

Regions Working Together for a Better California

California Regional Network





“A commitment to enhance the economy and improve the quality of life for all Californians through civic leadership and sustainable practices”



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California Regional Network

- Action Pajaro Valley
- Bay Area Alliance for Sustainable Communities
- Community Development Technologies Center
- Economic Alliance of the San Fernando Valley
- Fresno Area Collaborative Regional Initiative
- Gateway Cities Partnership
- Inland Empire Economic Partnership Foundation
- Institute of the North Coast
- Joint Venture: Silicon Valley Network
- Metropolitan Forum Project
- Orange County Business Council

The California Regional Network is made up of region-based civic organizations working to improve the state's economy, quality of life, and opportunity for all.

The Regional Collaboratives

The Regional Collaboratives (RCs) act as conveners and coordinators of community initiatives and civic governance within their regions. The statewide network is a voluntary association, which enables them to assist one another—building consensus and developing collaborative strategies. The network is supported and facilitated by the California Center for Regional Leadership.

Civic Leadership at a Regional Scale

The RCs work at a regional level, recognizing that the long-term challenges facing California's communities do not always conform to arbitrary political jurisdictions and bureaucracies.

The organizations:

1. Share best practices
2. Develop resources and funding to support individual RCs and network activities
3. Communicate the work to the public, media, and the philanthropic community
4. Through the California Policy Reform Network, develop coalition-based policy remedies and joint action strategies

Building Consensus

Areas for Collaborative Activity:

1. **Program**—Current examples of network program focus include:
 - a. Regional Community Indicators—with a core set of common benchmarks—ultimately leading to a statewide Community Indicators Report
 - b. Economic strategy and workforce investment programming, working with the California Economic Strategy Panel and the California Workforce Investment Board
 - c. Regional visioning and strategies for regional planning
 - d. Civic engagement
2. **Policy**—Inform the public debate on local, regional and statewide issues and reforms. Current examples of policy focus include:
 - a. Local, regional and state fiscal structures
 - b. Infrastructure planning and investment
 - c. Strategies to promote broad-based prosperity and opportunities for all
 - d. Responsible policies for sustaining the state's quality of life, while accommodating projected population growth



3. **Communications and Outreach**—Increase the visibility of California’s individual Regional Collaboratives, and the activity of the network, among California and national media, policymakers, philanthropy and the general public
4. **Resources, Grants and Fund Development**—Develop joint campaigns to secure resources for initiatives, facilitated by the RCs and the network

The Long Term Vision

California faces short-term crises, as well as long-term challenges and opportunities. Over the last several years, RCs have demonstrated their unique abilities in developing strategies to solve problems. Working with and through the network, they take on a critical role in advancing pragmatic solutions that secure a better future for all Californians.

Shared Values and Principles

Regional Collaborative Network Values

1. **Stewardship:** Commitment to practice regional stewardship—working to achieve the greatest, long-term benefit for the regions and for the state of California
2. **Innovation:** Commitment to share new ideas, strategies, policies, and programs, so that together, we can continue to learn and improve our effectiveness
3. **Collaboration:** Commitment to serve as facilitators and *honest brokers* in the public debate—incorporating all stakeholders and considering all factors—with special regard for the integrity of the collaborative process
4. **Strong Economy:** Commitment to build robust regional economies for California, through knowledge, innovation, strategic engagement and accountability
5. **Environmental Stewardship:** Commitment to advance policies and practices that promote sustainable communities, and preserve California’s quality of life
6. **Equity Through Opportunity:** Commitment to inclusion and empowerment, serving the interests of all people and cultures
7. **Diverse Engagement:** Commitment to collaboration and engagement across the full spectrum of interests, institutions, and communities; and in partnerships among the civic, public and private sectors
8. **Regional Scale and Scope:** Commitment to *right-sized* solutions—collaborating on a region-based, multi-jurisdictional or inter-agency level—appropriate to effective problem solving

- Regional Civic Alliance for Ventura County
- San Diego Dialogue
- San Diego Regional Economic Development Corporation
- San Gabriel Valley Economic Partnership
- Santa Barbara Region Economic Community Project
- Santa Cruz Clusters Project
- Sierra Business Council
- Sonoma County Vision
- South Bay Economic Development Partnership
- Tri-Valley Business Council
- Valley Vision

California Regional Network - Governance

The network is a voluntary self-governing group of civic leaders from California’s Regional Collaboratives. Activities may be entered into by the entire network or by subgroups—clusters of Regional Collaboratives with identified common interests.

The State of the California Dream

*The Need for a
New Civic Movement*

*“Regional
Stewardship:
A Commitment
to Place”*

Historically, it has been said that “as goes California . . . so goes the nation.” A hundred years ago California was the birthplace of the nation’s last significant civic movement, the Progressive Era. Even in recent decades California has a history of setting economic, political and cultural trends, in part because it is the state of innovation and enterprise, and in part because it is, by far, the most populous state in the nation. But, in recent years, we seem to be having more difficulty solving our problems. The state is challenged as never before, with a major power crisis, an unprecedented budget deficit and failures to address fundamental inadequacies in education and healthcare. Water shortages, traffic gridlock, unaffordable housing . . . the list of infrastructure challenges is large and growing.

As California’s population moved past the 35 million mark in 2002¹, on the way to 48 million by 2020, our ability to accommodate future growth, while at the same time providing decent, satisfying jobs and livable communities, will be severely challenged. Population growth is a double-edged sword. The rich cultural fabric of the state is, of course, enhanced by diversity. New immigrants bring a wealth of ideas, energy, expertise and talent. But, there can also be competition between diverse populations for influence and resources. California, like no other place in the world, is challenged to make pluralism work, for everyone.

According to the United Way,² in 1999 California ranked in the bottom 25 % nationally on a number of important quality-of-life indicators. The state was 40th in the percentage of population living in poverty, 42nd in employment, 45th in housing affordability, 49th in pupil-to-teacher ratios in public schools, 45th in children medically uninsured, 45th in voting propensity, 41st in violent crimes, and 47th in people living in counties that meet air pollution standards.

California has large and generally successful regional economies, but we must continue to compete in a global marketplace, taking nothing for granted. We are the world’s sixth largest economy with a gross state product over \$1.2 trillion. Some of our regions, especially in the Central Valley, are struggling with *structural* unemployment. California’s economy accounts for 13% of the nation’s output, with particular strength in computers, software, agriculture, aerospace, motion pictures, and general manufacturing. In order to continue to compete globally, California needs a world-class educational system. California’s diverse economy is well suited to withstand downturns, but is constantly challenged with the high-cost of doing business—allowing competitors across the world to catch up, in innovation and productivity. All these factors: competitive industries, skilled workforce, quality of life and effective state and local government are relevant to our economic competitiveness and all are in dire need of attention.

(Footnotes)

¹ U.S. Census Bureau, 2002

² United Way, United Way State of Caring Index

How and Why a New Civic Movement Can Help

Our communities depend upon leadership at a number of different levels: federal, state, county and local governments among them—in addition to the public, private and nonprofit sectors.

When consensus and coordination are lacking among stakeholders, progress stalls, and worthwhile initiatives can derail. Government, private businesses and community groups have cultural differences that often impede working relationships. Even *within* government, disconnects abound, among departments and agencies, and across jurisdictions—particularly where multiple geographies are involved.

With the advent of California's term limits, the political scene has changed dramatically. Newly elected state legislators have little time to master the intricacies of policy and government functions before they have to focus on their next office and begin campaigning. This can affect judgment, and detract from long-term, big-picture thinking and decision making.

A highly polarized apportionment process further compounds this effect. Legislative districts are designed to create *safe* seats for the major parties, resulting in many elections being decided in primary campaigns. This can silence the voices of moderate candidates, taking a toll on the quality of public debate. The resulting polarization and parochialism create barriers to long-range planning and regional thinking. The cost of campaign is soaring and the opportunity for special interest influence is greater than ever.

This governmental dysfunction even forces well-intended decision makers to operate within mismatched structures and irrational rules. In the face of this, our media and civic leaders have an opportunity, and an obligation, to provide objective information, to inform the public and assist the governing process. We can accomplish this by researching issues in a balanced and rational way, communicating to decision makers and involving communities.

In recent years a very important leadership group has emerged—leaders who consider the interests of communities from a regional perspective. In the state of California there is an important transformation underway in the way we view government and civic engagement. The term *Civic Entrepreneurs* refers to a statewide group of regional leaders who are working together in new collaborative alliances.

These organizations, known as *Regional Collaboratives*, are dedicated to the development of broad-based, long-term strategies for regional and statewide problem solving—strategies that go beyond the limits of politics and special interests. Through active engagement of stakeholders, the groups bring an all-important *civic* element to public/private partnering. With a commitment to solid research and fact-based decision-making, the groups are able to enlighten the public debate both on a regional and statewide level.



Why Regions? *Geography, Economy and Society*

We now live in regions, but our local government structures, including cities, special districts and even counties, are defined by boundaries that often do not match this reality. Boundary-bound policies, governance structures, tax structures and service delivery systems can be too small—and sometimes too large—to effectively deal with problems on the scale required for solving them. There is a mismatch between boundaries and the reality of living, commuting, and other lifestyle considerations.

California is home to an eclectic mix of regions. Some are defined by geography, such as the Bay Area, the Sierra Nevada and the San Fernando Valley. Others are identified by their economic borders, such as the two-and-a-half county Silicon Valley. Many regions are based upon settlement patterns, such as the Inland Empire and the six-county Sacramento region.

In the early days of California, trade routes developed along the coast and through the valleys, straddling passes and negotiating canyons. These pathways combined with waterways and railroads to create a natural framework for our regions. One of the most important infrastructure developments within the state was the California Mission Culture that rose up along El Camino Real (The King's Highway) with 21 missions, pueblos and presidios strategically positioned along the California coast—each one travel day apart from the next.

In recent years we also have come to understand *economic regions*, where industries cluster into supplier and customer networks, and rely on educational systems, that deliver the needed workers; and on transportation systems that efficiently convey people and goods to their destinations.

For the first half of the twentieth century, cities and towns were the places where we lived and worked. But, with population growth and settlement patterns, new suburbs began to spring up at the outer edge of metropolitan regions or filling gaps in between existing regions. Today, the near-universal use of the automobile and roads has resulted in most of us living, working, shopping, playing and worshipping in multiple jurisdictions.





How do We Make Regions Work for Us?

The scope and geography of a *decisional region* is the result of naturally occurring physical issues rather than artificial or arbitrary circumstances. A *region* may be a combination of multiple counties or be comprised of pieces or subdivisions of counties and cities. A region is an all-inclusive place, sharing common and collective interests. Place-based decision-making requires that a region be identified and conformed to the interests involved in each issue. The Regional Collaboratives have defined regions of interest as their primary, but not exclusive, service areas, where the residents and businesses have more or less naturally occurring common interests—common labor market, commute-shed, newspapers, and shared identification. These areas function as a single zone for trade, commerce and communication, and are characterized by social, economic and environmental interdependence.

Why does regionalism open up new pathways to collaborative problem solving?

The most critical stakeholders in any collaboration are those who are, or will be, positively or negatively impacted by the outcomes. Early engagement in the collaborative process is essential. The sooner acceptance and support can be developed, the better the chance for a successful conclusion. In these changing times, neither political jurisdictions nor social sectors accurately define issues or stakeholders in all cases. Decision makers and civic leaders at the local, county or state level must collaborate from the outset to understand the nature of the problem. They must practice *boundary-crossing* to do so—bringing together divergent interests, jurisdictions and agencies on a common problem-solving mission. There are some issues such as transportation, where *boundary-crossing* is more obviously indicated—where following the natural geography or confining thinking to a single region is actually counterproductive. Transportation has an innate cross-jurisdictional and inter-regional nature. In these cases, arbitrary political boundaries create unnecessary factions, and promote parochial thinking.

Issues that lend themselves to regional thinking and action:

- Land Use Visioning, Planning & Growth Management
- Open Space & Conservation
- Housing, Transportation & Other Physical Infrastructure
- Regional Statistical Information & Quality of Life Indicators
- Education and Workforce
- Investment
- Economic and Social Opportunity
- Healthcare and Social Services
- Business Start-ups, Retention & Attraction
- Crime & Public Safety
- Civic Engagement, Inclusion, Leadership Development and Advocacy

What is Different About this New Civic Regionalism?

“By stewardship we mean taking responsibility for the future of the region, based on the principle of sustainability: meet the needs of the present without compromising the ability of future generations to meet their own needs”

In the mid 1990’s a new phenomena began to take hold across the state of California—the unification of purpose and values of regional civic organizations. With the support of The James Irvine Foundation, what later came to be known as *Regional Collaboratives*, began to meet and engage one another on a statewide level. From rural expanses, covering thousands of square miles in the eastern Sierra (population 1.8 per square mile),¹ to the dense industrialized areas of Los Angeles and Orange Counties (population 3605 per square mile),² these *Civic Entrepreneurs* came together to discover how they could share values, combine efforts, build consensus and leverage resources to strengthen their regions—and through these combined efforts, improve the quality of life for residents throughout the state.

What set these organizations apart was their willingness to take on regional and statewide challenges in a thoughtful and responsible way. Research won out over rhetoric, and aggressive stakeholder engagement replaced top-down management practices. Consensus developed around the principle of promoting economic prosperity, quality of life and opportunity for all—and simultaneously—not as trade-offs for one another.

Background of the Movement

In regions across the State of California, organizations have sprung up to provide a civic forum for the exercise of regional stewardship. In some cases these organizations began in order to enhance economic development—and in others, to promote regional sustainability. Some responded to crisis, still others were led by a handful of visionaries. Since the mid-1990s these regional stewards have also engaged one another on a statewide basis—meeting annually, collaboratively sharing tools and practices, and assisting one another with research and information development. Recognizing public policy’s increasing complexity, the collaboratives have developed a holistic approach to regional and statewide planning and strategies. Each and every issue facing today’s Californians affects one or more other issues—and each is addressed in the context of a full range of factors, without parochial or jurisdictional limitations. Fortunately, many Californians, beyond the realm of Regional Collaboratives and their Civic Entrepreneurs, are beginning to realize that the economy, quality of life, and even social relations are inextricably linked, and should be improved through regional strategies and through enhanced civic engagement.



What Are Regional Collaboratives?

The volunteer base of Regional Collaboratives ranges from resident activists to CEOs of Fortune 500 companies, and from presidents of universities to social service providers. Unique to the collaboratives is their ability to bring a wide range of constituents and leadership to the same forum: *grassroots* and *grasstops*.

Because of their stewardship values, inclusionary principles and unique *honest broker* role in the regions, the collaboratives are able to build on a foundation of credibility and trust. Their viability and effectiveness depend upon these important attributes. Stakeholder perception is key in providing an objective forum for the discussion and resolution of important issues. Spirited dialogue, and interesting challenges are products of the rich diversity of backgrounds, expertise and opinions of participants. The one common denominator in these dialogues—the quality that ultimately wins the day—is the participants’ shared concern for their communities. They have pride in their neighborhoods, and are making continuing investments of time and resources to protect their quality of life.

Many RCs are alliances of leading government and non-government organizations—providing direct access to and through the regions’ civic and community organizations. They take many organizational forms, appropriate to their regions. For example, the San Diego Dialogue, which works in the San Diego-Tijuana bi-national region, is structured differently from the Sierra Business Council, working across the 12 counties of the mountain range; and the Bay Area Alliance for Sustainable Communities, working across the 110 jurisdictions of the San Francisco Bay Area is structured yet another way. Forms follow function.



“ . . . the collaboratives are able to build on a foundation of credibility and trust ”

(Footnotes)

¹ U.S. Census Bureau, 2000, CivicCenter Group

² Ibid.

What Do Regional Collaboratives Do?

“Collaboratives provide a forum for the exchange of ideas among area leaders”

Regional Collaboratives are able to work locally, as a single organization, together with other collaboratives in issue-based clusters, or as part of a coordinated statewide network. This flexible format is adaptable to most programs, issues and initiatives, providing the appropriate scope and scale. They can initiate complex communications and dialogue at the state, regional, county and local levels.

Regional Collaborative Competencies:

Regional Stewards - Regional Collaboratives taking civic responsibility for their regions.

Convening and Facilitation - Collaboratives have done well at establishing themselves as respected and objective *honest brokers* in the public debate. Rather than direct advocacy, their role is to make certain that policy decisions rest upon reliable information and broad consensus.

Collaboratives provide a forum for the exchange of ideas among area leaders: government, public sector, private sector, and the all-important civic sector. As neutral conveners, they are also able to effectively reach out to the necessary community stakeholders. Support is provided for meetings, symposia and forums, which includes outreach, expertise, facilitation and sponsorship.

Collaboration and Consensus Building - The collaboratives are able to advance consensus building as an important part of the community culture. With sufficient regional expertise to broach virtually any issue, the RCs can bring strong academic talents and credible data to the discussion. Leaders are also able to aggressively mediate working groups and assist them in establishing strategies and drawing conclusions.

Research and Information - The collaboratives conduct research and develop data, providing studies and reports to address regional issues and challenges. This includes the development of region-specific demographics, statistics and specialized information. This process is usually grant-funded, with the material being made available to consumers without charge.

Field Research, Focus Groups and Polling - An important element in any public policy decision is to be certain that the wants and needs of stakeholders are understood. To this end,



RCs engage the affected constituency and thoroughly assess their needs. Polling is a useful tool in monitoring progress, and for assessing the attitudes of businesses and residents within a given region.

Issue Identification, and Organizing the Response - In dealing with challenges, the most immediate needs are identification of issue champions and recruitment of initiative leaders. The RCs generally have ready access the leaders and experts in their regions—who are deeply involved in the issues of the day. The collaboratives are able to respond quickly in establishing roundtables, forums and working groups. Using modern communications techniques, their networks can be mobilized within hours when necessary. Upon determining that a strategic partner or other organization is best suited to take leadership, the RC's role may also be supportive and supplemental. Giving deference to strategic partners is key to maintaining positive alliances within the region.

Policy Development - As a credible source, RCs are able to reliably interpret issues, bring out new information or data, develop policy recommendations, build consensus, and advocate for adoption of reform policies.

Implementation: Intermediary and Agency Services - Working as non-profits, collaboratives are competent to interface between government programs and the public they serve. This can range from economic development programming to research, loan packaging and small business development, as well as land use and strategic planning.

Outreach and Public Affairs - Working as conveners, the collaboratives assist government in outreach and interaction with the public. The cardinal rule of collaboration is inclusion, and the RCs can offer some of the most direct opportunities for exposing issues to groups that are economically, ethnically, and organizationally diverse. Because of their significance and involvement within their regions, they are able to draw the attention of the media, and focus the public on important issues.



Collaborative Issues:

Economic Development - Working with various government and non-government agencies many of the RCs provide leadership for the start-up, retention or attraction of commerce and businesses in their regions, and help to grow the economy. This builds regional capital, creates quality jobs and careers and broadens the base of opportunity.

Support for Education and Workforce Investment - Education is widely recognized as the highest priority for the future of California's communities. Many collaboratives devote substantial resources to working with the educational community, establishing programming for enhancement of the workforce.

Planning and Infrastructure Investment - Regional Collaboratives engage policymakers and citizens in envisioning and planning for the future of their regions. They also try to identify highest priority infrastructure investment needs and ways to meet those needs, including innovative financing and delivery systems.

Economic Opportunity - Collaboratives have taken leadership in efforts to provide economic opportunity for poor or under-skilled individuals and to encourage reinvestment in lower income neighborhoods.

Natural Resource Protection - Many of the collaboratives provide leadership in the planning and financing of the protection of open space, park and recreation areas and wildlife habitat.

Measuring Progress - Through community indicator reports, Regional Collaboratives collect and disseminate data on critical issues in their communities, to educate the public, help set community priorities and create constituencies for the action of decision makers and public and private sector leaders.

Community Indicators Over the Last Ten Years

The core values shared by Regional Collaboratives are anchored in sustainability and the Community Indicators movement. Early on, the groups recognized that regional stewardship required benchmarks to be established and monitored in order to identify strengths and weaknesses, and as a basis for strategic planning. Indicators are also seen as a means of evaluating the progress and outcomes of various community initiatives.

Community Indicators are intended to measure the quality of life, using quantifiable data. Some of the most common areas of concern are the economy, infrastructure, environment, utilities, healthcare, education, transportation, public safety, housing, volunteerism, civic engagement and culture. The network of Regional Collaboratives is working toward the development of a common set of core indicators that can be measured in and across regions, as well as at the state level.

Community indicators have become potent tools in the arsenal of regional groups. They assist in informing the public debate, providing leadership with decision-making tools, and supplying a foundation for sustainability programming.

Regional Collaborative Accomplishments

The past few years have seen unprecedented accomplishments through the work of California’s Regional Collaboratives. Each has its own unique set of issues. Some common issues exist as well—issues that are of statewide concern cutting across regions. While each collaborative may have a dozen or more ongoing initiatives, here are some noteworthy examples of successes and achievements:

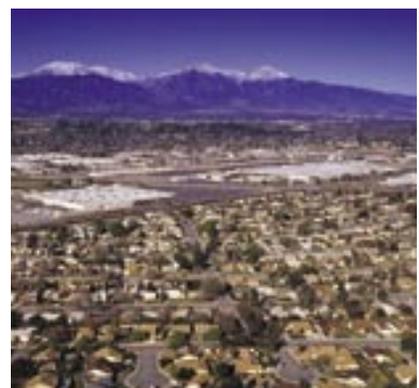
Action Pajaro Valley led a multi-year community visioning and planning effort to update the Watsonville General Plan in a manner designed to accommodate future population growth and maintain prime farmland and wildlife habitat. The proposal was adopted by the voters by a substantial margin.

Bay Area Alliance for Sustainable Communities has just released a Community Indicators report, measuring the progress of the region across thirty-two different categories of community well being. Through its *Livability Footprint* project, it has also influenced the development of a *Smart Growth Initiative* to guide development across the entire Bay Area.

Community Development Technologies Center in Los Angeles is bringing a new vision—of a *restorative economy* to the challenge of creating good jobs and livable neighborhoods in under-invested inner city communities.

Economic Alliance of the San Fernando Valley undertook *Vision2020*, a regional planning collaboration covering a five-city, two-county region. The Alliance is also engaged in attracting and retaining industry in order to expand business and develop job opportunities—and in regional workforce investment initiatives.

Fresno Area Collaborative Regional Collaborative has five initiatives underway, including an effort to build collaboration and capacity in the region’s human services and nonprofit agency communities. It also developed a statement of values *Community Values of the Fresno Region*, which it is asking all organizations, large and small, public and private, to adopt as their own and a commitment to having those values guide their work.





“Information is the ‘glue’—Regions need to have the informed participation of their citizens . . . closing the information gap between experts and stakeholders”

Gateway Cities Partnership has established the *Real Estate Recycling Team* to develop innovative approaches for the reuse of industrial land, and has pioneered in the development of grassroots community plans for sustainability.

Inland Empire Economic Partnership Foundation is developing the region’s first-ever Community Indicators report.

Institute of the North Coast’s economic development strategy, *Prosperity Network* has become part of the official economic development strategy for Humboldt County. The network maintains a common database, sharing leads and maintaining well-defined collaborative roles in their program of entrepreneurial support.

Joint Venture Silicon Valley Network assisted local planning agencies to streamline the process for securing building permits through the adoption of the *Smart Permit™* program—on-line review of applications, thus capitalizing on the technology strengths of the region. In the face of the *dot.com* downturn, through the Next Silicon Valley project Joint Venture is now leading the way for new innovative industry clusters.

Metropolitan Forum Project of Los Angeles is leading a statewide *New Schools/Better Neighborhoods* movement—promoting a vision for new public schools to become centers of vital neighborhoods, and neighborhoods as centers of learning.

Orange County Business Council is engaging a broad cross-section of community and business leaders in assessing the need for infrastructure planning and investment and in identifying policy strategies to achieve success. It also is leading a state-of-the-art workforce investment project.

Regional Civic Alliance of Ventura County, one of the state’s newest RCs, recently released its first quality of life indicators report, *The State of the Region: Ventura County 2003*.

South Bay Economic Partnership has taken the lead in a Los Angeles County-wide program addressing a shortage of competitive industrial sites and the need for master planned industrial communities. It is also assisting three cities with a community land use and economic development project to revitalize the Rosecrans East Boulevard corridor.

San Diego Dialogue has provided visionary leadership in seeing San Diego and Tijuana as a single region, and has pioneered solutions for cross-border understanding and cooperation. Its Forum *Fronterizo* provides ongoing collaboration between civic leaders on both sides of the Mexican-American border.

San Diego Regional Economic Development Corporation has helped make San Diego the #1 choice for business and careers according to Forbes Magazine and the Milken Institute. The EDC is a leader in addressing housing and transportation challenges in its region. It has also developed a program that brings business leaders into the high schools making that crucial connection between school, skills and careers. This helps to assure that today's students will be prepared to seize tomorrow's opportunities.

San Gabriel Valley Economic Partnership has just finished developing *Workforce San Gabriel Valley*, a collaborative strategic plan to harness the prodigious intellectual capital of the area.

Sierra Business Council has developed national award-winning planning and economic development strategies that will maintain the quality of small town life, protect natural resources and create family wage jobs for the region's residents. In particular, its rural economic development strategies do not rely exclusively on traditional extractive industries or externally driven income streams.

Tri-Valley Business Council is working to identify a sufficient water supply to maintain its agricultural economy and to protect open space. They are providing support for affordable housing efforts in existing towns, in order to reduce cross regional commutes and retain workers for high value-added businesses.

Valley Vision has partnered with the Sacramento Area Council of Governments in a regional growth visioning project, *Blueprint*, which involves thousands of citizens across the six-county region in imagining land use and development patterns that would protect community livability and accommodate population growth.



How Regional Collaboratives Are Funded

The base funding for Regional Collaboratives comes primarily from local sources. This includes supportive business and industry, local philanthropy, governmental agencies, infrastructure and utilities, airports, ports and metropolitan planning organizations.

These supporters see the work of the collaboratives as an extension of their own, and as an opportunity to engage the added *civic* element to leverage public-private partnerships. Statewide and national foundations also support this work, particularly where collaboratives working together can achieve statewide impacts or where multi-site demonstration projects advance the purpose of improving program design and implementation.

Both economically- and environmentally-grounded collaboratives have, through the development of targeted grant funding, been able to widen their involvement, delving into non-traditional issues and initiatives. Foundations and other public interest resources view the collaboratives as extensions of their portfolios, with the ability to implement the goals and objectives of regional, state and national programs and foundations.

Who Do the Regional Collaboratives Work With in Their Regions?

Schools and Educational Institutions are natural partners for the collaboratives. Education, in all of its forms, provides the base for economic development, job creation and social opportunities. When educators are brought to the table, they are able to provide valuable insights—and in return, to better understand the intellectual needs of the regional economy.

Regional Business Organizations and Industry Partners provide collaboratives with access to economic information and a broadened group of civic activists, frequently finding common ground over growth, quality of life and sustainability issues. In return, the collaboratives provide a vehicle for community reinvestment, for public affairs and outreach initiatives.

Municipalities are aided in their mission to serve their residents. They are able to better leverage their investments in community development, outreach and strategic planning, and assisted in working with other localities on multi-jurisdictional strategies and projects.

Counties provide the core functions of regional government. They benefit from interaction with the larger-scale civic constituencies represented in the Regional Collaboratives.

Faith-Based and Social Service Organizations gain access to government and to the business community, and are able to advance issues of inclusion, access and equality.

Visitor's and Convention Bureaus are able to build larger followings around regional marketing and tourism—as well as working in concert with the collaborative's other partners in various promotions and activities.

Seaports and Airports are regionally very significant. They have great importance as part of the overall infrastructure and economic impact on the regions they serve. They benefit through closer connections to regional leadership, and by having a vehicle for outreach and public affairs programming.

Infrastructure and Utility Service Providers are always very involved in public policy work, infrastructure development, and community outreach. These are also high priorities with collaboratives, who benefit from close working relationships with these service providers.

Metropolitan Planning Organizations need to interface with diverse leadership in business, government and in the community. As conveners, planners and policymakers, the

collaboratives provide a natural extension for regional and sub-regional coordination and consensus building.

Banks and Financial Institutions are especially involved in community reinvestment, and the collaboratives provide a conduit for such programming, as well as providing a platform for extended outreach. The banking industry has a keen understanding of the need for working closely with the community.

Philanthropic Organizations are aided in their mission through the substantial implementation capacities of the collaboratives. The RCs have the needed expertise and representation within the community and among its leadership. They are able to competently interface in the grant and funding process—and ultimately to deliver meaningful and credible programming.

Environmental Groups form the backbone of sustainability initiatives, providing guidance and strategies for the balancing of priorities. They work with the RCs in developing consensus on preservation of resources, and maintenance of the quality of life of the regions.

Homeowners' Associations are able to participate with planners and developers in the give-and-take of growth management, land use and public policy. Homeowners make up a formidable group with concerns that are critical to the public debate. It is important that they be brought into discussions at very early stages.

Merchants' Associations and Business Improvement District Boards are natural allies in the realm of economic development. They are able to provide working models for urban renewal and for the cultivation of *pedestrian-oriented districts*, main streets and town centers.

The Philanthropic Community

Regional Collaboratives are ideally situated to provide programming to assist in realizing the regional, statewide and national goals of the philanthropic community. They have a natural ability to marshal expertise from all sectors, to develop strategies at the highest levels, and to implement at the regional, municipal or neighborhood level.

As messengers, the RCs are networked with the leaders of the communities in their regions as well as at state and federal levels. With the ability to provide regional presence and community-grounded capacities, collaboratives also possess the requisite sophistication to administer public policy programming and to manage sub-grant allocations. Many are allied with community foundations, and some have their own internal philanthropic communities.

California Regional Network Profiles in Civic Entrepreneurship

*“ . . . provide
essential linkage
between local and
regional needs, and
state level action”*

Regional Collaboratives Working Together for a Better California

California: A State of Regions

In dealing with many issues, we are constrained to either work at the micro level, with nearly 500 cities in the State of California, or at a macro level, with the state government. California’s 58 county governments can provide some assistance in regional thinking. But, city incorporations are selective and inconsistent, leaving counties with large, unnaturally configured areas of residual territories.

Statewide organizations tend to develop *one-size-fits-all* solutions, and have difficulty responding to the needs of individual regions. A cooperative and inclusive civic collaborative can provide essential linkage between local and regional needs, and state level action. By working through objective non-partisan facilitation and consensus building, the collaboratives develop information, inform the public debate, and draw attention to critical issues.

Collaboratives are able to fill this need through intra-regional engagement and inter-regional cooperation. They are capable of providing credible reports and developing strategies to enlighten local leaders—using their statewide networking capacity to focus attention and resources on important regional issues.

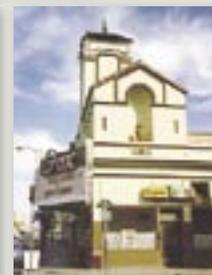
Action Pajaro Valley

Community members came together to create Action Pajaro Valley, in order to strike a balance between urban development and preservation of local agricultural and natural resource land.

APV now acts as a neutral forum in which members of all sectors, from developers to farm workers can convene and work together to develop and facilitate a *Vision Process* and a *Growth Management Strategy* for the Pajaro Valley. With an Advisory Board of over 50 community leaders, representing 19 stakeholder groups, APV's mission is to create a positive future for the residents of the Pajaro Valley, by facilitating an ongoing collaborative process for planning, informing and serving as a resource for the community.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Open Space & Conservation
- Town Centers & Urban Villages Housing
- Regional Information & Statistics
- Regional Research & Public Policy
- Workforce Development
- Equity/Income Distribution
- Monitoring Quality of Life/Indicators
- Marketing the Region
- Civic Engagement & Collaboration/Convener
- Leadership Development
- Good Government
- Advocacy



Action Pajaro Valley

“Balancing the desire for urban development, to support the Valley’s economy and growing population, with the desire to preserve the Valley’s agricultural lands and natural resources, is a complicated yet imperative issue”



Region Served: The communities of Corralitos, Aptos Hills/Larkin Valley, Interlaken, Freedom, Pajaro, Las Lomas, Green Valley and the City of Watsonville

Population: 87,000

Size of Region: 120 square miles

Strategic Partners: AMBAG: Association of Monterey Bay Area Governments, Santa Cruz, Monterey and San Benito Counties COG, Inter-regional partnership: AMBAG + Santa Clara County, Business Councils, Farm Bureau, Pajaro Valley Chamber of Commerce, Latino Chamber of Commerce, Watsonville Wetlands Watch, Monterey Bay Central Labor Council, County of Monterey, County of Santa Cruz, City of Watsonville, League of United Latin American Citizens, Watsonville Association of Realtors, Community Alliance with Family Farmers

Established: July 1999

Website: www.actionpajarovalley.org

Overview

Action Pajaro Valley has embraced upon two *Quality of Life* indicators projects for the region, and looks to the future of the area with its *Vision* document, and *Pajaro Valley at a Glance*, which serves as snapshot of the region’s existing conditions. APV gathered data at the *Farmworker Housing Summit*, the collaborative published a document reaching out to farm workers and housing developers in a bi-lingual dialogue.

Ongoing projects include:

- *Pajaro Valley Growth Management Strategy:* APV has accomplished the first major stage of implementing the *Pajaro Valley Growth Management Strategy*, which defines three recommended potential growth areas or designated communities in the valley. A major accomplishment occurred with the passage of an Urban Limit Line ballot initiative in the City of Watsonville
- *Community Plan Process for the town of Pajaro*
- *Community Plan Process for the Green Valley area*
- *Community Education Forum*
- *Organizational Strategy & Management Planning*
- *Pajaro River Flood Protection Project*
- *Housing Action Coalition*
- *Workforce Development Initiative*

Bay Area Alliance for Sustainable Communities

The Bay Area Alliance is committed to improving the Bay Area's long-term economic competitiveness and quality of life by integrating action in the three major areas: economy, environment, and social equity. Through innovative thinking and *e-vision*, a balanced, inclusive, collaborative approach, the BAA strives to sustain the region's environment and economy in a way that ensures equity for all residents.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Open Space & Conservation
- Town Centers & Urban Villages
- Housing
- Infrastructure
- Transportation
- Regional Information & Statistics
- Equity/Income Distribution
- Monitoring Quality of Life/Indicators
- Civic Engagement & Collaboration/Convener
- Good Government
- Advocacy



Bay Area Alliance for Sustainable Communities

*“Social tolerance,
multicultural richness,
urban and natural
beauty and a resilient
job market make the
nine-county Bay Area
an extremely desirable
place to live”*



Region Served: The Bay Area region’s nine counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma

Population: 6,783,760

Size of Region: Total area: 8,192 square miles

Strategic Partners: Bank of America, California 2000 Project, California Policy Reform Network, Columbia Foundation, Community Foundation - Silicon Valley, David and Lucile Packard Foundation, East Bay Community Foundation, GAP Inc., Haas Foundation, William and Flora Hewlett Foundation, The James Irvine Foundation, Marin Community Foundation, Pacific Gas and Electric Company, Peninsula Community Foundation, San Francisco Foundation, U.S. Environmental Protection Agency

Established: 1997

Website: www.bayareaalliance.org

Overview

The Bay Area Alliance for Sustainable Communities is committed to preserving the region as a place where all people have the opportunity to live in adequate housing in healthy neighborhoods, and earn decent, livable wages.

The BAA has formulated several projects to ensure sustainability, such as the *Compact for a Sustainable Bay Area*: a process and framework document for a broad-based discussion with Commitments to Action as to how the Bay Area can grow in a more sustainable manner, and the *Regional Livability Footprint*: a process to achieve consensus for an alternative preferred land use pattern. The *Community Capital Investment Initiative* and the *Bay Area Family of Funds* is a project designed to mobilize leadership and capital investment in keystone projects in targeted low-income neighborhoods.

The overall goal is to reach a regional consensus among a critical mass of stakeholder organizations and civic leaders for a new shared vision, through development and adoption of a *compact* that can become the foundation for implementation actions, by both the public and private sectors at the local, regional, state and national levels.

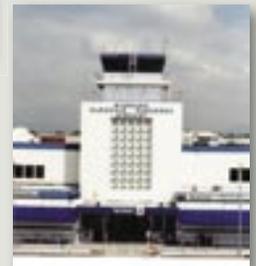
Through the unique membership, including leaders from social equity groups, the business community, environmental organizations, local government and regional agencies, the Bay Area Alliance is in a position to tackle challenges to social justice and implement actions that result in a more sustainable region.

Economic Alliance of the San Fernando Valley

As an economic development and marketing collaborative made up of private and public investors, the Economic Alliance was originally organized to grow and sustain the economic base of the San Fernando Valley. In 2002, the Alliance launched *Vision2020*, a strategic visioning and implementation plan to promote a sustainable future for the Valley. The EA continues to foster relationships among public and private entities to market the area, and strives to improve the quality of life for residents of the five-city region.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Open Space & Conservation
- Town Centers & Urban Villages
- Housing
- Infrastructure
- Transportation
- Regional Information & Statistics
- Regional Research & Public Policy
- Education
- Workforce Development
- Equity/Income Distribution
- Healthcare
- Public Safety
- Monitoring Quality of Life/Community Indicators
- Business Retention & Attraction
- Marketing the Region
- Civic Engagement & Collaboration/Convener
- Leadership Development
- Good Government
- Advocacy and Informing the Public Debate
- Philanthropy



Economic Alliance of the San Fernando Valley

*“Committed to a vision
for a balanced and
sustainable future
for the 1.6 million
residents of the San
Fernando Valley—
implemented through
cross-jurisdictional
collaboration”*



Region Served: The entire San Fernando Valley five-city region, which includes the cities of Calabasas, Burbank, Glendale, Los Angeles and San Fernando, and some of the unincorporated portions of Los Angeles County

Population: More than 1.7 million residents, which is 10% of the population of Southern California

Size of Region: Over 350 square miles

Strategic Partners: Valley Industry & Commerce Association (VICA), United Chambers of Commerce (UCC), Valley Economic Development Center (VEDC), Southland Regional Association of Realtors, San Fernando Valley Conference & Visitor’s Bureau, Valley International Trade Association (VITA), Valley Leadership Institute (VLI), Small Manufacturers Association of California

Established: 1994

Website: www.valleyofthestars.org and
www.economicalliance.org

Overview

The Economic Alliance has five major initiatives: Workforce and Education Investment, Economic Development and Business Assistance, Livable Communities, Virtual Library and Archive, and Regional Marketing and Image Branding.

The Workforce and Education initiative seeks to enhance the valley’s workforce by improving education. Programs include workforce preparedness, early literacy, the *Manufacturing Technologies Lab*, *Project Grad*, and *BIG BEN*. The Economic Development & Business Assistance initiative is intended to attract, recruit, retain and expand businesses and jobs, with business assistance and job creation, the community college Training Alliance, industry cluster analysis, and economic development. The Livable Communities Council seeks to improve the quality of life and sustainability of valley communities. Programs include the community indicators, *Vision2020*, the *Valley Almanac*, community forums, and *Business Watch*. The Regional Marketing and Image Branding Initiative is focused on building and marketing a regional identity, including the *Valley of the Stars* cross-marketing campaign. The Virtual Library and Archive Initiative has developed and maintains the largest virtual repository on on-line information and data concerning the Valley region. It has become the “portal of knowledge” about life and living in the area.

The *Rightsizing Local Government* forum in 2002 included best practices, jurisdictional efficiency, and ideas about how to govern mature, suburban communities. It was the first time the global panel of experts convened on such a scale to discuss these issues. Over 200 business, government and civic leaders attended.

Fresno Area Collaborative Regional Initiative

The Fresno Area Collaborative Regional Initiative's mission is to help improve the competitiveness of the region by providing steward leadership in areas critical to economic success.

Through projects like the *Innovation Index*, the Fresno Area CRI encourages advancements in technology, education, workforce development, land use and transportation endeavors in the region.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Town Centers & Urban Villages
- Infrastructure
- Transportation
- Education
- Workforce Development
- Equity/Income Distribution
- Civic Engagement & Collaboration/
Convener
- Good Government



Fresno Area Collaborative Regional Alliance

*“Community
transformation
through innovation and
collaboration...”*



Region Served: The Cities of Fresno, Clovis, and Madera

Population: 619,229

Size of Region: 75 square miles

Strategic Partners: The Fresno Business Council and California State University, Fresno, in addition to over 45 private, non-profit and educational institutions

Established: September 2001

Website: www.fresnocri.org

Overview

The initial work of the Fresno Business Council and the Central California Futures Institute in forming the Fresno Area Collaborative Regional Initiative was to identify the priorities for action that would most directly lead to competitiveness in the *Knowledge Economy*. After four months of deliberation and due diligence, five areas that were most critical to the transformation of the region were identified. A task force has been coordinated for each initiative, to implement the action plans, by partnering with community organizations and supporting their implementation strategies.

The *Innovation Index* tracks economic and entrepreneurial indicators, such as *Technology Infrastructure*, to develop and drive broadband initiatives accelerating the deployment and adoption of next generation Internet services. Other projects include *Human Investment*, which involves primary literacy, improving volunteerism, improving effectiveness and efficiency of the public human services agency, and after school programs. The *Land Use and Transportation Initiative* focuses on developing GIS land use modeling tools, initiating city beautification efforts, targeting *schools as centers of community*, and catalyzing downtown development project. The CRI is also launching an executive education series on innovation, and implementing a communications plan that promotes the *Community Values* of the Fresno Region. *O* is another concern, and support of a school-business partnership program is underway.

Gateway Cities Partnership, Inc.

The Gateway Cities Partnership, Inc. is committed establishing local economies that are viable, environmentally sound and socially responsible. Achieving this goal requires participation from all sectors of the community, both to determine community needs and to identify and implement innovative and appropriate solutions. Recognizing the diversity of the region, the Partnership has developed a sustainability strategy that builds on the uniqueness of each of the region's cities and communities.

Initiatives

- Vision & Planning
- Infrastructure
- Transportation
- Regional Information & Statistics
- Regional Research & Public Policy
- Education
- Workforce Development
- Business Retention & Attraction
- Civic Engagement & Collaboration/
Convener
- Leadership Development
- Good Government



Gateway Cities Partnership, Inc.

*“Today’s workforce is
growing, but only for
workers with the right
education”*



Region Served: South East Los Angeles County, including 27 cities, Artesia, Avalon, Bell, Bellflower, Bell Gardens, Cerritos, Commerce, Compton, Cudahy, Downey, Hawaiian Gardens, Huntington Park, La Habra Heights, Lakewood, La Mirada, Long Beach, Lynwood, Maywood, Montebello, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, Signal Hill, South Gate, Vernon, Whittier

Population: Total regional population is 1.72 million, of whom 34.9% are foreign born, 77% of the population increase in the 1990's was foreign born

Size of Region: The region covers more than 200 square miles and extends from coastal Long Beach to the foothill communities of the north

Established: 1996

Website: www.gatewaycities.org

Overview

The Gateway Cities Partnership conducts community-based sustainability planning on an ongoing basis. In 2002 hundreds of people were included in a series of facilitated visioning and sustainability projects.

The partnership has several publications under its belt, including *Gateway Cities at the Beginning of the 21st Century*, *Gateway Cities Education Gap*, and *Immigration and the Regional Economy*.

The Paramount Education Partnership (PEP) is a venture between the City of Paramount, Paramount Unified School District, and the Gateway Cities Partnership. The purpose is to dramatically increase the educational attainment of residents throughout the City of Paramount. A total of 538 people were convened as part this process in over 50 focus group meetings, of which 200 participated in a three-part process focus group meeting which included visioning, strategic analysis, strategic design and implementation development. The sessions resulted in a list of issues, strategies and suggested implementation steps.

The Partnership managed a \$2.8 million grant that trained 600 precision machinists, creating a virtual training center for employers and employees.

The Partnership has established the *Sustainable Community Project* in the cities of Huntington Park, Maywood, Paramount, and Bell. A *Real Estate Recycling Team* was convened to develop innovative approaches to the reuse of industrial land within the region. The Partnership is a founding member of the Center for International Trade and Transportation (CITT) at California Statue University Long Beach, a neutral forum for employers, labor and public agencies to come together to work on regional transportation challenges. The Partnership also helps to oversee the growth of the Southern California port complex, which includes the ports of Long Beach and Los Angeles.

Inland Empire Economic Partnership Foundation

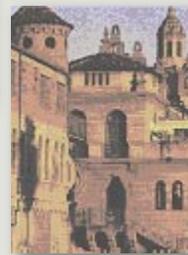
IEEPF is a sister organization to the Inland Empire Economic Partnership (IEEP). The Foundation was established with a mission to create a better quality of life for Inland Empire residents.

The Foundation focuses on education, planning and information dissemination.

Inland Empire Sustainable Communities program is dedicated to maintaining its forward momentum, which has resulted in addressing regional challenges, conducting collaborative visioning and engaging community action.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Open Space & Conservation
- Town Centers & Urban Villages
- Housing
- Infrastructure
- Transportation
- Regional Information & Statistics
- Regional Research & Public Policy
- Education
- Workforce Development
- Equity/Income Distribution
- Healthcare
- Public Safety
- Monitoring Quality of Life/Indicators
- Business Retention & Attraction
- Marketing the Region
- Civic Engagement & Collaboration/Convener
- Leadership Development
- Good Government
- Advocacy



Inland Empire Economic Partnership Foundation

*“Southern California’s
Inland Empire is a \$77
billion market and
continually one of
the fastest growing
regions in the nation,
offering it’s residents
ample housing choices,
outdoor recreation, job
opportunities, and a
lifestyle found only in
Southern California”*



Region Served: Riverside and San Bernardino Counties

Population: 3,400,000 including San Bernardino County, which is the largest geographical county in the contiguous United States of America

Size of Region: 27,000 square miles

Strategic Partners: Community Partners-IEEP Members, Regional Stewards-CRI Members

Established: Formed in 1986, Merged in 1993

Website: www.ieep.com

Overview

The IEEPF is also working in conjunction with a number of regional corporations, the counties of Riverside and San Bernardino, and cities within the Inland Empire to develop and implement a vision for the region.

As one of the leading community organizations in the region, the IEEPF is helping create the Inland Empire of the future by acknowledging the interdependence between the Economy, Equity, and Environment, and the importance of balancing each by utilizing collaborative thinking and problem solving.

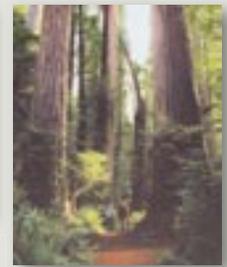
Currently, IEEPF is working in a collaborative nature to create an *Inland Empire Community Indicators Report*. When completed, the community indicators project will provide the Inland Empire with a reliable source of objective information about the region’s economy, environment, and quality of life, and serve as a catalyst to improve the overall region. In turn, these community indicators will further enhance policy and investment decisions, mobilize advocates for action, and improve accountability.

Institute of the North Coast

The Institute of the North Coast strives to encourage civic engagement and build individual and collective leadership capacity in the region, and to continue to strengthen commitment to the implementation of *Prosperity!*, the region's strategy for local sustainability and economic development. Through increased use of information, research and evaluation, the Institute develops partnerships, facilitates activities and improves local decision-making.

Initiatives

- Land Use & Growth Management
- Open Space & Conservation
- Regional Information & Statistics
- Regional Research & Public Policy
- Workforce Development
- Healthcare
- Monitoring Quality of Life/Indicators
- Civic Engagement & Collaboration/Convener
- Leadership Development
- Philanthropy



Institute of the North Coast

*“Prosperity (n):
The state of having
everything one needs
to consider themselves
fortunate or successful”*



Region Served: Humboldt, Del Norte, and Trinity Counties

Population: 168,350

Size of Region: 7,760 Square Miles

Strategic Partners: Humboldt Area Foundation, Humboldt State University, College of the Redwoods, Redwood Region Economic Development Commission, Arcata Economic Development Corporation, Humboldt County, Del Norte County, Workforce Investment Board, Humboldt County Office of Education, Prosperity Network, North Coast Leadership Roundtable

Established: 1996

Website: www.hafoundation.org,
www.northcoastprosperity.com

Overview

The Institute focuses on the development of key partnerships focused on the implementation of *Prosperity!* the economic and community development strategy for the North Coast. The Institute publishes the *Prosperity Review* quarterly, which discusses industry clusters in the region, sustainability projects, and challenges in maintaining its rural nature and quality of life.

Key regional projects include:

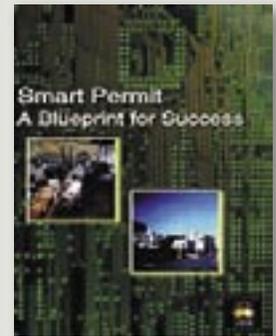
- **General Plan Deliberative Dialogues:** Facilitated dialogues about land use issues affecting the future of the region, to be used to inform policy makers.
- **Hispanic Forum:** A group of Hispanic leaders strengthening the regional voice and increasing engagement in economic and community development activities.
- **Alliance for Working Community Forests:** Focused on new models for community-based stewardship and ownership of industrial timberland on the north coast.
- **Economic Portal:** Created at Humboldt State University to link campus resources to regional businesses and economic development activities.
- **Prosperity Network:** A partnership between economic development entities sharing leads, a common database, and redefining roles creating a strong network of entrepreneurial support.

Joint Venture: Silicon Valley Network

Joint Venture acts as a civic catalyst in which community members can create solutions to regional challenges. The collaborative was one of the pioneers in developing community indicators, which is now manifested in the *Index of Silicon Valley* publication. Industry clustering is another area of focus for this technology rich region.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Infrastructure
- Regional Information & Statistics
- Regional Research & Public Policy
- Education
- Workforce Development
- Monitoring Quality of Life/Indicators
- Business Retention & Attraction
- Marketing the Region
- Civic Engagement & Collaboration/Convener
- Leadership Development
- Good Government



Joint Venture: Silicon Valley Network

*“Build a sustainable
community that
competes globally”*



Region Served: Joint Venture defines the Silicon Valley as Santa Clara County, plus adjacent parts of San Mateo, Alameda, Santa Cruz counties

Population: With a population of more than 2.3 million, the region has more residents than 17 U.S. states

Size of Region: 1500 square miles

Strategic Partners: The David and Lucile Packard Foundation, The James Irvine Foundation, Therma, Rudolph and Sletten, Inc., Aspect Communications, CNF, Inc., Ebay Foundation, Rosendin Electric, Inc., Skoll Foundation, Synopsis, Inc., Webcor Builders, the County of San Mateo, and the Cities of Campbell, Cupertino, East Palo Alto, Foster City, Fremont, Gilroy, Hayward, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Newark, Palo Alto, Redwood City, San Carlos, San Jose, San Mateo, Santa Clara, Santa Cruz, Scotts Valley, and Sunnyvale

Established: 1993

Website: www.jointventure.org

Overview

Joint Venture's mission is to mobilize people from all segments of the community, to identify and acts on regional issues such as economics, environment and quality of life for all residents

In early 2003, Joint Venture convened a leadership team representing business, government, education, labor and community to stimulate the next generation of technology, economic and social innovation. The group, Regional Economic Strategic Leadership Team (RESuLT), will assess Silicon Valley's current competitive situation relative to other regions and propose public/private partnerships, workforce development and government strategies to rejuvenate the region's unparalleled platform of innovation.

Each year, the *Index of Silicon Valley* uses more than 30 measures to gauge the region's progress toward the vision of *Silicon Valley 2010*. The *Index* charts economic and employment trends, academic achievement, environmental quality, civic involvement, and other quality-of-life factors that affect residents.

Joint Venture's Tax Policy Group recommends policy reforms and creates broad-based educational tools and programs to promote economic growth.

The Collaborative is working on the *El Camino Real and Monterey Highway Project* that will revitalize Silicon Valley's *Main Street*.

Joint Venture is also building a *high-tech to high-touch* community portal, a *network of networks* that will connect people and organizations from diverse communities.

Through a series of publications developed by Joint Venture, including *Preparing for the Next Silicon Valley: Opportunities and Choices*, the collaborative is able to reach out and educate the community on pertinent issues.

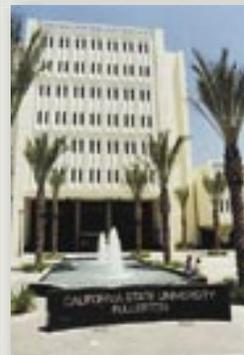
Orange County Business Council

As a forum for businesses to join together with government and educational institutions, the Orange County Business Council (OCBC) implements three strategic initiatives in the areas of economic and workforce development and advocacy to invest in the future of the fifth most heavily populated county in the United States.

The *Center for a New Orange County* is a collaborative public-private partnership, facilitated by OCBC, that is taking a comprehensive look at the significant long-term infrastructure issues facing the region. The *Center* is shaping Orange County's future by designing an innovative, state-of-the-art countywide infrastructure program that will increase countywide prosperity and improve the quality of life of local residents.

Initiatives

- Housing
- Infrastructure
- Transportation
- Regional Information & Statistics
- Regional Research & Public Policy
- Education
- Workforce Development
- Healthcare
- Monitoring Quality of Life/Indicators
- Business Retention & Attraction
- Marketing the Region
- Civic Engagement & Collaboration/
Convener
- Good Government
- Advocacy
- Leadership Development
- Good Government
- Advocacy



Orange County Business Council

“Orange County is one of the most desirable places in the nation to live, work, raise families and enjoy an excellent quality of life”



Region Served: Orange County

Population: 3 million

Size of Region: 900 square miles

Strategic Partners: California Center for Regional Leadership, Orange County Tourism Council, Orange County Film Commission, Orange County Affordable Home Ownership Alliance

Established: 1883

Website: www.ocbc.org

Overview

The Orange County Business Council is the leading business organization in Orange County, the second largest county in the state of California. Through forums and programming, such as the *Center for a New Orange County*, *Workforce Development Summit*, *Economic Forecast*, *Annual Dinner*, and *Orange County Executive Survey*, OCBC acts as an advocate for issues that significantly affect the future of Orange County and its residents.

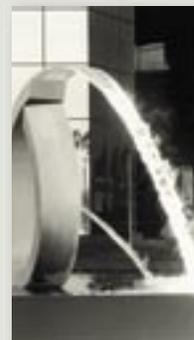
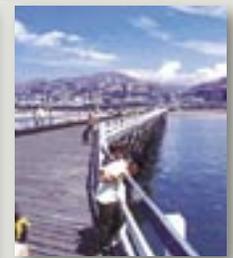
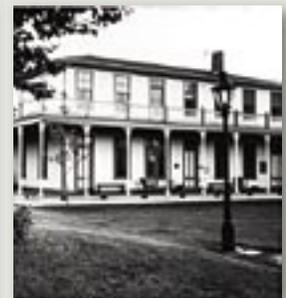
OCBC's indicators project has matured into a strong collaborative partnership between the Business Council, the County of Orange, and the Children and Families (Prop. 10) Commission. The report leverages ongoing data collection efforts by condensing data into a user-friendly format. The report is used to advance policy and inform regional non-profit and government strategic planning in the region. This project was started as a collaborative capacity builder in a region that had become fragmented over public policy issues such as the proposed El Toro Airport. The outcome has been a credible, unbiased, factual foundation to discuss issues of importance in Orange County.

The Regional Civic Alliance for Ventura County

First and foremost, the Alliance is a *forum for regional dialogue*, providing a table for public discourse on important community issues, and convening civic organizations and citizens with diverse perspectives for information sharing, education and dialogue. One of the goals of the Regional Civic Alliance of Ventura County is to inform the public debate through policy papers and reports. RCA-VC recently released its first publication, *State of the Region—Ventura County 2002*. During the past 18 months, the Alliance has conducted diagnostic research that will give the people of the region a better sense of the status of a number of regional issues.

Initiatives

- Vision & Planning
- Regional Information & Statistics
- Education
- Civic Engagement & Collaboration/
Convener



The Regional Civic Alliance for Ventura County

*“Never doubt that a
group of thoughtful,
committed citizens
can change the world.
Indeed, it’s the only
thing that ever has.”*

Margaret Mead



Region Served: The County of Ventura, which is bordered by the Pacific Ocean, Los Angeles County, Kern County and Santa Barbara County. The Las Padres National Forest comprises most of the northern half of the county, Lakes Casitas and Piru are situated at east and west ends of the county

Population: The County’s population is now approaching 800,000 inhabitants. This figure is growing at between 1.5% and 2% per year -approximately the same as the five-county, Southern California region and the state as a whole

Size of Region: 1,873 square miles: Public beaches cover nearly 7.5 miles of the county’s shoreline, while state beach parks cover 411 acres

Strategic Partners: The Cities of Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, Ventura

Established: 2000

Website: www.vccf.org/regionalcivic.html

Overview

During its 2003-2005 program cycle the Regional Civic Alliance will focus its efforts on three program goals and objectives:

- *Regional Growth and Sustainability*
- *Civic Engagement and Education*
- *Research*

The Alliance has several products, including *The State of the Region: Ventura County 2002*, which is an extensive quality-of-life *Indicators Survey* report, and *The Civic Resource Map for Ventura County*, which is an ongoing process for identification of local civic engagement organizations in the county whose members are working on environmental, economic, or social equity issues. Through this process, the electorate and public sector will be engaged, educated and mobilized to solve common regional issues.

The Alliance also serves, when needed, as a *think tank* on community issues, enlightening community dialogue by contributing objective research, issue papers and thoughtful analysis to the public debate.

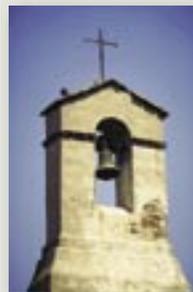
Finally, the Alliance is a *vigorous champion* of the value of balancing the “3 E’s” of sustainable community, geographic representation of east and west Ventura County citizens, and representation of all ten of the county’s cities in all public policy discourse that affects the future of our region.

San Diego Dialogue

The San Diego Dialogue has played an active role in convening and supporting a network of civic organizations known as the *San Diego Quality of Life Coalition*. The Coalition is dedicated to promoting a sustainable pattern of growth in San Diego County. The Dialogue also encourages the sustainable economic development of its bi-national region. This cross-border economic activity creates significant benefits for residents on both sides of the border, including substantial sales tax revenues for local governments in San Diego.

Initiatives

- Land Use & Growth Management
- Open Space & Conservation
- Town Centers & Urban Villages
- Housing
- Infrastructure
- Transportation
- Regional Research & Public Policy
- Education
- Healthcare
- Monitoring Quality of Life/Indicators
- Civic Engagement & Collaboration/Convener



San Diego Dialogue

*“Creating a more
effective system of
regional governance in
both San Diego and Baja
California”*



Region Served: San Diego County and Northern Baja California: San Diego County encompasses 18 incorporated cities and numerous other neighborhoods and communities, including downtown’s historic Gaslamp Quarter, Little Italy, Coronado, La Jolla, Del Mar, Carlsbad, Escondido, La Mesa, Hillcrest, Barrio Logan, Chula Vista and more

Population: California’s second largest city and the United States’ seventh largest, San Diego boasts a citywide population of nearly 1.3 million residents and more than 2.8 million residents countywide

Size of Region: 4,200 square miles

Strategic Partners: San Diego Association of Governments (SANDAG)

Established: 1991

Website: www.sandiegodialogue.org

Overview

The Dialogue is currently involved in monitoring programs and publishing reports and policy papers: *Cross Border (San Diego-Baja California) Development, K-12 Education Reform and Smart Growth*

The *San Diego Dialogue Report* is a newsletter issued to over 1,000 subscribers, including elected officials, members of the Dialogue, local media, and regional stakeholders. The Report can also be downloaded from the Dialogue web site.

Forum *Fronterizo* is a luncheon series designed to provide civic leaders with a place to examine major opportunities and challenges facing this cross-border region. The Forum has been extremely successful in catalyzing local, state and federal collaboration on bi-national concerns and launching new cross-border initiatives. Business, government and academic leaders from both sides of the border attend.

San Diego Regional Economic Development Corporation

In addition to providing regional marketing and direct services to growing companies, the focal points for the San Diego Regional Economic Development Corporation are competitiveness and quality of life issues. The collaborative recently received high honors from the U.S. Department of Commerce, as the winner of the 2003 Excellence in Economic Development Award for enhancing regional competitiveness.

Initiatives

- Business Retention & Attraction
- Marketing the Region
- Infrastructure
- Transportation
- Workforce Development
- Housing
- Land Use & Growth Management
- Regional Information & Statistics
- Regional Research & Public Policy
- Monitoring Quality of Life/Indicators
- Civic Engagement & Collaboration/
Convener



San Diego Regional Economic Development Corporation

*“In 2002, Forbes and the
Milken Institute named
San Diego the #1 Best
Place for Business and
Careers”*



san diego regional economic
development corporation

Region Served: San Diego County and the cities of Carlsbad, Chula Vista, Coronado, Del Mar, El Cajon, Encinitas, Escondido, Imperial Beach, La Mesa, Lemon Grove, National City, Oceanside, Poway, San Diego, San Marcos, Santee, Solana Beach and Vista.

Population: There are 2,862,819 people in San Diego County, 1,255,700 in City of San Diego. San Diego is the seventh largest city in the U.S.

Size of Region: 4,261 square miles

Strategic Partners: San Diego Regional EDC is a private, non-profit corporation funded by the City of San Diego, County of San Diego, San Diego Unified Port District, City of Chula Vista, other cities in the region, along with more than 200 private sector companies

Established: 1965

Website: www.sandiegobusiness.org

Overview

In addition to its core services of regional marketing and economic development, the San Diego Regional EDC is practicing a new model of economic development by tackling barriers to quality economic growth at the root. Through proactive consultation with business leaders, the collaborative is aware that if the region cannot provide good schools, manageable commutes, reasonably priced housing, and an overall inviting quality of life, companies will look elsewhere to invest.

EDC conducts primary research, such as *Where the Tech Workforce Lives*, which documented the distance between the residence and workplace of the region's technology workforce. The study determined areas of the County benefiting from the growth of the tech industry and will help inform future development. The *San Diego Book of Facts*, compiled by the collaborative, details significant statistical information about San Diego in a web-based resource that can be utilized by the public. EDC also publishes a *Public Policy Agenda*, outlining the organization's positions and strategies around issues, legislation and/or government action, that impact the San Diego region's ability to grow and prosper. Some major ongoing projects of the EDC include:

Workforce/Education Initiative: Creates stakeholder partnerships to mobilize business and community involvement, to support regional education and training systems ensuring the development of a highly skilled workforce

Transportation Initiative: Stakeholders support efforts to increase regional mobility on streets, highways, and mass transit and increase the passenger and air cargo capacity of the region

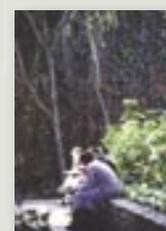
Housing and Land Use Initiative: Stakeholders support projects and policies that increase the supply of affordable housing for families earning the region's median wage, as well as projects and policies that maximize the efficient use of land for employment, housing needs and open space, and to enhance air and water quality

San Gabriel Valley Economic Partnership

The San Gabriel Valley Economic Partnership is a coalition of public and private sectors working to sustain and grow the economic base of the Valley. Among the many products and services provided by the Partnership are: business retention, expansion, and attraction; regional workshops; and development of marketing campaigns to elevate the Valley's profile within the state. The Partnership recently unveiled its *Strategic Plan* for education and workforce development in the region titled *Harnessing the Intellectual Capital of the San Gabriel Valley*. The plan stands to increase career ladder development among Valley residents, thereby supporting local growing industry clusters.

Initiatives

- Vision & Planning
- Town Centers & Urban Villages
- Infrastructure
- Transportation
- Regional Information & Statistics
- Regional Research & Public Policy
- Education
- Workforce Development
- Healthcare
- Business Retention & Attraction
- Marketing the Region
- Civic Engagement & Collaboration/
Convener
- Leadership Development
- Advocacy



San Gabriel Valley Economic Partnership

*“The San Gabriel Valley
is the Intellectual
Capital of California,
home to a multitude of
prestigious colleges and
universities, growing
industry and brain trust”*



Region Served: Located in Los Angeles County, the San Gabriel Valley lies just east of the City of Los Angeles. The Partnership serves the 30 cities and five unincorporated communities that comprise the San Gabriel Valley

Population: The San Gabriel Valley has nearly 2 million residents, which is more than the population of the San Francisco metropolitan area

Size of Region: Over 400 square miles

Strategic Partners: The San Gabriel Valley Economic Partnership is a non-profit coalition made of 103 partners: 55 are business corporations, 18 are cities, 17 are colleges and universities and 13 are chambers of commerce and other community organizations. Partners include Bank of America, California Institute of Technology, Century 21, City of Hope, The Gas Company, Jet Propulsion Laboratory, Kaiser Permanente, SBC, Southern California Automobile Club, Southern California Edison, Verizon, Wells Fargo, and Washington Mutual

Established: Incorporated as San Gabriel Valley Commerce & Cities Consortium in August 1990

Website: www.valleyconnect.com

Overview

In addition to marketing the San Gabriel Valley as the place in Southern California to reside and conduct business, the Partnership also champions education and workforce development through such programs as *Workforce San Gabriel Valley*. As the *Intellectual Capital of California*, with more than 30 prestigious colleges and universities, the region boasts the highest density of academic institutions in the state, thus offering an expansive array of career path opportunities for residents, and a diverse talent pool for local industry select from.

The goal of *Workforce San Gabriel Valley* is to heighten literacy and enhance the workforce in the San Gabriel Valley. On January 30, 2003, the strategic implementation plan for Workforce San Gabriel Valley was launched at a special forum. The long-term Strategic Plan entitled *Harnessing the Intellectual Capital of the San Gabriel Valley*, projects the current and future needs of business and employers.

Through stakeholder roundtables, facilitated by the Partnership, a unique group of business leaders, educators, and workforce professionals developed a series of strategies to help residents create and climb *career ladders* in Valley industry. The plan is to work with educational institutions at all levels to develop a *culture of education* within the region.

Santa Barbara Region Economic Community Project

The main industries in the Santa Barbara region are tourism, technology and small businesses enterprise. Recently, the SBECF has focused the majority of its efforts on the critical issue of land use. Intent on preserving the region's natural beauty while accommodating the steep rise in job and population growth, the collaborative continues to plan and implement the directives seeded in *Preserving Our Future - Land Use Principles for the Next Generation*.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Regional Research & Public Policy
- Civic Engagement & Collaboration/
Convener



Santa Barbara Region Economic Community Project

*“Creating a regional
planning process for the
South Coast”*



Region Served: The Santa Barbara South Coast - ranging from Rincon Point on the Santa Barbara/Ventura border through the Gaviota Coast, bordered by the Santa Ynez Mountains and the Pacific

Population: Approximately 200,000

Size of Region: Approximately 475 square miles

Strategic Partners: Primary partner organization is UCSB that has, through the geography department and the UCSB Economic Forecast Project, provided the basis for the regional impacts of growth study. Other partners include local governments, the Santa Barbara Council of Governments, and several business leaders

Established: 1996

Website: www.sbecp.org

Overview

The Santa Barbara Regional Economic Community Project has helped form a fragile agreement over principles that could guide future land use. Using the *Regional Impacts of Growth Study*, the Project hopes to develop a set of land use policies that will have broad community acceptance.

Four primary objectives were identified through the forum: *Preserving Our Future - Land Use Principles for the Next Generation*:

- Defining the South Coast as a distinct planning region
- Implementing growth limits
- Developing responsible land use practices
- Planning an efficient multi-modal transportation system

SBECP has already established productive partnerships with other entities: the Community Environmental Council, the Santa Barbara Community Indicators Project, local City and County government agencies, the California Policy Forum (with the Regional Civic Alliance of Ventura County), and consultants. These partnerships allow the collaborative to undertake a broad agenda with many technical elements, while retaining a small staff.

One of the most promising projects is a partnership with UCSB to develop computer-based growth models. This tool will analyze several build-out scenarios using a variety of community indicators; and help planners to streamline and optimize their planning processes. It is user-friendly and interactive, allowing the public and decision makers to create their own regional models.

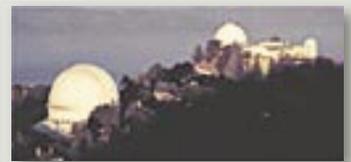
Santa Cruz Clusters Project

The Clusters Project of Santa Cruz tracks initiatives in the following categories: Affordable Housing, for all income levels, Workforce Development, Corporate/Community Relationships.

One of the collaborative's unique developments is the Creative Solutions Team, which was originally convened in 2001 in response to affordable housing issues in the Santa Cruz region.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Housing
- Education
- Workforce Development
- Civic Engagement & Collaboration/
Convener



Santa Cruz Clusters Project

*“Santa Cruz residents
and businesses
are committed to
protecting the quality
of life of residents,
as well as enhancing
economic growth and
opportunities”*



Region Served: Santa Cruz County

Population: Approx. 250,000

Size of Region: 445 square miles. The second smallest county in the State

Strategic Partners: Representatives of UCSC, CABRILLO Community College, High Tech, private business, non-profit organizations, environmental groups, housing advocacy groups, industry, healthcare, real estate and development

Established: 2000

Overview

While the Clusters Project initially focused on workforce development, the relationship of workforce development and the need for affordable housing for the emerging workforce became increasingly apparent. Out of an urgent need, the Creative Solutions Team was convened in late 2000 by David Regan, Publisher for the *Santa Cruz Sentinel*, to respond to the issue of housing affordability for people in low to moderate income ranges.

The mission of the Creative Solutions Team is to promote creative solutions to increase the accessibility of housing for people within a range of incomes in Santa Cruz County. With a commitment to the Three E's (environment, economy, social equity), the collaborative is an advocate of maintaining existing housing and building affordable new housing through a team endorsement process to close the housing accessibility gap. The Clusters Project develops innovative solutions to benefit the County's residents, cities and economy by using an integrated approach to limit impacts on the environment, agricultural land, traffic congestion and resource use.

Since early 2001, the Creative Solutions Team has been meeting monthly, with a focus on stakeholder development and education on the housing issue. Typically, 30 to 40 people (stakeholders/invitees) attend the meetings, including representatives from business, industry, government, education, housing development, and affordable housing advocates, and with members of environmental, disabled, and senior groups.

Sierra Business Council

The Sierra Business Council is the only business organization serving the entire Sierra Nevada—a unique alliance of business owners, professionals, property owners, ranchers and residents dedicated to the social, natural and financial health of this magnificent mountain region. SBC has received local and national acclaim for providing efficient, responsive and innovative services to help the Sierra plan for prosperity. SBC's vision is a Sierra Nevada in balance—a prosperous economy and quality of life that respects our vital natural resources.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Open Space & Conservation
- Town Centers & Urban Villages
- Housing
- Regional Information & Statistics
- Regional Research & Public Policy
- Monitoring Quality of Life/Indicators
- Civic Engagement & Collaboration/
Convener
- Leadership Development
- Business practices



Sierra Business Council

“The Sierra is home to the largest living species on earth, the Giant Sequoia. The rivers, lakes, and streams of the Sierra supply over sixty percent of California’s water needs, helping to fuel the seventh largest economy in the world”



Region Served: The Sierra ranges from the southern tip of Lassen County all the way down to Kern County, encompassing parts of twenty California counties and three Nevada counties.

Population: Approximately 750,000

Size of Region: 20 million acres

Strategic Partners: Wide array of public and private partners ranging from the ski industry and building industry to the California Cattlemen’s Association and the Sierra Cascade Land Trust Council. We also work intensively with numerous local governments, planning agencies and economic development agencies.

Established: 1994

Website: www.sbcouncil.org

Overview

The Sierra Business Council has published two editions of the *Sierra Nevada Wealth Index*, and is currently developing the third edition. The Council has also produced *Planning for Prosperity*, an award-winning guide to rural land use, *Investing for Prosperity*, a new guide to rural economic development in the 21st century, and the *Sierra Nevada Resource Investment Needs Assessment*. Forthcoming publications are to include *Sierra Town Patterns*, a visual guide to traditional town patterns in the Sierra, and development of a regional *Tahoe Wealth Index*, with a major public participation component.

In order to improve water quality and boost profits at local ski resorts, one of the region’s most prominent industries—the Council is facilitating a collaborative project with ski resorts and public agencies—the *Ski Area Erosion Control Project*.

The Council is currently helping to craft community visioning projects in the south central and southern Sierra foothills. SBC has also played a major role in designing new community plans, in places such as Minden, NV and June Lake, CA. The Council’s *Placer Legacy Open Space and Working Landscape Protection Program* was the winner of *Governor’s Award for Economic and Environmental Excellence* in 2002.

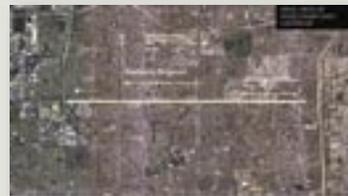
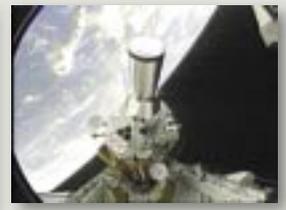
The Sierra Valley *Working Landscapes Initiative* provides a special focus on preserving the ranching culture and economy for the region. Preparation of new toolkit to help build more vibrant community centers is also underway. A collaborative effort is being headed by the Council to create a *Sierra Nevada Conservancy* to steer state investment into local conservation, historic preservation and economic development projects.

South Bay Economic Development Partnership

The South Bay Economic Development Partnership continues to plan for the renaissance of Rosecrans Avenue in the Cities of Hawthorne, Lawndale and Gardena through a grant that was awarded to them from the James Irvine Foundation. Through the *Rosecrans East Project*, the SBEDP is facilitating an 18-month planning process for the purpose of re-envisioning and redesigning this section of Rosecrans Avenue. Projects like this seek to improve the economy in the region along with the quality of life for residents and local employees.

Initiatives

- Vision & Planning
- Town Centers & Urban Villages
- Housing
- Infrastructure
- Regional Information & Statistics
- Education
- Workforce Development
- Healthcare
- Business Retention & Attraction
- Civic Engagement & Collaboration/Convener
- Leadership Development



South Bay Economic Development Partnership

“The region’s product is knowledge—40% of all aerospace workers in LA County work in the South Bay...the Space and Missile Systems Center at the LA Air Force Base in El Segundo proves to be a magnet for leading space and aerospace firms along with communications, GPS, and other space enterprise technology companies”



Region Served: 15 incorporated cities, 15th district of the City of Los Angeles, unincorporated Los Angeles County. Bounded on the north by Los Angeles International Airport (LAX) and on the south by the Ports of Los Angeles and Long Beach

Population: Approximately 780,000

Size of Region: 161 Square Miles

Strategic Partners: California State University, Dominguez Hills, Carson/Lomita/Torrance Workforce Investment Network, Los Angeles County Economic Development Corporation, Los Angeles Harbor College, South Bay Association of Chambers of Commerce, South Bay Cities Council of Governments, South Bay Workforce Investment Board

Established: February 1997

Website: www.southbaypartnership.com

Overview

The SBEDP partners with business, education, government and community to retain and create jobs and stimulate economic growth and quality of life in the South Bay of Los Angeles County.

Ongoing projects include:

Business Outreach and Assistance: This program targets 300 wealth creating businesses a month, with visits to thirty. Extensive interviews are conducted with company executives to determine their needs, desires, long term planning, and short-term strategies. A new addition to the program is the *South Bay Blue Ribbon Business Team*, that takes county, state and federal office holders on company visits so the elected officials may learn of those issues affecting local business first hand.

Events: Annual South Bay Economic Forecast Conference, Southern California Real Estate Conference, Beyond Flight A Celebration of Space Enterprise Technology.

Rosecrans East Project: Funded by a grant from the James Irvine Foundation, this project addresses revitalization of 4.5 miles of a major commercial corridor running through the Cities of Hawthorne, Lawndale, and Gardena.

State of California WIA Grant: SBEDP partnered with NOVA and the California Space Authority to address space related employment, training, and portable job training skills identification.

State of California WIA Grant: SBEDP partnered with NOVA and the California Space Authority to win an award to address space related employment, training, and portable job training skills identification.

Tri-Valley Business Council

By developing the *Tri-Valley Agricultural Enhancement Plan* as part of its *Vision 2010 Project*, the Tri-Valley Business Council strives to increase the profitability of local agriculturalists and provide an economically feasible greenbelt around the regional urban boundaries to protect open space. Part of this plan is to expand equestrian facilities in the rural areas to meet local demand, as these operations are forced out of urban areas. In addition to preservation of the region's natural resources, the Council focuses on local economic vitality, housing, career development and regional mobility.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Open Space & Conservation
- Town Centers & Urban Villages
- Housing
- Infrastructure
- Transportation
- Regional Information & Statistics
- Regional Research & Public Policy
- Education
- Workforce Development
- Equity/Income Distribution
- Healthcare
- Public Safety
- Monitoring Quality of Life/Indicators
- Business Retention & Attraction
- Marketing the Region
- Civic Engagement & Collaboration/Convener
- Leadership Development
- Good Government
- Advocacy



Tri-Valley Business Council

*“Balancing the economy
with agriculture and
open space preservation
in the region”*



Region Served: The Cities of Dublin, Livermore, Pleasanton and San Ramon, the Town of Danville and some surrounding unincorporated areas of Alameda County and Contra Costa County

Population: 280,000

Size of Region: 420 Square Miles

Strategic Partners: Economic Development Alliance for Business (EDAB), Contra Costa Council, Bay Area Council, Chambers of Commerce: Danville, Dublin, Livermore, Pleasanton & San Ramon, USDA Natural Resource Conservation Service, Alameda County Resource Conservation District, Las Positas College, School Districts: Dublin, Livermore & Pleasanton, Cal State University Hayward

Established: February 1994

Website: www.trivalley.org

Overview

Tri-Valley Business Council is focusing on: *Economic Vitality, Enhancement of Open Space, Agriculture & Environmental Quality, Vital Centers & Connected Neighborhoods, Housing Choices, Regional Mobility, and Educational Opportunity.*

Every year the collaborative produces several forums on subjects of community concern. The audience is made up of public officials and governmental agency staffs, business and community leaders and agencies and local residents who are following the specific issues. With a focus on career awareness and preparedness, the Council also holds two career forums per year for students and parents, such as the *2003 Careers in Information Technology & Agriculture & Environmental Science Forum.*

The Council co-sponsors the Tri-Valley's annual *Regional Science & Engineering Fair*, and the *Jobs Connection Internship Program*, which provides a one-stop service for students and businesses.

The *Housing Action Coalition*, another Council project, advocates for higher density housing close to downtowns, business parks and transit. The committee is involved in the review of local jurisdiction *General Plan Housing Element* updates, offering appropriate comment and action to ensure compliance with *Vision 2010* guidelines. The Council is in the final stages of development of a public education program for presentation to business and local community groups to increase awareness of the need for higher density housing and reduce opposition.

The Council also facilitates the *Agricultural Water Task Force*, a group that is developing a plan to identify a source of water to support the enhancement of agriculture, as well as the *Transportation Committee*, whose focus is on plans to keep people, goods and services moving efficiently through the region.

Valley Vision

Valley Vision has successfully engaged citizens in a variety of projects, creating innovative outcomes in the areas of transportation and land use, business education partnerships, regional indicators, open space and agriculture conservation, and services for low income residents. *The Blueprint Project*, a joint effort of Valley Vision and the Sacramento Area Council of Governments, is a comprehensive regional process that effectively integrates the planning of housing and land use with transportation, air quality and other regional issues. Valley Vision, in partnership with the Great Valley Center and the Global Business Network, also conducts structured scenario planning for the future of the region.

Initiatives

- Vision & Planning
- Land Use & Growth Management
- Open Space & Conservation
- Monitoring Quality of Life/Indicators
- Civic Engagement & Collaboration/Convener



Valley Vision

*“Promoting economic,
environmental, and
social vitality”*



Region Served: Valley Vision defines the Sacramento region as six contiguous counties, including El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba. The six-county region covers more than 6,500 square miles and includes urban as well as remote rural areas. From the deep-water channel of the Port of Sacramento, the terrain extends into the high country of the Sierra Nevada mountains. Sacramento, Sutter, Yolo, and Yuba counties occupy the central portion of California’s Central Valley. El Dorado and Placer counties cross through the foothills and into the Sierra Nevada mountains. The largest city in the region, Sacramento, is located at the confluence of the American and Sacramento rivers in Sacramento County

Population: 1,967,050

Size of Region: More than 6,500 square miles

Strategic Partners: Sacramento Area Council of Governments (SACOG), Community Services Planning Council (CSPC), SMUD, PG&E, ECOS, American Lung Association, Urban Land Institute (ULI), USAA, and The James Irvine Foundation

Established: 1994

Website: www.valleyvision.org

Overview

Valley Vision produces a bi-annual *Quality of Life Index* and regularly publishes an e-newsletter to keep members, friends, contributors and community members informed of efforts to improve and sustain a high quality of life in the Sacramento region.

The Blueprint Project: Transportation/Land Use Study is a coordinated regional effort to add quality and value to local planning. *Blueprint* is being conducted in the context of a comprehensive, broad-based community outreach strategy designed by Valley Vision to bring citizens together with elected officials, members of the business community, representatives of civic and environmental organizations and others to discuss how growth will affect the region as a whole.

Green Valley Alliance is a multi-stakeholder coordinated approach to open space and agriculture preservation. The group is currently building a new agricultural stewardship initiative in partnership with the Farmland Trust and others.

The *Sacramento Beehive* is a web-based solution for improving access to existing resources for low-income residents and new immigrant populations throughout the region. Offered in four languages, this innovative website allows viewers to use one source for easily understood information on jobs, housing, childcare, county services, health care and many other relevant topics.



CALIFORNIA CENTER FOR REGIONAL LEADERSHIP

California Center for Regional Leadership

The California Center for Regional Leadership is a statewide nonprofit organization established in 2000 to work with the state's 22 Regional Collaboratives—supporting, facilitating, and promoting innovative regional solutions for major economic, environmental, and societal challenges. CCRL assists the Regional Collaboratives through program development and support and sharing of best practices. For example, CCRL has just completed the first-ever inventory and analysis of California's regional and local community indicator reports. Community indicators are a cornerstone of RC and CCRL programming—reporting the progress of the state's regions by benchmarking and monitoring economic, environmental and social progress. The collaborative network has embarked upon the state's first-ever effort to measure the California's progress, building upon region-based indicators.

CCRL also assists Regional Collaboratives to organize for collaborative action, whether in the realm of program development, cooperative fund-raising or policy reform. CCRL convenes the Executive leadership of the RCs several times a year and convenes the annual Civic Entrepreneur Summit, where teams from the collaboratives meet with state and national experts, statewide interest groups and state policymakers on critical issues facing California's regions. Together CCRL and the Regional Collaboratives have just formed the California Regional Network as

the foundation for their work together on cross-regional and statewide issues.

CCRL has also engaged in efforts to advance state policy and program reforms to support regional strategies and advance sustainable communities. Among other efforts, CCRL has provided leadership or strategic support to the Assembly Speaker's Commission on Regionalism, the Governor's Commission on Building for the 21st Century (the Infrastructure Commission), the California Economic Strategy Panel, and the California Workforce Investment Board.

CCRL works with many partners in efforts to follow up on the recommendations of the Speaker's Commission on Regionalism and the Governor's Commission on Building for the 21st century. CCRL is the managing partner of the California Policy Reform Network, a partnership among ten statewide and regional business, labor and civic organizations, addressing state policy reform in the area of infrastructure planning and investment to accommodate population growth. Early successes include: re-establishment of the California Economic Strategy panel; creation of a state Labor and Workforce Development Agency; funding for planning and development of joint use school facilities; adoption of state goals for energy efficiency and renewable energy sources; adoption of statewide planning goals based on the principles of sustainability; adoption of regional self-sufficiency principles for water supply and quality; support for state bond measures for parks, water, affordable housing;

the development of budget set-asides for infrastructure investment; and new proposals to reform property tax law to de-fiscalize land use decisionmaking. CCRL has assisted the Commission on Tax Policy in the New Economy to receive and consider fundamental revenue policy reforms.

The California Economic Strategy Panel is working to secure the long-term competitiveness of California's regional economies. CCRL is partnering with the panel and others to implement *A Call to Action*, innovative strategies for improving the economic competitiveness of the state's regions. The Panel is focused on the generation of reliable, timely and user-friendly economic data to ensure better understanding of the comparative advantages and challenges of regional economies.

The California Workforce Investment Board has developed its first long-term *Strategic Plan* with the assistance of CCRL. The plan is used to guide state policymakers, local boards and other workforce investment partners in adopting strategies to improve access to well-paying jobs and rewarding careers for all Californians. The plan improves the board's ability to guide and advise the governor, the legislature and local workforce investment boards on state-of-the-art policies and programs.

CCRL works directly with regional public agencies and is currently, assisting with the *Southern California Compass* project, the nation's largest-ever regional growth visioning effort. In anticipation of 6 million new residents over the next 30 years, the Southern California Association of Governments has launched this project to develop growth scenarios for the region, and CCRL is assisting the project team with outreach and conducting public workshops and with developing policy and program recommendations emerging from the project.

Finally, CCRL helps to connect California's regional civic movement to national organizations, such as the Alliance for Regional Stewardship and the Funders' Network for Smart Growth and Livable Communities.





Regions Working Together for a Better California