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## Letter from the Chairman

Affordable housing, education inequities, urban-suburban disparities, and environmental decline are frequently exacerbated by conflicting land use and investment policies among local jurisdictions. Competition for scarce revenue distorts economic development initiatives, creating powerful counter-forces to sustainability. These challenges are complex; they sprawl across political jurisdictions and defy solutions within the civil boundaries of the cities, towns and counties that make up the region.

Your work across the public, private and nonprofit sectors to tackle the challenges facing society – from the quality of our lives, to the quality of our roads – requires a regional approach, yet there is often little recognition of the work it takes to achieve real results.

I encourage you to apply for the Alliance for Regional Stewardship's **2008 Regional Stewardship Awards**. These awards recognize the work of innovative regions and exemplary organizations that have made measurable progress towards implementing the Principles of Regional Stewardship.

The Regional Stewardship Awards are presented to regions that demonstrate progress in *at least one of the four* Principles of Regional Stewardship:

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

Attached, you'll find all the details about the application process, which has been significantly streamlined from previous years. **Applications must be submitted by May 15.** For more information on the Regional Stewardship Awards, please contact Cathy Lada, Alliance Manager, at [clada@acce.org](mailto:clada@acce.org) or call (703) 998-3560.

Sincerely,

F. Michael Langley  
Chairman, Alliance for Regional Stewardship  
President & CEO, Allegheny Conference on Community Development

# 2008 Regional Stewardship Awards Overview & Instructions



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## Program Overview

The Alliance for Regional Stewardship (ARS) is a national, peer-to-peer network of regional leaders working across boundaries to solve tough community problems. Supported by the American Chamber of Commerce Executives, ARS members come from business, government, education, and the civic sectors and share a common commitment to collaborative action and achieving results. ARS is committed to the idea that strong and vibrant regional communities are built on four principles of regional stewardship: an innovative economy, livable communities, social inclusion, and a collaborative style of governance.

## Awards Process and Criteria

In 2008, up to two awards will be made to either a region or a regional alliance and presented at the ARS National Forum. Applications must address the following seven questions and be no more than 10 pages in length. Supplementary information (reports, brochures, news clippings, or other materials) may be submitted; they should be relevant to the initiatives described in the application.

1. Program Description, Contacts and References: Complete the application cover sheet.
2. Principles: Select one or more of the following Principles of Regional Stewardship to focus your application on. Briefly describe how you seek to progress in this area/these areas. [Score: None. Informational only.]
  - Innovative Economy: preparing people and places to succeed in an economy based on speed, quality, flexibility, knowledge and networks.
  - Livable Community: creating great places to live and work through strategies addressing environmental sustainability, sound land use, innovative urban design, housing and infrastructure investments and community amenities.
  - Social Inclusion: ensuring that all people and neighborhoods, particularly those that are disadvantaged, have opportunities to fully engage in regional prosperity and governance.
  - Collaborative Governance: finding creative ways to govern regionally and to address public issues that transcend jurisdictional boundaries and align public, private and civic objectives.

3. Context: What are the particular contextual challenges or issues that make achieving progress in one or more of the Principles noteworthy? [Score: 10% of application.]
4. Innovation and Excellence: What is innovative, outstanding and/or compelling about the nominee's efforts or approach to its mission? [Score: 35% of application.]
5. Performance: How has the nominee demonstrated performance in one or more of the regional principles, in the following three ways? [Score: 35% of application.]
  - Regional Capacity— ability of the region's citizens, leaders, organizations and institutions to effectively achieve its intent.
  - Tangible Results—actions, policies, investments that have been taken to demonstrate actual progress.
  - Potential for Sustainability—commitments or strategies to sustain progress over time.
6. Cohesiveness: How does the nominee link to other regional objectives and strategies? [Score: 10% of application.]
7. Replicability: How might the work of the nominee be replicated, inform or benefit other regions? [Score: 10% of application.]

*You may refer to Appendix A for a more detailed description of the Principles of Regional Stewardship; and to Appendix B for some guidance in answering questions two through seven.*

### Judging

Awards will be made by the ARS Board of Directors, upon recommendation of an Awards panel that will include selected Board members and possibly other advisors with expertise in regional affairs. Panel members will evaluate written submittals and make reference checks and obtain other independent information as necessary.

### Scoring

As noted above, the Awards panel will evaluate and score answers to the above questions, weighting each as follows:

- Principles: informational only, not scored
- Context: 10%
- Innovation and Excellence: 35%
- Performance: 35%
- Cohesiveness: 10%
- Replicability: 10%

## Timetable

- Applications announced: April 1
- Applications deadline: May 15
- Award Selection complete: June 1
- Awards Presented: July 30 in Pittsburgh, PA.

## Mail your Applications to:

Cathy Lada  
Alliance for Regional Stewardship  
4875 Eisenhower Ave., Ste. 250  
Alexandria VA 22304

## Appendix A: Principles of Regional Stewardship

Regional stewards – leaders committed to the long-term well-being of place – are integrators who cross boundaries of jurisdiction, sector and discipline to address complex regional issues such as sprawl, equity, education and economic development. They see the connection between opportunities for their regions. Regional stewards share basic values of creating broad prosperity; a healthy, attractive environment; and inclusive communities for ourselves and subsequent generations. They take responsibility to ensure that we pass on a better place to our children.

Regional stewards apply the same entrepreneurial spirit and persistence to solving regional challenges that business entrepreneurs apply in building a business; they are *civic entrepreneurs*. They see the need for more connected regional approaches to addressing economic, environmental and social issues; they are *integrators*. They build support from leaders, citizens, interest groups and policy professionals toward a shared regional vision; they are *coalition builders*. Regional stewards hold themselves and each other accountable to achieve tangible results and sustained outcomes.

Regional stewards include local elected or appointed officials, university or college leaders, business and foundation executives, nonprofit leaders and community activists. What they all have in common is the realization that to accomplish their goals they need to work collaboratively with people in other jurisdictions and sectors by embracing the principles introduced below.

**Innovative Economy:** *Preparing people and places to succeed.*

- People work more with their brains instead of their hands. It is an economy in which rapid change is constant; an economy at least as different from what came before as the industrial age was from the agricultural age.
- Competitiveness is based on speed, quality, flexibility, knowledge and networks.
- Emphasizes skills and knowledge as the keys to economic progress. Skilled and knowledgeable people tend to locate in communities that provide a good quality of life and excellent social, cultural, and natural assets.

**Livable Community:** *Preserving and creating places to live and work.*

- Ensures the public safety and the well-being of their citizens.
- Ensures housing and public education opportunities for all members of the community.
- Uses new visions of design – including compact development, transit-oriented housing, walkable neighborhoods, safe and secure communities, and protected open space.
- Changes traditional land use practices that result in sprawl and traffic congestion.
- Promotes arts and cultural opportunities that build on the attributes of regions.

**Social Inclusion:** *Ensuring that everyone participates and shares responsibility.*

- Social inclusion recognizes that the interests of neighborhoods are connected to the future health of the region and vice versa.
- Long-term regional prosperity is linked to reducing poverty and inequality in metropolitan areas. Thus, equity must become a part of regional strategy, not just an afterthought.

- Everyone is included in the development of regional strategies through decision-making structures and systems support broad inclusion.
- Increasingly diverse populations and perspectives of regional must be engaged and participate as contributing members of a “regional society.”
- Complexity and interdependence of issues means that problem-solving can only be effectively accomplished through regional strategies and community engagement.
- Building trust and relationships requires safe civic spaces for public dialogue and conversations and the appropriate tools to support collaborative public decision-making and civic engagement.

**Collaborative Governance:** *Finding creative ways to govern.*

- Government alone cannot deal effectively with many community problems. Governance - how people come together to address common problems – is more than government. At the regional level citizens, business, labor, nonprofits, educators, and government must work together to set directions, solve problems and take action.
- Today’s regions are a complex system of overlapping, interrelating jurisdictions – much like a network. Collaborative Governance requires coordination of resources, and sharing of information, ideas, and power.
- Social capital has to be created in regions. Social capital is the networks and norms of trust and reciprocity required to advance civic cooperation.
- Information has to be shared among all the participants.
- Success requires process and structural changes that emphasize coalitions and actions across jurisdictions *and* across sectors.

## **Appendix B: Answer Guidelines**

The following outline is suggested as a guide for answers two through seven of the Regional Stewardship Award application. Please *do not answer each question separately*; instead, use these as a guide for framing your answers.

### **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 action's 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 continue 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 the 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?

# 2008 Regional Stewardship Awards Cover Sheets



Please provide the following information, either on this form or in a separate document.

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## Applicant Information

Mr./Ms./Mrs./Dr. \_\_\_\_\_ Name \_\_\_\_\_

Title \_\_\_\_\_ Organization \_\_\_\_\_

Regional Name (or description) \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ Email \_\_\_\_\_

Is this application for an...  organization  region

## Awards Contact Information (if different)

Mr./Ms./Mrs./Dr. \_\_\_\_\_ Name \_\_\_\_\_

Title \_\_\_\_\_ Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ Email \_\_\_\_\_

## References (4)

Mr./Ms./Mrs./Dr. \_\_\_\_\_ Name \_\_\_\_\_

Title \_\_\_\_\_ Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ Email \_\_\_\_\_

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**Program Description:**