



2006 Regional Stewardship Awards

Instructions & FAQs

To recognize the work of innovative regions and exemplary organizations, the Alliance for Regional Stewardship (ARS) Board of Directors established an awards program for regions that have made measurable progress towards implementing the Principles of Regional Stewardship and demonstrated effective and sustained cross-jurisdictional and multi-sector collaboration.

The Regional Stewardship Awards are presented to regions that demonstrate progress in all four Principles of Regional Stewardship:

- Innovative Economy
- Livable Community
- Social Inclusion
- Collaborative Governance

Applicants that do not demonstrate progress in all four Principles will not be considered. Please see Appendix A for a full description of the Principles of Regional Stewardship.

The Awards Jury will use the Regional Performance Model to evaluate applicants. The Regional Performance Model is designed to determine a region's progress towards its overall goals, by 1) building regional capacity; 2) achieving tangible results; and 3) demonstrating an ongoing commitment to sustaining the region's established capacity to achieve tangible results. Please see Appendix B for the Regional Performance Model.

A total of \$50,000 has been allocated for the Awards. The amount of the cash prize that regions receive will depend on their progress towards regional goals, as measured through the Regional Performance Model. **Applicants who have built regional capacity will be considered for an award of up to \$10,000, and those that have achieved tangible results will be considered for an award of up to \$15,000. Applicants who have demonstrated an ongoing commitment to sustaining the region's capacity for tangible results will be eligible for a \$25,000 award.** The Jury reserves the right to not present any Awards should they determine that no applicant meets the criteria.

Please see Appendix C for an example of last year's Jury Evaluation Form; this example includes information from Northeast Wisconsin, one of three regions that received the Regional Stewardship Award last year. **Please note**, this form should not be considered a sample application. The information contained in this example was gathered from the region's 10-page application, as well as follow-up interviews and further exploration into the region upon its selection as a finalist.

Mission: *To foster multi-sector collaborative regional stewardship as a means for advancing economic, social and environmental progress, while maintaining a sense of place, in America's metropolitan regions.*

Who is eligible to apply?

Regions that have engaged in creative, innovative problem-solving and have used cross-jurisdictional and multi-sector collaboration are eligible. Award recipients must demonstrate substantial progress in all four Principles of Regional Stewardship; applicants who do not provide evidence of such progress will not be considered.

The awards will be given to regions. It is our expectation that many of the applications will be submitted by a coalition of organizations and individuals. A contact person who can speak to the issues and processes described in the application should be identified in the application.

What is the format for the application?

A suggested outline for the application is provided on page 3. While responses to the criteria questions should be as complete as possible, they should not exceed 10 pages total. Supplementary information (reports, brochures, news clippings, or other materials) may be submitted; they should be relevant to the initiatives described in the application.

How are applications evaluated?

Applications are evaluated by a Jury made up of ARS Board members, advisors, and previous Award recipients. Each application is evaluated individually, focusing on the progress the region has made towards its overall goals. Applications are not weighed against one another.

What is the schedule for the Awards?

Applications are due to ARS by February 1, 2006. Evaluations of applications will occur between February 1 and March 31. Award recipients will be notified in early April; with the presentation of the Awards at the Chicago National Forum on Regional Stewardship in May.

Applications due:	February 1, 2006
Jury evaluations:	February-March, 2006
Notification of award recipients:	April 1, 2006
Awards presentation at Chicago National Forum:	May 5, 2006

Can the cash prize be used for anything?

A key goal of the program is to educate other regions of best practices; therefore the cash prize is intended to be used to continue the work in the region and support the costs the Award Recipients will incur while sharing their story with peers in other regions.

For additional information, or if you have any questions, please contact Amy Carrier, Alliance Manager, at amy@regionalstewardship.org or (303) 477-9443.

Application Outline

The following outline is suggested as a guide for the Regional Stewardship Award application, based upon the Regional Performance Model (see Appendix B). Please do not answer each question separately; instead, use these as a guide for framing the narrative. Be sure to address how the four Principles of Regional Stewardship are being realized in the region.

I. Setting Regional Goals

- What is the vision for the region? What are the overall goals?
- Who helped develop these goals/vision?
- Has that vision been shared with the broader region? How?
- Do residents of the region share these goals/vision?

II. Building Regional Capacity

- How did the region recognize a gap between the region's current reality and its desired future? How was it determined that change was possible?
- How did the individuals and organizations involved explore their common interests and the possibilities that arose from such? Do they represent multiple jurisdictions and sectors? How did they learn to work together?
- How was the broad public discussion about the region's future—its critical issues and opportunities—framed to focus attention on the actions required?
- Describe how key information and messages were communicated so that they stimulated learning and discussion among opinion leaders and citizens.
- Describe actions taken to rally, motivate, and inspire others to join the regional cause.
- Describe efforts to recruit a broader set of people to participate in the next steps, and how diverse networks were connected.
- How were others mobilized by regional leaders? How did people follow through on their commitments?
- Provide examples of the new ways of thinking about regional problem-solving. How have these new approaches affected creative thinking about regional issues?

III. Achieving Tangible Results

- Describe the specific, tangible results that have emerged from regional initiatives. Describe how these and other results will be measured and assessed over time.
- Describe the new networks, partnerships, or alliances that have been created among participants, and how they generated tangible results. How are the new relationships working to continue to address change in the region, so that tangible results can continued to be produced?
- Describe the multi-jurisdictional and multi-sector coalitions that contributed to the activities described above and how they produced tangible results.
- What long-term results are expected? When will these results materialize?

IV. Demonstrating an Ongoing Commitment to Action

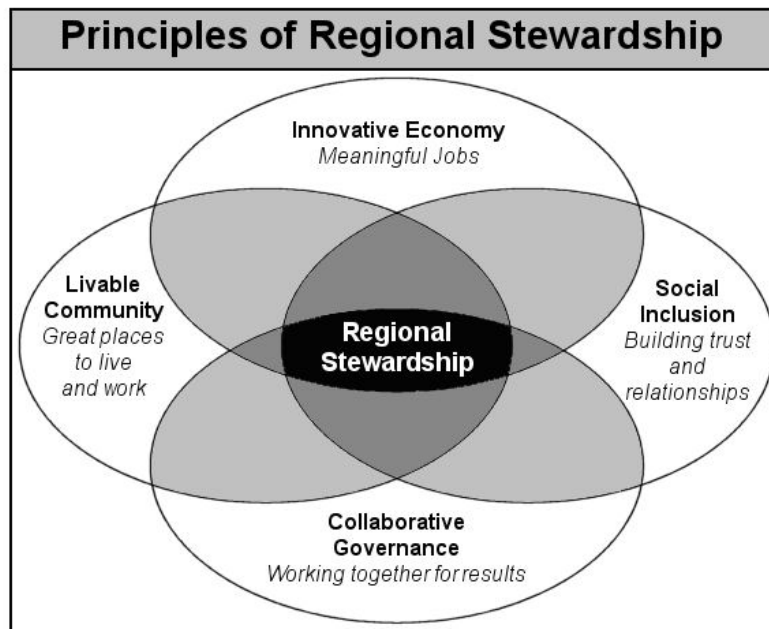
- How has the region institutionalized regional leadership development? What new skills have regional leaders adopted to ensure sustained change?
- What are the roles of new or reformed institutions and alliances in sustaining regional change?

- How has the initiative resulted in systemic change that will be sustained over time? What methods are in place to sustain the change?
- How has the process been designed to refocus and regroup around new regional challenges and opportunities? Is a plan in place? How is it being implemented?

Appendix A

The Principles of Regional Stewardship

There are four distinct conversations going on in communities today. These conversations are rarely connected—yet they must be in order to effectively address critical issues. Regional stewardship brings these conversations together.



Innovative Economy: Meaningful jobs.

- Does the region's economy provide jobs that enable all citizens to enjoy a good quality of life? Does it produce meaningful jobs that sustain families all along the economic spectrum and provide opportunities for advancement?
- Is the region's workforce prepared to deal effectively with rapid and constant change? Can it adapt to an economy at least as different from what came before as the industrial age was from the agricultural age?
- Is the region's economy competitive? Is it based on speed, quality, flexibility, knowledge, and networks?

Livable Community: Great places to live and work.

- Are citizens' public safety and well-being ensured throughout the region?
- Are housing and public education opportunities ensured for all members of the community?

- Are new visions of design—including compact development, transit-oriented housing, walkable neighborhoods, safe and secure communities, and protected open space—that reduce sprawl and traffic congestion employed in the region?
- Are arts and cultural amenities promoted as key attributes of the region?

Social Inclusion: Building trust and relationships.

- Is equity an integral part of the regional strategy? Is everyone included in the development of regional strategies through decision-making structures and systems that support broad inclusion?
- Are diverse populations and perspectives engaged and encouraged to participate as contributing members of a “regional society?”
- Are there safe civic spaces where public dialogue and conversations can occur? Are the appropriate tools in place to support collaborative public decision-making and civic engagement?
- Are diverse thoughts and opinions respected in the decision-making process?

Collaborative Governance: Working together.

- Are the region’s citizens, businesses, labor unions, nonprofits, educators, and governments working together to set directions, solve problems and take action?
- Has the region created new processes and structures that emphasize coalitions and collaborative actions across jurisdictions *and* across sectors?
- Are the participants in collaborative governance coordinating resources and sharing information, ideas, and power?
- Is the region creating social capital—the networks and norms of trust and reciprocity required to advance civic cooperation?

Appendix B

Regional Performance Model

The Regional Performance Model was developed during the first year of the Regional Stewardship Awards, as a method to evaluate a region's progress towards its overall goals. This progress occurs through 1) building regional capacity; 2) achieving tangible results; and 3) demonstrating an ongoing commitment.

Building Regional Capacity: Regional capacity begins with a region's determination to create change. It incorporates the resources—including people, places, knowledge, etc.—as well as the activities that have brought a region to the point where change can be realized. Regional capacity is made up of the following:

- ***Civic capacity*** results in new institutions, networks, and initiatives; enriches regional efforts; and produces long-term results. Civic capacity is what leads a region to recognize where change is needed, which is what makes organizational capacity possible.
- ***Organizational capacity*** is how tangible results are realized. For example, the civic capacity of a region—the recognition that there is a need for more affordable housing—leads to the creation of a regional housing agency—an example of new organizational capacity—which in turn generates new affordable housing to fulfill a recognized need.

Achieving Tangible Results: Tangible results include both immediate “organizational” results and longer term economic, environmental, and societal results.

- ***Organizational results*** are the new organizational accomplishments generated by organizational capacity. For instance, a regional housing agency that develops a new program to educate first-time homeowners achieves an organizational result.
- ***Economic, environmental, & societal results*** are the immediate and long-term impacts when civic and organizational capacities are used to achieve organizational results. These results may include intermediate outcomes that have an intrinsic value in their own right but also contribute to others, such as the creation of affordable housing units or jobs; or the protection of open space. These results may also include long-term outcomes that reflect the goals and vision of the region, such as healthy neighborhoods, a high quality of life, and a prosperous economy.

Demonstrating Ongoing Commitment to Action: Many of the hundreds of regional initiatives created each year prove to be unsuccessful or short-lived. Regional capacity and tangible results—along with the structure of the collaboration doing the implementation—determine whether a regional initiative will be sustained. The region must make a commitment to ensure that those initiatives producing tangible results will continue over the long-term, or be appropriately modified to keep pace with changing circumstances.

Appendix C

2005 Awards Jury Evaluation Form - Northeast Wisconsin

Regional Goal:	Preserve the region's high quality of life, maintain position of educational leadership, and regain economic vitality
Regional Performance Model	
Social Outcomes:	<p>Social outcomes are certainly the goal of regional efforts in NE Wisconsin, with improved quality of life serving as the basis for their initiatives. While it is too early to see many results here, the region is moving steadily towards success.</p> <p>The various efforts of multiple organizations has definitively improved the quality of life and economic, educational, and social opportunities for Hmong refugee immigrants to the region.</p>
Tangible Results – Economic, Environmental, Societal	<ul style="list-style-type: none"> ▪ \$1.9 million in technology zone tax credits distributed <ul style="list-style-type: none"> – \$102 million in private investment leveraged – 1,475 existing jobs preserved – 291 new jobs created – An additional \$3 million in tax credits ready to distribute ▪ 50+ new ventures started in region by graduates of E-Seed entrepreneurship training program ▪ 1,000 new jobs created through NEWEDP
Tangible Results – Organizational	<ul style="list-style-type: none"> ▪ Broad-band internet access introduced in Door County ▪ New comprehensive plans developed in Bay-Lake and East Central sub-regions ▪ 200 individuals enrolled in E-Seed (12-week entrepreneurship training series through UW-Oshkosh) ▪ 6 area companies preserved or expanded through NEWEDP ▪ \$36,000 received from SBC to develop website that will include B2B information on business in Northeast Wisconsin. ▪ \$380,000 funding for NEWEDP for regional efforts being provided by state ▪ Kuka Robotics constructing North American training center at Fox Valley Technical Center - \$1 million project; over 850 people to be trained each year. ▪ 22 students enrolled in new MBA program (collaboration between UW – Oshkosh and Northeast Wisconsin Technical College) ▪ 108 students enrolled in new Bachelor's Degree in Organizational Administration. ▪ 100 students enrolled in new Mechanical Engineering Bachelor's Degree program ▪ Through 2+2 program between Fox Valley Technical College and Milwaukee School of Engineering, a new electrical engineering technology degree at FVTC allows students to transfer to the Electrical Engineering Bachelor's degree at MSOE. To date, 11 students have received their EET degree from FVTC. 9 of these have gone on to MSOE. 80 additional students are currently enrolled in the program. ▪ 12 students transferred from Fox Valley Technical College to UW-Oshkosh to enroll in new collaborative Bachelor's

	<p>Degree in Aviation (2003-2004)</p> <ul style="list-style-type: none"> ▪ 500 students participated in Fall Symposium celebrating entrepreneurship <ul style="list-style-type: none"> – 50% increase in the number of students with a concentration in entrepreneurship. ▪ Multi-faceted initiative carried out to support Hmong refugee immigrants <ul style="list-style-type: none"> – Nearly \$50,000 raised through collaborative efforts to support Hmong refugee immigrants – Goodwill providing vouchers good for shopping in thrift stores – Household goods, including furniture, provided at no cost – Training and support provided to help settle, integrate immigrants into U.S. society/culture
Organizational Capacity	<p>A number of new organizations have been created in NE Wisconsin, to address a variety of issues. These organizations often are made up of representatives from different sectors and jurisdictions. These organizations include: NEWREP, NEWEDP, NEWERA, NEWCC, and NEW CORE.</p> <p>NEW CORE currently coordinates regional initiatives and the various regional organizations; however, later in 2005 a new organization (RENEW) will be formed to take over this coordinating role. The members of RENEW will represent multiple public, private, nonprofit, education, and civic organizations (currently 32 members of NEW CORE, representing public, private, and education).</p>
Civic Capacity	<p>Civic capacity certainly exists in NE Wisconsin. There is a wide-spread recognition of the needs of the region, and how to address those needs. Multiple sectors and jurisdictions are working together to achieve results. The wide range of initiatives are currently being coordinated by NEW CORE.</p>
Sustainability	<p>NE Wisconsin began pursuing a regional vision in 2001. Since that time, a number of tangible results have been realized; new organizations and partnerships formed, and solid plans developed for future efforts. With the involvement of so many sectors, jurisdictions, individuals, and organizations, sustainability is likely.</p>
Framework for Regional Stewardship	
Innovative Economy	<p>The region can no longer depend on the paper industry as it has done for decades. There is a need to attract new industries and provide additional opportunities for the region's citizens, and to attract and retain talent and the younger generations.</p>
Livable Community	<p>The basis for the many initiatives in the region is the need to improve the quality of life for the region's citizens. No longer satisfied being the home of "beer, brats, cheese, and the Packers," there is a drive to reinvent the region as one of vibrant economy and high quality of life.</p>
Social Inclusion	<p>There are several initiatives in the region to encourage diversity and inclusion and to promote economic and entrepreneurial opportunities for minority groups. The region is 95% white, with the largest minority group being Hmong refugees from Thailand.</p>
Collaborative Governance	<p>A number of new regional organizations have come out of the efforts of the region, to address such issues as education, workforce development, economic development, and planning. Many of these organizations include members from various sectors and jurisdictions.</p>



ALLIANCE *for*
REGIONAL
STEWARDSHIP

2006 Regional Stewardship Awards
Application Cover
(To Accompany Award Application)

Contact Information

Applying Region:

Sponsoring Organizations (if any):

Primary contact:

Name:

Title:

Organization:

Address:

City, State, Zip:

Phone:

Email address:

Mission: *To foster multi-sector collaborative regional stewardship as a means for advancing economic, social and environmental progress, while maintaining a sense of place, in America's metropolitan regions.*