# GREATER PHILADELPHIA
# FUTURES GROUP
## DIALOGUE. COLLABORATION. KNOWLEDGE-SHARING.

**DELAWARE VALLEY dvrpc REGIONAL PLANNING COMMISSION**

## Affecting Positive Change
### January 24, 2020, 10:00am – 12:00pm

# MEETING SUMMARY

## Welcome & Introductions

Brett Fusco, Manager of Long-Range Planning at DVRPC, welcomed attendees, and noted that the Futures Group was formed to help better understand future change. Today's meeting goes to the next step, once you've identified change, how can you positively respond to it.

## Panel Discussion: How can stakeholders within our region affect change?

### Meg Long, Equal Measures
12 Trends in National Philanthropy and what that means for our Region

Four Approaches
- Collective impact.
- Community centered.
- Capacity building.
  - This is not a new idea, but a vibrant non-profit sector requires investments in things like leadership training, data, etc.
- Networks.
  - Non-profits are still small relative to state and federal resources.

Content – interplay of the different areas
There is nothing new in where philanthropy is investing, but how we are thinking about things is changing.
- Education.
  - Concept is changing from cradle to career (from pre-birth to workforce preparedness) economic competitiveness, to seeing education as critical to an individual's health and well-being.

- ▶ Also being considered as civic engagement.
- Economic mobility.
  - ▶ Multi-generation mobility discussion about job creation, retention, and attraction.
  - ▶ New definitions of poverty.
- Community health.
  - ▶ Social determinants, including transportation safety and economic opportunity.
  - ▶ For example, pediatricians are now thinking about health and safety through transportation and economic lenses.
- STEM.
  - ▶ Making investments to be economically competitive in the international realm in order to increase access and diversity of jobs available.

Current Hot Topics in Philanthropy
- Social impact investing.
  - ▶ Triple bottom line.
  - ▶ Ensuring investments are working at cross purposes.
- Equity.
  - ▶ Not a new topic, but looking at multiple dimensions of racial, ethnic, and economic development.
- Narrative Change.
  - ▶ Term recently coined within the philanthropy realm.
  - ▶ Social sector needs support to reframe narratives and shift mindsets.
  - ▶ Get people to think differently about the issues in order to change behaviors.
- Place based investments.
  - ▶ Comprehensive changes in how to invest in place.
  - ▶ Two-ways this can happen:
    - ● Come into a place and help accelerate existing change efforts.
    - ● Drop into a community from the outside to foster new change-based efforts (this can be seen as negative, but can actually be an effective strategy).

## Margie DuBrow, Nonprofit Executive Leadership Institute (NELI)
Difference between transitional (leadership) and transactional (businesses) actions to drive change.

- Concept of non-profit leadership is new.
  - ▶ Most graduate programs in non-profit leadership are just a decade old.
  - ▶ Prior to this, most non-profit leaders simply learned on the job.
- How do you affect change as a leader? Difference between leading with our heart and our mind.
- What does change mean to you: growth, pain, constant, flexibility, possibility, anxiety.
  - ▶ Help people understand how they can be a difference maker.
  - ▶ William Bridges: Managing Transitions.
    - ● Difference between change and transition – change is external and transition is internal.

- What are major trends? Funding shifts / access to services / immigration.
- System change takes time
  - Need to impart change within organization first before change can happen outside.
  - Montgomery County Anti-Hunger Coalition – found transportation is difficult in the county, which was hindering their ability to fulfill their mission.
  - Backbone entity: coordinates everything.
- Who is in the group with you? Are there voices in the room, do those voices have the opportunity to be heard in decision making?
- Rules and rituals on how to drive change – Zia Khan, Stanford.
- Change often happens slowly over 2-3 years, don't expect for it to occur overnight.

### Kahiga Tiagha, The ITEM (The Inclusive Technology + Entrepreneurship Movement)
Technology is becoming a focus for economic development in this region. What was missing was how minorities could be a part of this scene. For example, Go Puff just got $1 billion in venture capital, which puts the city on the technology map—at least in the second tier.

- When technology changes there is a new greenfield opportunity.
- There is a natural connection between tech and entrepreneurial opportunities.
- Society does not do enough to promote minority opportunities in tech.
- Need to focus on the large swath of the city that has been left behind if we don't want to look like the Silicon Valley.
- The ITEM: Provide low cost, high impact pathways for underrepresented communities into high growth sectors in Philadelphia (the poorest large city with majority minority population).
  - Inclusive Technology and Entrepreneurship Mentorship program (monthly meetup).
  - Importance of proving model for future employers.
  - Transition game by focusing on minority adult.
- The most important thing when driving change is to make sure that there is a good representation of people that will be impacted by such changes.
- Challenges: different levels (individuals, organization, industry, government).

### Lynn Mandarano, Temple University
Collaboration and Change.

- How do we come together instead of working in silos?
- Wicked problems, Rittel and Webber 1973.
  - Complex systemic issues.
  - Goals are value laden; difficult to define.
- Need a shift in thinking to deal with complex decision making.
  - Collaborative Decision making processes – Innes and Booher.
    - Diverse agents with inter-relationships (decisions made by one could impact the other).
    - Authentic dialogue – Reciprocity, relationships, learning, creativity; not coming to the table with specific interests or authority.
  - Adaptations of the systems – shared identities and meanings, new heuristics, and

innovation.

- Put on a 'veil of ignorance' where you don't know your role, so you make the best decisions for everyone.
  - ▶ Understanding both sides is critical to developing partnerships, which may not have otherwise happened if people from different backgrounds are creating transformation for change.
- What's new about climate change is the urgency.
  - ▶ Need to make the issue deeply personal.
  - ▶ Narrator needs to be a credible messenger.
  - ▶ No one person can be a credible messenger on all things.

## Questions

What are the positions of philanthropy with changes in the current structures?

- Meg Long: Trend of narrative change is about how to directly support collaborative engagement.
  - ▶ Professional infrastructure continues to make change happen.
  - ▶ Investing, empowering community leaders to be at the head of philanthropy.
  - ▶ More opportunity to be more supportive in the region.

Is it key to identify the "bang for your buck" when working toward upward mobility?

- Kahiga Tiagha
  - ▶ The ITEM is a complement to a four year college degree.
  - ▶ AWS cloud computing services can give opportunities similar to CS degrees, for the right position.
  - ▶ Need outside and traditional training to make it into the IT field.
  - ▶ Issue for recruitment in the tech field with regard to retaining a diverse staff.
    - What are we asking for? Degree or Life Experience?
    - What is desirable or preferred compared to what is required.
    - How are we building job description and inter-human processes to increase diversity?

What are your professional reactions to climate change and the inequity of its impacts?

- Kahiga Tiagha: smart cities collaboration is a tactical example of how you can accomplish inclusion. If they are scalable and implementable through an RFP process that is structured to be inclusive, you don't have to be a large entity.
- Lynn Mandarano: Need to first understand where the vulnerable populations are, what the effects of climate change are, and then how to address them.
- Meg Long: Need to stress urgency; need an issue framing (knowledge and awareness). Make the issue deeply personal; narrator should be a credible person engaging with

credible early adapters.

How should smaller organizations work together and build economies of scale? The private sectors deal with this issue through mergers and acquisitions; what about the public sector?

- Margie DuBrow: <u>D</u>on't create something new; instead, partner together.
  - ▶ Opposition fund (funded through multiple partnerships) grant for planning. Can create coalitions; look at small groups that may all be working in different places that can share resources (costs, marketing, etc.).
  - ▶ Culture Works example of success story.
- Kahiga Thiagha: We need people to know about the different systems that already exist and to then optimize those tools.
  - ▶ Collective impact – Philadelphia needs to move from siloes to focusing around large organizations across the bridge (i.e. Wells Fargo, Land Fest Initiative, Workforce Development coalition).
  - ▶ In general, everyone needs to know what's going on. Try to remove competition on some of the nonprofit world.

Should the Greater Philadelphia region make it more of a priority to being a change leader and if so how should we do that?

- Meg Long: Yes. To make that happen, it will take a variety of credible top-down entities (i.e. Austin Texas, Amerollio Texas, SF), leading with values and an aspirational vision. There are communities undergoing important reconciliation processes.
- Margie DuBrow: There's a tremendous amount of (soft) change already happening. Values are really important. Who's at the table is critical, must find ways to build bridges. Find common ways to work together and to make policies hold. Bring in the transitional side (institutional, social) as early as possible. Part of this is on the stakeholders to spread the word about the learning process. There is a lot of success we can build on.
- Lynn Mandarano: With regard to the *Connections 2050* Long-range Plan, need a vision for the future, but also need to be thinking about stakeholders. Have they gone back to their home institutions for implementation? Understanding the value of the Plan is critical to the learning process.
- Kahiga Thiagha: Philadelphia is starting to be a tech city (don't have to go to New York or the Bay Area for funding). There is already so much happening in Philadelphia that needs to be reflected in the Long-Range Plan. Need quick market insights with early adaptors to inform how to grow the solution.