



# Getting Results and Facing New Challenges

## California's Civic Entrepreneur Movement

JANUARY 1999



### ***California Civic Entrepreneur Award***

*State Senator John Vasconcellos presented Becky Morgan, President/CEO of Joint Venture: Silicon Valley Network, with the first California Civic Entrepreneur Award.*

*The award recognized Becky for successfully creating a new model of regional collaboration that has been an inspiration to leaders across the state. Becky stepped down as chief executive of Joint Venture in December, 1998.*

Report from the  
**1998 Civic Entrepreneur Summit**  
September 13–15  
San Diego, California

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# 1

## Introduction

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California's "promising experiment" in civic entrepreneurship and regional collaboration is growing—with new leaders, regions, results, and lessons learned. Sponsored by The James Irvine Foundation, the second annual California Civic Entrepreneur Summit brought together more than 130 people on September 13–15 in San Diego. This document highlights key themes and activities of the 1998 Summit—and ideas for next steps.

Participant evaluations of the Summit were strongly positive overall. Participants particularly valued opportunities to:

- Meet people from other regions
- Acquire ideas or strategies to apply in their region
- Reflect on their own involvement with regional collaboration
- Identify common concerns and goals
- Increase understanding of the broader statewide context

Participants also showed strong interest in continuing to share knowledge and expertise on specific topics—ranging from regional approaches to land use, to progress indicators, to state tax and fiscal reform, to workforce for the new economy, to integrated approaches to regional development, to sustaining prosperity for all. And, support was widespread for holding another Summit.

# 2

## The Participants

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The participants included teams of civic entrepreneurs representing 14 collaborative regional initiatives (CRIs) spread across California.

Civic entrepreneurs are leaders who work collaboratively to affect change in their regions. The 14 CRIs come in many forms, but share five common traits:

- **Multisector**—Include people from multiple sectors (public, private, education, nonprofit, labor)
- **Business engaged**—Have strong, identifiable champions from business
- **Regionally focused**—Involve people from multiple political jurisdictions that constitute the region
- **Outcome-oriented**—Are action oriented, rather than simply making recommendations
- **Value driven**—Recognize interdependence of economy and community, believe in the value of collaboration, are committed to new ways of thinking and acting, and are willing to share lessons learned.

In addition to team participants, the Summit included representatives from other regions, contributing experts and resource people, representatives of statewide organizations, the media, and several academics.

### **A look back at the inaugural summit (1997)**

Although a number of regional initiatives have emerged across California, only recently have their leaders begun to work together region to region. In September 1997, The James Irvine Foundation invited a representative group of these regional leaders to the inaugural Civic Entrepreneur Summit, where many met for the first time. Summit participants shared their experiences and identified areas of common concern and collaborative action for the future.

From the 1997 Summit, a new commitment to networking and supporting civic entrepreneurs and regional collaborative initiatives emerged. The results of the 1997 Summit were summarized in *California Regions Take Action* (May 1998).

The James Irvine Foundation helped sustain the emerging “learning network” of civic entrepreneurs across California, to encourage the sharing of best practices and lessons over time. The second Civic Entrepreneur Summit represents the culmination of those efforts between September 1997 and 1998.

## Collaborative Regional Initiatives

*Below is a list of collaborative regional initiatives that sent teams to the 1998 Civic Entrepreneur Summit:*



1. Institute of the North Coast
2. Economic Vitality Partnership (Sonoma County)
3. Sacramento Region Cluster Project
4. Tri-Valley Business Council
5. Joint Venture: Silicon Valley Network
6. Stanislaus Visioning Project
7. Sierra Business Council
8. Foundation for Community Design (San Luis Obispo)
9. Santa Barbara Region Economic Community Project
10. Economic Alliance of the San Fernando Valley
11. South Bay Economic Development Partnership
12. Gateway Cities Partnership
13. San Gabriel Valley Economic Partnership of Commerce & Cities
14. San Diego Dialogue

*Collaborative regional initiatives take many forms. They emerge from a collaborative process and focus on specific regional concerns such as promoting economic revitalization, improving workforce development, and preserving quality of life.*

# 3

## Getting to Results: Successes and Challenges of the Civic Entrepreneur Movement

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Collaborative regional initiatives led by civic entrepreneurs from business, government, and the community are creating a new type of governance for the twenty-first century—regional in scope, collaborative in nature, and based on an understanding of the interdependence between the economy and community. This movement is emerging bottom-up from communities and regions rather than top-down as a result of either state or federal mandates. Local leaders from all sectors are recognizing the value of working together to solve complex, cross-cutting problems.

Civic entrepreneurship and regional collaboration remain a bold experiment with both promise and challenges. For California, they offer the possibility of redefining how we work together at every level to ensure a better future—how we collaborate at the regional level, share best practices region to region, and achieve better complementarity among local, regional, state, and federal policies, programs, and investments.

Summit participants received the “State of the Regions Report,” an update on the collaborative regional initiatives. The major findings of that report were as follows:

- The 14 regional collaboratives come from regions representing more than 45 percent of California’s population and 33 percent of its land mass.
- As CRIs evolve, they tend to move toward a more integrated model of regional development, often emphasizing several of the following: economic vitality, environmental quality, social equity, community dialogue.
- CRIs are starting to document results in four main areas: regional engagement, regional education, regional action, and organizational development.
- The challenge is how to develop and maintain focus so that results can be achieved and communicated effectively.

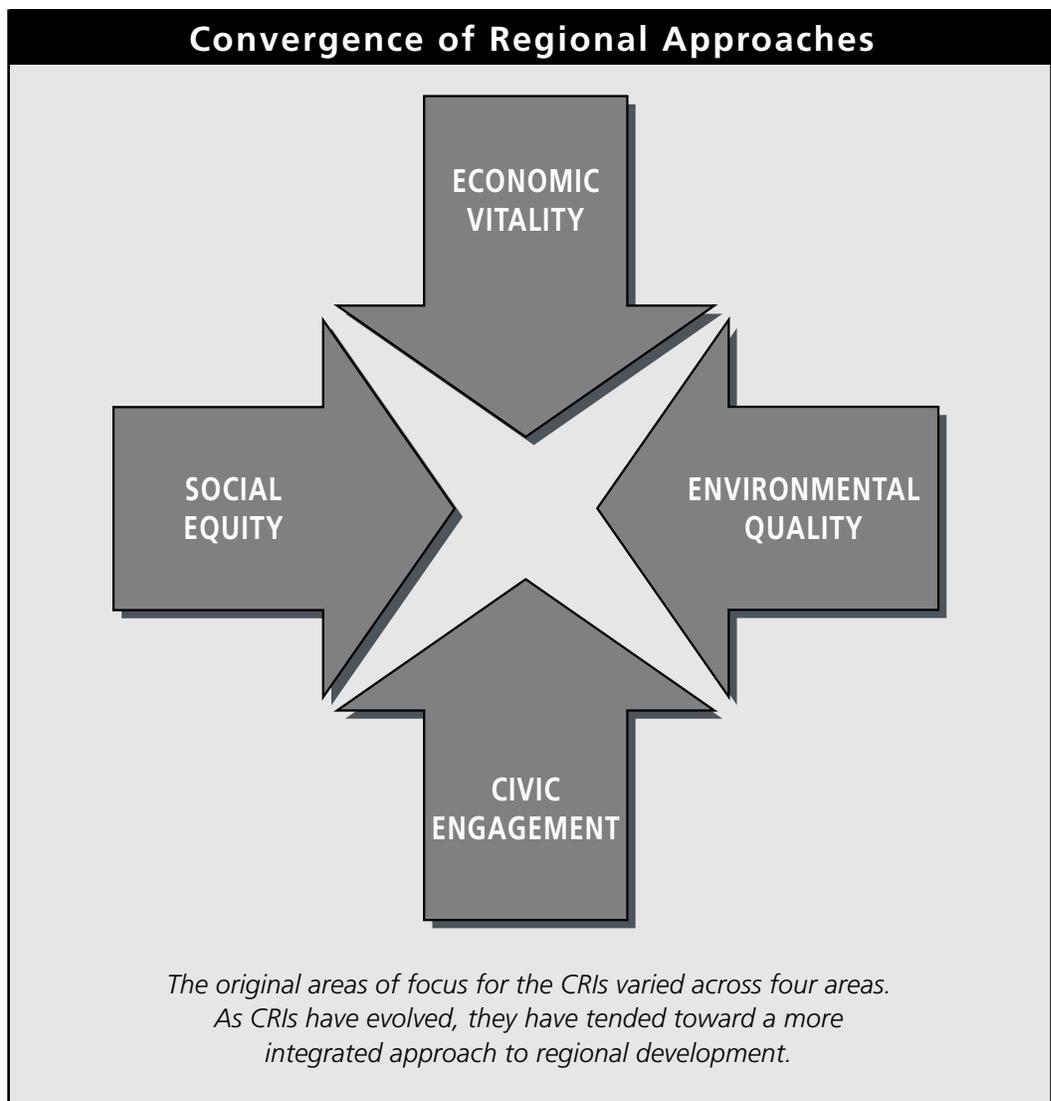
A video overview of the “movement” was screened during this session—drawing on interviews and footage from regions across California. The 16-minute videotape, *California Civic Entrepreneurs*, was distributed to Summit participants for use in their regions—to help tell their “story,” along with that of the broader statewide network of regional collaborative initiatives.

## **An evolving movement**

The case studies of 14 collaborative regional initiatives show that their original areas of focus varied across four key areas:

- **Economic vitality**
- **Environmental quality**
- **Social equity**
- **Civic engagement**

As CRIs have evolved, they have tended to move toward a more *integrated* view of regional development.



## **Successful CRI initiatives have tended to fall into four main categories:**

- **Regional visioning** that helps leaders and citizens develop a broader consensus around what kind of community they want to become. (Visioning projects occur both as a prelude to and following efforts to strategize and build support for action initiatives such as the following.)
- **Community indicators** to measure regional health and, in some cases, measure progress toward specific regional goals.
- **Workforce development** activities, focused on preparing youth and adults for employment in high-opportunity industry clusters.
- **Economic development** efforts that focus on areas such as business retention and regional identity and marketing.

## **Generally, CRIs are achieving four major kinds of results:**

- **Regional engagement**—CRIs serve as neutral convenors. They provide venues where people can talk about regional issues. In documenting results, CRIs mention conferences, meetings, summits, public forums, and leadership development workshops. Through these venues, people meet each other, identify common interests, learn new skills, and talk about potential action.
- **Regional education**—CRIs disseminate information about the region. In documenting results, CRIs mentioned the release of research reports, indicators reports, visioning documents, and marketing information. These publications are important to raise the level of regional awareness, to provide a framework for decision making, and to catalyze action.
- **Regional action**—CRIs implement projects to improve their economic health and quality of life. In documenting results, a few CRIs mentioned specific tangible outcomes such as people trained, jobs retained, student performance improved, and permit-processing times reduced. In other cases, CRIs mentioned new programs launched (e.g., engineering education) or new alliances formed.
- **Organizational development**—CRIs develop their own organizational capacity to serve as a platform for regional engagement, regional education, and regional action. Most CRIs mentioned meeting certain organizational development objectives as results. Examples include securing funding, recruiting new participants, hiring staff, and developing communications capabilities.

A clear challenge is to balance organizational development results with achieving results in the other three areas. As start-ups in a new movement, CRIs experience many fits and starts in building organizational capacity. However, organizations need outcomes that demonstrate their value in order to receive additional funding and recruit new members and leaders.



# 4

## Your Role as a Civic Entrepreneur

At the Summit, participants were asked to work in small groups to describe and discuss the roles that they play in their regions as civic entrepreneur leaders. The groups then shared their top three roles with the full group, creating a map of California and civic entrepreneur roles. The roles identified varied widely:

- **How civic entrepreneurs bring people together:** facilitator, bridge-builder, arbitrator, honest broker, synergizer, networker, coach, integrator, and yente.
- **How they provide the spark to get people moving:** catalyst, initiator, motivator, energizer, persuader, and evangelist.
- **How they set the pace with new ideas:** visionary, risk-taker, pacesetter, innovator, and zealot.
- **How they help people look at issues in new ways:** truth-teller, transcender, educator, and globalist.
- **How they focus on results:** doers and implementers.
- **And, most interesting, perhaps, some participants “borrowed” language from other disciplines to describe new kinds of civic roles they play:** healer, weaver, storyteller, and carpenter.



# 5

## Creating Sustainable Regions: Integrated Approaches to Regional Development

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This session focused on how to create places that are sustainable in the long run. Several collaborative regional initiatives are experimenting with new ways to integrate efforts better to promote economic, environmental, and social well-being in order to promote more sustainable communities.

A panel moderated by Doug Henton of Collaborative Economics was held on this topic, with Summit participants asking questions of the panelists representing different CRIs and developing ideas in small groups. The panelists made the following key points:

Lucy Blake of the Sierra Business Council helped define the concept of sustainable regions as meeting the needs of the present without compromising the ability of future generations to meet their needs.

*We need to foster an integrated approach to development that builds our social capital (our human resources), the natural capital (our natural resources), and our financial capital. We use the term “marrying,” not “balancing” the economy and the environment. We don’t want to have just a little of both, but rather a marriage of excellence—economic and environmental.*

Jon Clark of the Santa Barbara Economic Community Project described the value of an integrated approach.

*Issues are integrated whether our current decision-making process wants them to be or not. So, encouraging economic development groups to think about environmental issues, and environmental groups to think about economic issues, will get us to make better decisions and make better policies. That is why a regional vision and indicators process forces people from a certain camp or perspective to look at other issues facing the community. In Santa Barbara, we figure that we are going to meet each other anyway—at the planning commission meeting or on the editorial pages—so we might as well meet before and be more creative in our problem solving.*

George Nolte of the Sacramento Regional Action Partnership discussed the roles of business, government, and community in promoting an integrated approach.

*Business, government, and community all have an interest in seeing that the urban activities that are placed on the land create a net positive. We need to have commercial activities that provide careers and employment opportunities for people that help provide new cultural activities. People need to feel that their communities are part of the land, rather than incrementally destroying it. A key leader in this effort has been Hewlett-Packard and other technology-based companies that strongly value quality of life and the ability to attract and keep highly skilled people.*

Becky Morgan of Joint Venture: Silicon Valley Network described how to move from vision to action. She emphasized the importance of recruiting the right people for leadership positions to drive initiatives to action and, specifically, strong coleadership from the public and private sectors. In addition, clear outcomes are essential.

*We are very big on setting measurable objectives. To move to action, you have to be very specific. I learned early on that if we did not have tangible results, our investors were not going to want to put their money into Joint Venture. We have always had to move quickly from vision to action.*

Participants received “Ten Lessons Learned: Creating Sustainable Regions” as an input to this session.

## Ten Lessons Learned: Creating Sustainable Regions

- 1. Call to action.** Without a strong call to action, it is not possible to organize diverse groups for action around these complex, long-term issues.
- 2. Focus on urgent issues.** To get attention, focus on urgent issues such as traffic congestion, housing affordability, or air quality, and then move to identifying deeper causes.
- 3. Remember that language matters.** How you define the issue and what you call it will determine whether you can rally a response in the community. How the region views sustainability or other key words matters.
- 4. Engage major employers.** Getting things done in most regions requires engaging the major employers around cross-cutting issues that affect their employees' quality of life and their bottom line.
- 5. Create an integrated approach.** Recognize the interdependencies of the economy, the environment, and the community, and create a more integrated approach to the region's challenges.
- 6. Identify a shared vision.** Build on common values and concerns to create a shared vision that the region can mobilize around before moving to specific action.
- 7. Use the vision to engage people.** The vision can be the means for engaging a broad group of people to address critical issues.
- 8. Build unusual alliances.** Reach out to diverse groups to build new alliances around sustainability. Focusing on common values and a shared vision rather than on narrow policy issues can help in creating these unusual alliances.
- 9. Hold a big vision; take small steps.** Take small steps that can help move toward the vision, and recognize that success will breed success. Initial wins are important to motivate people.
- 10. Involve all stakeholders.** Involve all the right people from the start. If you leave stakeholders out at the beginning, they may try to block your efforts later on.

Prepared by the "Sustainable Regions" affinity group.

# 6

## Place, Race, and Face: Sustaining Prosperity for All

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How can we ensure that all people can benefit from regional prosperity? Manuel Pastor kicked off this session by making the case for “why the region should care about the poor and why the poor should care about the region.” His research has been able to show that regional prosperity is a positive-sum situation when neighborhoods are connected economically, socially, and otherwise to the broader region. What is needed to make it happen are attitude, capacity, and partners.

A panel, moderated by Denise Fairchild of the Community Development Technologies Center in Los Angeles, focused on “why it ain’t easy” to link together regional and community development. She introduced the panel by observing that principles and ideals exist that we broadly share: the importance of human and social capital, and the process of collaboration. Although we agree to these ideals, the day-to-day application of these ideals “ain’t easy.” Obstacles include different languages, capacities, and priorities; geographic distances; and the legacies of exclusion, discrimination, and prejudice.

Rosa Saucedo, Las Promotoras Comunitarias of San Luis Obispo, described the challenge and benefits of bringing Latino communities into the regional collaborative in San Luis Obispo and the significant resources required.

*The Promotoras are very active in the community. They go to school meetings; they are very involved at the county and city council meetings. Just because we are poor or live in low-income housing, it doesn't mean we can't do things; we can learn and work together.*

Barry Sedlik, Southern California Edison, explained how the private sector is focusing on fewer, but higher-leverage community activities and will expect to be involved in more than writing checks.

*Merely supporting organizations with dollars is not enough. Now, we see the value of being more involved in organizations—not just as a banker, but more deeply. It takes a great deal of persistence to be in it for the long term. The question is how many other companies can see it in their interest to be committed to long-term change in places like south central Los Angeles.*

Alan Berson, San Diego Unified School District, laid out his plan to set high expectations for performance of students, teachers, and parents and create new governance mechanisms to set priorities for reform of central city schools.

*We have disinvested intellectually and politically in our public schools. Public education is the primary means for vertical mobility. We must say the unsayable after thinking the unthinkable: Collaboration is not the absence of conflict, but implies civility.*

Cassandra Jennings provided an example of how the Sacramento region is developing shared work centers in central city neighborhoods to “bring work to people” rather than having to rely on “bringing people to work.”

*We are looking at a different model—reducing barriers to work such as transportation and child care. Our corporate leaders believe that they invest a lot in people, but lose them as they seek opportunities closer to where they live or have child care. Here is an opportunity to protect their investment, and connect to low-income people to work.*

Denise Fairchild also emphasized the importance of finding creative ways to open up decision-making processes.

*Big ideas can come from many places besides big business cards. Do not filter ideas by their source. Instead, create mechanisms for good ideas to go from idea to action quickly.*

Participants received “Ten Cool Ideas for Growing Together” as an input to this session.

# Ten Cool Ideas for Growing Together

## Linking Regions and Disadvantaged Communities

- 1.** Assess the comparative advantages possessed by inner-city neighborhoods that enhance their ability to compete for jobs and investment in the regional economy.
- 2.** Define the critical issues identified as top priorities by both regional and community leaders, and then develop a common framework for taking steps to tackle these issues.
- 3.** Link community-based preventive health programs, such as programs that utilize community health advisors, to the preventive health strategies of managed-care organizations.
- 4.** Map the community assets possessed by low-income communities and relate them to regional economic development strategies
- 5.** Consider alternative strategies to place community-building issues on the regional development agenda.
- 6.** Link employment strategies for residents of low-income communities to the major economic trends in the region.
- 7.** Promote cultural tourism opportunities in distressed neighborhoods as a strategy both to bring new economic opportunities to these communities and to increase aggregate regional tourism as a tool for regional economic development.
- 8.** Tie neighborhood-based strategies to promote new business formation in order to develop a regional export capacity.
- 9.** Incubate and promote subregional entities that can develop strategies across municipal lines and relate these strategies to regional economic development strategies for the metropolitan region.
- 10.** Explore the potential relationship between neighborhood-based peer lending programs and regional private-sector efforts to develop customized financial products.

Prepared by Richard Barrera, Consensus Organizing Institute and Scott Grimes, San Diego Dialogue.

# 7

## Perspectives from Outside California

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The Summit featured two speakers bringing perspectives from outside California.

### **Learning from Chattanooga**

Council member David Crockett delivered a luncheon address that explained the impressive transformation of Chattanooga, Tennessee, from a polluted, decaying city with the worst air quality in the country to a clean city with new downtown amenities, parks, and economic development. A broad-based citizens movement has helped to transform the region into a model of sustainability. Crockett spoke of Chattanooga's embracing the philosophy of sustainability and putting it into practice in a variety of ways—in terms of the environment, economy, and society. In Chattanooga, sustainability has become a source of competitive advantage for the region. He also told of a vision now emerging in his region of an ambitious effort by Chattanooga and Atlanta to build a bullet train between the two areas as part of an innovative region-to-region cooperative venture.

### **Federal role in regions**

Gail Christopher, Co-chair of the Alliance for Redesigning Government at the National Academy of Public Administration (NAPA) told how the “reinventing government” movement now taking hold in Washington, D.C., can complement the work of collaborative regional initiatives. She suggested that a “reformed” government should be part of these collaborative efforts. She also explained how NAPA's recent report—“Building Stronger Communities and Regions: Can the Federal Government Help?”—is stimulating the formation of “regional design labs” where teams of regional leaders will work together with federal agencies to design new regional strategies as part of a national network. These regional design labs may resemble, in time, the emerging collaborative regional initiative movement in California.

# 8

## Business Leadership in the New Economy: Southern California at a Crossroad

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At a breakfast roundtable session, Steve Pontell of the La Jolla Institute briefed participants on a new study, “Business Leadership in the New Economy: Southern California at a Crossroad.”

### **Key findings from the study include:**

- The Southern California regional economy has shifted toward smaller, fast-growing companies. Nearly one-third of businesses in the region are minority owned.
- Many new players in the revitalized regional economy do not tackle the larger issues of regional leadership. This lack of strong business leadership could have profoundly negative consequences.
- A new kind of business leadership—drawing from the region’s increasingly diverse economic and demographic base—will be required. What is required is a “network of networks” capable of promoting economic growth and wealth creation for the region.

## Regional Progress Indicators

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This breakout session began with a brief presentation of lessons learned by collaborative regional initiatives that have completed indicators work (see *Ten Lessons Learned: Regional Progress Indicators* on the next page). Participants then addressed the most challenging issue now facing collaborative regional initiatives: How can collaborative regional initiatives ensure that their indicators work will result in action?

### **On the basis of the discussion, participants identified the following “valuable observations”:**

- To move indicators into action, CRIs should facilitate linkages with other indicators projects in the region, act as an honest broker of information within a region, and potentially implement new initiatives within their own organizations.
- For indicators to be an effective tool for focusing on regional goals and communicating key trends, they must be passed on to the entire community as advocacy tools and levers for action.
- To galvanize action most effectively, indicators must be viewed as credible, reliable, and relevant to the entire community. This necessity requires community participation throughout the indicator development process and a commitment to avoiding partisanship and to having other organizations and resources in the community validate the indicator through peer review. The indicators need to be “bullet proof, so don’t rush.”

### **Participants also identified the following “Opportunities for Collaborative Learning or Action”:**

- Because overlap exists in indicators across regions, it might be important to develop a small set of indicators that reflect common elements, while preserving the uniqueness of each region. This small set of indicators could be used to evaluate the state of California’s regions, along with indicators unique to each region.
- A statewide indicator effort could help focus the legislature on “true progress” and prompt more informed policy discussions. A challenge would be to avoid partisanship and to ensure that the state effort respected regional differences. An opportunity would be to identify data gaps at the regional and local level that could be addressed at the state level.
- CRIs see a role for The James Irvine Foundation to challenge other foundations to look at these issues.

# 10

## Ten Lessons Learned: Regional Progress Indicators

- 1. Connect to leadership.** Indicator projects must be undertaken in the context of a leadership group that is organized for action and has built an institutional capacity to support an ongoing process.
- 2. Do community outreach.** Indicator projects must involve some degree of community outreach, which might include consulting from expert advisors and key organizations, and open community forums.
- 3. Integrate framework.** Indicator projects can effectively illustrate and communicate the linkages among seemingly unrelated aspects of regional life through an indicators framework that integrates the various aspects of community life (e.g., the economy, the natural environment, the built environment, society, and governance/social capital.)
- 4. “Know thy purpose.”** Indicator projects emerge for a variety of purposes. Some originate because of a need for an accessible and reliable regional data set to determine how the region is doing. Others emerge as part of a regional visioning and goal-setting process.
- 5. Think regionally.** Indicators are used to help people think beyond their individual community to the broader region. Of equal importance is the need to link a regional perspective to the neighborhood level.
- 6. Orient toward action.** All regional collaboratives have change as their ultimate aim. Indicators are simply a tool that can help set the stage for action.
- 7. Have patience.** Indicators projects evolve through some common stages, such as defining a regional vision, clarifying your purpose, designing a process, developing framework, practicing community and expert outreach, conducting research, compiling the report, disseminating results, building coalitions, and developing action plans.
- 8. Refocus indicators and strategy.** The learning that occurs through the publication of indicators has helped refocus the indicators of CRIs.
- 9. Redefine progress.** Indicators may have an organizing framework that challenges conventional wisdom or breaks new ground.
- 10. Keep track of data sources and unavailable data.** Many indicators are difficult to construct because the data have not been collected or are not in an accessible format. Developing a “wish list” of indicators is an important strategy to identify better measures for progress and to build a constituency of data users advocating better data.

Prepared by the “Progress Indicators” affinity group.

## Workforce for the New Economy

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This breakout session focused on the challenges of workforce development for the new economy, the opportunity presented by federal and state policy changes, and the key role of regional collaboration. Participants heard from Glen Toney of Applied Materials about the realities of managing in the new economy, from Virginia Hamilton about the implications of new federal and state policy changes, and from John Melville about lessons learned at the regional level.

### **On the basis of the discussion, participants identified the following “valuable observations”:**

- A good starting point for understanding and acting on regional workforce issues is to focus on industry clusters. Many innovative and promising regional workforce development efforts have been driven by industry cluster leaders.
- For the most part, our education and training institutions are organized around everything but industry clusters (e.g., funding streams, categorical requirements), which does not meet the needs of our regions.
- While working on immediate efforts to meet workforce needs, we also need to keep working on the longer-term vision: massive K–12 education reform, with business as a catalyst. We must shift the system from an industrial-age model of education to a “new-economy” model of education.

### **Participants also identified the following “Opportunities for Collaborative Learning or Action”:**

- We need to create a better way to share what is working in regions (including models of change and peer examples).
- We need a statewide campaign to educate the public about the education requirements of the “new economy” (e.g., that most jobs require greater skills, that skills need to be continuously updated, and that a major commitment is required to shift away from the “industrial age” approach to education).
- We should influence the implementation of the new federal Workforce Investment Act, so as to ensure that it meets regional needs and avoids the mistakes of the past.

# 10

## Ten Ideas for Building an Effective Regional Workforce Development System

- 1. Recognize that the New Economy is everywhere.** The forces of the new economy—globalization, technology, knowledge—are transforming jobs in all industries, not just high tech. These forces are fundamentally changing the nature of work, adding to the knowledge and technology requirements of jobs.
- 2. Operate through new alliances.** The task of regional workforce development is well beyond the abilities of existing institutions. The only way significant progress can take place is to create new alliances of institutions, businesses, and community organizations to make workforce development a multifaceted, collaborative, and regional priority.
- 3. Connect to major industry clusters.** Regional economies are driven by industry clusters—interdependent networks of firms, including buyers and suppliers. Industry clusters also provide a range of related jobs and occupations, a better focus than the specific needs of individual firms.
- 4. Work hard to develop a common vocabulary.** One of the biggest obstacles to change is the lack of meaningful communication between business and education. Efforts to improve regional workforce development must inevitably overcome the myths, misunderstandings, and different vocabularies of each sector.
- 5. Make a long-term commitment to build the momentum for change.** The reality is that the existing system is well entrenched, and ill prepared to make the paradigm shift required to meet the needs of the New Economy. Those who desire change must be willing to make a commitment to the long-term evolution of institutions.
- 6. Seek alignment of federal and state resources to regional priorities.** Recent changes, including welfare reform and block grants from the federal government to the states, create a major opportunity to align federal and state resources to regional priorities. Alignment will only happen, however, if regions lead the way.
- 7. Avoid quick fixes; instead, focus on the process of change.** One of the biggest pitfalls is to assume that a single bold policy idea will set everything right—be it vouchers, block grants, one-stop centers, higher educational spending, or any other idea. No quick fixes exist. A more promising strategy is to focus on the process of change—which means the integration of many ideas, initiatives, and stakeholders into an overall strategy that undergoes continuous improvement over time.
- 8. Combine big ideas with meaningful and achievable steps.** Transforming a regional workforce development system is a massive undertaking. One approach is to pursue pilot projects that are achievable, but have little lasting impact. A better approach is to create a compelling vision of a regional workforce development system and identify meaningful and achievable steps to build that system over time. A compelling vision attracts and keeps top leaders engaged.
- 9. Take a systems approach, even with small steps.** Sustainable change requires a systemic approach. By improving one aspect of the “system” without improving other aspects, a region inevitably creates discontinuities. For example, if K–12 education is mediocre, then higher education will not be able to do its job effectively. Even small steps can model systemic thinking and action—and build the “right kind” of momentum for change.
- 10. Set expectations for lifelong learning.** The New Economy demands lifelong learning—and people, institutions, and regions should expect and plan for this reality. In fact, lifelong learning should be a shared responsibility—individuals, education, and business all have a role to play. The goal should be a system of education, training, and support that provides career resilience for people, workforce resilience for companies, and community resilience for regions.

Prepared by Virginia Hamilton, California Workforce Association and John Melville, Collaborative Economics.



## Land Use and the Economy

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Steve Levy, Center for Continuing Study of the California Economy, presented his new study *Land Use and the California Economy*.

### The report suggested five principles for action:

- **Principle One: Regional Perspectives Are Required.** Regions are the critical geographic area for organizing land-use decisions in California. Planning for adequate land for jobs, housing, and open space requires a regional perspective. Currently, local land-use decisions often hinder economic growth. Business costs will be higher and the quality of life will be lower if local land-use decisions are made without assessing the regional impacts on housing, transportation, and the economy.
- **Principle Two: Land Must Be Used More Efficiently.** Higher densities in California's urban regions are necessary to house the projected job and population growth. The challenge is to make California's existing cities attractive places to live and work for many of the 12+ million new residents expected by 2020. Failure will bring lost jobs and income, and will increase the pressure for unplanned growth away from existing cities.
- **Principle Three: Public Investment Is Required.** California faces more than \$100 billion in infrastructure investments in the next ten years. The need for substantial increases in public investment—in schools, transportation, airports, and water—has been documented again and again in analyses of California's economic competitiveness. These same investments are also needed to support smart land-use planning and maintain a high quality of life for all Californians.
- **Principle Four: Fiscal Reform Is Essential.** Current fiscal rules give the wrong land-use planning incentives. Current fiscal rules make infrastructure funding difficult. Current fiscal rules prevent local governments from providing high-quality public services for California's growing number of businesses and residents.
- **Principle Five: Equity Considerations Need to Be Included.** Smart land-use planning must include job and housing opportunities for all Californians, as well as open space and preservation of the state's unique land resources. Californians share the same land, the same economy, and the same environment. The challenge is to ensure that increases in economic prosperity and quality of life reach all residents.

## Respondents reflected on land use in California and the principles laid out in Levy's report:

Julie Meier Wright of the San Diego Regional Economic Development Corporation praised the report and emphasized that to move forward we need to “check our conventional wisdom at the door.” San Diego is inventorying its land uses and will prioritize projects and identify public policy issues that the region needs to address.

*When you look at land-use issues in the context of cluster growth, you have a different perspective than if you just look at the demographics of the region. One of our challenges is the lemming issue—that biotech and high-tech companies in this region believe they have to be in the same physical place, like Torrey Pines. We think that it may make sense to create a new hub in the region. We have looked at other issues, too. For example, SANDAG has proposed an exchange of revenue sources, holding everyone constant at the baseline and giving authority to raise revenues along with the responsibility. It has also proposed tying revenues to population, which in effect would make housing more attractive.*

Michael Covarrubias of The Martin Group, a San Francisco Bay Area developer, observed that the regional perspective is difficult to achieve in practice and that regions need to focus a lot more effort on in-fill, on using land more efficiently.

*Tax increment financing, historic tax credits, and other tools help the economics of redevelopment and help local governments act regionally. It all boils down to local governments' recognizing that the region suffers in the long run if things don't concentrate.*

Carol Whiteside of The Great Valley Center emphasized that we must face the question of whether the creative energy of the California economy will migrate to other states and regions in search of a better, more affordable environment.

*We really need to look at how we define open space in California and the land we consider available for development. What kind of trade-offs are we willing make? How are we going to balance the needs of a growing economy and population, economic development, agriculture, habitat, and all those other things—because none of these decisions are without trade-offs. We cannot make these decisions based on single jurisdictions. We have got to convince people in this State that it is about making sure we have a long-term growth economy, a successful environment, and cities that people want to live in, or ultimately we will lose.*

Steve Sanders of the California Futures Network observed that state government has an enormous impact on land use in three ways. First, it is a planner and regulator—establishing the framework for land-use decisions by local governments. Second, the state writes all the fiscal rules. And, third, it provides state infrastructure and facilities—and writes a lot of the rules for federal spending in these areas.

**Participants identified the following “Opportunities for Collaborative Learning or Action”:**

- Make sure land-use considerations stay central to state-level fiscal reform efforts. Continue educating people that imbalanced, fiscally driven community development is an unintended consequence of Proposition 13.
- Advocate for a phased-in approach to changing fiscal incentives for cities and counties. (e.g., share *growth* in sales tax differently.)
- Make recycling of already developed land more economical to promote interest in growing inward, not outward.

## Opportunities and Obstacles to Improving State and Regional Alignment

California State Assembly Speaker Antonio Villaraigosa used the occasion of the Summit to announce the formation of a Blue Ribbon Commission to tackle reform of state-local fiscal and tax policy. Over the next year, the Commission will be asked to develop real, politically viable solutions and make recommendations for action to the California Legislature. It will then join in an effort to broaden the constituency for fiscal reform in California.

### **In announcing the formation of the Commission at the Civic Entrepreneur Summit, the Speaker observed:**

*For 20 years, California has been coping with the unintended consequences of changes in its fiscal policy that have disrupted home rule and local control of budgeting and spending in government.... Local and county governments operate hand-to-mouth, each year waiting for the Governor and the Legislature to decide how much money they will get to provide vital services to their communities.... They form special district after special district to pay for services and facilities...and they engage in cut-throat competition for sales tax revenues while their constituents complain, rightfully, that land-use priorities are distorted and good jobs and affordable housing have disappeared in favor of minimum wage service jobs, endless auto malls, and minimalls, and gridlocked traffic.... I believe there is a direct relationship between our fiscal imbalance and the public's increasing cynicism regarding the public sector over the last two decades. And, I believe it is long past time to do something about it.*

After the Speaker's announcement, David Abel of The Metro Forum moderated a panel discussion about how best to tackle state-level reform:

State Senator John Vasconcellos reinforced the need to have a bipartisan coalition for change, building on educated regional constituencies.

*It is important for any effort like this to include both houses of the legislature. It needs to be an advisory group of citizens working in tandem with the legislature, so that everyone owns the outcome—not a situation where something is dropped on the legislature from the outside. We need to make sure what we do leads to a reform of the whole system. We have to unpack and frame the issues right. If you seek reform as getting more money, it won't go anywhere. So, separate out fiscalization of land use and equity for taxpayers, and say that you want to reform the whole thing but not change the net take for government, then it sets the stage for change to happen. And, you need to educate legislators on what regionalism means.*

Fred Silva of The Public Policy Institute of California reflected on his experience with the California Constitution Revision Commission, and suggested the following:

*Rather than having a state assignment of property taxes, that should be a local choice. We should go back to locally levied taxes again under the 1 percent cap. The only way to do that would be to set up some collaborative model in the form of a local charter. Do the same thing with sales taxes. Let them be levied on a countywide basis, instead of a city-by-city basis.*

John Perez of the United Food and Commercial Workers spoke about how his organization views state-local fiscal reform.

*We are a retail union saying that retail development is not the solution to the problems of the state of California. You have to create a fiscal policy that values different kinds of development working together to create true, sustainable communities. If we let the bloodbath continue over attracting retail development, we will ignore the incentives for manufacturing, housing, and others. Our members may work in retail, but they live in the real world, and we have a concern for their whole lives.*

Lee Harrington of the Economic Development Corporation of Los Angeles spoke about the need for reform to set the incentives right for different kinds of development.

*Fiscalization of land use is hurting California's urban areas the most. It is using up land for a big-box retailer or auto mall that could be used for new high-technology manufacturing centers. The big-box retailer or auto mall creates revenues for the cities, but does not create the middle class that we have lost over the last five to ten years. Right now there is no incentive for cities to spend the time and effort on industrial reuse.*

### **Key conclusions from the discussion included:**

- Any effort at state tax and fiscal reform must be bipartisan.
- CRIs can provide important grassroots constituencies for reform. This element has been missing in prior reform efforts.
- Building regional constituencies will require extensive education of business and community leaders in regions.

## Post-Summit Activities

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### Post-Summit actions

To conclude the Summit, CRIs met to reflect on the two days of presentations and discussion and to identify actions they plan to take upon returning home. Proposed post-Summit actions fell into the following categories:

- **Educate regionally**—such as holding a regional summit to attract civic entrepreneurs, educating the media and elected officials, setting up a regional “civic entrepreneur network,” creating a better shared definition of the region, and convening a regional conversation on the opportunity and need for fiscal reform.
- **Involve broadly**—such as broadening participation in CRIs as neutral forums; involving the poor, homeowner groups, and others; and working one-on-one with elected officials about what the region is trying to achieve.
- **Focus specifically**—such as tackling key regional workforce issues, from emphasizing K–12 reform to making effective use of the new Workforce Investment Act; and focusing specifically on linking social equity and regional development in ways to achieve prosperity for all.
- **Work across regions collaboratively**—such as supporting the CRI movement in California by hosting a briefing for state elected officials in Sacramento, putting together a statewide conference on tax and fiscal reform, and seeking coaching from other CRIs on broad strategy and specific issues (e.g., open space).
- **Embrace new tools and ideas enthusiastically**—such as “designing a truly exceptional outreach plan that shamefully steals your best ideas,” and using new tools to move forward on key regional issues, from visuals that convey important messages to regional indicators.

Appendix B includes a complete list of post-Summit actions listed by CRI. Appendix C includes a letter sent by many of the CRIs to the California gubernatorial candidates several weeks after the Summit.

### Post-Summit coverage

Nationally syndicated columnist Neal Peirce wrote a column on the Civic Entrepreneur Summit, contrasting Washington’s focus on scandal with the work on issues at the regional level. Summit Participant Tim Hunt of the Tri-Valley Herald also wrote a column describing the “movement” for the benefit of his region.



## Appendix A: Summit Participants

**This is a list of participants that attended the 1998 Civic Entrepreneur Summit held in San Diego, California:**

David Abel  
Publisher  
Metro Investment Report

Bruce D. Ackerman  
President & CEO  
San Gabriel Valley Commerce  
& Cities Consortium

Bill Allen  
President & CEO  
Economic Alliance of the  
San Fernando Valley

Joe Aro  
Executive Director  
South Bay Economic  
Development Partnership

Luis Arteaga  
Interim Executive Director  
Latino Issues Forum

William Bailey  
Disabled Student Services  
Director  
Cal Poly University

Julie Bakke  
Executive Director  
Fresno County Farm Bureau

Cathleen F. Barnier  
President & CEO  
Goodwill Industries of  
the Redwood Empire

Richard Barrera  
Senior Strategist  
Consensus Organizing  
Institute

Don Benninghoven  
Executive Director  
League of California Cities

Alan Bersin  
Superintendent of  
Public Education  
San Diego Unified School  
District

Kate Besleme  
Project Director,  
Community Indicators  
Redefining Progress

Lucy Blake  
President  
Sierra Business Council

Ed Blakely  
Professor  
University of Southern  
California  
School of Policy,  
Planning and Development

Nick Bollman  
Senior Program Director  
The James Irvine Foundation

Diane Bone  
Program Associate  
The James Irvine Foundation

Ted Bradshaw  
Professor  
University of California

Jim Bracken  
Independent Video Producer

George Brewster  
Executive Director  
California Center for  
Land Recycling

Doug Brown  
Senator Vasconcellos' Office  
California State Senate

Bill Carney  
Vice President for  
Economic Development  
Orange County Business  
Council

Bob Carpenter  
President  
Leap/Carpenter/Kemps  
Insurance

Dick Cheshire  
President  
The Institute for Applied  
Civics

Gail Christopher  
Director  
Napa Alliance for  
Redesigning Government

Jon Clark  
Executive Director  
Community  
Environmental Council

Bob Cooper  
Executive Director  
Economic Development  
Collaborative, Ventura County

Judy Corbett  
Executive Director  
Local Government  
Commission

Michael Covarrubias  
President  
The Martin Group

Julian Crocker  
County Superintendent  
of Schools  
County Office of Education

David Crockett  
President  
The Chattanooga Institute

Dr. Rosemary S. Darden  
Dean, Science and  
Applied Technology  
Santa Rosa Junior College

Robert Daseler  
Director of Public Affairs  
California State Library

Michael Dear  
Director  
Southern California  
Studies Center  
University of Southern  
California

Rocky Delgadillo  
Deputy Mayor  
City of Los Angeles, Mayor's  
Office

Neil E. Derrough  
President & General Manager  
NBC-KNSD TV

Mark Dowling  
Vice President  
La Jolla Institute

Rob Elder  
Vice President & Editor  
San Jose Mercury News

Kenneth Entin  
Executive Assistant to  
the President  
California State University-  
Stanislaus

Denise Fairchild  
President  
Community Development  
Technologies Center

David Fleming  
Chairman  
Economic Alliance of the  
San Fernando Valley

Janice Forbes  
Chairman of the Board  
Sierra Business Council

Julie Fulkerson  
Business Owner/Consultant  
Fulkerson & Associates

John Goff  
North Coast Institute

Millie Greenberg  
Council Member  
Town of Danville

John Gromala  
Mediator  
Gromala Mediation Services

Larry Grooms  
Antelope Valley Press

Virginia Hamilton  
Executive Director  
California Workforce  
Association

Lee Harrington  
President & CEO  
Economic Development  
Corporation of L.A. County

Celine Haugen  
Executive Director  
Napa Valley Economic  
Development Corp.

Monty Hempel  
School of Politics and  
Economics  
Claremont Graduate  
University

Doug Henton  
President  
Collaborative Economics

Richard Hollingsworth  
President  
Gateway Cities Partnership  
Inc.

Craig Howard  
Senior Program Director  
The James Irvine Foundation

Tim Hunt  
Associate Publisher  
Tri-Valley Herald

Sharon Huntsman  
Program Manager  
Joint Venture:  
Silicon Valley Network

Kent Imrie, C.P.C.U.  
Partner  
A.H. Smith Insurance  
Company

Phil Jakobi  
Delco Machine & Gear

Cassandra Jennings  
Director  
Economic Development  
Department  
Sacramento Housing &  
Redevelopment Agency

Alka Joshi  
Summit Conference  
Coordinator  
Alka Joshi Marketing

Dr. Martha Kanter  
President  
De Anza College

Dr. Edward Kawahara  
Deputy Secretary  
Div. of Economic Research &  
Strategic Initiatives California  
Trade & Commerce Agency

Trish Kelly  
Economic Development  
Consultant

Maureen Kennedy  
Executive Director  
Redefining Progress

Bob Knight  
President  
Technology Venture Services

Vern Lawson  
Executive Director  
Greater Antelope Valley  
Economic Alliance

Stanley Leopard  
Chairman & CEO  
Insync Systems, Inc.

Stephen Levy  
Director  
Center for Continuing Study  
of the California Economy

Abraham F. Lowenthal  
President  
Pacific Council on  
International Policy

David Lyon  
President & CEO  
Public Policy Institute  
of California

Sam Marasco  
President  
Land Grant Development, Inc.

Dianne McKenna  
Co-Chair: Vision  
Leadership Team  
Joint Venture:  
Silicon Valley Network

Sunne Wright McPeak  
President & CEO  
Bay Area Council

John Melville  
Director  
Collaborative Economics

Kathleen Milnes  
Senior Vice-President,  
Public Affairs  
Entertainment Industry  
Development Corp.

Dean Misczynski  
Director  
California Research Bureau  
California State Library

Mike Montoya  
Regional Vice President  
Southern California Edison

Becky Morgan  
President & CEO  
Joint Venture:  
Silicon Valley Network

Kathy Moxon  
Director  
Institute of the North Coast

Steve Moya  
CEO  
The Growth Strategies Group

Deborah Nankivell  
Executive Director  
Fresno Business Council

Charles Nathanson  
Executive Director  
San Diego Dialogue

Joanne Neft  
Sierra Business Council

Jim Neuman  
Executive Director  
Santa Barbara Region  
Economic  
Community Project

Roger Niello  
President  
Niello BMW

Daniel Nguyen-Tan  
Summit Intern

Mike Noling  
President, Santa Barbara  
Region  
Economic Community Project  
Board Director,  
Transoft Tech. Corp.

George Nolte  
President  
Nolte & Associates, Inc.

Caron Nunez  
President  
Lincoln Training Center

C. Bradley Olson  
Chairman  
South Bay Economic  
Development Partnership

Tom O'Malley  
President  
Tri-Valley Business Council

Teri Ooms  
President & CEO  
Inland Empire Economic  
Partnership

Carlos Palacios  
City Manager  
City of Watsonville

Manuel Pastor  
Latin American &  
Latino Studies  
University of California-  
Santa Cruz

John Patton  
Director, Planning &  
Development Dept.  
County of Santa Barbara

Neal Peirce  
Columnist/Author  
Citistates Group/The  
Washington Post Writers  
Group

Peter Pennekamp  
Executive Director  
Humboldt Area Foundation

John Perez  
Executive Director  
UFCW Region  
8 States Council

Mark Pisano  
Executive Director  
Southern California  
Association of Governments

Steve PonTell  
President  
La Jolla Institute

Richard Powers  
Executive Director  
Gateway Cities, Council  
of Governments

Betty Riley  
Executive Director  
Sierra Economic Development  
District

Guillermo Rodriguez, Jr.  
Manager, External Relations  
Pacific Gas & Electric  
Company

Toby Rosenblatt  
Board of Directors  
The James Irvine Foundation

Robert Rossi  
President  
Rossi Enterprises

Lee Salter  
President & CEO  
The McConnell Foundation

Steve Sanders  
Executive Director  
California Futures Network

Rosa Saucedo  
Coordinator, Las Promotoras  
Comunitarias Economic  
Opportunity Commission

AnnaLee Saxenian  
Professor  
University of California–  
Berkeley  
Dept. of City & Regional  
Planning

Bob Scott  
Vice Chair  
Economic Alliance of the  
San Fernando Valley

Barry Sedlik  
Manager, Economic and  
Business Development  
Southern California Edison

Fred Silva  
Policy Analyst  
Public Policy Institute  
of California

Maria Singleton  
Project Management Staff  
Foundation for  
Community Design,  
San Luis Obispo County

Donna Smith  
Chief of Staff  
California State  
Assemblymember  
Susan A. Davis, 76th District

Charline Speck  
President  
Stanislaus County Economic  
Development Board

Terrie Stoller  
Owner  
Sunridge Nursery

Ben Stone  
Director  
Sonoma County Economic  
Development Board

Steve Szalay  
Executive Director  
California State Association  
of Counties

Paul Talbot  
Councilman  
City of Alhambra

Daniel M. Tarica  
Summit Intern

Glen Toney  
Group Vice President,  
Corporate Affairs  
Applied Materials

John Vasconcellos  
Senator  
California State Legislature

Marianne Venieris  
Director, International Trade  
& Transportation  
California State University–  
Long Beach

Kim Walesh  
Director  
Collaborative Economics

Mary Lindenstein Walshok  
Associate Vice Chancellor  
University of California–  
San Diego  
Extended Studies &  
Public Programs

Larry Welch  
Operations Manager  
Hewlett-Packard Company

Carol Whiteside  
President  
The Great Valley Center

Reagan Wilson  
Chief Executive Officer  
Stanislaus Visioning Project  
Stanislaus County

Julie Meier Wright  
President & CEO  
San Diego Regional Economic  
Development Corporation

Chet Wystepeck  
City Manager  
City of Healdsburg

Mina Yaroslavsky  
Summit Intern  
University of California–  
San Diego

Richard Ybarra  
Executive Director  
Eureka San Diego

Andrew Ysiano  
State President  
California Hispanic  
Chambers of Commerce



## Appendix B: Action Items from Summit Teams

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### **Economic Alliance of the San Fernando Valley**

#### **Actions they will take:**

1. Bring business and homeowner groups together early in the process.
2. Provide a neutral forum for all stakeholders to participate in regional visioning.
3. Focus on K–12 reform.

### **Economic Vitality Partnership (Sonoma County)**

#### **Actions they will take:**

1. Hold a “visioning” retreat.
2. Establish a Regional Civic Entrepreneurs Network.
3. Explore link between WIA and EVP.

### **Gateway Cities Partnership**

#### **Actions they will take:**

1. Engage media, convene a Summit to educate/inform elected officials.
2. Tap into resources from the Summit.
3. Support the “Movement.”

### **Institute of the North Coast**

#### **Actions they will take:**

1. Bring in a coach to help chart the next year’s strategy.
2. Create the visual tools to roll out the message and create the call to action (roll out to broader community).
3. Begin the planning process to create a local summit.

### **Joint Venture: Silicon Valley Network**

#### **Actions they will take:**

1. Engage one-on-one with state legislators about what our region is trying to achieve.
2. Explore hosting a conference on tax and fiscal reform to broaden the constituency.
3. Create a “Master Plan” for the Silicon Valley (indigenous) digital workforce.

### **Sacramento Region Cluster Project**

#### **Actions they will take:**

1. Serve as conduit to the state for other CRIs.
2. Focus on “prosperity for all”—mobility and shared work centers.
3. Establish open space initiative—lessons to be learned from other CRIs.

### **San Diego Dialogue**

#### **Actions they will take:**

1. Create a better definition of our region and subregions and potential to take them beyond political boundaries.
2. Refine the region’s collaborative “Partnership for the New Century Economy.”
3. Create motivation for involvement in state-local fiscal reform because of its impact on such issues as land use.

## **San Gabriel Valley Economic Partnership of Commerce & Cities**

### **Actions they will take:**

1. Initiate “Community Needs Indicator Tool” to understand the region better.
2. Broaden our community outreach and impact by increasing number and diversity of members.
3. Organize and convene a comprehensive regional leadership conference.

## **Foundation for Community Design (San Luis Obispo)**

### **Actions they will take:**

1. Explore and develop best practices and guiding principles for inclusion of all stakeholders.

## **Santa Barbara Region Economic Community Project**

### **Actions they will take:**

1. Focus on social equity through indicators and programs, school to career, “one stop.”
2. Take a leadership role in producing affordable housing.
3. Educate the community about the need for fiscal reform at state and local level.

## **Sierra Business Council**

### **Actions they will take:**

1. Design a truly exceptional outreach plan that shamefully steals your best ideas for our Placer County land-use planning project.
2. Engage this network of civic entrepreneurs in peer reviewing Investing for Prosperity
3. Convene conversation around our region on opportunity and need for fiscal reform.

## **South Bay Economic Development Partnership**

### **Actions they will take:**

1. Share Summit at October 14 Board meeting.
2. Measure goals/objectives against Summit discussions.
3. Sharpen strategic plan.

## **Stanislaus Visioning Project**

### **Actions they will take:**

1. Build awareness and support for regional collaboration in the private sector.
2. Need to engage the communities in the problem-solving process.
3. Use what we have learned to produce positive change.

## **Great Valley Center**

### **Actions they will take:**

1. Issue identification.
2. Enhance regional cohesiveness and identity.
3. Establish creative educational options and goals.



## Appendix C: Letter to the Governor of California from Leaders of Collaborative Regional Initiatives

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September 30, 1998

### Leaders of Collaborative Regional Initiatives

David Fleming and William Allen  
*Economic Alliance of the San Fernando Valley*

Rosemary Darden, Rod Dole,  
Chris Facas, and Ben Stone  
*Economic Vitality Partnership (Sonoma County)*

Maria Singleton  
*Foundation for Community Design (San Luis Obispo)*

Richard Hollingsworth  
*Gateway Cities Partnership*

Becky Morgan  
*Joint Venture: Silicon Valley Network*

Mary Lindenstein Walshok  
*San Diego Dialogue*

Bruce Ackerman  
*San Gabriel Valley Economic Partnership of Commerce & Cities*

James Neuman  
*Santa Barbara Region Economic Community Project*

Lucy Blake  
*Sierra Business Council*

Joe Aro  
*South Bay Economic Development Partnership*

Reagan M. Wilson  
*Stanislaus Visioning Project*

Thomas J. O'Malley  
*Tri-Valley Business Council*

Steve Sanders  
*California Futures Network*

Julie Meier Wright  
*San Diego Regional EDC*

The Honorable Gray Davis:

As the next Governor of the most innovative and dynamic economy in the world, you will face the challenge of how to sustain the continued growth of our economy while assuring the quality of life and prosperity for all citizens of California. In a state as large and complex as California, this task will require working closely with the diverse regions of this state.

We represent a regional, civic movement dedicated to creating better communities that can be a valuable resource to state leadership. This grassroots movement is bringing business, government, education, and community leaders together to address specific regional issues in a collaborative way. It is not about creating regional government, but about new forms of collaborative governance. We want to share with you the excitement of this civic movement and ask you to join us in this effort to improve the quality of life for all Californians.

At the Civic Entrepreneur Summit hosted by The James Irvine Foundation on September 13–15 in San Diego, more than 130 business, government, labor, education, and community leaders from 14 regions met to find innovative ways to promote economic vitality, environmental quality, and social equity. *Together these regions represent 45 percent of our state's population.* They range from San Diego and Los Angeles to the Sierra, from Silicon Valley to the Central Valley. A summary of the activities of this emerging movement, *California Regions Take Action*, is enclosed along with a video of civic entrepreneurs talking about what they do and the results they've achieved.

We are writing today because we are eager to learn your vision of the role you see the Governor playing in assuring the long-term competitiveness and quality of life of California. As Governor, you can do a great deal to assure the continued prosperity of our state. Where you stand on vital issues will determine what the state working with our regions can accomplish. We ask that you consider our perspectives and respond to the following questions to help us understand what you will do.

If you are elected the first California Governor of the twenty-first century, you will have the unique opportunity to define a new agenda for California based on a creative partnership among the public, private, and community sectors. By supporting the goals of this grassroots civic movement, you can assist the thousands of people across this state who are working every day to improve their communities. We believe that you can play an important leadership role to advance this movement.

- **We ask you to take seriously the issue of fostering sustainable communities based on a more integrated approach to regional development.** Through your leadership, you can help begin a dialogue that will stimulate grassroots partnerships to address the critical issues that affect the well-being of every community in the state—the quality of our schools and neighborhoods, affordable housing and adequate transportation, good jobs, and accessible green space.
- **We ask that as the leader of this state you raise public awareness of these critical issues.** As Teddy Roosevelt taught us, there is much value in using the “bully pulpit” to stimulate vigorous debate. Today, California faces a quality-of-life crisis no less critical than the economic crisis we faced at the beginning of this decade. If our regions and the state don’t work together in a collaborative way over the next decade, we will undermine the quality of life so essential to both our way of life and our economic prosperity and diminish the choices for the next generation. Current trends driving our population growth, land consumption, and economic vitality simply are not sustainable unless we fundamentally change how we build our communities in the future and learn to grow wisely.
- **We ask you to work with the legislature to provide positive incentives and remove disincentives to regional solutions to economic, environmental, and social issues.** The state-local fiscal relationship stands in the way of implementing a balanced approach to land use. Current tax policies discourage communities from creating adequate housing and quality jobs in close proximity. We need a better alignment of state and regional priorities in areas such as workforce training and transportation. In many cases, the state government simply needs to allow for regional experimentation and innovative solutions.
- **Finally, we ask that you use the California Economic Strategy Panel as a vehicle for promoting a better alignment between regional and state strategies.** Established by the legislature in 1993, the Panel has pioneered a new method of engaging regional leaders in a dialogue about future strategies for our state’s economy,

workforce, and infrastructure. The Panel's first report, *Collaborating to Compete in the New Economy*, based on conversations with leaders in the regions of our state, can provide a model of how to move forward with a more regional approach to policy making.

We hope that as Governor you will take action in these areas.

At the Civic Entrepreneur Summit, The California Futures Network (CFN) presented the following five principles that we agree will contribute to your thinking about quality of life in California's regions:

- **Plan for the Future**  
Make government more responsive, effective, and accountable by reforming the system of land-use planning and public financing.
- **Promote Prosperous and Livable Communities**  
Make existing communities vital and healthy places for all residents to live, work, and raise a family.
- **Provide Better Housing and Transportation Opportunities**  
Provide efficient transportation alternatives and a range of housing choices affordable to all residents, without jeopardizing farmland, open space, and wildlife habitat.
- **Conserve Green Space and the Natural Environment**  
Focus new development in areas planned for growth while protecting air and water quality and providing green space for recreation, water recharge, and wildlife.
- **Protect California's Agricultural and Forest Lands**  
Protect California's farm, range, and forest lands from sprawl and the pressure to convert farmland for development.

As leaders of collaborative regional initiatives across California, we ask that you be a dynamic leader on these critical issues affecting the quality of life of all California. Please contact any of us for more information on the emerging regional civic entrepreneur movement and what it means for California.

We look forward to working with you to implement an agenda for better communities for all Californians. Our future depends on it!

Sincerely,

Leaders of Collaborative Regional Initiatives

The following individuals made the 1998 Civic Entrepreneur Summit possible. Thank you for your time, effort, and commitment to civic entrepreneurship and regional collaboration in California.

#### **Summit Planning Committee**

David Abel  
Bill Allen  
Cathleen Barnier  
Richard Barrera  
Kate Besleme  
Lucy Blake  
Jon Clark  
Denise Fairchild  
Virginia Hamilton  
Lee Harrington  
Sharon Huntsman  
Cassandra Jennings  
Becky Morgan  
Kathy Moxon  
George Nolte  
Manuel Pastor  
Guillermo Rodriguez  
Steve Sanders  
Barry Sedlik  
Maria Singleton  
John Vasconcellos  
Mary Walshok  
Carol Whiteside

#### **The James Irvine Foundation Staff and Consultants**

Diane Bone  
*Collaborative Economics*  
Doug Henton  
John Melville  
Kim Walesh  
*Alka Joshi Marketing*  
Alka Joshi  
Michelle Bowen  
*Consultants*  
Trish Kelly  
Jim Bracken  
*Student Interns*  
Dan Nguyen-Tan  
Daniel Tarica  
Mina Yaroslavsky

#### **For more information, contact:**

Nick Bollman  
*Senior Program Director*  
The James Irvine Foundation  
One Market, Steuart Tower, Suite 2500  
San Francisco, CA 94105  
415-777-2244  
www.irvine.org

#### **Report prepared by:**

Doug Henton  
John Melville  
Kim Walesh  
Collaborative Economics  
350 Cambridge Avenue  
Palo Alto, CA 94306  
650-614-0230  
www.coecon.com

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#### **THE JAMES IRVINE FOUNDATION**

One Market, Steuart Tower, Suite 2500  
San Francisco, CA 94105  
Telephone: 415-777-2244  
Facsimile: 415-777-0869  
Internet: www.irvine.org

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