

The State of California's Regions

2001

CALIFORNIA CENTER FOR REGIONAL LEADERSHIP



About the California Center for Regional Leadership

The California Center for Regional Leadership is a statewide nonprofit organization established to support and promote innovative regional solutions for California's major economic, social, and environmental challenges in order to help achieve a more sustainable future for the State. The Center was established primarily to support the network of 20 Collaborative Regional Initiatives (CRIs) in California. CRIs are new regional civic organizations (described later in this report) that draw leaders from all sectors: these "civic entrepreneurs" work on a wide range of issues and hold themselves and their communities accountable for results. The Center was launched in April 2000 with generous support from The James Irvine Foundation and builds upon the work of the Foundation's Sustainable Communities program, launched in 1995.

The Center:

- **Convenes** Californians in working groups, conferences, and virtual dialogues to devise and guide new strategies, be mutually accountable for results, and learn from each other.
- **Generates** new ideas from a wide range of leading thinkers and doers, from new economy entrepreneurs to grassroots activists.
- **Communicates** stories of regional strategies that succeed and lessons from those that fall short.
- **Informs policymakers** about the goals, roles, and tools the public sector could employ to make California's regions more successful.
- **Builds stewardship capacity** through leadership and organizational development.

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The State of California's Regions

2001

A Report on the New Regionalism in California

“Expanding prosperity in the future isn’t inevitable. We have to make it happen. The great opportunity of our era must be seized by the generation responsible for the world today. We have the potential to create a much better world in the twenty-first century for our children and the generations to come. Doing so depends on the imperative of economic growth today. Failing to achieve high growth now will result in a dark future. We face a choice.”

Peter Schwartz, Peter Leyden, and Joel Hyatt
The Long Boom: A Vision for the Coming Age of Prosperity,¹ 1999

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Preface

Throughout California, people from every walk of life are working on new ways to solve the social, economic, and environmental problems that beset the State's communities—problems that will be even more challenging in the future. These people are business leaders, community activists, developers, economists, educators, environmentalists, planners, public officials, and just good citizens. We call these new leaders “civic entrepreneurs” or “regional stewards.” They come from the new economy and the old and the old-changing-to-new. They represent the prosperous and the poor. They reside in inner cities, older suburban areas, new suburbs, and rural areas. They are working in every region of the State. And, they care about their communities.

They are joining together to think and act in new ways at the regional level. They are reinventing California from the grassroots up, and from a regional perspective. They share common principles and a common sense of purpose: the resolve to build a better future for their communities, their regions, and the State, by collaborating at the regional level in ways that shed traditional intellectual and institutional approaches. They have created a new kind of organization, the Collaborative Regional Initiative (CRI), to carry out this work. CRIs are led by committed volunteers and highly competent staff.

The State of California's Regions, 2001 (SOCR 2001) is the first annual report about this extraordinary new movement. It is the mission of The California Center for Regional Leadership to help this field grow and develop, and to tell its story to a broader public. SOCR 2001 represents the first installment in the story of these civic entrepreneurs and the regional collaborations they have created: the story of hard-won victories and painful failures, of lessons learned in the struggle to improve our communities. It tells a story that is still unfolding, yet holds great promise. We will update this story annually because there is much still to be done, to be learned, to be shared.

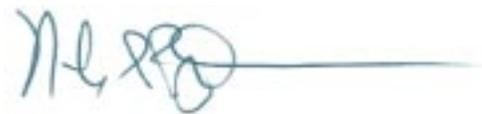
SOCR 2001 briefly describes the challenges and opportunities faced by our communities and regions—the pressures of population growth, the promise and perils of the new economy, and the divide between rich and poor. It defines and describes California's New Regionalism and the work of the CRIs on an array of crucial issues, all of which demand comprehensive, long-term, regional solutions. SOCR 2001 summarizes some of the CRIs' accomplishments in 2000 and their plans for 2001. It also presents a brief overview of the fourth annual Civic Entrepreneur Summit, held in September 2000 in Huntington Beach, which brought together 145 individuals from 20 regions throughout California to share their struggles, strategies, successes, and lessons learned, and to forge new ideas for sustainable change.

This report is also an invitation to all Californians to join together at the regional level to help lay a new civic foundation for the decades ahead. California's New Regionalism is not a “quick fix,” but rather an important first step toward establishing a new approach for addressing the State's economic, environmental, and social challenges. We think that the generation of regional civic leaders highlighted in SOCR 2001 are up to the task of meeting these challenges. Please join them, and us, in this important civic mission.

Because this is the Center's first SOCR report, we are anxious to have your comments and suggestions. We are honored to be a small part of this important movement, and we want always to do our very best to serve the civic entrepreneurs, the CRIs, and the people of California. Let us know how we can do better—for you, for them, for the children, and for future generations.



Sunne Wright McPeak
President & CEO, Bay Area Council
Board Chair, California Center for Regional Leadership



Nick Bollman
President, California Center for Regional Leadership

The State of Our Future

Growth

How will California grow in the twenty-first century?

As Californians look to the future, the question they face is not one of “growth” or “no growth.” Growth is unavoidable and its pace is predictable. During the next 20 years, California’s population will grow by an estimated 12 million people—primarily from births, not immigration—an increase of approximately one-third over the current population of 34 million.

“Smart Planning for California’s Future: California must accommodate another 12 million people in the next 20 years. Local communities and the State must work cooperatively to support this growth and protect the quality of life in California, especially in the face of prior unplanned growth. Well-planned growth is the best way to stimulate job creation, forge new transportation and housing options, and continue California’s economic prosperity.”

Governor Gray Davis,
Governor’s Budget Summary, January 2000

The question on the minds of the public and public officials alike is: How can we accommodate this growth and maintain our quality of life and our economic prosperity? Californians are concerned about:

- How already overburdened schools, roads, and other infrastructure will accommodate the projected increase in population.
- How the State will conserve and generate enough energy to fuel its growing population and economy.
- Pollution of water, air, and land.
- Patterns of land use—particularly the creation of suburbs that lack the infrastructure and services to be sustainable communities.
- Abandonment of many urban core areas, the isolation and fragmentation of communities, and the resulting barriers to economic opportunity.
- Quality of life issues, including safe neighborhoods, affordable housing, parks and open space, quality medical care, child care, public transportation, and effective education to prepare for the changing demands of the workplace.

And Californians know that these concerns have no simple solution. Increasingly, policymakers, planners, and practitioners across many fields recognize that the question of “how California will grow” can only be answered by approaching it in new ways. The complexity and interconnections among the issues require new regional solutions.

What is meant by “smart growth?”

Smart growth balances economic and physical development and environmental protection through innovative planning and implementation strategies for land use, transportation, commercial and housing development, and open space protection. The result is an enhanced quality of life and economic opportunity for all of a community’s residents and businesses.

Economy

How will California's regional economies grow and be sustained in the face of global competition?

California's history is symbolized by periods of population growth and economic prosperity. The discovery of gold and the resulting immigration in 1849 of thousands of "forty-niners" helped to found California as a state in 1850. In the 150 years since then, California has experienced several periods of boom and bust, often far more dramatically than the rest of the nation.

The last decade of the twentieth century epitomized these economic swings. The 1990s began with one of the State's worst economic recessions—precipitated by a national recession, reductions in defense spending, and the savings and loan crisis—and ended with a period of unprecedented economic growth, this time represented by *silicon*, California's new gold.

According to the Center for Continuing Study of the California Economy, the State's "economy has substantial future opportunities. New products and technologies in multimedia, advanced telecommunications, and the use of the Internet symbolize the State's leadership in future growth industries. California is already the nation's leader for established growth sectors such as high tech manufacturing, motion pictures, foreign trade, and creative design in diverse industries like apparel, toys, autos, and chips."³

At the end of the twentieth century, California's economy underwent a fundamental restructuring and became a global economic powerhouse. But the economy is also essentially regional. The issues facing the Sierra Nevada are dramatically different from those facing the Gateway Cities in Los Angeles, and San Diego has far different challenges in its bi-national region from those facing the agriculture-based great Central Valley. Yet despite these differences, each region must, in its own way, be positioned to:

- Balance economic prosperity with population growth,
- Create new businesses and jobs that are competitive in the global economy, and
- Develop a trained workforce to continue to grow the economy.

"In the wake of fierce global competition and the rise of information technology, a New Economy has emerged.... We are living in a new economic era quite unlike the more stable and predictable world we once knew."

Doug Henton and Kim Walesh
*Linking the New Economy to the Livable
Community*, April 1998



What is meant by the "new economy"?

The new economy is defined by new approaches to doing business, not by a specific set of new industries. It refers to applying new technology and new knowledge to a wide range of products and services.

Equity and Community Building

How can all Californians share in the opportunities that come with growth and economic prosperity? How do we close the gap between “the two Californias?”

While California has emerged once again as a land of opportunity, its prosperity has not been shared equally. The gap between rich and poor is growing, as is the gap between the rich and the middle class. The poverty rate is higher than it was ten years ago, and many workers lack the skills needed for the State’s high skilled, high productivity industries.⁴

“How are we going to bridge the gap between an overflow of opportunity in many parts of our society and the dearth of opportunity and hope and economic vitality in much of the balance of our society?”

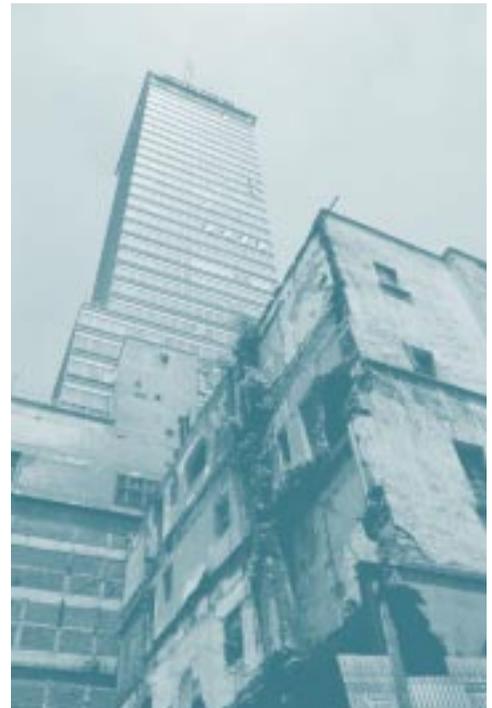
Philip Angelides, California State Treasurer
Civic Entrepreneur Summit 2000

Addressing this widening disparity of opportunity must be an integral part of answering the questions of “how California will grow” and “how California will prosper economically.” It is not only a concern with how more Californians will benefit from the State’s prosperity, but also with how this gap, allowed to stand, most certainly will undermine California’s long-term sustainability and success.

Leading thinkers on the new economy and poverty have determined that, because the economy operates at the regional level, regional approaches to economic opportunity and poverty reduction are essential. According to the recently released report *Achieving Equity through Smart Growth: Perspectives from Philanthropy*:

“The advancement of equity in regions means linking residents of all neighborhoods to institutions outside of their immediate communities and addressing the racial barriers to regional participation. It means...undoing the current practices of isolating certain communities.”⁵

New strategies for achieving equity include targeted skills development to assure participation in the growth sectors of the economy; new asset-accumulation tools that enable families to enter the middle class and maintain that standing; and new capital markets that are open to poor neighborhoods and neighborhood-based businesses. Though many of these approaches require the helping hand of government regulation and subsidy, they aim to operate in alignment with the fundamental precepts of the market economy. Getting these new concepts right is the first step in the “new paradigm” of regional equity strategies; implementing them effectively is the next step; and going to scale is the “prize.”



What is meant by “equitable development”?

Equitable development is an approach in which private and public investment in low-income, usually urban, communities results in direct benefit to existing residents, rather than the displacement that often accompanies gentrification.

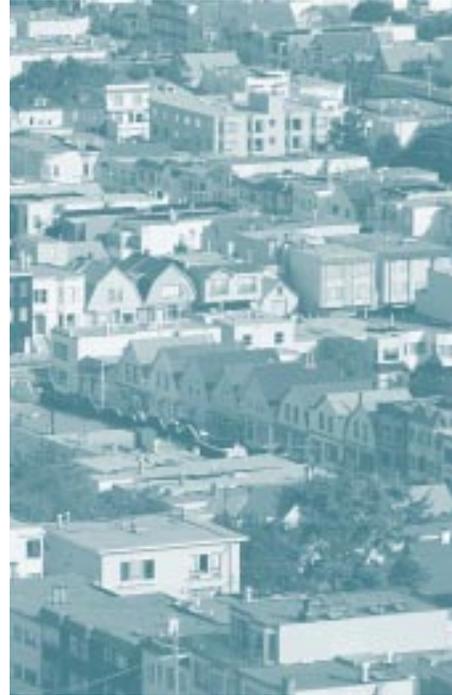
Confronting the Future

Are we prepared to act to shape our own future?

Polls, focus groups, public forums, letters to the editor, and other measures of public opinion suggest that Californians' attitudes about the future can be organized into four categories:

- **Deny reality.** Many Californians are either unaware of the magnitude of the challenges we face or seriously underestimate them. For example, although it is less than a decade following our worst recession since the Great Depression, many take our prosperity for granted.
- **Discount reality.** Some Californians know the challenges we face but are so alienated that they cannot imagine our current market and public sector institutions acting effectively to manage them. Others (the laissez-faire-ists) believe these institutions will somehow adjust to the new realities, but without any precipitating act of civic or political will.
- **Reject reality.** Some Californians are deeply concerned when contemplating future population growth, but react with fear that is sometimes based on racial or socioeconomic prejudice. Instead of acknowledging the reality and complexity of growth, they think we can stop it from occurring. Or they believe that simplistic, short-term solutions will be sufficient, such as urban growth boundaries unaccompanied by sustainable “infill” development strategies or regional growth plans.
- **Embrace reality.** Some Californians, however, recognize that California repeatedly invents itself and that its destiny is always linked to forces that are larger than the State itself. Rather than deny or fear these forces, they believe we can shape them through acts of civic will and intelligence. These Californians we call civic entrepreneurs or regional stewards.

To meet the challenges of the future, much work must be done by state and local government—but it will take the engagement of a well-informed and active civic sector to bring the best ideas forward. Some of these ideas will be difficult to embrace, but we must be willing to examine and implement them, learn from their shortcomings, and go back at it again. In short, we must be prepared to act boldly together in the civic and public sectors to sustain California through the challenges ahead.



“The changes in store for California are truly phenomenal. Adding 24 million people to even a large state in a 40-year period is problematic.... [T]here are the complexities of the changing ethnic and racial mix, huge development in the Central Valley and the suburban regions of Los Angeles, and large numbers of young and old Californians. What is the likelihood of the state successfully coping with all of this growth and change?”

Mark Baldassare
California in the New Millennium,⁶ 2000

The New Regionalism

California Regionalism

It has become increasingly apparent that, if California is to address successfully the pressing questions of growth, economic development, and equity, the response—both the thinking and the action—must take place at the geographic level where the issues have interconnected and merged. This level can no longer be easily defined or bound by traditional jurisdictions such as cities, counties, or special districts.

In the book *Growing Together: Linking Regional and Community Development in a Changing Economy*, the authors discuss the need for regional strategies.⁸ They articulate the importance of new attitudes and new language to create a collaborative framework that unites regional and community development, and they suggest three guiding principles:

- Encourage regional thinking,
- Ensure that regional strategies have an anti-poverty component, and
- Link community development to regional dynamics.

Throughout California, this type of new regional civic infrastructure is emerging, and it is becoming an important building block for organizing to meet California's future challenges.

Although there have been, and still are, traditional regional planning agencies and special districts in California, the New Regionalism is anything but traditional in its approach. It is distinguished by several key features. The New Regionalism:

- Brings together different sectors—public, private, and nonprofit—in new ways.
- Is self-organizing and self-defining in terms of the scope of each region and the issues affecting that region.
- Draws citizens into broad and informed regional dialogues about the future of their communities.
- Uses new techniques, such as community indicator reports, to measure progress and set priorities for action.

“California has a baffling maze of local governments—not just 58 counties, 473 cities, and 1,000 school districts, but 4,800 special districts focused on every issue from mosquito abatement to seaports to cemeteries. Unexamined and unreformed, this kind of organizational thicket would sink any corporation. It makes even less sense in an era of highly competitive global citistate regions.”

Neal R. Pierce
The Washington Post,⁷ January 15, 2001

This New Regionalism offers innovative ideas, leadership styles, organizational and network forms and functions, and program strategies. Its fundamental underpinning is a focus on working with the interconnected economic, environmental, and social systems at the level where they exist. However, it is not an attempt to carve up the state into a new pattern or new set of rigid political jurisdictions. In fact, it is the opposite. Its promise and effectiveness are found in its flexibility—the ability to define and redefine geographic scope in order to effectively address interconnected issues.



This flexibility also allows for, and in fact encourages, inter-regional, sub-regional, and super-regional strategies to address specific issues that are linked within smaller or larger geographic areas or that cross regions which have more definable boundaries. For example, certain infrastructure issues, such as airports and other forms of transportation, can only be dealt with on a super-regional basis. Some issues, such as balancing the location of jobs and housing, require inter-regional partnerships. And other issues, such as addressing California's future



water supply, depend on inter-regional relationships involving regions that may not even be adjacent to one another.

Since its founding, California has been characterized by both the diversity and connectedness of its separate geographic areas. Today, however, with the challenges and opportunities associated with population growth, economic restructuring, and human needs, California requires a New Regionalism to set its future course.

“The winners in the new economy will be the regions that learn to work together to relieve traffic congestion, build affordable housing, preserve open space, and promote economic development. If government is going to be effective in this new age, it is going to have to start thinking regionally.”

Robert Hertzberg,
Speaker of the California Assembly
Announcement of the Commission on
Regionalism, November 2000

What is meant by regionalism?

Regionalism represents a movement or trend towards organizing people, institutions, ideas, and actions at the geographic level—particularly, a regional level—that most closely corresponds to where interconnected economic, environmental, and social conditions manifest themselves.

Collaborative Regional Initiatives

1. Action Pajaro Valley
2. Bay Area Alliance for Sustainable Development
3. Economic Alliance of the San Fernando Valley
4. Fresno Business Council
5. Gateway Cities Partnership, Inc.
6. Inland Empire Economic Partnership
7. Institute of the North Coast
8. Joint Venture: Silicon Valley Network
9. Metropolitan Forum Project
10. Orange County Business Council
11. San Diego Dialogue
12. San Diego Regional Economic Development Corporation
13. San Gabriel Valley Economic Partnership
14. Santa Barbara Region Economic Community Project
15. Santa Cruz Region Cluster Project
16. Sierra Business Council
17. Sonoma County Vision
18. South Bay Economic Development Partnership
19. Tri-Valley Business Council
20. Valley Vision/RAP



Note: This list reflects the 20 Collaborative Regional Initiatives (CRIs) that participated in the Civic Entrepreneur Summit 2000. These CRIs are in different stages of development and have a broad range of focused program areas. For more information about them, visit www.civiconavigator.com.

California's Regions: The Focus and Fulcrum for Change and for Lasting Solutions

Throughout the State, new groups of leaders called “civic entrepreneurs” have come together with a growing awareness of the importance of regional perspective and action. They define their own regional parameters by exploring the mutual issues they face. And they have gone on to develop new mechanisms—councils, partnerships, alliances, forums—to tackle the issues they identified. Although these new mechanisms vary in terms of organizational structure, geographic scope, and focus, they have become known collectively as Collaborative Regional Initiatives, or CRIs for short.

The CRIs are in the forefront of a movement that has emerged from the bottom up, from communities and regions throughout the State. They represent a strategy for addressing complex and interrelated regional challenges. Led by people from business, government, education, and the community, they 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, the environment, and social equity, the “three e’s” of sustainable development.

The nature and number of CRIs continues to evolve. Today, there are 20 identifiable CRIs in California—ranging from those in the early stages of development to several that have become powerful leaders in their regions and pacesetters for the rest of the State. Geographically, they encompass most of California’s population and geography.

“None of our major challenges stood alone. Housing, transportation, education, social equity—all of these were related one to the other. And potential solutions to these challenges, more importantly, cut across existing governmental boundaries, both city and county, and across the responsibilities of both regional and state agencies.”

Jay Harris, Chairman of the Board,
Bay Area Council
Civic Entrepreneur Summit 2000

What are Collaborative Regional Initiatives (CRIs)?

Collaborative Regional Initiatives do not have a single, precise definition. Rather, the term reflects the nature of their work and their perspective that economic, environmental, and social equity issues most often cross the boundaries of traditional geopolitical divisions. CRIs are relatively new, or newly refocused, regional civic organizations that apply this perspective to finding solutions to the challenges of California’s future.

What are civic entrepreneurs?

Civic entrepreneurs see themselves as stewards of their community’s future. They combine individual entrepreneurship and civic action to promote economic vitality and improved quality of life in their regions.

Checklist: Collaborative Regional Initiatives' Areas of Focus in 2000

	Vision & Principles	Civic Engagement & Leadership Development	Economic Development	Education & Workforce Development	Growth, Development & Open Space	Information & Indicators
Action Pajaro Valley	◆	◆		◆		
Bay Area Alliance for Sustainable Development	◆	◆	◆		◆	◆
Economic Alliance of the San Fernando Valley		◆	◆	◆	◆	◆
Fresno Business Council		◆	◆	◆		
Gateway Cities Partnership, Inc.		◆	◆	◆	◆	
Inland Empire Economic Partnership		◆	◆	◆	◆	◆
Institute of the North Coast	◆	◆	◆	◆	◆	◆
Joint Venture: Silicon Valley Network	◆	◆	◆	◆	◆	
Metropolitan Forum Project		◆		◆	◆	◆
Orange County Business Council		◆	◆	◆	◆	◆
San Diego Dialogue		◆		◆	◆	◆
San Diego Regional Economic Development Corporation		◆	◆		◆	
San Gabriel Valley Economic Partnership		◆	◆			◆
Santa Barbara Region Economic Community Project	◆	◆			◆	◆
Santa Cruz Region Cluster Project		◆		◆	◆	
Sierra Business Council	◆	◆			◆	◆
Sonoma County Vision	◆	◆			◆	
South Bay Economic Development Partnership	◆		◆	◆		
Tri-Valley Business Council	◆	◆			◆	◆
Valley Vision/RAP	◆	◆		◆	◆	◆

Collaborative Regional Initiatives: Meeting at the Region to Take Action

Throughout California, creative new civic leaders are now “meeting at the region,” where they have the best chance of developing and executing innovative ideas and strategies. Although these new leaders come from all walks of life, they share a sense of entrepreneurship that is the result of shedding traditional intellectual and institutional approaches.

The regions they have defined are as diverse as the state itself. In the Sierra Nevada, for example, future economic, environmental, and social challenges are dominated by the need to protect and enhance the mountain range. Historically, however, the Sierra Nevada’s political alignments were organized primarily for economic purposes, largely logging, mining, and other resource extraction activities. Today, leaders across the 12 counties of the Sierra Nevada recognize the range as a region, and they are working together on solutions to future challenges that will not only be specific to communities within the region, but applicable up and down the entire range.

In southern California, leaders of the 27 “gateway cities” clustered around the ports of Long Beach and Los Angeles recognize that the dominance of trade and transportation in the local economy, and the organization of the physical infrastructure to support that economy, require them to work together—as a region—in new ways.

And in Northern California, the emergence of the Silicon Valley in the 1990s as a global economic powerhouse caused new pressures across a far broader geographic area. The need for affordable housing, the alleviation of traffic congestion, and better workforce preparedness are witnessed throughout the San Francisco Bay Area and even into the Sacramento Valley. As a result, the public, private, and independent sectors have come together in new ways to begin to think “regionally,” not only to maintain the Silicon Valley’s global competitiveness, but also to enhance the quality of life across their communities.



These regions provide three examples of where and why California’s new Collaborative Regional Initiatives have formed. As the CRIs have developed over the past several years, six distinct, but often linked, areas of focus have emerged:

1. Vision and Principles
2. Civic Engagement and Leadership Development
3. Economic Development
4. Education and Workforce Development
5. Growth, Development, and Open Space
6. Information and Indicators

The next section of this report provides a brief description of each of these areas of work, and snapshots of how such work is carried out in a representative sample of six CRIs in California.

Collaborative Regional Initiatives: Meeting at the Region to Take Action

1. Vision and Principles

Most Collaborative Regional Initiatives work to develop a broad consensus around a vision for their region's future. In doing so, they usually address issues such as affordable housing, land use, transportation, education, open space, agricultural viability, poverty reduction, and community reinvestment. Several CRIs are taking these visions and principles to the next level, working on compacts to guide future actions in their regions.

Bay Area Alliance for Sustainable Development

What it is: A multi-stakeholder coalition. The Alliance was established to reach consensus among a critical mass of organizations and civic leaders on a shared vision for improving long-term economic growth while simultaneously strengthening environmental quality and social equity in the Bay Area.

Year founded: 1997

Geographic scope: Nine counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma), 101 cities, and more than 200 governmental entities.

Key areas of work: The Bay Area Alliance carries out its work through three caucuses, two local and regional government groups, and six working groups:

Caucuses and Government Groups: Social Justice, Environmental, Business-Employer; Local/Sub-regional Sustainability Programs; Regional Agencies Working Groups

Working Groups: Housing, Jobs, and Access; Environmental Quality and Biodiversity; Public Education and Media Strategy; Tax/Fiscal Policy; Best Practices; Sustainable Development Indicators

Major steps in 2000:

- **Draft Compact for a Sustainable Bay Area:** Engaged a spectrum of regional leaders and reached consensus in principle on ten "Commitments to Action" to present to the region for feedback, refinement, and endorsement in 2001.
- **Bay Area Regional Livability Footprint Project:** Worked towards achieving consensus among public officials, civic leaders, and stakeholder organizations about how and where the Bay Area will grow and use land over the next 20 years. Joined forces with five regional agencies to engage in public outreach to identify a preferred land use pattern that is different from the current pattern of growth.
- **Community Capital Investment Initiative:** Brought together business leaders with community, environmental, and government leaders to agree upon a common set of smart growth criteria for development, and laid the groundwork for market-based investments in large-scale "keystone developments" in targeted communities.

Website: www.bayareaalliance.org

"We were able to form a metropolitan regional alliance between the environmental groups, the social equity groups, the business community, and the governmental sector. . . .to begin to work toward a common vision for the Bay Area and how it will grow during the next several decades."

Carl Anthony, President, Urban Habitat Program
Steering Committee Member, Bay Area Alliance for Sustainable Development
Civic Entrepreneur Summit 2000

Collaborative Regional Initiatives: Meeting at the Region to Take Action

2. Civic Engagement and Leadership Development

Collaborative Regional Initiatives recognize the importance of engaging strong leadership and developing organizations to serve as the platform for regional activities. They also educate their communities and involve stakeholders in regional thinking and action. Examples of activities include creating civic action networks; using websites for interactive communication; sponsoring community forums, dialogues, and newsletters; and organizing conferences or summits.

San Diego Dialogue

What it is: A self-funded group within the University of California, San Diego. The Dialogue advances solutions to the cross-border region's long-term economic, environmental, and social equity challenges. It researches issues of importance and facilitates discussion among civic leaders, business leaders, and the community at large to encourage the development and implementation of solutions.

Year Founded: 1991

Geographic scope: San Diego/Baja California region

Key areas of work:

- Regional governance
- Growth and its related transportation, housing, and environmental issues
- K-12 education

Major steps in 2000:

- **Forum Fronterizo:** Continued this public forum series, which brings together prominent civic and community leaders from both sides of the Mexican/U.S. border to address major challenges, such as energy needs, cross-border health care, and the regional consequences of economic globalization.
- **Partners for K-12 School Reform:** Organized a council of educational and civic leaders, chaired by the president of San Diego State University and the chair of the California Senate's Education Committee, to jointly pursue initiatives targeting the most critical points of leverage in school reform. Launched a public forum series, "The Learning Curve": town hall meetings that addressed major issues related to K-12 education reform.
- **Growth and Transportation:** Successfully encouraged the regional transportation agency to appoint a citizens' advisory commission to reshape the regional transportation plan, with an emphasis on serving the most critical points of demand, rather than simply expanding the existing transit backbone, and on encouraging greater public investment in a "connect-the-dots" mass transit system.

Website: www.sddialogue.org

"For the cross-border region of San Diego/Baja California, globalization holds a special significance. . . . Is globalization creating new opportunities for our citizens, or is it exacerbating existing inequalities? If regions are one of the new operating units of the global economy, then what are we as a region doing to maximize the promise of globalization?"

The Global Engagement of San Diego/Baja California
An Initiative of San Diego Dialogue's Forum Fronterizo, Final Report, November 2000

Collaborative Regional Initiatives: Meeting at the Region to Take Action

3. Economic Development

Some Collaborative Regional Initiatives engage in more traditional types of activities, such as business outreach and marketing, while also building “new economy” partnerships to address issues such as workforce preparation, innovation, technology, and community reinvestment.

Institute of the North Coast

What it is: A program of the Humboldt Area Foundation. The Institute serves as a vehicle for building community capacity through leadership development and community collaboration. A private sector Business Leaders’ Roundtable guides economic development activities for the Institute.

Year founded: 1997

Geographic scope: Humboldt County

Key areas of work:

- Education and workforce development
- Economic development strategies
- Livable communities

Major steps in 2000:

- **Prosperity: The North Coast Strategy:** Completed an economic development strategy that includes a “common vision” and guiding plan for several linked processes, including the county’s economic development efforts, workforce development transitions, and local school-to-career initiatives.
- **The Landscape of the North Coast:** Published this report on the results of a survey that explored what residents most value about Humboldt County.
- **North Coast Leadership Roundtable:** Convened weekly meetings of this group, which includes representatives from business, government, education, and nonprofits.
- **Prosperity 2000: Leadership for the North Coast Economy:** Held a summit to develop action teams to address priority issues for economic development.
- **Prosperity Network:** Established a new collaboration of economic development organizations to focus on improving the delivery of technical assistance to north coast businesses.

Website: Prosperity: The North Coast Strategy: www.northcoastprosperity.com

“The North Coast...is in the economic slow lane. Household income in Humboldt County grew at 65 percent the rate of California as a whole from 1979 to 1998.... The big question facing Humboldt and other North Coast counties is: Can we have a more robust economy AND keep our beautiful natural areas, our agricultural lands, and our small town quality?”

*Prosperity Journal,*⁹ Winter 2001

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4. Education and Workforce Development

Collaborative Regional Initiatives are increasingly becoming focused on education reform strategies. They are linking schools to the community as part of the effort to create “livable communities”; developing innovative approaches to training workers for the new economy; and promoting technology-based education and training for students, workers, and teachers.

Gateway Cities Partnership, Inc.

What it is: An alliance of business, labor, education, and the public sector. Its purpose is to define, develop, and lead collaborative efforts with the broader community to achieve regional economic revitalization and growth.

Year founded: 1997

Geographic scope: A region of 27 cities in Southeast Los Angeles County. Cities include Artesia, Avalon, Bell, Bell Gardens, Bellflower, Cerritos, City of Commerce, Compton, Cudahy, Downey, Hawaiian Gardens, Huntington Park, La Habra Heights, La Mirada, Lakewood, Long Beach, Lynwood, Maywood, Montebello, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, Signal Hill, South Gate, Vernon, and Whittier.

Key areas of work:

- Land recycling (brownfield redevelopment)
- Workforce development
- Traffic congestion and air quality issues
- Sustainability planning for the communities in the region

Major steps in 2000:

- **Brownfield Inventory, Assessment, and Re-use:** Completed an inventory of 1,200 acres in the region and correlated brownfield sites with poverty, education, and unemployment data. Received funding to do site assessments for 10 cities and to create a new park in one city.
- **Workforce Training Program:** Began development of a new state-of-the-art machinist training program designed to dramatically reduce the time required to be a precision machinist and to fill thousands of job openings in industries such as aerospace and information technology.
- **Traffic Management:** Engaged all stakeholders in determining how to reduce congestion on a major interstate freeway and improve air quality. Began planning a Transportation Summit for October 2001 to develop a new blueprint for goods movement in the region.

Website: www.gateway-partnership.org

“Our biggest concern is really in the area of education. About 50 percent of the region does not have a high school education.... This means that the region doesn’t fit very well into the new economy, which is based on knowledge workers.”

Richard Hollingsworth, President, Gateway Cities Partnership, Inc.
Civic Entrepreneur Summit 2000

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5. Growth, Development, and Open Space

Almost all Collaborative Regional Initiatives place emphasis on the notion of sustainable communities, and the inter-relationship of economic, social, and environmental issues is embedded in much of their work, either implicitly or explicitly. Many are moving their visions and principles into the next phase by creating regional compacts, developing funding strategies, and introducing ballot measures. Many are also facilitating regional discussion and consensus processes about land use.

Sierra Business Council

What it is: A nonprofit member association of more than 500 businesses, agencies, and individuals working to secure the economic and environmental health of the Sierra Nevada region. It is a resource for business leaders, government officials, and other decision-makers seeking solutions to local and regional challenges.

Year founded: 1994

Geographic scope: The region is defined by the Sierra Nevada mountains, the longest unbroken mountain range in the United States. The Sierra Nevada runs for 400 miles along the eastern flank of California and the western tip of Nevada, spanning two states and 21 counties. It neighbors the Great Basin to the east, the Klamath Province to the north, the Central Valley to the west, and the Mojave Desert to the south.

Key areas of work:

- Research
- Policy analysis
- Public education
- Leadership development
- Collaborative initiatives with local partners

Major steps in 2000:

- **1999-2000 Sierra Nevada Wealth Index:** Published this update of the Index, which includes 45 social, environmental, and economic indicators.
- **Investing for Prosperity:** Began work on this new publication, which will be the centerpiece of a campaign to transform rural development practices in the region.
- **Placer Legacy:** Partnered with Placer County to develop an ongoing, countywide open space and habitat protection program.
- **Natural Heritage 2020:** Launched a new partnership with Nevada County to develop an ongoing and comprehensive strategy for identifying, managing, and protecting natural habitats, plant and animal diversity, and open space resources in the county.

Website: www.sbcouncil.org

“[The Sierra Business Council’s] Inyo 2020 Forum was a catalyst for a remarkable change in attitude for a great number of people. Instead of simply complaining about how bad things are, residents are coming together in small groups around the county to develop solutions.”

Julie Bear, Supervisor, 2nd District, County of Inyo Board of Supervisors, March 2001

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6. Information and Indicators

Most Collaborative Regional Initiatives fill information gaps and create a shared knowledge base for community discussions about key challenges. Strategies include community indicator projects that help to identify a region's major issues and establish baselines against which to measure progress. They also include opinion polls, regional discussions about the types of information needed, development of information tools, and research and analysis of policies and plans.

Economic Alliance of the San Fernando Valley

What it is: A private, nonprofit economic development and marketing collaborative. It includes private and public investors organized for the purpose of growing and sustaining the economic base of the San Fernando Valley, and improving the quality of life in its five-city area.

Year Founded: 1994

Geographic scope: Five-city region of Burbank, Calabasas, Glendale, Los Angeles, and San Fernando.

Key areas of work:

- Valley information project
- Livable communities
- Education and workforce investment
- Regional marketing campaign
- Economic development and job attraction

Major steps in 2000:

- **The San Fernando Valley Almanac:** Compiled, and distributed to the public, comprehensive information about the San Fernando Valley.
- **Community Indicators Report:** Identified and assessed 12 important community indicators for the San Fernando Valley.
- **SUMMIT 2000:** Presented the first-ever information summit on San Fernando Valley demographics, opinions, and trends based on comprehensive surveys, other data collection, and community dialogue.
- **Livable Communities Initiative:** Launched this new initiative to address community issues that affect the quality of life, including affordable housing, healthcare, poverty, childcare, recreation, crime, and safety.

Website: www.economicalliance.org

“When we discuss the issue of regionalism in California, I point with pride to the Economic Alliance of the San Fernando Valley. They not only serve as the stewards of our economy but have also created a sense of regional collaboration and unity unlike anything we have experienced before.”

Robert Hertzberg, Speaker of the California Assembly,
March 2001

Looking Ahead

Looking Ahead—At the Regional Level

At the Civic Entrepreneur Summit 2000, State Librarian Kevin Starr speculated on the role of CRIs in the future of California. He said that there will be “some kind of breakthrough, some kind of ability to think statewide—in the sum of our parts, through our parts—in which your organizations [CRIs] will play a role.” He envisioned a “second or third founding or endowing of California” with a “new moral vision, a sense of our regions.”

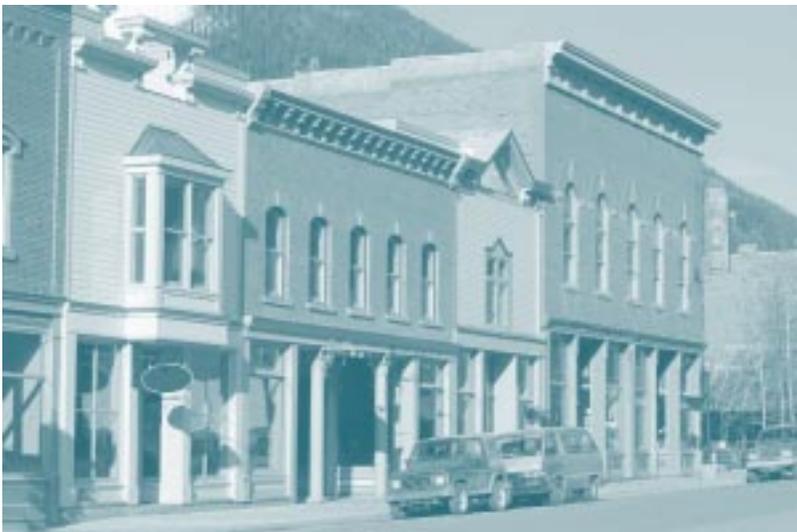
During the Summit, David Abel of Los Angeles’ Metropolitan Forum Project spoke about the CRIs’ ongoing efforts to “try to change the paradigm,” both in how they organize and how they deliver their messages. Today, at the dawn of the twenty-first century, the paradigm has already begun to shift significantly. Both the perception of regional issues and the practice of regional approaches have changed. Although these new models of civic organizing are still evolving, they are beginning to make a difference in their communities and their regions. They have taken more than a first step.

“Providing affordable housing, broadening economic opportunity, reaching a balance between jobs and housing, preserving the environment and quality of life, and sustaining economic progress are all matters that reach across neighborhood and community boundaries.”

Philip Angelides, State Treasurer
Smart Investments: From Ideas to Action,¹⁰
October 2000

But the challenges are severe and sometimes almost overwhelming, and the pace of change is slow. CRIs “benchmark” their work to measure progress, but most of the issues they address have long-term outcomes. The path zigs and zags: one CRI folded its tent after years of trying to keep together a coalition that wasn’t yet sustainable. Several CRIs have struggled through leadership changes at the volunteer and staff level. Very few CRIs have been as successful as they’d like to be in engaging representatives of low-income communities and other neighborhood-level organizations in their work, or achieving a governance diversity that mirrors the population composition of their regions. Most CRIs work with too little funding support, and have a hard time “selling” this work to traditional philanthropy. Two of the CRIs in 2000 had their local ballot initiatives defeated by the voters, after years of hard work to build consensus and support. Getting the attention and understanding of the media is a constant struggle.

But the future of CRIs is positive. As they continue to move forward, their structure, composition, and areas of focus will also continue to evolve, and the number of CRIs promises to grow. In 2000, the California Center for Regional Leadership was established to help strengthen the CRIs and the CRI network. Through training, technical assistance, convening, brokering, research and development, and assessment, the new Center assists CRIs to develop, and to bring their messages, their hopes and concerns, to public and private decision-makers at the state level.



Looking Ahead—At the State Level

California’s New Regionalism operates across and outside of many traditional jurisdictions, and there is a growing awareness on the part of these emerging regions and the State that regionalism needs to be promoted more broadly through state-level leadership and policy.

In December 2000, Assembly Speaker Robert Hertzberg convened a one-year statewide Speaker’s Commission on Regionalism. Its mission is to “develop innovative state government policies and strategies that will encourage and support regional collaboration among local governments; and to encourage regional collaboration among local governments and civic, business, and other community organizations, to better enable our governments and our citizens to address California’s major economic, social, and environmental challenges in the years ahead.”

The work of the Commission is organized to explore five areas where state leadership and policy could help to advance California’s New Regionalism:

- State and local fiscal relationships
- Collaborative regional planning
- Economic growth and workforce investment
- New governance
- Citizen engagement

The Commission provides a timely and critical opportunity to build on the work of California’s new regional leaders and on the recognition by many state leaders that California’s economic, environmental, and social issues can only be addressed through new approaches. It will work in close collaboration with the California Center for Regional Leadership to develop a series of recommendations for state government in advancing regionalism in California in the twenty-first century.

“Government must be a partner in these [regional] efforts. That’s why I have announced the formation of the Speaker’s Commission on Regions. Over the next year, it will examine issues that can be addressed more effectively at a regional level—including population growth, community planning, and economic development. It will also study the current roles and responsibilities of different levels of government to see what works and what needs to be worked out. Working with a broad spectrum of California’s leaders in business, government and community organizations, it will develop short- and long-term recommendations to support regional collaboration. And let me tell you, its work is not going to sit on a shelf.”

Robert Hertzberg,
Speaker of the California Assembly
*San Jose Mercury News*¹¹, October 17, 2000

What is the Speaker’s Commission on Regionalism?

The Speaker’s Commission on Regionalism (at www.regionalism.org) is a statewide, 31-member commission formed by Assembly Speaker Robert Hertzberg to study and recommend changes to state policies and governance structures to help regions address issues that cross city and county boundaries.

Civic Entrepreneur Summit 2000

Report from Summit 2000

When the leaders from Collaborative Regional Initiatives throughout California came together in September 2000 for the fourth annual Civic Entrepreneur Summit, they acknowledged both their variations in focus and their shared values around collaboration and inclusiveness. They spoke about the hard work that it takes to reach common understanding among their diverse participants. They discussed the nuts and bolts—defining their geographic area, mission, and goals; building an organizational structure; developing a budget and hiring staff—that are essential for supporting strong regional leadership and action. They talked about the need for better planning and decision tools to inform their regional plans and actions. They shared their success stories and their mistakes.

In 2000, as their experience and credibility increased, the work of the CRIs both deepened and extended to new arenas. At the Summit, many CRI leaders talked about their future challenges. They spoke about a need to continue to reach out to new sectors and take on new areas of work, while at the same time they seek to implement concrete action that will result in tangible long-term benefits for their regions. They also explored the communications issues they face—not just in telling their story through the media but also in encouraging new ways of thinking among policymakers and the public.

Civic Entrepreneur Summit 2000

Huntington Beach, California
September 17-19

Featured Speakers

Chris Anderson, Publisher, Orange County Register

Phil Angelides, California State Treasurer

Rob Elder, Editor, The San Jose Mercury News

Tal Finney, Senior Assistant to the Governor and Director of Policy

Jay Harris, Publisher, The San Jose Mercury News

Robert Hertzberg, Speaker, California State Assembly

Becky Morgan, Past President, Joint Venture: Silicon Valley Network

Mary Nichols, Secretary, California State Resources Agency

Kevin Starr, California State Librarian

David Yarnold, Executive Editor, The San Jose Mercury News

What is the Civic Entrepreneur Summit?

The Civic Entrepreneur Summit is an annual statewide meeting that has taken place from 1997 to 2000. It brings together the Collaborative Regional Initiatives to learn from one another and to inform statewide thinking and action.

Participants in Summit 2000

CRI Teams

Action Pajaro Valley

Lead: Lisa Dobbins, Action Pajaro Valley
Randy Repass, West Marine

Bay Area Alliance for Sustainable Development

Lead: Sunne Wright McPeak, Bay Area Council
Carl Anthony, Urban Habitat Program
Robert Harris, Pacific Gas & Electric
Andrew Michael, Bay Area Council
Michelle Perrault, Sierra Club

Economic Alliance of the San Fernando Valley

Lead: Bruce Ackerman, Economic Alliance of the San
Fernando Valley
Eric Brown, Time Warner Communications
David Fleming, Esq., Latham & Watkins
Cathy Maguire, The Gas Company
Robert Scott, Civic Center

Fresno Business Council

Lead: Deborah Nankivell, Fresno Business Council
Juan Arambula, Supervisor, Fresno County
Tom Jones, Ed.D., Worx
Richard Kriegbaum, United Way
Ashley Swearingin, Central California Futures
Institute, CSU Fresno

Gateway Cities Partnership, Inc.

Lead: Richard Hollingsworth, Gateway Cities Partnership,
Inc.
Bruce Barrows, Council Member, City of Cerritos
Robert Chillison, Imperial Bank
Richard Proudfit, Bank of Lakewood
Marianne Venieris, Center for International Trade
and Transportation

Inland Empire Economic Partnership

Lead: Terry Ooms, Inland Empire Economic Partnership
Gerry Agnes, Community Foundation of Riverside
County
Linda Daniels, The Redevelopment Agency, City of
Rancho Cucamonga
Steve PonTell, California Capital Companies

Institute of the North Coast

Lead: Kathy Moxon, Institute of the North Coast
Casey Crabill, College of the Redwoods
Santiago Cruz, El Heraldo Newspaper
Larry Henderson, Henderson Planning &
Development Services

Joint Venture: Silicon Valley Network

Lead: Ruben Barrales, Joint Venture: Silicon Valley
Network
Rose Jacobs Gibson, Supervisor, San Mateo County
Robyn Holst, Microsoft Corporation
Guillermo "Memo" Morantes, San Mateo County
Latino Leadership Council

Metropolitan Forum Project

Lead: David Abel, Abel & Associates
Robert Garcia, Center for Law in the Public Interest
Lee Harrington, Los Angeles County Economic
Development Corporation
Connie Rice, The Advancement Project
Paul Vandeventer, Community Partners

Orange County Business Council

Lead: Stan Oftelie, Orange County Business Council
Peter Case, Merrill Lynch
Michael Ruane, Orange County Childrens and
Families Commission
Judy Swayne, Orange County Community Foundation
Wallace Walrod, Orange County Business Council

San Diego Dialogue

Lead: Charles Nathanson, San Diego Dialogue
Lead: Mary Lindenstein Walshok, University of California,
San Diego
Lead: Julie Meier Wright, San Diego Regional Economic
Development Corp.
Debra Keel Cooper, San Diego Regional Economic
Development Corp.
Keith Johnson, Fieldstone Communities, Inc.
Elliot Parks, QED Technologies

San Gabriel Valley Economic Partnership

Lead: Frank Marquez, San Gabriel Valley Economic
Partnership of Commerce
Harry Baldwin, San Gabriel Valley
Jesus Carreon, Rio Hondo College
Gary George, Verizon California

Santa Barbara Region Economic Community Project

Lead: Lee Moldaver, Consultant
Brian Cearnal, Cearnal Architects, Inc.
Jon Clark, Wendy P. McCaw Foundation
Sandra Tripp-Jones, City of Santa Barbara

Santa Cruz Region Cluster Project

Lead: Rachel Spencer, Cabrillo College
Mike Dobler, Dobler & Sons LLC
Linda Kahler, Rainbow Light Nutritional Systems
Gary Patton, Land Watch Monterey County
Rex Stewart, New Leaf Community Market

Sierra Business Council

Lead: Lucy Blake, Sierra Business Council
Janice Forbes, Sierra Heritage
Elizabeth Martin, Supervisor, Nevada County
Mark Tomich, Nevada County Planning Department

Sonoma County Vision

Lead: Maureen Middlebrook, Sonoma County Vision
Peter Ashcroft, Sierra Club
Mitch Conner, RMW Architecture & Design
Carole Ellis, Santa Rosa Junior College Board of
Trustees

South Bay Economic Partnership

Lead: Joe Aro, South Bay Economic Partnership
Linda Arroyo, El Camino College
Lance Burkholder, City of Carson
Todd Sword, South Bay Economic Partnership

Tri-Valley Business Council

Lead: Tom O'Malley, Tri-Valley Business Council
John Chapman, East Bay Community Foundation
Becky Dennis, Council Member, City of Pleasanton

Valley Vision/RAP

Lead: Kevin Eckery, Valley Vision/RAP
Rusty Hammer, Sacramento Metro Chamber of Commerce
Cassandra Jennings, Sacramento Housing & Redevelopment Agency
Larry Welch, Hewlett-Packard Company

Other Participants

Bill Allen, Starsonline
Murtaza Baxamusa, Sustainable Communities Leadership Program
Kim Belshe, The James Irvine Foundation
Lisa Beutler, Center for Public Dispute Resolution
Angela Glover Blackwell, PolicyLink
Karen Bluestone, ICF Consulting
David Booher, California Council for Environmental & Economic Balance
Joe Brooks, PolicyLink
Jeff Brown, Senate Office of Research
Doug Chandler, Chandler & Associates
Denise Fairchild, Community Development Technology Center
Bill Fulton, Solimar Research Group
Scott Grimes, San Diego Dialogue
Virginia Hamilton, California Workforce Association
Tenaya Hart, California 2000 Project
Bill Hauck, California Business Roundtable
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Sharon Huntsman, Sustainable Communities Leadership Program

Doug Jackson, The Great Valley Center
Dawn Kamalanathan, The James Irvine Foundation
Edward Kawahara, California Technology, Trade and Commerce Agency
Jon Lau, Sustainable Communities Leadership Program
Laurence "Bud" Laurent, Community Environmental Council
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Kate McLean, Ventura County Community Foundation
John Melville, Collaborative Economics
Mitchell Menzer, O'Melveny & Myers LLP
Effie Milionis, Sustainable Communities Leadership Program
Tom Mullen, District 5 Supervisor, Riverside County
David Myerson, Environment Now
Allen Parsons, Santa Barbara News Press
Jack Peltason, The Donald Bren Foundation
Dave Regan, Santa Clara Sentinel
Blake Roberts, Sustainable Communities Leadership Program
Steven Sanders, California Futures Network
Jason Schaff, San Gabriel Newspaper Group
Kathie Studwell, Collaborative Economics
Michael Teitz, Public Policy Institute of California
John Vasconcellos, California State Senate
Kim Welsh, Collaborative Economics
Bert Weinstein, Venture Point
Carol Whiteside, The Great Valley Center
Diana Williams, The James Irvine Foundation
Kenneth Yee, Food Industry Business Roundtable

Endnotes

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- ¹⁰ *Smart Investments: From Ideas to Action – The State of California's Debt Affordability Report*. Philip Angelides, California State Treasurer. A publication of the California State Treasurer's Office, October 2000. www.treasurer.ca.gov
- ¹¹ *California's Problems Need Regional Solutions*. Robert Hertzberg. San Jose Mercury News, October 17, 2000. www.regionalism.org

Cover: Crissy Field, a former military site in San Francisco, recently restored as a national park. This 100-acre project was completed by the nonprofit Golden Gate National Parks Association and the National Park Service with an outpouring of community activism, volunteerism and financial contributions. It is a treasure of the Bay Area region, and illustrates the combination of built environment and natural resources that should be the standard throughout California. Photo: © David Sanger.

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