



Building a Resilient Region

I. Past/Why/Who/How

1. Where?
2. Who?
3. Why?
4. How?
5. To What End?

II. Our Impact: More than the Money

III. Lessons Learned: Why did it work?

1. Key Ingredients
2. Culture/Ethics

Where? Five-Counties in Central MN



- 163,000 in 5 counties
- 65 cities, 155 townships, 1 Tribe, 1 Army Camp
- 9,000 miles of road
- 1 Regional Airport
- 2 Community Colleges
- Largest City: Baxter
1/20 top fastest growing
Micropolitan's in the Nation
- Agriculture & Tourism economic drivers.

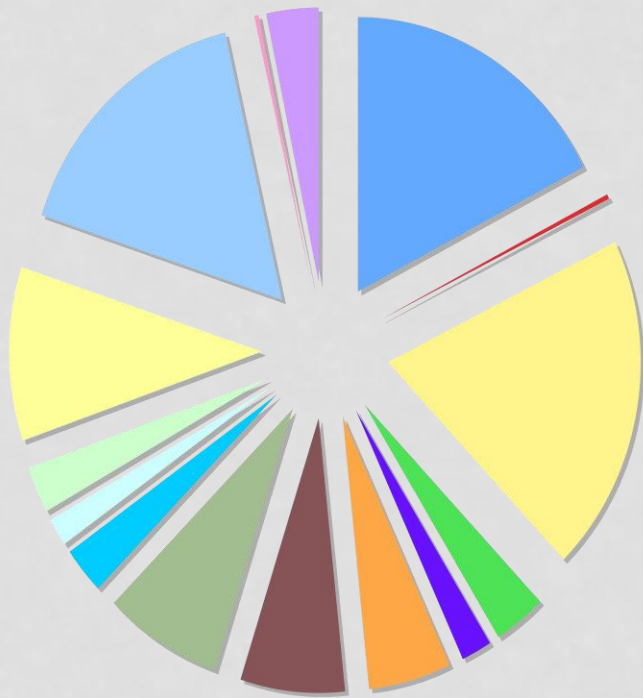
Who? Planning: Core Team, University Partners,



Advisory Committee, & 600 Community Members



Who? More than 600 Engaged



No single organization or person...however innovative or influential could accomplish our goals alone.

- | | | | |
|------------------|-------------------|---------------------|------------------------|
| Business | Faith-Based | Community Member | City/Township Employee |
| Utility | County Employee | Education, Employee | Elected Official |
| Federal Employee | Foundation | State Employee | Nonprofit |
| Student | Leech Lake Tribal | Quasi-Governmental | |

Who? Implementation: Champions



Year 1 Report

<http://www.resilientregion.org/cms/files/Bush%20Foundation%20Report%20Distributed%20Leadership%20Model%20FINAL.pdf>

Champion Interview
Videos

<http://www.resilientregion.org/testimonials/>

Use Local Talent – They will engage even after dollars are gone!

GUIDES TO OUR APPROACH

We also crafted regional guiding principles as part of the grant application process to align the work with the desires and wishes of the five-county region:

Region's Guiding Principles:

1. Think regionally and inclusively (RGP1).
2. Consolidation of effective data (RGP2).
3. Capitalize on assets, current plans and work in progress (RGP3).
4. Balance redevelopment / development preservation opportunities through effective land-use planning (RGP4).
5. Consider regionalization of services (BMPs or our region, drive opportunities) (RGP5).
6. Connect more people to well-paying jobs.
7. Connect active living opportunities to the region (RGP7).
8. Connect broadband technology to entire region (RGP8).

Valued Resources

We also understood that the work would not be easy. The nation, even the state, was very divided on a number of issues. Engaging in civil discussion was going to be essential to crafting a well-vetted plan. We needed all perspectives and opinions – but we also needed to gather these in a way that honored everyone's contribution. The following were valued resources in helping us create a safe place for dialogue.

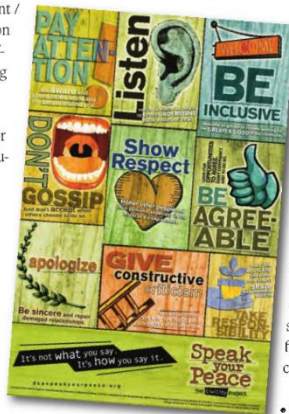
Art of Hosting. Four members of the core team participated in "The Art of Hosting" training supported by the Bush Foundation. In their

written materials, the Art of Hosting is characterized as a "training unlike any training program you've ever experienced. It is a response to a world that is becoming increasingly complex and fragmented, where solutions and innovations lie not in one leader or one viewpoint but in the bigger picture of collective intelligence. [It is designed] to enhance the way you invite, design, open and hold inspired meaningful conversations in your work, communities and life. You will:

- Learn valuable approaches and tools for engaging community stakeholders in meaningful conversations.
- Develop a shared understanding of collaboration and how to nurture ongoing conversation
- Explore and identify new strategies and approaches for furthering your work in communities and systems
- Use art, music, movement and poetry to work creatively and imaginatively with each other on issues that matter to all of us in our communities."

Art of Hosting: <http://www.artofhosting.org/home>

InCommons. was used later in the project to help host online conversations. On its homepage, InCommons was described as "a new and growing community-based initiative that connects people – face-to-face and online – so they can find and share credible tools, knowledge and resources to solve problems. It's based on



RR publication



FASTER SOLUTIONS
Web portal



"We truly were worried given the extreme divisiveness within the state and country that it would not be possible to facilitate civil dialogue. We needed to find common ground if we were going to survive and thrive within this region." (Stacey Stockdill; Project Evaluator)

Why? This is our home!

We love this region.

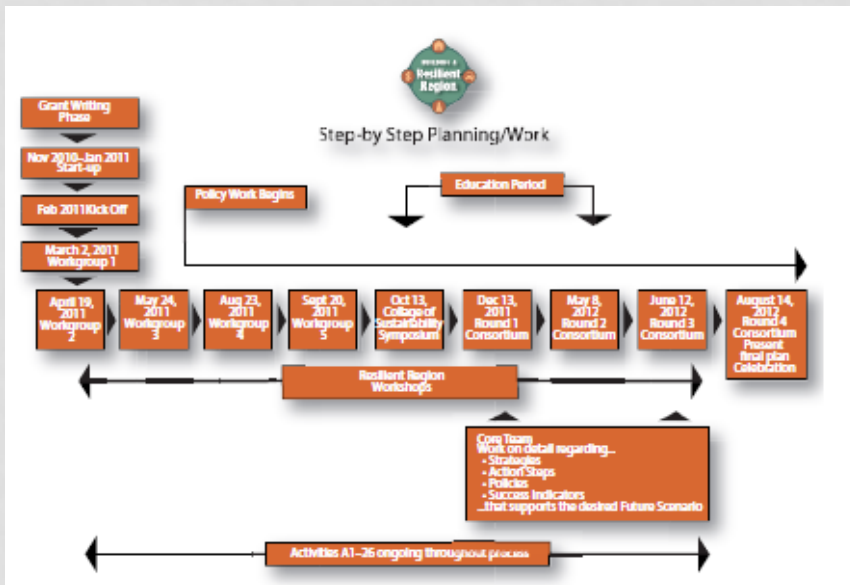


We were worried about the future: 2010 & even today!

- 4 of 5 Counties “economically distressed”
- In and Out Migration
- Pressure on our prairies, lakes & woods
- Keeping our children/grandchildren here.

How? The Structure and Operation

Planning



Building a Resilient Region

<http://www.resilientregion.org/region-plan/index.html>

(pages 18 to 24) and the materials included as part of the Annotated Bibliography

<http://www.resilientregion.org/cms/files/Annotated%20Index%20of%20Support%20Resources%20UPDATED%20Nov%2026%202012.pdf> .

Implementation

- Champions organized by 10 teams
- Meet 4 times a year
- Distributed Leadership Model
- Projects are organic

Building a Resilient Region: Enter the Resilient Region Champions.

<http://www.resilientregion.org/cms/files/Bush%20Foundation%20Report%20Distributed%20Leadership%20Model%20FINAL.pdf>

How? Guides to Our Approach



- Speak Your Peace!
- Nominal Process & Group Expectations
- Inclusion of every person's ideas – and constantly working to be inclusive

<http://www.dsaspeakyourpeace.org/tools.html>

To what end?

A Plan & Resource Materials

The Plan



Resource Materials

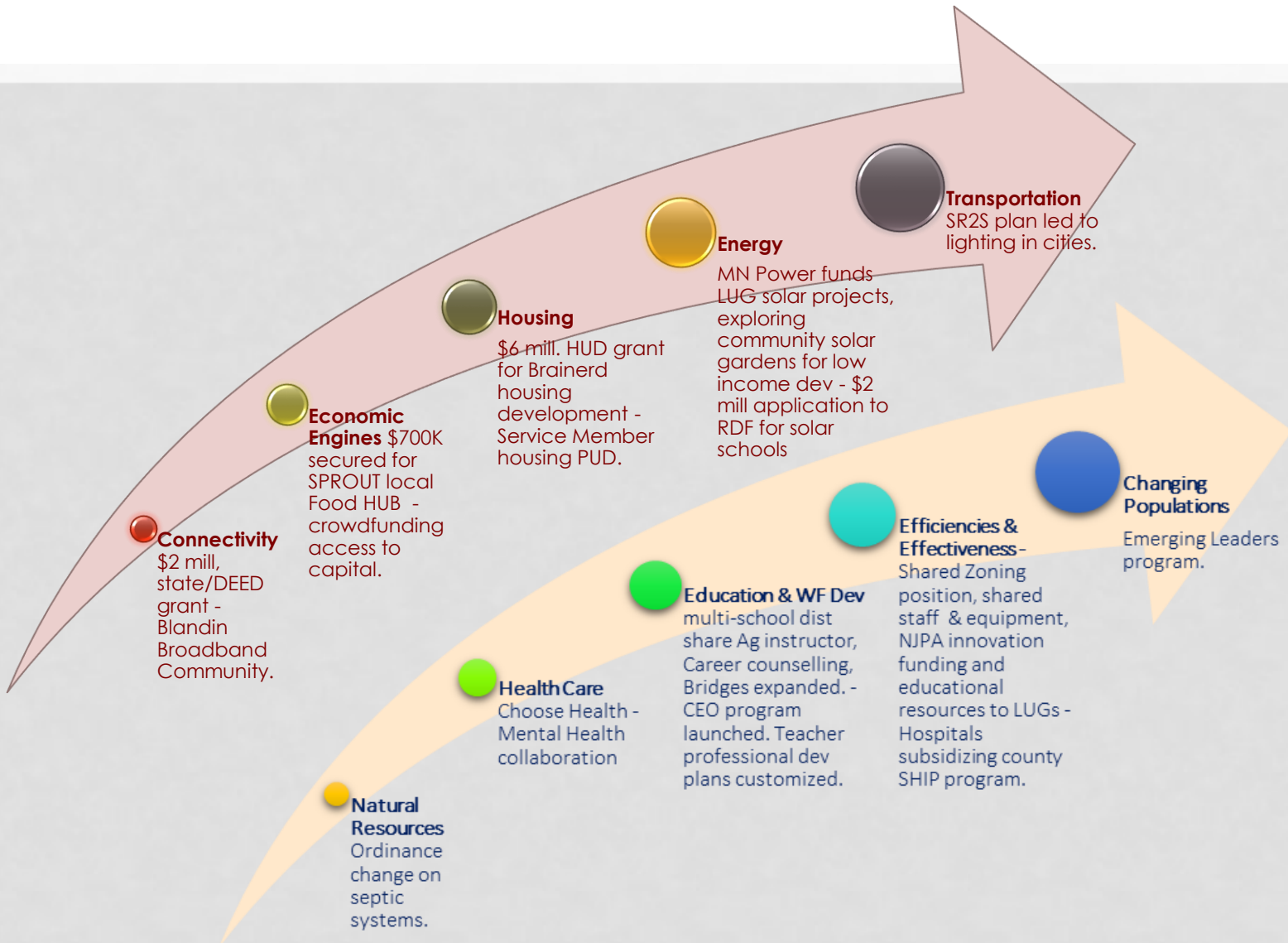


<http://www.resilientregion.org/>

PLAN ADOPTION



To what end? > \$30 Million Raised



DISTRIBUTED LEADERSHIP

Our leadership model is meant to be flexible and organic, able to expand and contract its level and direction of activity as opportunities appear and are addressed.

Leadership is informal and consensual and arises from the cohort where it is needed depending on the opportunity being addressed.

An effective coordinating mechanism (culture of collaboration or distributed leadership) exists

WHEN:

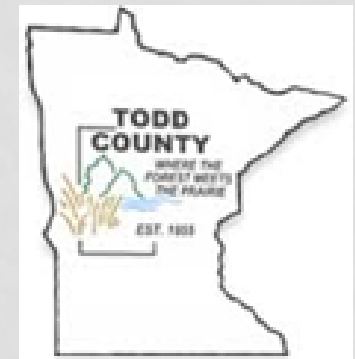
Partners have a commitment to advance common good and shared vision WHEN.....	A culture of collaboration exists WHEN.....	Strong partnerships exist WHEN.....	There are sufficient financial resources to support the coordinating mechanism WHEN.....	The coordinating entity has the leadership, capacity and respect to coordinate the work WHEN.....
Partners have a shared understanding of the need of customers	Partners put the needs of the customers before organizational turf issues Partners exhibit civility and mutual respect	Clarity exists on roles, responsibility and accountability Key stakeholders participate	Resources are blended across funding streams to support coordination functions	The coordinating entity has a stake in the game.



To what end? More than just \$\$\$

The goal of Hunger-Free Minnesota is to increase the number of meals available to food-insecure Minnesotans.

- Dr. prescribed CSA's over 50 families w/pre & post health screenings
- CSA's provided by over 50 LI minority growers
- Public Health, hospital nutritionists, Extension nutrition education.
- Chef cooking demonstrations
- Weekly referral services
- Equity and prejudice addressed
- Cooking utensils and essentials paid by State
- Evaluation, storytelling
- Sustained by hospitals





To what end? More than just \$\$\$

The Resilient Region Priorities:

- Develop Affordable Housing
- Efficient and Effective Use of Gov. \$\$\$
- Increase Energy Efficiency
- Address Homelessness
- Address Foreclosure Issue (Infill)

Sprucewood Project Benefits:

- 34 families (93 people) stabilized housing
- 4 homeless families (11 people) transitioning from homelessness to stabilized housing and regular school attendance
- Energy Efficient Operation





To what end? More than just \$\$\$

Xcel Energy grant of 1.99 Million

Goals:

- Install 1,493 kilowatts of solar capacity
- Demo coordinated regional strategy for solar development
- Build regional capacity for further solar development
- Save schools money on energy costs over time
- Create “living labs” for STEM-based curriculum
- Strength relationships with utility providers where possible.





To what end? More than just \$\$\$

Active Transportation
Policy Study



Prudent Use of Tax Payer
Resources



Safe Transit for 2,727
students

70 Can Walk Safely to
School



To what end? More than just \$\$\$

Connectivity Goal: Increase access to high-speed internet. (Affects: All 11 Themes)

Benefit:

- \$7.72 Million Invested in Region
- Potential to Reach 778 Households, Businesses, and Anchor Institutions
- Region Helps State Reach MN High-Speed Internet Goals
- High-Skill telecommunications companies strengthen and high-skill employees retained in the region (73.5% for Labor)
- Fairview Township Able to Respond to Emergencies
- Fairview Township and Fort Ripley Township Improved Government Efficiencies
- High-Skill/High-Wage Jobs Retained (Microsoft developer went from \$600/mo to \$200/mo Internet connection Cost)
- Work remains to help low-income seniors and students gain access
- Work remains to help Todd County and Upper Cass
- Work with LLBO and The Shop provides 122 low income families with access and computer/internet literacy skills



To what end? More than just \$\$\$

8 Forms of Wealth	Data Regarding Success
1. Built Capital, 2. Natural Capital	Sprout Marketplace/Infill use of existing facility in new ways
3. Financial Capital	# pounds stored, # markets expanded, # jobs created, # markets expanded, # farmer/producers, \$ Sales, \$ leveraged/invested back into grower training
4. Individual Capital	# Sentence to Serve, # Low-income Growers
5. Intellectual Capital	# Improve Sustainable Farming Skills
6. Political Capital	Advisory Committee; Latino & Amish Growers
7. Social Capital	Using existing relationships/networks: to promote Marketplace & engage Amish & Latino Growers
8. Cultural Capital	"New" culture – way of doing business, who now engaged

Lessons Learned: Why did it work?

Ingredients

- Trust
- Galvanizing Issue
- Individuals & Organizations Broadbased & Open to Change
- Flexibility in plans & processes
- \$\$s
- Systems Thinking
- Respected Anchor Org.
- Stewards

Ethic/Culture

- Collaboration to the core
- “Regional” Vision
- Accountability to each other & Region
- Triple bottom line
- Interconnectedness/cross pollinator
- Inclusiveness