

# **About the Centers**



USC Price

Sol Price Center for Social Innovation

The Center on Philanthropy and Public Policy promotes more effective philanthropy and strengthens the nonprofit sector through research that informs philanthropic decision making and public policy to advance community problem solving. Using California and the West as a laboratory, The Center conducts research on philanthropy, volunteerism, and the role of the nonprofit sector in America's communities.

**The USC Sol Price Center for Social Innovation** promotes the exploration and understanding of how to create sustainable, holistic vitality in low-income, urban communities. The Center develops initiatives, leaders, and scholars to advance novel solutions with a particular eye toward creating large-scale change efforts in places and populations.

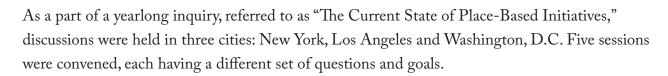
The Center on Philanthropy and Public Policy Sol Price School of Public Policy

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The five sessions were each facilitated by Elwood Hopkins of Emerging Markets, Inc. with James M. Ferris of the University of Southern California.

Session One: Goals: New York City



### **Session One: Goals**

Ford Foundation, New York April 23, 2014

# **Discussion Theme:** What are our basic goals in doing place-based initiatives? What are we solving for?

The first discussion explored the overall goals of place-based initiatives as seen by philanthropic and public policymakers. What do they really hope to achieve, and how much goal variation is there across the field? The discussion was guided by the questions below.

- 1. What do we ultimately aim to achieve with place-based initiatives? Do we aim to reverse geographically-concentrated poverty? Or are neighborhoods a manageable, convenient scale for targeting resources?
- 2. What do current data projections tell us about the geography and demographics of poverty? What is the effect of the aging population, the suburbanization of poverty, and the "geography of opportunity" on this field?
- 3. Is place a means for directing resources to people in need, or an end in itself? Do we aim to "put a floor" beneath people in a place, accepting that success may lead them to move out as populations change? Or are we "place-making" creating improved conditions to exist in perpetuity, for whoever lives there?
- 4. Are we helping some neighborhoods compete regionally, or piloting strategies to be applied in all neighborhoods? What functions do neighborhoods play in a city? Are we supporting some functions over others? What's our ultimate frame of reference: neighborhood, city, or region?
- 5. How is progress toward these big-picture goals evaluated? What categories of outcomes are being measured? Can we link intermediate outcomes into a narrative showing cumulative progress toward larger goals?
- 6. Overall, how successful has place-based funding been? As a field, should we "declare victory around small stuff," under the premise we're building capacity for the long haul? Or should we hold out for more significant, quantifiable impacts? Are our goals and expectations changing?

#### **Participants**

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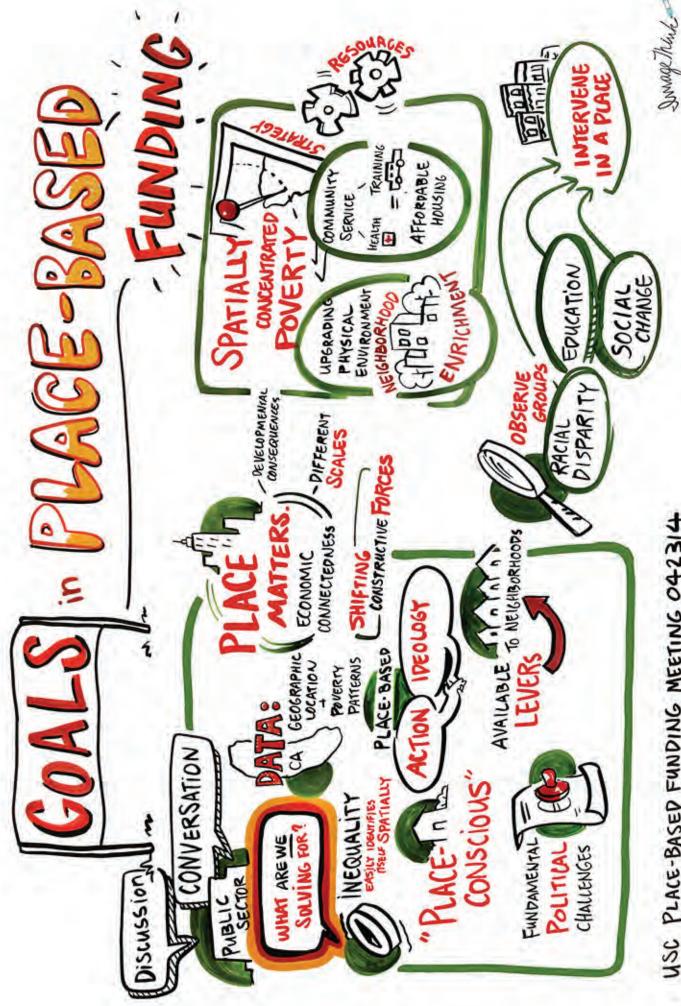
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USC PLACE-BASED FUNDING MEETING 042314



USC PLACE-BASED FUNDING MEETING 042314

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**Session Two: Theories of Change:** New York City



# **Session Two: Theories Of Change**

Ford Foundation, New York April 24, 2014

# **Discussion Theme:** What are the theoretical assumptions driving place-based initiatives today?

The second session examined the basic theoretical assumptions underlying place-based initiatives in general, as well as the theories of change and corresponding implementation models driving individual initiatives: The discussion was guided by the questions below.

- 1. What social problems (e.g. under-education, crime, poor health, unemployment) are best addressed at the neighborhood scale? How are we using data to drive our theories? Which need to be addressed regionally or societally? Is there any consensus around the optimal scale for place-based initiatives?
- 2. Place-based initiatives generally intend to achieve comprehensive change. But comprehensiveness can be achieved by working on all issues simultaneously, or by starting with a single "driver" issue and expanding the scope of the initiative from there. What is current wisdom on which approach works better?
- 3. Do we recognize different types of neighborhoods? Do they represent distinct states of maturation along a life-cycle, or are they non-sequential? How do the theoretical assumptions underlying each type determine the choice of interventions, funder role, investment time frames, and expected outcomes?
- 4. What are the different "models" for place-based initiatives today? Social service integration? Economic development? Civic empowerment? Hybrid, or comprehensive models? What theories underlie each?
- 5. To what extent have theories actually guided work on the ground? Has it been possible to keep a range of constituents focused on a shared theory? Or have funding initiatives become more reactive in practice?

### **Participants**

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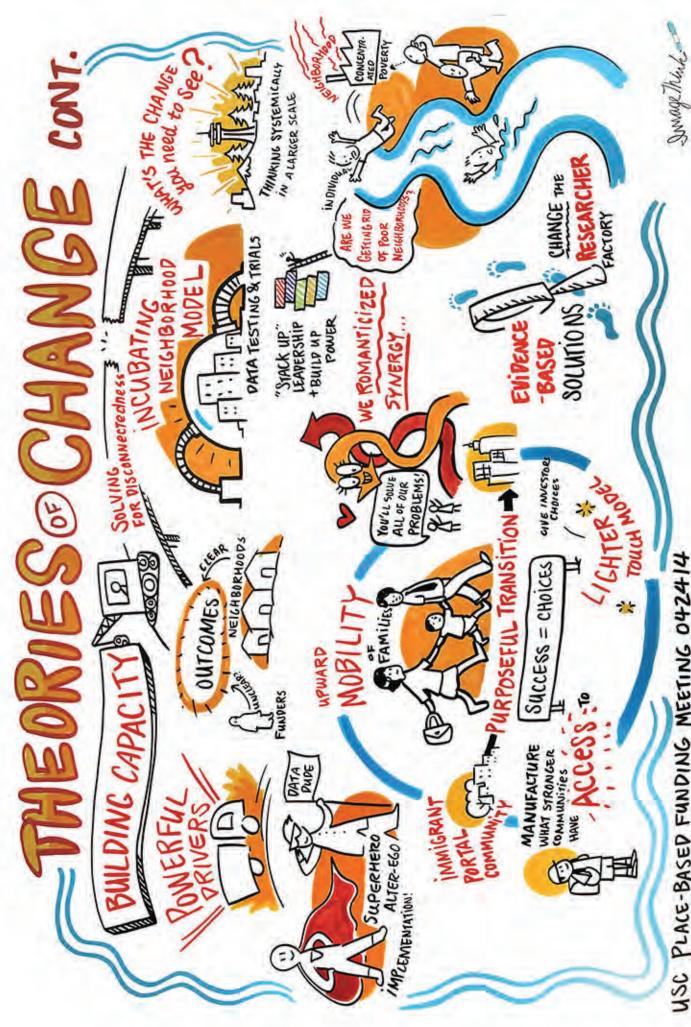
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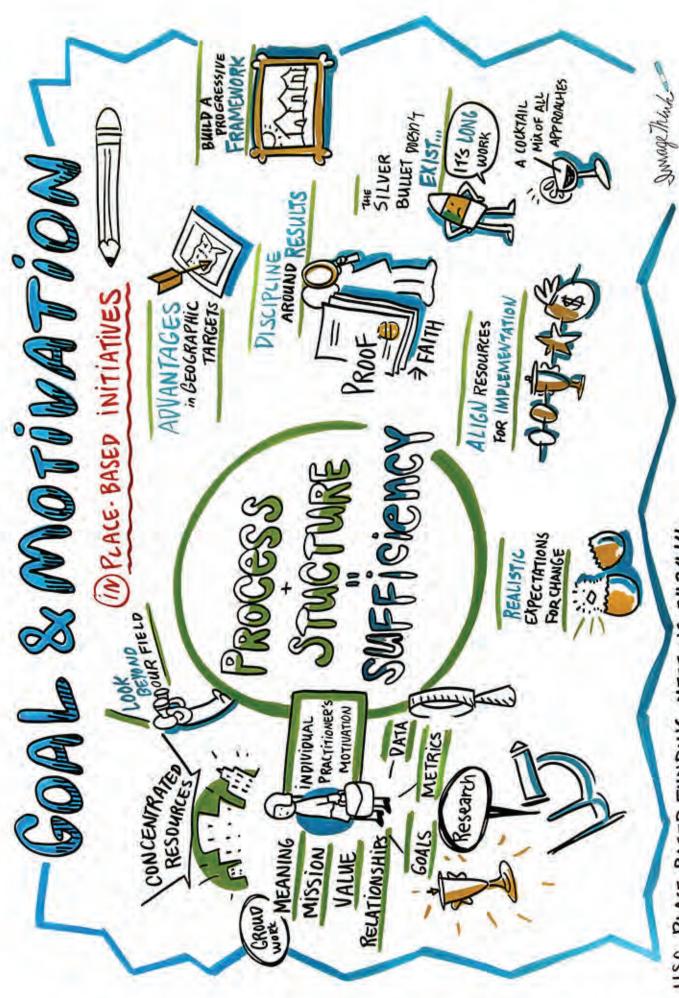
LISC Chicago



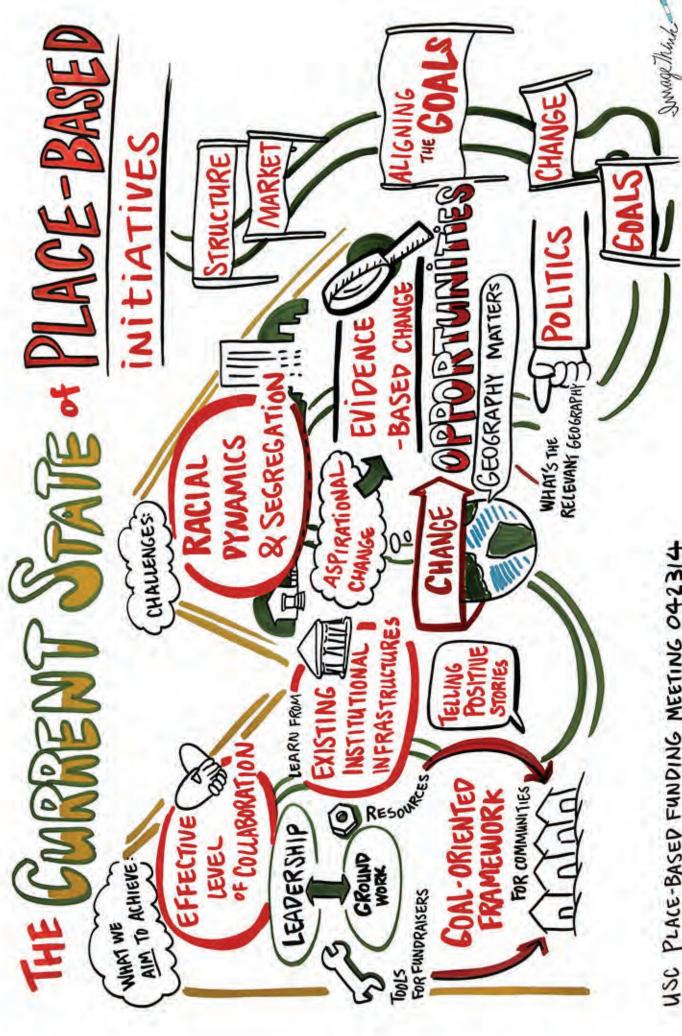
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# **Session Three: Operating Capacity:** Los Angeles



# **Session Three: Operating Capacity**

University of Southern California, Los Angeles April 30, 2014

# **Discussion Theme:** What on-the-ground capacity is required to effectively carry out place-based initiatives?

The third session reflected on the organizational infrastructure and leadership required for successful place-based initiatives, and the ways in which public and private funders create or strengthen this infrastructure. The discussion was guided by the questions below.

- 1. What "preconditions" do place-based funders have at the civil society level? What are the "readiness factors" in local government? Are there signs indicating that a neighborhood is ready for a place-based initiative?
- 2. What are the roles of informal associations, natural helping networks, extended families and local leaders? Does the "map" of social networks coincide with geographic boundaries?
- 3. What types of nonprofit organizations (CDCs, social service agencies, advocacy groups) have turned out to be key partners? What capacities do they need? What do funders seek in terms of collaboration with them?
- 4. Is there a need for a "lead agency"? What does such an organization look like? How can one know if it is authentic and accountable?
- 5. How much are funders willing to invest in building this operating capacity versus only funding in areas that already possess it? What roles have funders played in cultivating local capacity?
- 6. What does it mean for a funder to partner with a neighborhood? Do funders work with a single partner organization that represents community-wide interests? Or do they work with a configuration of partners, a steering committee, or a specially-constructed governance structure? Does the "partner" evolve over time?
- 7. When a foundation or government agency undertakes a place-based agenda what internal institutional retooling is required? What capacities, competencies, and decision making structures does it need to acquire?

#### **Participants**

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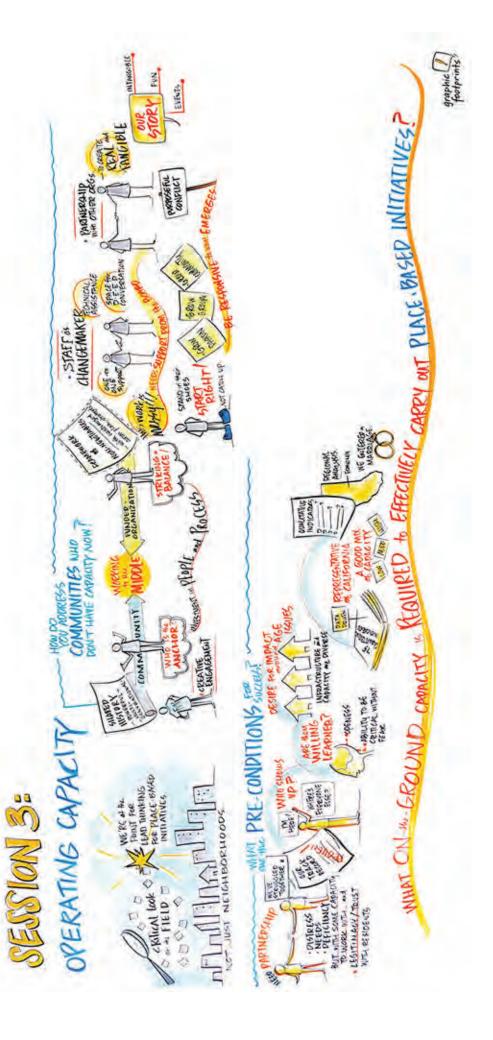
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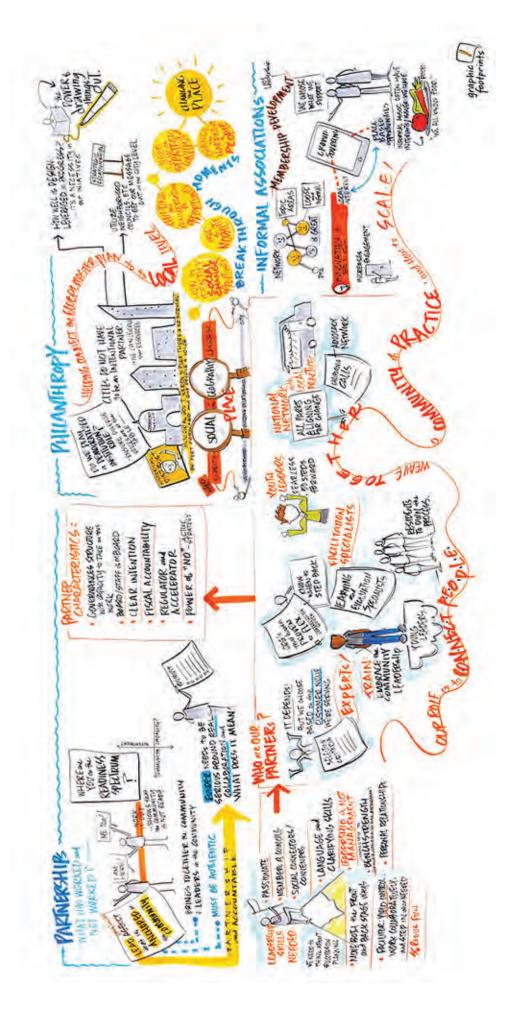
**Dr. Beth P. Reynolds** Executive Director

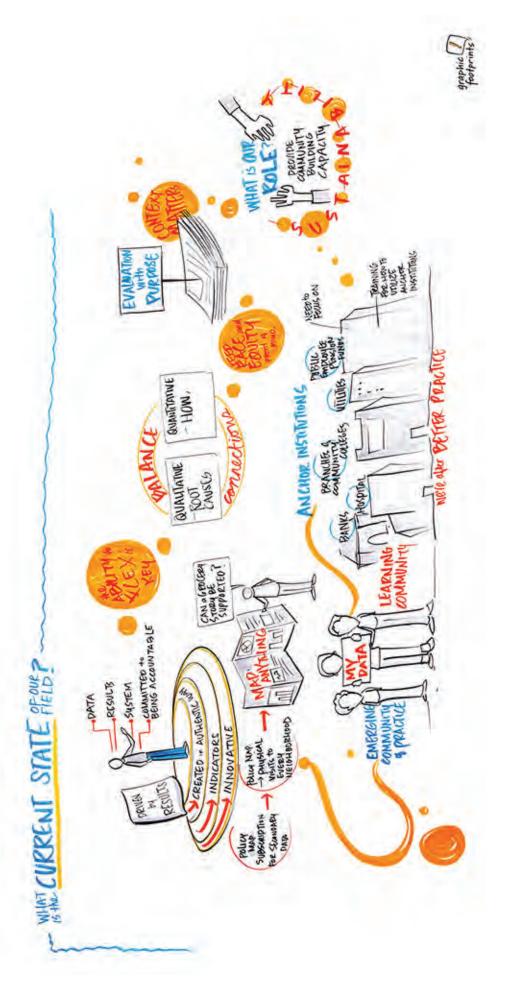
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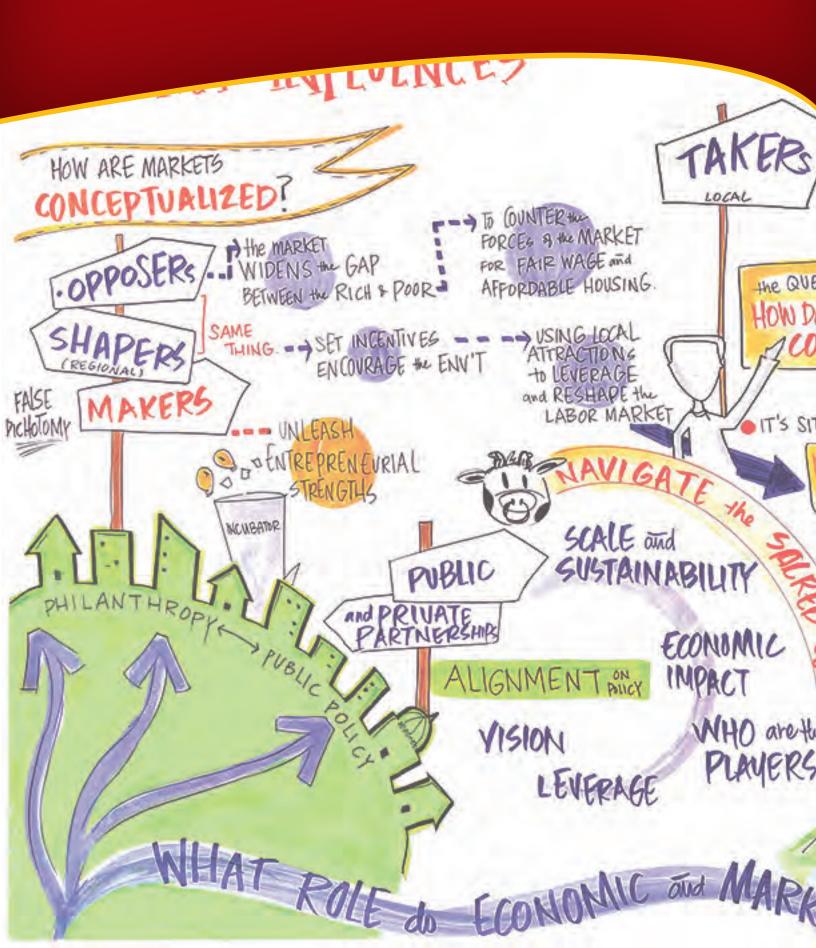
Beatriz Solís Director, Healthy Communities (South Region)

The California Endowment









### **Session Four: Market Influences**

University of Southern California, Los Angeles May 5, 2014

# **Discussion Theme:** What role do economic and market forces played in place-based initiatives?

The fourth session looked at the extent to which place-based initiatives have acquired a market orientation and have attempted to connect low-income areas with larger economic tides. The discussion was guided by the questions below.

- 1. How are markets conceptualized for the purpose of place-based initiatives? Are they focused on stimulating neighborhoods as self-contained micro-markets, or connecting the neighborhoods to regional economic opportunities? Do funders tend to consider themselves "market makers" or "market shapers"?
- 2. What types of market research have enabled funders to become more market-oriented? How has this data been used? How effective has it been?
- 3. What aspects of the economy have been emphasized by place-based funders? Labor markets? Real estate markets? Financial markets? Retail markets? Have funders found themselves to be more effective in some than others?
- 4. To what degree have funders of place-based work moved beyond grants to program-related investments, social investments, loans, or other financial instruments?
- 5. More broadly, what is the role of the funder in these market-oriented strategies? Do they directly or indirectly engage private sector players?

### **Participants**

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JP Morgan Chase & Co. Global Philanthropy

Mauricio Lim Miller Founder, President and CEO

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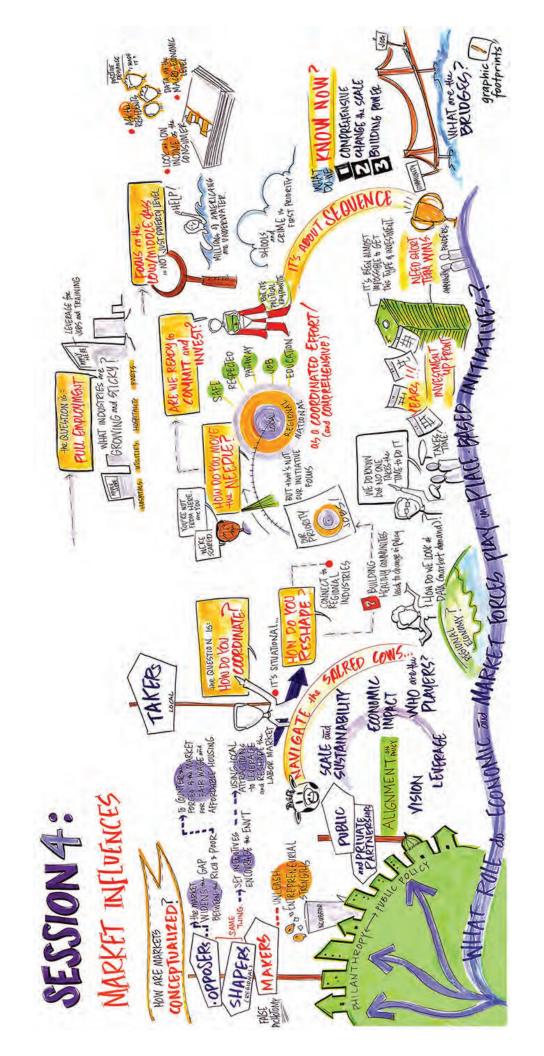
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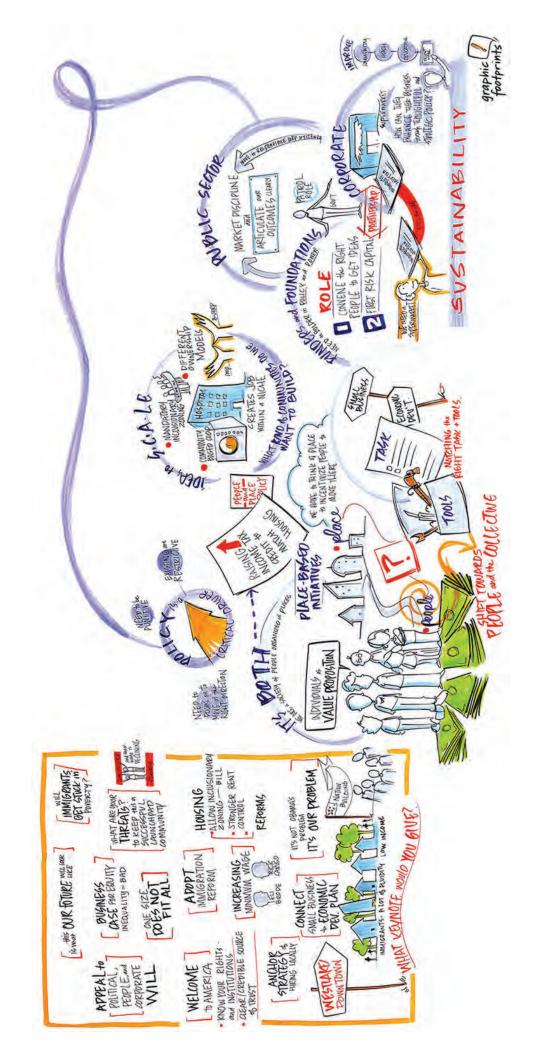
Benson "Buzz" Roberts Director, Office of Small Business, Community Development,

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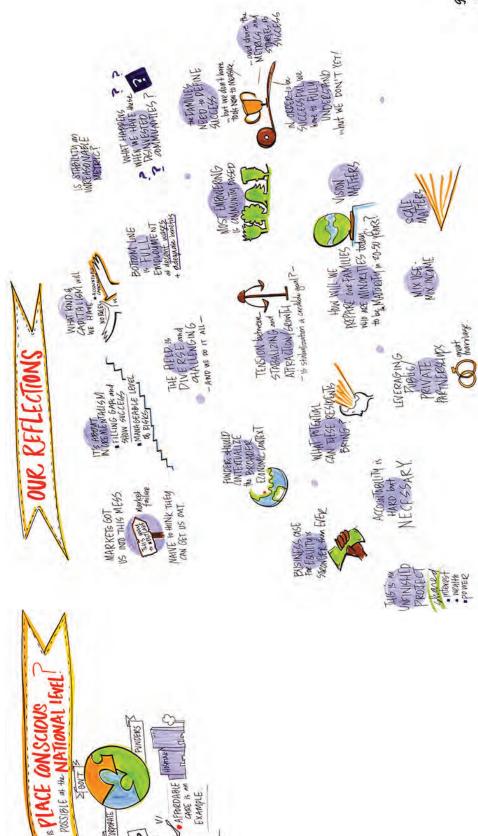
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Session Five: Funding: Washington, D.C.



## **Session Five: Funding**

USC Office of Research Advancement, Washington, D.C. June 4, 2014

### Discussion Theme: How have place-based initiatives altered funder behaviors?

This fifth session examined how funders have adjusted their own practice to be more effective in specific places, and whether or not these new funding practices have worked. In particular, it examined how public and philanthropic funding streams can be aligned in places. The discussion was facilitated by the questions below.

- 1. What kinds of funding strategies are necessitated by place-based efforts? Have funders changed the way they practice philanthropy, or is it essentially business-as-usual, but within geographic constraints?
- 2. What has been the role of corporate funding in place-based initiatives? To what degree have corporate foundations leveraged the assets of their companies? What has the corporate social responsibility lens meant for place-based funders?
- 3. Is there a logical division of labor between philanthropic and public sector funders? How do the sectors separately or in combination influence the private sector? What vehicles exist for funders to collaborate amongst themselves and between the sectors? Have these structures been beneficial?
- 4. When lead funders launch an initiative, have they tended to attract other funders to the place and leverage other resources? Or does their leadership presence actually repel other funders?
- 5. What is the lifecycle of a funder's engagement in a place? How has it coincided, aligned, or fallen short of the pace of neighborhood change?
- 6. Have place-based initiatives really served as laboratories for innovation? To what extent do these innovations ever achieve scale?
- 7. What have we learned about what works and what doesn't in funding place-based efforts? What guidelines can we give ourselves in the funding field moving forward?

#### **Participants**

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