

# Governing the Heartland in 2025

Presentation to the Returning Prosperity to  
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# Why Regions and Prosperity?

- As national economic barriers are reduced, regions are increasingly economic units of competition
- Price and performance of public services are one important dimension of investment decisions and economic performance
- Economies of scale affect many parts of the economy including provision of public services
- Often public services are not provided at the most cost effective scale and vehicles for change are often slow or ineffective

# Mounting Urgency

- 300 million educated people with good access to infrastructure in 4 countries in the world – one of which is the USA
- World ratings -- Legatum rating of prosperity, Lumina foundation access to higher education, UN Human Development Index, world life expectancy, NextGen radar, most livable cities in the world
- Pusan Korea 1960 and now, high speed rail (186 mph under construction), broadband, nuclear power plant bidder, fifth largest port by volume
- 7000 miles of high speed rail in process in China, won major cellular infrastructure bids in Scandinavia

# Economic Prosperity

1. Skilled people
2. Excellent infrastructure
3. Investment capital
4. Leveraging assets and adding value
5. Price, performance and predictability of public services – cats and building permits

# Regional Scale

- Vision, strategy and execution
- Competing as a unit -- region often is the right scale for addressing issues from workforce to infrastructure
- Regional vision community – western state and chip maker
- Regional strategy -- Singapore strategic plans
- Regional execution – results compacts
- Regional metrics and tracking -- quality of life measures, bend the curve working groups

# Regional and Shared Services

- 169 towns for 3.5 million
- 109 911 answering points
- 164 school superintendents
- 300+ fire districts
- 300 years of tradition

# Regional and Shared Services

- Purchasing
- Transportation – MPO funds
- Public safety and homeland security
- Regional GIS
- Shared services initiatives: 10 in process
- Online permitting system rolling out first quarter of 2010

# Shared Service Dimensions

1. Trust
2. Control
3. Acceptability
4. Cost
5. Performance and quality
6. Effort needed to change
7. Compelling vision context -- Olympics

# Range of Regional Governance Options

- **Hard options:** “Nuclear” options in Ontario; metropolitan government reconstituted twice and two elements Shared Services Ontario and Service Ontario
- **Softer options:** vision, collaboration, incentives, capacity building, results compacts
- **Points:** Task specific, disaggregation, appropriate time frames for action

# Three Sectors and Regional Governance

- Roles of nonprofit and civic sector
- Role of business sector
- Role of public sector
- Yankelovich 7 stages of a public issue

# Seven Stages of Public Opinion

- Stage 1 : Dawning Awareness
- Stage 2 : Greater Urgency
- Stage 3 : Reaching for Solutions
- Stage 4 : Wishful Thinking
- Stage 5 : Weighing The Choices
- Stage 6 : Taking a Stand Intellectually
- Stage 7 : Making a Responsible Judgment Morally and Emotionally
- Daniel Yankelovich  
<http://www.publicagenda.org/pages/seven-stages-public-opinion>

# Vision Communities – Building and Sustaining

- Vision: aspiration, exasperation, perspiration
- What is possible?
- What is optimal?
- What works to “bend the curve” London
- Expect it to take time; “free beer tomorrow” problem
- Investing in private public joint vision communities

# Strategy

- There are right and wrong answers in strategic planning – e.g. IT2000: Singapore's Vision of an Intelligent Island
- Strategy maps -- Childhood obesity fishbone diagram, HEAC packaged toolkit, Balanced Scorecard samples
- Only as good as implementation

# Execution

- Getting the job done once we have a plan
- Clearing the decks – learning from roadblocks
- Competency building blocks
- System maps and blockages
- Keep pulling on the string – terrier principle

# Alignment

1. Strategy
2. Alignment
3. Coherence
4. Alignment
5. Synergy

# Community Results Compacts

- Fit with the US context: vision, indicators, strategy map, actors, commitment, competence and tenacity
- Examples: HEAC and TMT
- For more, see Results That Matter

# Possible Action Menu

1. Building and sustaining a broad vision community – ongoing care and feeding
2. Strategy and execution: a two step process
3. Deep strategic planning, best practices and strategy mapping and implementation competency building
4. Regional results compacts for key areas and tenacious tracking, learning and improvement