people should not be lumped into the same category. Some ED professionals are very entrepreneurial. We’re missing cross-mentoring opportunities. Teach people how to do this. It’s hard.
 - The rules for much of this are set by state & federal governments. Opportunity to influence state & federal.
 - Performance based government movement has been very disconnected from regional movement. There have been attempts to connect these conversations. For example, New Zealand is further ahead than most.
 - We need people who are multi-lingual: old/new economy language, public/private/nonprofit sector language. Good example of this is Coro Fellowship Program in Pittsburgh

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

TELLING OUR REGIONAL STORIES

Information Technology & Tools

- Information technology only supplements existing systems. Need a good democratic system in place. The technology is all there; the biggest challenge is the cultural differences and value differences.
- America Speaks (organization) is looking at this issue nationally
- Chicago is working on developing a forum to bring together and use groupware technology in communities, connected by interactive television, using technology for polling to solicit measurement of priorities, and learn more about perceptions.
- Five Areas of Technology:
 1. Media technology – newspapers, journalism
 2. Interactive technology – web, email, etc.
 3. GIS & scenarios – used by planners
 4. Decision support technology – keypads, etc
 5. Change technology – software part of how to organize and lead change, skills developed by Covey, etc.

Regional “Newsbeat”

- Citi-state reports – like a regional IPO. Purpose is to frame and elevate regional conversation. Methodology is to partner with sponsoring groups, talk to people, focus groups, experts, etc. The idea is to help local people set a fresh action agenda that will stir people to do something.
- Newsbeat on “regional” issues is too large. Need more targeted topics and having a repository of back issues.
- People want a high filter in sending out email but great comprehensiveness in an archive database.
- A survey may be useful in tightening the focus, and make the newsbeat tailored to the needs of Alliance participants.

Media Roundtables

- In select regions, media roundtables will be held in cooperation with major regional newspaper. Pilot will take place in September in California.
- ASNE recently published survey about journalists: they see the world through a standard template through which they locate the daily news. They are more likely to have few roots in the community.
- Pew Partnerships has ongoing program in civic journalism.
- Marketing has micro-sized news and it’s impossible to get regional news stories from the local papers.
- Important to get involvement of business newspapers and ethnic press.
- In some regions, there is a natural suspicion that our attempts to educate reporters is actually to push propaganda at them. The Alliance would be a more neutral forum for getting at the coverage issues.
- Getting Neil Peirce’s columns more widely distributed would be very valuable.

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

PATHWAYS TO REGIONAL LEADERSHIP

Pilot Project: Women Leadership in Silicon Valley

- Project developing in Silicon Valley around women's philanthropy and civic leadership.
- Sponsored by the Community Foundation of Silicon Valley, it is a follow-up to a recent study on "Giving Back: Silicon Valley Way."
- The pilot will start with women as the focus, but hopes to develop a methodology and framework for examining regional leadership more broadly (i.e. different groups, different regions).
- Project will involve interviews with established leaders and emerging leaders to identify commonalities and emerging pathways to leadership.
- Hope to have results by end of November, which will be shared with the Alliance.

Pilot Project: Diverse Leadership in South Florida

- South Florida is bringing a collection of activity leading to the creation of a core group of leaders. Hard to say what it will look like, except that it will be diverse in ethnic culture, class, and opinions/mindset.
- Several major activities will be coming to a head in November:
 1. Peirce Report (Citistates Group)
 2. Indicators Project, looking to weave those results into Citistates Report
 3. Global Business Network doing some scenario planning
 4. Policy Link doing some work around equity and smart growth
 5. Pathways to Leadership project with Collaborative Economics
 6. Hoping to host the next national Community Building conference next year.
- Looking to involvement of youth, connecting one young person for each adult that goes through the leadership academy. Also some specific challenges in the black and Hispanic communities, around regional and environmental issues. Key point is picking the issues... probably Internet Coast, early childhood, race/diversity/cross-cultural issues.
- Other issue is bi or tri-lingual fluency and how to build that capacity.

Environmental Careers Organization Fellowship Program

- Goals of ECO
 1. Bringing expertise and talents to community projects
 2. Developing leadership capabilities of young people
 3. Build learning network among projects and fellows
- What can this model offer for regions? It is a cost effective way of bringing critical skills and resources to regional initiatives. It fosters the next generation of leaders, with training/experience in a real world setting. Interns showed both qualitative and quantitative increases in the capacities.
- Lessons Learned
 1. Identify existing networks of people, resources, and projects
 2. Access to talent. Who are the professors that are engaged and can tap into the student population?
 3. Put resources behind supporting the learning network. Website, stipend, learning workshops, etc.
 4. Have a compelling issue and geographic focus
 5. Had champions (Nick Bollman & Diane Bone)

Discussion

- Other groups doing Leadership include: Council on Foundations, National Association of Community Leadership Development, Eureka Communities, etc. We need to link to groups doing leadership development and provide them some content
- It's not just about developing leadership programs, but developing leaders in real world settings.

ALLIANCE FOR REGIONAL LEADERSHIP

LEADERSHIP FORUM • MAY 2000

BUILDING THE ALLIANCE

Connecting to National Efforts

- About 18 months ago, led by the federal council on environmental quality, a group of people met to talk about metropolitan initiatives around the country. Came out of the discussion with the President's Council on Sustainable Development.
- Today the network is focused on four projects to test the model to have teams of regional activists invite the federal government to come and participate in regional changes. Currently working with the Bay Area Alliance, John Parr's group in Denver, in Atlanta around the new GRTA authority, and Chicago around the clean air challenge.
- The process is similar to a reverse RFP. Too early to say what we've learned, but it's clear that it's difficult. Private foundations playing a role as neutral conveners between locals and feds and between feds and feds. We're thinking about expanding the network, now that we've learned something about organizing it.

Next Innovation Scans

- Would be useful to have a map of how the Alliance fits with other national projects or organizations. This would help us better determine how often we should really meet and for what.
- Engagement and decision making tools will be the topic of next innovation scan
- Need some assessment of regional indicators projects
- The regional newsbeat could provide a kind of summary of important things happening in other meetings, for all of us who aren't going to go to them.

Future Leadership Forums

- David Crockett proposed hosting the next Forum in Chattanooga. Participants would be able to see the myriad of Chattanooga projects, such as the Chattanooga project and Tools for Sustainable Communities Design. Chattanooga has assembled the software vendors, along with 26 federal agencies.
- We could build a whole session around individual topics, which would provide depth of learning focused on regions. Ongoing meetings about specific topics would be useful.
- Maybe we should piggy-back on some other summits, such as the NARC summit, in order to reach scale on some initiatives
- It's not so much about when/where we meet, but how do we turn this into a real learning network? We should be able to use technology (i.e. web conferencing) to keep the "meeting" going, and we'd all get better at it in the process.
- Let's use face-to-face meetings very shrewdly. What we do in this room should be different from what we do on-line. If we get together, let's do it because we can do something we have to see each other to do. Need to provide opportunity for several "conversations" with very low barriers to entry.

Next Steps

1. Map of organizations involved in regional leadership and how they fit together
2. Pilot a few innovation dialogues around focused topics via web conferencing
3. Summary report on regional indicators projects
4. Regular news with each other & intelligence (developing the regional newsbeat)
5. Face to Face meetings when it adds value