

REGIONAL STEWARDSHIP: TAKING ACTION AND GETTING RESULTS

CHALLENGE: NEW RESPONSES REQUIRED



America's Citistates

- Most complex challenges today are regional in scale
- Traditional business, government and civic responses are not adequate
- Boundary-crossing is now required
- Few know how to engage in this kind of regional civic leadership



ALLIANCE *for*
REGIONAL
STEWARDSHIP

- A new regional model of leadership is emerging based on collaboration and civic engagement
- The new regionalism is not regional government
- New models of innovative regional governance are growing

CONTINUUM OF REGIONAL APPROACHES



THE CHALLENGE

- There are four distinct conversations going on in communities today
- Rarely are they connected - and they *need* to be to effectively address critical issues
- Collaborative civic leadership is required to connect these conversations

THE CHALLENGE



Innovative Economy
Meaningful jobs

- Is the economy competitive?
Is it based on speed, quality, flexibility, knowledge, and networks?
- Does the 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?

THE CHALLENGE



Social Inclusion
Building trust and relationships

- Are diverse populations and perspectives engaged and encouraged to participate as contributing members of the society?
- Are there safe civic spaces where public dialogue and conversations can occur?
- Are diverse thoughts and opinions respected in the decision-making process?

THE CHALLENGE



Livable Community
Great places to live and work

- Are citizens' public safety and well-being ensured?
- Are housing and public education opportunities ensured for all members of the community?
- Are new visions of design that reduce sprawl and traffic congestion being employed?
- Are arts and cultural amenities being promoted?

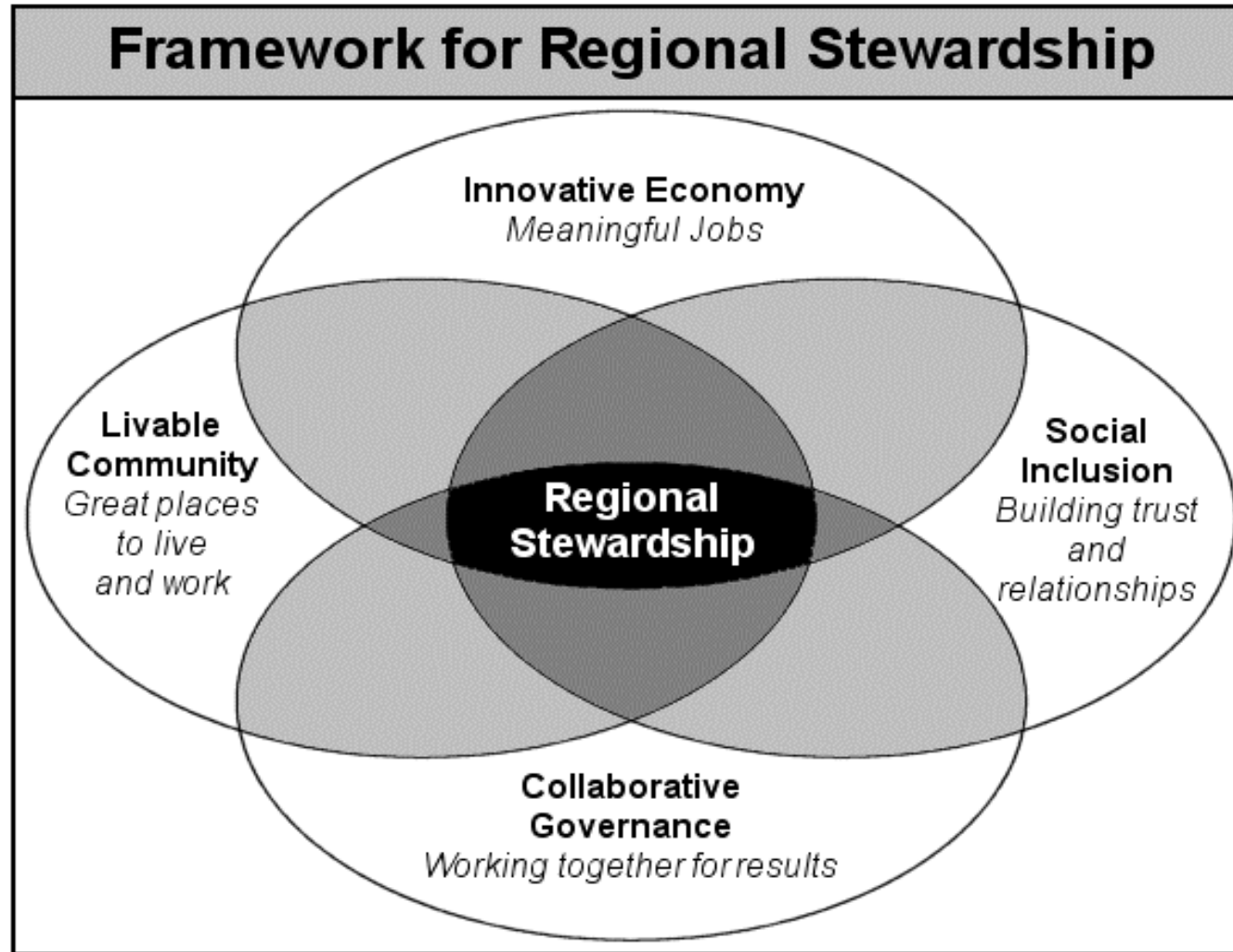
THE CHALLENGE



Collaborative Governance
Working together for results

- Are citizens, businesses, nonprofits, educators, and governments working together to set directions, solve problems, and take action?
- Are the participants in collaborative governance coordinating resources and sharing information, ideas, and power?

INTEGRATING REGIONAL CONVERSATIONS



TRADITIONAL LEADERSHIP VS. REGIONAL STEWARDSHIP

| Traditional Leadership | Regional Stewardship |
|---------------------------------------|---|
| One jurisdiction, one organization | Multiple jurisdictions and organizations |
| Specific problem or goal | Integrated vision for the region |
| Single network | Diverse collaborative networks |
| Commitment to an idea/cause | Commitment to place |

WHY USE REGIONAL COLLABORATION?

- People act out of Self Interest
- You cannot understand others unless you know them and talk with them
- People are not stupid
- This is hard, time-consuming work, but you have to do it fast
- The beginning is the most important step

Caveat: Don't Do It If You Don't Have To

- There's a gap.
- It might be a crisis now, or it could be.
- The lack of resolving this is hurting me.
- We have tried everything else.
- This issue is **really** complex.
- Someone else will do it to it to us if we don't.
- The burdens aren't that bad.
- There are benefits.

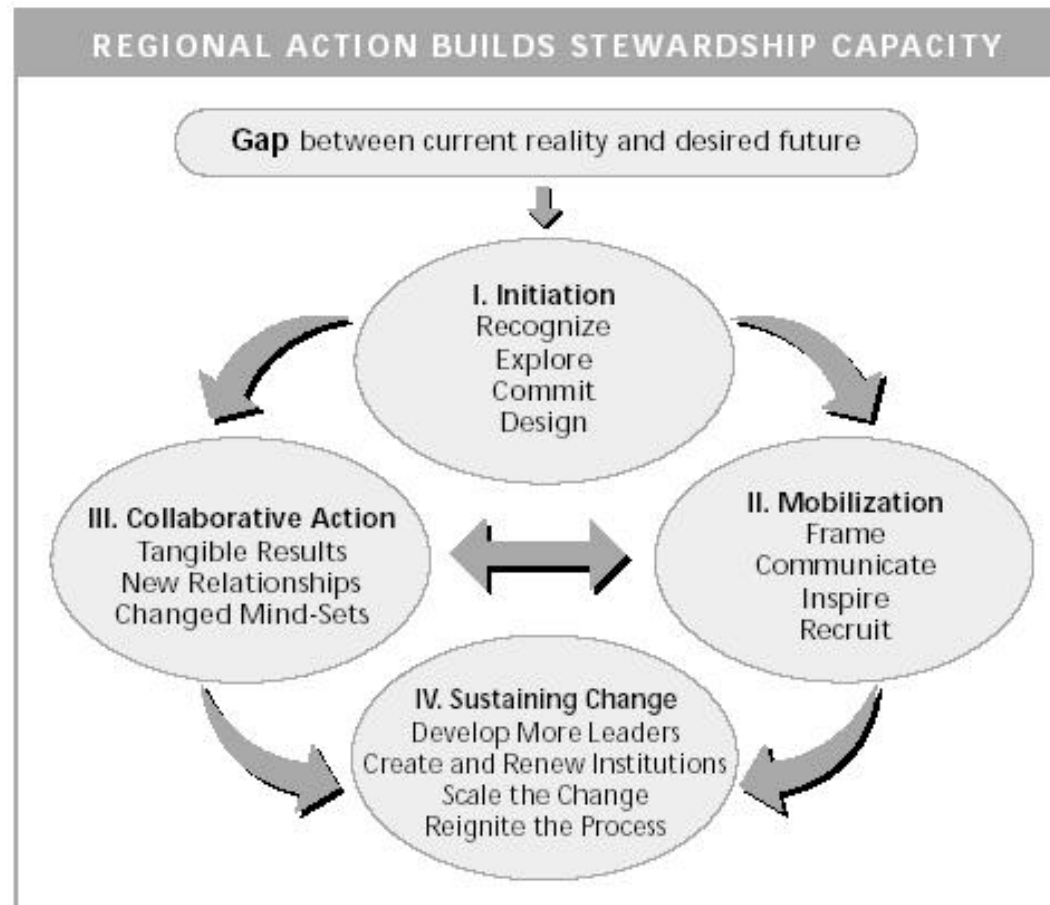
Regional Stewards Create New Coalition for Change



TEAM OF REGIONAL STEWARDS

- **INTEGRATORS**—link economic, environmental, social issues and objectives
- **CONNECTORS**—bring people together across worlds, “boundary crossers”
- **MOTIVATORS**—raise aspirations, articulate potential, persuade

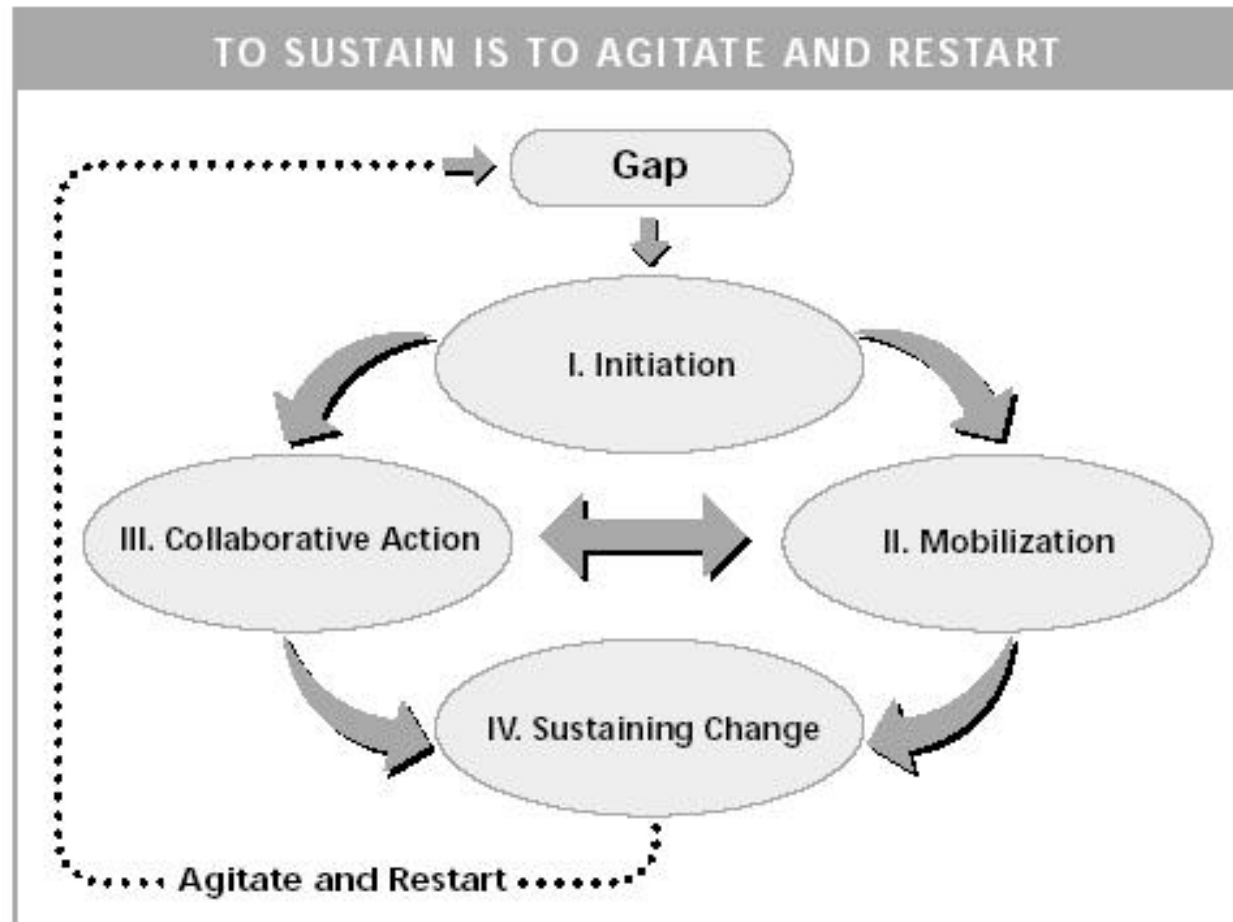
REGIONAL STEWARDSHIP IN ACTION



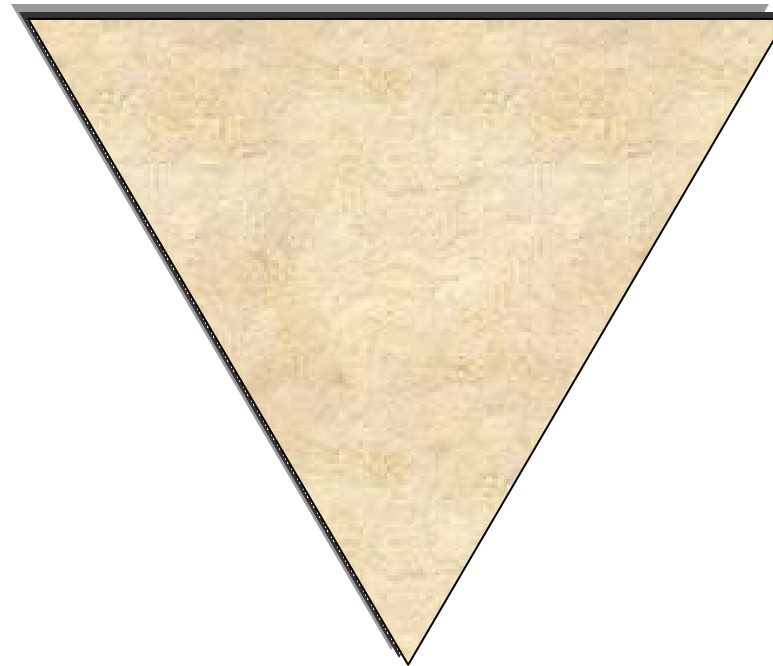
STAGES OF REGIONAL CHANGE

| Stages of Regional Change | Tools Used to Develop Regional |
|----------------------------------|--|
| I. Initiation | <ul style="list-style-type: none"> • Leverage Precipitating Event • Convene Leaders • Learn from Other Regions • Provide Financial Incentives |
| II. Mobilization | <ul style="list-style-type: none"> • Share Catalytic Publications • Use Media to Communicate the Message • Hold Public Events • Recruit Leaders from New Sources |
| III. Collaborative Action | <ul style="list-style-type: none"> • Develop a Regional Strategy • Form Action Teams • Create Advocacy Coalitions • Engage in Civic Dialogue |
| IV. Sustaining Change | <ul style="list-style-type: none"> • Prepare More Leaders • Measure Regional Progress • Celebrate Success/Capture Lessons • Build and Renew Civic Institutions |

PATTERN OF LONG-TERM STEWARDSHIP



Leadership



Participation

Expertise

JOINT VENTURE: SILICON VALLEY

- *“Collaborating to compete in the global economy”*
- Business, government and civic leaders joined together to create a new “platform” for regional stewardship in the 1990s
- Focused on critical issues together
 - Educational reform
 - Regulatory streamlining
 - Smart Valley
- Created Silicon Valley 2010 and continues to track progress toward prior goals

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REGIONAL
STEWARDSHIP

JOINT VENTURE'S **2002**
index
of silicon valley

MEASURING PROGRESS
TOWARD THE GOALS OF
SILICON VALLEY 2010



KEY LESSON LEARNED

- Recruit and Sustain a Team of Regional Stewards
- Identify Gap between Desired Future and Current Reality
- Focus on Key Opportunities
- Promote Boundary Crossing Behavior
- Encourage “Civic Entrepreneurship”
- Measure and Report Progress