

ALLIANCE LEADERSHIP FORUM NOTES PITTSBURGH, MAY 10-11, 2001

WELCOME

Rick Stafford, Allegheny Conference

- *Background.* My job is to give you the organizational landscape, to prepare you with a vocabulary for what you're going to hear. The Pittsburgh region has ten counties, 2.5 million people, with only 330,000 in the center city, though the employment downtown is 140,000. Allegheny County is a little over 50 percent of that population. The Mayor and County Executive are the most visible public officials.
- *The region as a product.* The Southwestern Pennsylvania Commission (SPC) becoming the place for regional decision-making, or at least the conversations around those decisions; SPC is all ten counties. They own a building into which many of our organizations have moved. It's the leader in planning and policy decisions. The region is a product, and you have to be constantly concerned about improving it, marketing it.
- *Regional organizations and collaborations.* I work for four corporations. My job is to, quietly, coordinate these four and bring them together – Pennsylvania Economy League, the Allegheny Conference (CEO organization), Greater Pittsburgh Chamber of Commerce, Pittsburgh Regional Alliance (economic development). Each of the boards have hired me as the managing director. The Pittsburgh Alliance serves the customer. Pittsburgh Economy League organizes the supporting research. The Chamber is the lobby arm to go to the state and federal governments.

Doug Henton, Alliance Coordinator

- *Introduction to the Alliance for Regional Stewardship.* Our first purpose is a peer to peer network. Second, we want to produce documents on best practices. Note the Empowering Regions booklet in your packet, which came out of our session in Chattanooga produced by a task force of the Alliance. We want to do one on downtowns next, then one on how to produce regional leaders. We want to foster the peer to peer network action between meetings via newsletters, web conferences, and the website.

DOWNTOWNS OF THE FUTURE

Mary Jo Waits, Morrison Institute Arizona State University

Some downtowns succeed because they are destined to, but most downtowns because they are determined to. We recognize most regions have more than one vital center, but we have deliberately adopted the traditional language of downtown. This is a working draft, a framework to think about downtown trends, so you are all a focus group for feedback.

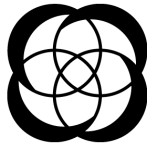
Evolution of Downtowns:

1950s – the industrial downtown

1970s – the retail downtown. beginning of decentralization.

1980s-90s – the entertainment downtown. big, amusement park environment, spectator assets.

1990s-2010s – the creative downtown, creating and incubating knowledge, diversity, arts.



What does the creative downtown look like?

- Intense concentration of all sorts of urban activities, layering of all the phases of downtown development, settling into a synergistic existence.
- Need coalescence of *expertise* (pooling talented people), *interaction* (chances for passionate exchanges of ideas, models, plans), and *diversity* (learning more from being with people less like themselves)

Important trends for downtowns of the future:

Demographic trends

- Expertise and diversity on the move – young talent, yuppie baby boomers, immigrants.
- Place still matters. Talent flocking to hot spots (R. Florida) – high tech complexes, Latte towns (Austin, Boulder), new urban tech centers (downtowns in San Francisco, Seattle).
- Talent shortage – as boomers retire, labor market will be much smaller with Gen X/Gen Y

Business Trends

- No industry is bolted down (cf. Boeing). But idea industries are even more mobile.
- Proximity matters – clustering of jobs, companies, industries.
- Small is in, splintering continuing, the merger mania notwithstanding.

What can regions do?

Grow your own expertise:

- Tap knowledge assets in your midst
- Build real estate “Products” that fit with small, fast-growing new economy companies.
- Make livability a hallmark of downtown development
- Build clusters of skilled workers and firms quickly. (one or two firms not enough)
- Fix the schools at the core. Don’t dare leave this out. Has to be part of the downtown strategy. Youth with no opportunities and yuppies with no children do not make a successful downtown.

Grow your own diversity:

- Think multi-age, multi-ethnic melting pot
- Learn how diversity and creativity intersect
- Be wary of overwhelming a place and killing what is

Grow your own interaction:

- Ramp up telecom capacity
- Design public and private spaces to promote interaction. (the nightmare pedestrian trips in sectors designed only for cars).
- Seed networks and alliances

Strategy is only the second step. Homework comes first. Strategy execution is the third step. The battle for leading-edge industries, for talented people, and quality places is often one and the same.

CITIES AND SMART GROWTH

Glenda Hood, Mayor, Orlando, Florida

- *Background:* Orlando is a region of 1.6 million in five counties (city only 185,000). Though we've always had technology assets, we never thought of ourselves as a technology region. In the 1950s, Martin Company – now Lockheed Martin – moved in. In 1971, Disney came. In 1980, television and film production came. In the 1990s, we started to think of ourselves as high tech place. We are thinking specifically about attracting high tech and pulling all the pieces together. Downtown needs to be a place where we can home-grow these small companies.
- *Health of the city core is critical to the success of the whole region – we know that.* I think of myself as the ultimate urban planner. We have to be the ones to ensure that we include the public. Our whole city organized into neighborhoods – so we have a participation element in every move we make. Smart growth means putting people back into the equation, incorporating the diversity.
- *In addition to an overall vision, we need a specific plan.* We just completed “Outlook,” the fourth generation of a downtown plan. The principles are different this time, built around sense of place, interrelated, integrated uses. Elements of a downtown:
 - *Community character* – downtown should have the look and feel of a place people want to be, it should evoke memories. Safety, security, cleanliness, quality of education need to be considered.
 - *Family Connections* – we need those parks and open spaces downtown. It increased by 36 percent. We have corridors that connect the neighborhoods, cultural activities. Downtown is the living room for the region, a gathering place.
 - *Getting Around* – comfort, safety, in a multi-modal choice situation. I don't care what the transportation issue is, it will be controversial.
 - *Market Potential* – making sure we define what downtown is and have strategies to realize the potential. 1500 condos and apartments built recently, in addition to the high-value neighborhoods right next to downtown. Office buildings are not the high rises, but the low rises, looking for more tech companies. We want to encourage entrepreneurial spirit.
- *Civic engagement.* This plan started with a downtown summit, inviting all sorts of people back in February of 1999. Series of meetings over the next year, knowing that building this would take time. Our downtown is symbolic – it's the heart of our city. We Want it to work for our own residents first.
- *We have to ignite leadership.* We put volunteer hours in our city budget, that's how much importance we attach to it. We have to nurture the partnerships, knowing that what worked in the past won't necessarily work in the future.
- *We have to put our money and our regulations where our policy is.* It's not good enough to decide on who lobbies longest and loudest. Leadership is critical. We can correct the mistakes of the past. I feel like I can be a mentor for younger people, in this role as the ultimate urban planner. I invite job shadowing for a day, in the hope of enticing more people to be involved in local government. I always learn a lot from them as well.

CASE STUDY: HOW CAN ENTREPRENEURS INFLUENCE PITTSBURGH'S DOWNTOWN?

Harry Finnigan, Executive Director, Pittsburgh Downtown Partnership

- *Background.* This was made to be a downtown, with the rivers and corridors. But it is also a product of determination. Both banks are committed to downtown. Mayor very active in making things happen. There is actually a market for retail downtown. We have many public-private partnerships. The baseball park just opened and its impact on downtown has been incredible.
- *Pittsburgh Downtown Partnership* was established for cleanliness, safety, marketing, and advocacy, which is the hardest thing we do. 59 people on the board, 91 corporate members, 55 individuals. We do quarterly meetings and annual surveys of all property owners and members. Construction's been a familiar sight, with the road closures that come with it. We set up a mitigation task force to get as much coordination as possible; gets them all to talk to each other; we produced a strategic communications plan to assure the public that downtown's still open.
- *Initial downtown plan.* The mayor found a developer in Chicago who had experience with making new buildings look old, to give people reasons to come downtown. We announced the developer and now realize that was a mistake. There was lots of anger, directed mainly at the mayor. We needed a dialog. We agreed reluctantly to get involved. We tried to play the role of dialog with the developer and the community to make the plan better. Nordstrom's pulled out and that ended the original plan.
- *Plan C.* Produced five stakeholders, with help from the Urban Design Group, which has its offices here. Over 300 people attended the opening conference. All sessions were open to the public. Over a 1000 people participated, including a cab driver who never missed a meeting. Young urban professionals were involved. The result is now Plan C, with vision that calls for an incremental, catalyst approach—diverse, comfortable, 24 hour places, links to the rest of downtown and the city. We could not have done this without the support of the Heinz Endowment. We keep the public involved with continuing set of meetings to sustain the community consensus.
- *Immediate changes:* dealing with graffiti, adding window lights to deal with the darkness on the streets at night, adding banners with color, doing the "burgh patrol." This patrol cleans and also has an educational role to get people to see that it's everybody's job to keep the place clean. "Burgh-busters" will be launched on June 4.
- *Question to leave you with:* What's stopping entrepreneurs from getting involved in Pittsburgh's downtown?

Mary Del Brady, Tissueinformatics

- *Things have changed a lot.* When I started my first company 25 years ago, Pittsburgh was third in the nation for numbers of large headquarters. If we look at start-ups then, it was sheer bootstrapping—entrepreneurs using their mortgages and credit cards. Your customers were down the street. It is very different now. Today, start-ups are looking for venture capital. You don't know exactly who your competitors are. 25 years ago, the industries here were very clear. We're now building whole new industries.
- *Things are moving at the speed of light.* Entrepreneurs have passion for their companies, for making sure that it succeeds. I can't fail my own company. We care about the urban core, but don't know where to find the time now. You are multi-tasking until you think you're going to collapse. At the end of the day, we're all tired. We don't need a bunch of meetings. We need email communications.

- Most recently, with the help of Collaborative Economics, we've interviewed over a 100 entrepreneurs. We asked these entrepreneurs if they care. Of course they do; they want to recruit talent to come here. It's a question of how. We don't know what our collective voice is. But we know we're engaged in Pittsburgh' third experience rising from the ashes. We'll do it. We're used to winning here.

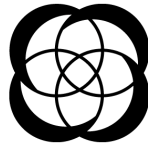
Sean McDonald, Precision Therapeutics

- *Background.* I'm chairman of the Pittsburgh Technology Council here of 1800 companies. I started one company which now has 500 employees and am now starting another one. This has been a great place for me to start a company, though it's not thought of that way.
- *There was always a big corporate structure here, which engendered a decision process that is very much top down.* White males in the smoke-filled room handing down dictates. They are often good ideas, but usually didn't take into account all the views or the people. This is no longer a valid model for change.
- *There are people who want to do things, but don't know how to connect.* We have groups working on it but we need to learn to work together. The entrepreneurial community doesn't really know how to get this done. The corporate power structure is intimidating. The corporate types want a dialog but don't know who the people are. But we are making progress on this.
- *Time is a constraint.* My last company was acquired by a Fortune 60 company and I stayed on as the executive for that division. I found I had more time then. Now I'm back in the venture capital chase and worrying about making payroll. It's a different level of exposure – if you don't deliver you're out of business versus explaining to your boss that something won't be ready until the next week. Those worries crowds out the involvement in community efforts pretty fast.
- *There is no way to say "the entrepreneurs think this or that" because there is no single voice.* These are companies that are not established. Their needs are diverse, their interests are diverse.

LUNCH CONVERSATION: PITTSBURGH'S CHANGING LEADERSHIP

C.J. Queenan, Jr., Attorney with Kirkpatrick & Lockhart (chair of Carnegie Mellon University)

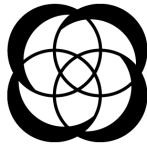
- *The Allegheny Conference* started around 1943 to improve the quality of life in this region. Four buzz words: regional, collaborative, inclusive (not just women and minorities but the global population), cost-effective. We have 130 local governments. We had declining population and economics in the city, which has made the county a very important issue.
- *Tax reform.* We noticed years ago that the tax base of the city and county was getting warped and hurting our regional assets, a heavy reliance on property tax and a personal property tax that didn't make sense. We put together legislation with some tax reform, smaller and better government pieces. We found that a one point increase in the sales tax would be the best way. Also identified the list of regional assets and a way of governing that district that was lean and mean and capped at \$500,000 for its administration. Proposal eliminated the personal property tax and amusement tax and cut the regular property tax. With the new tax half to regional assets (\$75 million); quarter to the county and a quarter divided among the cities. We worked to get it passed, using in part the alumni group of Leadership Pittsburgh. The legislation was enacted.



- *Governance reform.* We were also looking at our form of government. We looked at our county government, in the light of changing economics and demographics. Arranged for the county commissioners to ask us to study the form of government. We had a steering committee and did some benchmarking. Looked at places like King County, WA, Montgomery County, MD, Mecklenburg in North Carolina, and a couple others. We developed some recommendations, which the commissioners endorsed. Then we went back to the grass roots effort to sell it. It was a squeaker. Again, people in the private sector worked to bring this off. The region went from a three commissioner form to an elected executive. We knew it was critical to set a standard. We found the right person and worked to get that person elected and supported with a transitional team.
- *Lesson learned.* Any Alleghany Conference initiative has to have one or more board member champions. Can't just send it off for staff to do.

Maxwell King, Executive Director, The Heinz Endowments

- *Context – one geographical and the other philosophical.* First, we have to think in terms of the whole region as a geography, even when it's so easy to fall back into just one community. Next, we need to think about fitting these pieces holistically. Never plan a highway without thinking of affect on downtown or on schools. Have to have interior systems that remind us of that.
- *A major goal of the Alleghany Conference is to focus on amenities in this region.* The first things it took on historically is clearing up the air and cleaning up "the point." The premise is not just to attract knowledge workers, but to create a vibrant urban environment. Keep students here when they graduate. It is obvious that the communities that look like they're going to be successful in this century have this emphasis.
- *Pittsburgh has more foundation dollars per capita than any other place in America.* Reason: 50 years ago this was the "Silicon Valley" of the nation. Heinz does 80 percent of its grants regionally, the rest nationally. We recently re-committed to this emphasis, believing that this is a pivotal moment, a great place to put our money. The biggest enemy of foundation work is lack of focus, usually in an effort to be nice to everybody. When I started here we had 30 goals, which means no goals. Now we have three reasonably broad ones.
- *The riverlife task force.* The mission of the Riverlife task force is to come up with a comprehensive vision of how we will use the rivers. We put a million dollars down to find out what to do with all the riverfront land opened up by clearing out the old industries. We have more open waterfront land here than in any other place in America. 36 miles in the city alone. Extraordinary opportunity to shape the future. The task force's job is to be an advocate, to be something of a policeman through an urban design committee, and to come up with a comprehensive vision, which will be rolled out this summer.
- *A couple of warnings:* An important part of community leadership is to be negative and cautionary. When you engage in community leadership, it's terribly important to keep your eye on things you're not working on but which could destroy you. For instance, schools – the city schools in particular. 25 years ago they were considered among the best. Today we're spending more per student adjusted for inflation than then but test scores have continued to decline. Another issue: the cost of government. We have 126 communities in the county. In many areas, people are paying 3 percent of the value of their homes in taxes



Thomas McConomy, Former Chairman and CEO of Calgon Carbon

- *Regional Enterprise Tower.* Paul O'Neill comes up with ideas out of left field, but they seem to work. He said, we're building a new headquarters and leaving our building downtown. Rather than sell it, wouldn't it be a great tool for economic development. He asked Rick Stafford to set up a meeting to talk about it. Rick organized this meeting in December 1996. Paul explained this idea. We looked at each other saying this was a high risk thing to do.
- *Created a committee of 3 from private sector and 4 from public sector* to decide how to accept this gift. 390,000 square feet – how would we fill it? Who's going to take ownership? Paul had said it had to be accepted by an organization representing public and private sectors; it must stay on the tax rolls. SPRPC looked like the best candidate. So that board said yes. And to accommodate the private provision on the terms, they would change their by-laws to put three private seats (in addition to the county commissioners on the board).
- *A little less than five years since Paul had the idea, it is now 90 percent occupied.* Alcoa just granted \$5 million to be held by the Pittsburgh Foundation as an endowment to handle major expenses like a roof or air-conditioning failure. Who's there? Ireland Institute, First Night, Pittsburgh Digital Greenhouse, chamber, Arts Alliance, other organizations focused on economic development and quality of life for our region.
- *A lot of meetings get conducted in the lobbies, on the stairs, because all the players are there.* When you go there notice the lobby; we are about to build the Regional Showcase. We're turning it into a virtual tour of the region. Second, notice how many conversations seem to be happening. Elevator rides instead of bus or car rides to talk to the people you need to connect with. Remember it started with Paul O'Neill calling Rick and saying, "I've been thinking...."

A FEDERAL-REGIONAL PARTNERSHIP

Moderated by Bill Dodge, former director of National Association of Regional Councils

Regionalism Gaining Momentum. The Alliance for Regional Stewardship has sent a letter to the new president. Meetings have occurred since with Secretary Mineta at Transportation. (Also with Karl Rove in the White House). Another development: the Bush has brought a committed regionalist into the White House – Ruben Barrales. Also, NAPA, whose former president Scott Fosler is here, is taking an interest in discovering the models that work for regional issues. There may be a gathering convergence of interest in this subject. So, this afternoon we want to talk about how to push the federal government.

Ruben Barrales, Director, Office of Intergovernmental Affairs, The White House

I'm honored to serve as assistant to the president, focused on issues of relationships of federal, state, and local governments. We are working with people here to create an understanding that regionalism is not a threat. The president has announced an interagency working group on regionalism. Here's what we're trying to promote with this prospective executive order on federalism:

- to identify federal endeavors that may be more appropriately carried out by state or local levels
- more flexible funding streams for innovation and accountability
- measures for improving federal responsiveness
- enforcement rules and orders that emphasize new form of federalism.

We are in the process now of gathering input. We want a draft available by August. So the next two months are the right time to be making suggestions. My only advice: have a limited number of objectives. I've already learned nothing goes without criticism. So we need to pick our fights carefully.

NEW MODELS OF REGIONAL GOVERNANCE

Neal Peirce, Columnist and Chairman, Citistates Group

- *This is about the San Diego scene.* What's happening there on the governance front shows how much the 21st century is undermining the status quo, even in this very comfortable place that has no trouble attracting anyone. It built a great university over the last generation, and has a robust economy. It pioneered with the trolley, with growth management, endangered species agreement, and downtown redevelopment. But it's hitting the wall on land use now and transportation is a real sore spot. Can't get any decision on an airport. They have one of the best councils of government, but stymied in coming to any decisions to implement.
- *Last year a state senator, Steve Peace, proposed legislation that would combine all the transportation related agencies in the region.* This new agency, RITA, would supercede local decisions. Roar of protests. SANDAG went into a preservation mode. Instead of passing it, the senator agreed to a state-appointed commission to develop alternative recommendations. Meanwhile, the SANDAG group traveled to Portland, to the Twin Cities, and to Atlanta, to see what they didn't want to get. They returned and issued a report that is quite good. Meanwhile, the commission was appointed, including some members of the SANDAG study group and a summer 2001 deadline looms.
- *The Citistates Group conducted a "convergence" with a panel to spend three days there and try to help* – including Doug Henton, Curt Johnson, Bill Dodge, John Parr, Judie Hammerstad (mayor of Lake Oswego, Oregon and prominent participant in work of Metro Council there). It concluded with a day-long public meeting, facilitated discussion among a group made up largely of elected officials.
- *You can't mandate sentiment even if you can force structure.* Collaboration is the key. In these discussions, the mayor of San Diego said that if giving up land use authority in transit corridors was the key to progress, then he was willing. He went on to suggest specifics for a new agency – he called RAPID – with an elected board and weighted vote by population, with a 40 percent cap on San Diego share. Also suggested a new airport authority with more shared regional representation.
- *Clearly the state is forcing the issue. It's also clear that all the communities have to be represented in making a solution.* The chair of the state-appointed commission told us about two-thirds through the meeting that he'd never heard these officials saying such things in public before.

David Bragdon, Presiding Officer, Metro Council, Portland, Oregon

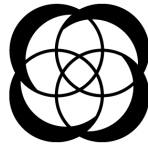
- *A couple of caveats:* What works for us does not necessarily work for you. Also, it's not all milk and honey in Portland. We're not sitting there eating tofu and loving each other. In fact, you will, in the next ten minutes, spend more time thinking about Portland's regional government than the average citizen in our region has.
- *Structure is only part of the picture, and is the outgrowth of a regional mindset.* Several factors contribute to Portland's regional mindset. We are a relatively homogeneous region, and gap between haves and have nots is small. We are relatively young as a place. About half of the population wasn't born there and do think of themselves as living in the Portland area. They didn't leave the city for the suburbs in the typical flight pattern. And, wherever people live, they show a strong identification with place. The downtown is vibrant and used by everyone in the region. Plus, the very strong affinity for nature, an emotional attachment. Strong sense of protecting it.
- *Our regional government has been evolutionary.* Land use planning was created in 1973 by the Legislature and strongly supported by agriculture interests. We managed to have both visionary and

practical leadership in the 70s when these policies were built. Neal Goldschmidt, as mayor, led in turning in a freeway to create a park, taking the money and spreading it around in suburbs, fostering more interdependence. The growth in population creates enormous growth pressures, so people feel they have a stake in something even bigger than their own neighborhoods.

- *Both the city and suburbs see the value of Metro.* Suburbs see us as a check on the city of Portland, the big gorilla. Meanwhile we hear the city saying we're a check on the suburbs, to stop them from sucking life out of the city. Truth is, people live their everyday lives regionally. They don't think about the lines they cross, until you suggest they should be a part of some larger jurisdiction.
- *Metro proved itself by tackling issues that nobody else could solve.* Our zoo, very popular, is located in the city but two-thirds of the people going to it not living in the city. Couldn't afford to support it alone. Metro took it and supports it with a regional property tax. Similar issue with waste disposal – and needing a landfill for all 24 cities. One of those no-win situations until Metro succeeded in siting a landfill in eastern Oregon. Mayors saw us taking a hot potato off their hands.
- *Role of local governments.* In 1992, the charter changed to a seven-member council and regionally elected executive. It also institutionalized a role for local government – including a metro policy advisory committee. While it is advisory, it is in fact very influential. It reviews all our major land use decisions. Their concurrence is a practical necessity.
- *Lessons learned.* One, it works very slowly – trade off efficiency and time for consensus and collaboration. Second, there is a creative tension between local government and regional government. A healthy thing, actually. Third, it's important for us to do things that are visible and practical and popular. Normally, land use planning doesn't qualify, though things like the zoo do. Finally, the opportunity to integrate land use and transportation planning is key. There are opportunities to find consensus. You have to maintain flexibility so the system doesn't snap. Also, a coalition of civic organizations – including 1000 Friends and Audubon and others – create broad citizen support for the structure that we have.
- *Where we're going from here.* We had a charter change on the ballot approved last year. It wasn't about local-regional relationship, but about our internal arrangement. We had a chair of the council and a regionally elected executive officer. This change abolishes the latter, and the position I'm in now becomes regionally elected and assumes the executive role. It's interesting that we're no longer debating the fundamental arrangement. People like the idea that there is somebody who has answered to all the audiences in the region. And the member districts, which cross county lines, more nearly are seen as representing people rather than certain cities or counties.

Nick Bollman, President, California Center for Regional Leadership and Chair, California Speaker's Commission on Regionalism

- *We in California have been doing an interesting experiment in regionalism.* California has always been a state of regions but our jurisdictional alignments have been mismatched to the actual regions. We've had collaborative regional initiatives – civic entrepreneurs crossing the boundaries to do regional work. Some are ten years old, some new, all still in state of development. These 20 networks are very different by regions, but the underlying values are common.
- *California Center for Regional Leadership.* About a year ago, we decided that to move this move effectively, we needed an organization to work on this exclusively. CCRL helps these regions and tries to knit them together; but the second part of our work was the question about the state. The state was in all these issues and usually not too helpful. David Abel brought me in to talk to the new speaker, Bob Hertzberg.



- *What emerged was a speaker's commission on regions.* 31 members, asking me to be chair. www.regionalism.org is the website. A year's life to make bold recommendations. We chose four areas: economic development-workforce development; state and local finance, picking up on changing the relationship to encourage more collaboration; collaborative regional planning; finally, new governance. With David's leadership, the committee on state and local fiscal policy is producing 20 recommendations that are the boldest moves since Prop 13—revenue reform to tackle the fiscalization of land use and state budget support for regional planning.
- *We are taking a regional option approach,* knowing that with how many different areas we have, it defies the prospect for any single solution fitting all situations. We'd sunset the reforms after ten years, offering citizens a chance to review what worked and what to change. The idea is not to dictate a solution but provide incentives and choices. The speaker has embraced the recommendations from the commission.
- *This is about re-establishing home rule, in contrast to plunging toward regional government.* So many services can only be handled at the local level. Today local governments are so disempowered, they are not even able to control property tax revenue. We'll be suggesting a form of regional home rule. We know there are no magic bullets. Address fiscal issues first, because money rules. But we are also paying attention to the regional collaborative planning that is apart from the money issues.
- *All these other things I've talked about precede dealing with governance.* Without solving the fiscal issues and getting the table right with the public and private sector collaboration, you can't get to governance. We clearly need governance solutions that are optional. REGC in San Diego might work there but not for the Sierra Nevada. Our idea will probably not be single jurisdiction / multi-purpose. More like recombinant structures, built around the particular issues that need to be addressed. We think that all public partners need to be at the table, including the state. Any regional governance solution has to be supported by an active civic sector.
- *Possible solutions?* Use incentives for new set of joint powers agreements for functional uses (we have 5000 special districts now that are part of the problem). Second, change our data systems so we know who we are. State government is the biggest collector of data. Third, we need more transparent accountability systems – community indicator projects are a good beginning – ways to measure progress. Again, this involves the civic sector, which asks different questions. Fourth, very extensive re-training for officials around regionalism. Last, we need to change the research & development agenda.