Building a Resilient Region

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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
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Why?

- 163,000 in 5 counties
- 65 cites, 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.

Where? Five-Counties in Central MN
Who? Planning: Core Team, University Partners, Advisory Committee, & 600 Community Members
No single organization or person....however innovative or influential could accomplish our goals alone.

Who? More than 600 Engaged
Who? Implementation: Champions

Year 1 Report

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 (RGPI).
2. Consoliation of effective data (RGPII).
3. Capitalize on assets, current plans and work in progress (RGPIII).
4. Balance redevelopment / development preservation opportunities through effective land-use planning (RGPIV).
5. Consider regionalization of services (RGPIV). or our region, drive opportuni- nities (RGPIV).
6. Connect more people to well-paying jobs.
7. Connect active living opportunities to the region (RGPIV).
8. Connect broadband technology to entire region (RGPIV).

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 and 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 — ensuring that matter to all of us in our communities.

Art of Hosting: http://www.artofhosting.org/

InCommens: was used later in the project to help host online conversations. On its home page, InCommens 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

“Quick wins” — something everyone can implement individually; or

“The long game” — something everyone can work toward in groups/coalitions/coalitions.

InCommens: http://www.incommens.org/
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

Implementation

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

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%20November%202012.pdf.

Building a Resilient Region: Enter the Resilient Region Champions.
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

Connectivity
$2 mill, state/DEED grant - Blandin Broadband Community.

Economic Engines
$700K secured for SPROUT local Food HUB - crowdfunding access to capital.

Housing
$6 mill. HUD grant for Brainerd housing development - Service Member housing PUD.

Energy
MN Power funds LUG solar projects, exploring community solar gardens for low income dev - $2 mill application to RDF for solar schools.

Transportation
SR2S plan led to lighting in cities.

Changing Populations
Emerging Leaders program.

Education & WF Dev
multi-school dist share Ag instructor, Career counselling, Bridges expanded. - CEO program launched. Teacher professional dev plans customized.

Efficiencies & Effectiveness
Shared Zoning position, shared staff & equipment, NJPA innovation funding and educational resources to LUGs - Hospitals subsidizing county SHIP program.

HealthCare
Choose Health - Mental Health collaboration

Natural Resources
Ordinance change on septic systems.
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:

<table>
<thead>
<tr>
<th>Partners have a commitment to advance common good and shared vision WHEN.......</th>
<th>A culture of collaboration exists WHEN......</th>
<th>Strong partnerships exist WHEN......</th>
<th>There are sufficient financial resources to support the coordinating mechanism WHEN......</th>
<th>The coordinating entity has the leadership, capacity and respect to coordinate the work WHEN......</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners have a shared understanding of the need of customers</td>
<td>Partners put the needs of the customers before organizational turf issues Partners exhibit civility and mutual respect</td>
<td>Clarity exists on roles, responsibility and accountability Key stakeholders participate</td>
<td>Resources are blended across funding streams to support coordination functions</td>
<td>The coordinating entity has a stake in the game.</td>
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To what end? More than just $$s

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
The Resilient Region Priorities:
• Develop Affordable Housing
• Efficient and Effective Use of Gov. $$s
• 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 $$s
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.
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 $$s
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 $$s
### 8 Forms of Wealth

<table>
<thead>
<tr>
<th>8 Forms of Wealth</th>
<th>Data Regarding Success</th>
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<tbody>
<tr>
<td>3. Financial Capital</td>
<td># pounds stored, # markets expanded, # jobs created, # markets expanded, # farmer/producers, $ Sales, $ leveraged/invested back into grower training</td>
</tr>
<tr>
<td>4. Individual Capital</td>
<td># Sentence to Serve, # Low-income Growers</td>
</tr>
<tr>
<td>5. Intellectual Capital</td>
<td># Improve Sustainable Farming Skills</td>
</tr>
<tr>
<td>6. Political Capital</td>
<td>Advisory Committee; Latino &amp; Amish Growers</td>
</tr>
<tr>
<td>7. Social Capital</td>
<td>Using existing relationships/networks: to promote Marketplace &amp; engage Amish &amp; Latino Growers</td>
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<tr>
<td>8. Cultural Capital</td>
<td>“New” culture – way of doing business, who now engaged</td>
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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