



# Event Session

## Summit Story Hour

Date: July 28, 2022

00:00:00 --> 00:00:03: To say, you know, the things I heard in this  
00:00:03 --> 00:00:06: that how our decisions impact the lives of others, I  
00:00:06 --> 00:00:10: think we've heard that loud and clear. I'm very intrigued  
00:00:10 --> 00:00:14: by Scarlett's comment of zoning equity audit and that that  
00:00:14 --> 00:00:16: becomes a part of a zoning process.  
00:00:17 --> 00:00:20: And I think again, I heard we need to empower  
00:00:20 --> 00:00:22: the people of their community.  
00:00:23 --> 00:00:26: To not only have a seat at the table, but  
00:00:26 --> 00:00:29: to have the control of their own community. So with  
00:00:29 --> 00:00:33: that, Dominique, please come off and kick up our kick  
00:00:33 --> 00:00:35: off our summit story hour. Thank.  
00:00:35 --> 00:00:35: You.  
00:00:41 --> 00:00:45: Good morning. We've heard a lot today, right? We've taken  
00:00:45 --> 00:00:47: in a lot. I'm gonna wait for my slides to  
00:00:47 --> 00:00:51: show up, but I'm Dominique Anderson and I'll give you  
00:00:51 --> 00:00:52: a little bit more.  
00:00:54 --> 00:00:54: So.  
00:00:55 --> 00:00:57: When we got the call, so the three of us  
00:00:57 --> 00:01:00: that got the call for the story hour, it was.  
00:01:00 --> 00:01:03: What it? What are we talking about? What? What am  
00:01:03 --> 00:01:06: I doing? I just kind of show up to places,  
00:01:06 --> 00:01:08: but they said tell them about your story. How did  
00:01:08 --> 00:01:11: you get here? Listen, that's a very long story. Just  
00:01:11 --> 00:01:14: find me on LinkedIn and look at all that. I  
00:01:14 --> 00:01:17: won't bore you all with that because it's quite the  
00:01:17 --> 00:01:20: story, from education to PR overlapping. I used to do  
00:01:20 --> 00:01:23: shots on bars with celebrities till 4:00, o'clock in the  
00:01:23 --> 00:01:26: morning, then go home, take a shower and go teach  
00:01:26 --> 00:01:29: Spanish. That's a real life, but that's what your 20s

00:01:29 --> 00:01:30: are for anyway.

00:01:32 --> 00:01:35: Blah blah blah blah blah. Now I'm here. So I

00:01:35 --> 00:01:38: thought about not how I got here, but why am

00:01:38 --> 00:01:40: I still here, right? What keeps me here?

00:01:41 --> 00:01:45: One of the conversations as someone who works in the

00:01:45 --> 00:01:50: intersection between community and developers is cash or community.

00:01:50 --> 00:01:54: They're not mutually exclusive. And I tell this to my

00:01:54 --> 00:01:56: clients all the time or people I talk to. I

00:01:56 --> 00:02:00: think probably we sat at the same table yesterday and

00:02:00 --> 00:02:04: I'll talk to anybody about affordable housing and community, right,

00:02:04 --> 00:02:05: and negative gentrification.

00:02:06 --> 00:02:07: Nonetheless.

00:02:08 --> 00:02:10: Let's go. Let's see if we can do this.

00:02:11 --> 00:02:14: Ohh look at me. I did it. Alright, so I'm

00:02:14 --> 00:02:17: Dominique Anderson. Money making hippie. I coined that term. I

00:02:17 --> 00:02:20: have T-shirts. So money making hippie is a person who

00:02:20 --> 00:02:22: is like me likes to do and you all may

00:02:22 --> 00:02:25: be money making hippies and I'll sell your T-shirt. You

00:02:26 --> 00:02:28: know, if you think about the good of the people,

00:02:28 --> 00:02:32: blowing things up from the inside, fighting the good fight.

00:02:32 --> 00:02:34: But my husband told me I had to make money.

00:02:34 --> 00:02:37: So you know, I do that too. I'll facilitate conversations

00:02:37 --> 00:02:41: between communities, developers, municipalities and governments.

00:02:41 --> 00:02:44: So that we can actually make good things happen and

00:02:44 --> 00:02:47: not always bad things. We're not always displacing people, but

00:02:47 --> 00:02:50: we're building and rebuilding communities, right?

00:02:51 --> 00:02:52: And then I consult.

00:02:53 --> 00:02:54: My parents don't know what I do, but they know

00:02:54 --> 00:02:57: that we eat and that's all that really matters, right?

00:02:58 --> 00:02:59: So.

00:03:00 --> 00:03:04: This very handsome gentleman here is sells finest peaks. First

00:03:04 --> 00:03:07: of all, soak his name in. Isn't that the coolest

00:03:07 --> 00:03:11: name ever? Apparently, according to ancestry, I'm like 13%. My

00:03:11 --> 00:03:15: daughter's gonna love this Scotch, Irish and something else English.

00:03:15 --> 00:03:18: So maybe that's where that name came from. She likes

00:03:19 --> 00:03:21: when I say I'm 13%, but it doesn't matter. He

00:03:21 --> 00:03:24: was a brick Mason, an entrepreneur.

00:03:24 --> 00:03:27: And my grandfather? He was grandfather to a few of

00:03:27 --> 00:03:29: us. Some of them I like to claim, some I

00:03:29 --> 00:03:31: don't. But it depends on when I claim my siblings

00:03:31 --> 00:03:32: and when I don't.

00:03:32 --> 00:03:35: But if you look in the background, in addition to

00:03:35 --> 00:03:38: being swab and standing on this car, which was also

00:03:38 --> 00:03:40: his pride and joy, you'll see a house.

00:03:41 --> 00:03:44: This House is important because it's a brick Mason. He

00:03:44 --> 00:03:47: built this house for his wife and his only child.

00:03:49 --> 00:03:54: There they are, suave, fashionable, my grandmother, my

00:03:54 --> 00:03:57: grandfather and

00:03:57 --> 00:04:01: my mother. You would know that she was a a,

00:04:02 --> 00:04:06: a super human. But that's my mom at the bottom.

00:04:06 --> 00:04:09: So this was in historic N Nashville in Tennessee. I'm

00:04:09 --> 00:04:13: a lifelong Tennessean by way of other places. A A

00:04:13 --> 00:04:14: black Indian, Puerto Rican. So that's a lot of conversation

00:04:15 --> 00:04:17: there. But.

00:04:18 --> 00:04:21: And my 13%, don't forget that.

00:04:21 --> 00:04:24: But these are are my grandparents. My grandmother was a

00:04:24 --> 00:04:25: physical therapist. It's important to let you all know that

00:04:26 --> 00:04:28: she did go to Vanderbilt.

00:04:28 --> 00:04:30: It's also important to let you know that she was

00:04:31 --> 00:04:36: a physical therapist and not just a nurse.

00:04:36 --> 00:04:40: My grandfather was an entrepreneur. If you're from Nashville,

00:04:40 --> 00:04:44: you know crane construction. And he was a subcontractor for

00:04:44 --> 00:04:46: years

00:04:47 --> 00:04:50: with crane construction, right? And where they lived in North

00:04:50 --> 00:04:53: Nashville, 22820 4th Ave North.

00:04:53 --> 00:04:56: Was a mixed neighborhood at that point, and then it

00:04:56 --> 00:04:59: became much more historically black.

00:04:59 --> 00:05:02: You'll hear when you search Nashville. Now they have all

00:05:02 --> 00:05:05: these cute names. So I went to college and came

00:05:05 --> 00:05:08: home and didn't know where I was. Right? Because now

00:05:08 --> 00:05:12: instead of just being N Nashville, there's Germantown and

00:05:12 --> 00:05:14: Salem town

00:05:16 --> 00:05:18: and lower broad and sobro and all these cute names.

00:05:19 --> 00:05:22: FYI, negative gentrification starts with a couple things. Cute

00:05:22 --> 00:05:25: names

00:05:25 --> 00:05:28: and dog parks. Just keep that in your mind.

00:05:28 --> 00:05:31: So this is what N Nashville looks like it is.

00:05:31 --> 00:05:34: Now. I always say it's the last hope for Nashville

00:05:22 --> 00:05:26: against negative gentrification, right? And you might say, why don't

00:05:26 --> 00:05:30: you keep saying negative gentrification? Because honestly, there is a

00:05:30 --> 00:05:33: portion. If it's done well, you don't want to be

00:05:33 --> 00:05:36: a gentrifier. You don't want to be a colonizer. But

00:05:36 --> 00:05:39: there's, when you look at it on paper, occasionally there

00:05:39 --> 00:05:40: is upliftment.

00:05:41 --> 00:05:44: That can be titled justification. It's not negative because it

00:05:44 --> 00:05:46: doesn't displace people, it builds community.

00:05:47 --> 00:05:50: So this is North Nashville, home to four historically black

00:05:50 --> 00:05:53: colleges. Now, when you think about North Nashville, you hear

00:05:53 --> 00:05:57: about North Nashville, you probably hear about TSU, right? Tennessee

00:05:57 --> 00:05:59: State University, Fisk University, Meharry.

00:06:00 --> 00:06:03: There's a fourth college, American Baptist college. It's not. It's

00:06:03 --> 00:06:05: glossy, it's not as big, but it's there, so I

00:06:05 --> 00:06:07: keep it in the conversation.

00:06:08 --> 00:06:12: So, N Nashville was the hub of thought, right? Black

00:06:12 --> 00:06:16: thought. There was excellence. There was all of this greatness.

00:06:17 --> 00:06:18: I'm not going to do a red line map because

00:06:18 --> 00:06:20: we already know what happened, right?

00:06:21 --> 00:06:24: This is Ground Zero for redlining, right? There is also

00:06:24 --> 00:06:28: an Interstate that was put right down the middle. So

00:06:28 --> 00:06:31: as we know with the raw deal. Ohh I'm sorry,

00:06:31 --> 00:06:35: the new deal. That is what happened. Red lighting interstates

00:06:35 --> 00:06:37: bad things, right? Summation.

00:06:39 --> 00:06:42: So this is where they lived on the street where

00:06:43 --> 00:06:47: they lived, their housewives and doctors and nurses and thought

00:06:47 --> 00:06:50: leaders and people who own their homes.

00:06:52 --> 00:06:53: This is what's there now.

00:06:54 --> 00:06:58: So my mom was, you know, she inherited the house.

00:06:59 --> 00:07:01: Tried to keep it up as long as she could,

00:07:01 --> 00:07:04: lived in her house so we don't. She didn't live

00:07:04 --> 00:07:06: in that house full time. Rented it out to some

00:07:06 --> 00:07:09: discipulus people who's trying to be. She's a hippie, but

00:07:09 --> 00:07:12: not the money making kind because she's an educator, right?

00:07:12 --> 00:07:13: And she did her job.

00:07:14 --> 00:07:16: That helps that you see to the right of it.

00:07:17 --> 00:07:20: That was my Aunt Mary's house. She was a housewife.  
00:07:20 --> 00:07:23: Part of the Garden Club and the Rose Club with  
00:07:23 --> 00:07:26: my grandmother. Also all AK's. Which is why I became  
00:07:26 --> 00:07:29: an AK because they were all ladies mayor. One of  
00:07:29 --> 00:07:32: May or may not have been the same type of  
00:07:32 --> 00:07:35: lady. On the other side is a duplex. Someone owned  
00:07:35 --> 00:07:38: that land. They built a duplex. But to the left  
00:07:38 --> 00:07:41: of that house that you can't see was Miss Lee.  
00:07:41 --> 00:07:45: Miss Lee was married to Doctor Arthur Lee. Their son  
00:07:45 --> 00:07:47: became Doctor Arthur Lee the 2nd.  
00:07:47 --> 00:07:51: I remember Black thought, education, wonderful things.  
00:07:52 --> 00:07:54: But that's what's there now. So to help my mom  
00:07:54 --> 00:07:58: not get the house taken from environmental courts broker to  
00:07:58 --> 00:07:59: deal with a guy who said, hey.  
00:08:00 --> 00:08:03: I'm a developer and I like to make historically historic  
00:08:03 --> 00:08:06: homes. I like to renovate them and bring them back  
00:08:06 --> 00:08:08: to their natural. So I broke the steel with my  
00:08:08 --> 00:08:11: mom and this guy with a ponytail who seemed like  
00:08:11 --> 00:08:12: he was gonna do great things.  
00:08:13 --> 00:08:15: Three weeks later, we drove through. Demolished.  
00:08:16 --> 00:08:19: Didn't even save a brick for my mom for the  
00:08:19 --> 00:08:22: house that her father built for her because she asked  
00:08:22 --> 00:08:23: for it.  
00:08:24 --> 00:08:24: And his wife.  
00:08:26 --> 00:08:27: That's how I feel about that.  
00:08:28 --> 00:08:31: That's absolutely my face, right?  
00:08:32 --> 00:08:34: By the way, do you remember the doobies? Anyway, this  
00:08:34 --> 00:08:36: whole other conversation was my favorite outfit, but they  
00:08:36 --> 00:08:38: made  
00:08:38 --> 00:08:38: me take my fingers. I don't know, so I was  
00:08:39 --> 00:08:42: angry.  
00:08:39 --> 00:08:42: But that's how I feel about negative gentrification that that  
00:08:42 --> 00:08:43: face.  
00:08:45 --> 00:08:45: So.  
00:08:46 --> 00:08:49: How do we stop this, right? What's the plan? How  
00:08:49 --> 00:08:52: do we put communities? How do we empower communities  
00:08:52 --> 00:08:53: so  
00:08:53 --> 00:08:55: that we can?  
00:08:53 --> 00:08:55: Take away blight.  
00:08:56 --> 00:08:59: But not take away the people. We don't take away  
00:08:59 --> 00:09:05: the character. We infuse ecosystems inside of communities,  
00:09:05 --> 00:09:09: right? Education.  
00:09:05 --> 00:09:09: Because we all know that real estate is Ground Zero

00:09:09 --> 00:09:12: for everything. Health, education.

00:09:13 --> 00:09:17: Legislation, taxes, everything is real estate, right? That's why I

00:09:17 --> 00:09:20: do this work. So what do you do now?

00:09:21 --> 00:09:22: Put the pencil down.

00:09:23 --> 00:09:25: So all my architects in here put the pencil down

00:09:25 --> 00:09:27: when a developer comes to you and they say, hey,

00:09:28 --> 00:09:30: we want to build this thing in this community, can

00:09:30 --> 00:09:32: you make all these sketches? Can you do the things?

00:09:33 --> 00:09:34: Say hey.

00:09:35 --> 00:09:37: Have you talked to the community yet? Before we draw

00:09:37 --> 00:09:40: this and make this plan, do we know what they

00:09:40 --> 00:09:40: want?

00:09:41 --> 00:09:42: I know it's, it's a very.

00:09:43 --> 00:09:46: New idea that's very innovative. It's actually pretty simple. Just

00:09:46 --> 00:09:48: put the pencil down and say, hey, who have you

00:09:48 --> 00:09:50: called? But we can do the Community work so we

00:09:50 --> 00:09:52: know what we're building. How are we building it? Do

00:09:52 --> 00:09:53: they want it?

00:09:54 --> 00:09:57: If you're talking to adults about kids housing or kids

00:09:57 --> 00:09:58: opportunities.

00:09:59 --> 00:10:02: No, no, thank you. Because I can tell you that

00:10:02 --> 00:10:05: my daughter, who's 14, is gonna want something different than

00:10:05 --> 00:10:06: I may want.

00:10:06 --> 00:10:08: Now it may be all I don't know.

00:10:09 --> 00:10:11: Weird things, but whatever it is, she wants it.

00:10:12 --> 00:10:15: But you should know what their viewpoint is right when

00:10:15 --> 00:10:16: you do community meetings.

00:10:17 --> 00:10:20: Do you put in in your mind maybe there are

00:10:20 --> 00:10:23: food issues? Do I feed individuals when they come to

00:10:23 --> 00:10:25: my meetings? Is it at 6:00 o'clock? Do I have

00:10:25 --> 00:10:28: childcare? It sounds crazy, but I have a company that

00:10:28 --> 00:10:31: I work with, so when we do these facilitations and

00:10:31 --> 00:10:32: we do these meetings.

00:10:33 --> 00:10:36: What's ours in childcare? Let's put a TV in there

00:10:36 --> 00:10:39: so they can, you know, watch whatever SpongeBob. Which is

00:10:39 --> 00:10:41: one of my favorites, by the way.

00:10:42 --> 00:10:46: How are we really thinking through each part of this?

00:10:48 --> 00:10:50: So, you know, we we can go online and find

00:10:50 --> 00:10:52: this chart, you can go anywhere and you can say,

00:10:52 --> 00:10:54: OK, we're just going to do these things, right.

00:10:55 --> 00:10:57: But these are really the things that we have to

00:10:57 --> 00:10:58: do inform.

00:10:59 --> 00:11:01: And consult and involve and collaborate.

00:11:02 --> 00:11:04: And I think we all know the word chereotype. If

00:11:04 --> 00:11:06: I never hear that term again, I would be OK.

00:11:06 --> 00:11:08: But I mean, it really is.

00:11:09 --> 00:11:10: The community.

00:11:11 --> 00:11:12: And the conversation.

00:11:13 --> 00:11:15: I want to say one thing is that when I

00:11:15 --> 00:11:18: the two houses that I showed you that replaced my

00:11:18 --> 00:11:21: grandparent's house, one of them came up for sale.

00:11:22 --> 00:11:23: And I wanted to buy it.

00:11:24 --> 00:11:25: And then tear it down.

00:11:28 --> 00:11:30: I had to make a smarter financial decision than that.

00:11:31 --> 00:11:33: But one thing that stuck with me was the realtor.

00:11:34 --> 00:11:36: I said, hey, I'm, I'm in Memphis thing. You just

00:11:36 --> 00:11:39: walked the street. It was really more for me than

00:11:39 --> 00:11:42: anybody. I still have some people who lived that we

00:11:42 --> 00:11:44: knew that still lived there.

00:11:44 --> 00:11:49: So he's walking down the street and taking video of

00:11:49 --> 00:11:51: all these places.

00:11:52 --> 00:11:53: And he says to me.

00:11:54 --> 00:11:57: Look at all this, this growth, and, you know, it's

00:11:57 --> 00:12:00: changing and there's some really great people coming in.

00:12:01 --> 00:12:03: And I stopped him immediately.

00:12:04 --> 00:12:07: I said there are new people coming in, but great

00:12:07 --> 00:12:08: people were already there.

00:12:09 --> 00:12:12: That narrative is an issue, so think through that the

00:12:12 --> 00:12:15: next time you say that, or just don't say it

00:12:15 --> 00:12:15: at all.

00:12:16 --> 00:12:19: And carry on. And he was kind of like, oh,

00:12:19 --> 00:12:23: oh, God horrified. Good. That's where I want you. Watch

00:12:23 --> 00:12:26: your words. So this is our process.

00:12:27 --> 00:12:29: But it doesn't include things. These are very basic things.

00:12:30 --> 00:12:32: You know, you do your website and your fact sheet

00:12:32 --> 00:12:34: and you do your, you know, one off kind of

00:12:34 --> 00:12:35: communication on social media.

00:12:36 --> 00:12:39: Do you knock on doors? Horrifying, isn't it? Canvassing? You

00:12:39 --> 00:12:41: have to knock on doors.

00:12:41 --> 00:12:44: And talk to people and then keep having meetings.

00:12:46 --> 00:12:50: Sorry, yeah, that's how it works. So this process gives

00:12:50 --> 00:12:53: us the opportunity to not just do cash or community.  
00:12:54 --> 00:12:56: But you can make money in affordable housing. I don't  
00:12:56 --> 00:12:58: think in my intro that I said. I'm also the  
00:12:58 --> 00:13:02: executive director for the Tennessee Affordable Housing  
Coalition across the  
00:13:02 --> 00:13:03: state of Tennessee.  
00:13:05 --> 00:13:08: And that helps my consultancy because I'm able to say,  
00:13:08 --> 00:13:11: listen, you can build affordable housing and make money.  
00:13:12 --> 00:13:15: Right. What if it's 30% you put in your project,  
00:13:15 --> 00:13:15: OK.  
00:13:16 --> 00:13:18: It's better than zero, and then we build from there.  
00:13:20 --> 00:13:21: With that.  
00:13:22 --> 00:13:22: I'll say thank you.  
00:13:27 --> 00:13:27: Thank you.  
00:13:30 --> 00:13:33: Following me is a rock star, Amandala Anderson. I think  
00:13:33 --> 00:13:35: we're cousins, not really, but she is coming up and  
00:13:35 --> 00:13:36: she is.  
00:13:37 --> 00:13:39: A CDF I wizard. I'm going to give you a  
00:13:39 --> 00:13:43: title. Awesome CFI, Awesome, and finance in the storied real  
00:13:43 --> 00:13:44: estate career. Thank you.  
00:13:49 --> 00:13:49: Give it to.  
00:13:50 --> 00:13:51: Give it to him.  
00:13:52 --> 00:13:52: Yep.  
00:13:55 --> 00:13:56: Good morning.  
00:13:57 --> 00:14:01: My name is Amandala Anderson and I work for Anderson  
00:14:01 --> 00:14:02: incorporated.  
00:14:03 --> 00:14:04: That means I work for my family.  
00:14:05 --> 00:14:08: I go to work every day because I care about  
00:14:08 --> 00:14:10: what happens to my kids. I'm a mom of five.  
00:14:11 --> 00:14:14: And get the privilege of this is a pun. It's  
00:14:14 --> 00:14:18: not true. I get the privilege of working with a  
00:14:18 --> 00:14:20: 12 year old and a 26 year old.  
00:14:21 --> 00:14:23: And in between a 14 and 19 and a 24  
00:14:23 --> 00:14:24: year old.  
00:14:25 --> 00:14:27: And so I have a little bit of St cred,  
00:14:28 --> 00:14:31: I think, because I have beared quite a few children  
00:14:31 --> 00:14:33: who put me under a lot of stress daily.  
00:14:34 --> 00:14:37: And I have to, definitely. My girls, they pushed me  
00:14:37 --> 00:14:41: in ways that I've never been pushed before. This morning  
00:14:41 --> 00:14:43: I was told you're wearing that.  
00:14:44 --> 00:14:47: And I was like, wait, what? Like, this isn't OK?  
00:14:47 --> 00:14:49: Like, I'm not cute, like. Or I come home at



00:14:49 --> 00:14:51: the end of the day and they're like, you wore  
00:14:51 --> 00:14:53: that and I'm like, you saw me. We walked. We  
00:14:53 --> 00:14:55: were in the car for 45 minutes today. This morning.  
00:14:55 --> 00:14:57: Would you talk? Tell me I look crazy.  
00:14:58 --> 00:15:01: But for real, what I actually do during the day,  
00:15:01 --> 00:15:04: I mean for real, I am Anderson incorporated. But what  
00:15:04 --> 00:15:06: I did to do during the day is work at  
00:15:06 --> 00:15:10: IFC, which is a Community development finance institution.  
We are  
00:15:10 --> 00:15:13: headquartered in Chicago, but I get to lead as a  
00:15:13 --> 00:15:17: Managing Director, our real estate solutions team for Indiana.  
00:15:17 --> 00:15:19: What I tell my kids I get to do every  
00:15:19 --> 00:15:22: day is I get to sit down with nonprofit leaders  
00:15:22 --> 00:15:24: and talk about their hopes and dreams.  
00:15:25 --> 00:15:25: What does that mean?  
00:15:26 --> 00:15:29: It means that I really get to sit down and  
00:15:29 --> 00:15:32: talk about their hopes and dreams, which are their strategic  
00:15:32 --> 00:15:36: plans, and discuss how can I help you realize your  
00:15:36 --> 00:15:38: dreams and facilities through our work at IFF.  
00:15:40 --> 00:15:43: I feel like I'm most privileged each day because I  
00:15:43 --> 00:15:46: get to sit and eat pastries and drink lots of  
00:15:46 --> 00:15:49: coffee. I had three today. I'm like, put those things  
00:15:49 --> 00:15:52: away. They're going against my diet. But I get to  
00:15:52 --> 00:15:55: be a part of the community and help organizations realize  
00:15:55 --> 00:15:59: their dreams in order to continue to service people  
throughout  
00:15:59 --> 00:16:01: our community through public services.  
00:16:02 --> 00:16:05: So why am I here today? It's not my Anderson  
00:16:05 --> 00:16:09: cred. It's not well, it's Dominique got me. It's not  
00:16:09 --> 00:16:12: my IFF cred. But really, it's for us to take  
00:16:12 --> 00:16:15: a moment to think about how do we ease back  
00:16:16 --> 00:16:20: into the working environment and continue to encourage our  
our  
00:16:20 --> 00:16:23: team and ourselves as we move this work forward.  
00:16:24 --> 00:16:27: So I want to give everybody a moment to think  
00:16:27 --> 00:16:31: about a development project that you may be working on  
00:16:31 --> 00:16:34: right now or that you've witnessed. It has 20, it  
00:16:34 --> 00:16:35: has 85 floors, the top.  
00:16:36 --> 00:16:40: 60 floors are condos, the middle floors are apartments. The  
00:16:40 --> 00:16:43: bottom floors are retail. Think about that project.  
00:16:44 --> 00:16:47: How many people do you have to engage through that  
00:16:47 --> 00:16:49: work to make your work happen?  
00:16:52 --> 00:16:55: When you do that type of work, who's leading to

00:16:55 --> 00:16:58: make sure that everyone's doing what they're supposed to be  
00:16:58 --> 00:17:00: doing and holding each of us accountable?  
00:17:02 --> 00:17:06: We are in an interesting society right now with the  
00:17:06 --> 00:17:10: pandemic, which is COVID. We're also thinking about social  
unrest  
00:17:10 --> 00:17:12: within our communities.  
00:17:13 --> 00:17:17: There's all these political issues that dominate lunchtime  
conversations. I  
00:17:17 --> 00:17:19: do not personally, if you want to sit with me  
00:17:19 --> 00:17:21: at the table, do I? I personally do not want  
00:17:21 --> 00:17:23: to talk about guns or abortion. So but if you  
00:17:23 --> 00:17:25: want to come to the table and have a good  
00:17:25 --> 00:17:26: time, we can do that.  
00:17:28 --> 00:17:31: But those are the types of things that our communities  
00:17:31 --> 00:17:35: and our employees and our teams are dealing with on  
00:17:35 --> 00:17:38: a day-to-day basis, trying to take in all of that  
00:17:38 --> 00:17:42: energy and still be productive. And to be quite honest,  
00:17:42 --> 00:17:46: most of our teams have been over productive during the  
00:17:46 --> 00:17:47: pandemic.  
00:17:48 --> 00:17:51: We think, we don't think that. We think, oh, well,  
00:17:51 --> 00:17:54: I'm at home and I'm half dressed because, you know,  
00:17:54 --> 00:17:57: I'm not wearing anything below my pants I want anyone  
00:17:57 --> 00:17:57: to see.  
00:17:58 --> 00:18:00: We actually have been over productive.  
00:18:01 --> 00:18:03: And so now as folks are easing back into the  
00:18:03 --> 00:18:06: office and we're going at lcff 2 days a week,  
00:18:06 --> 00:18:09: although I would say, Brittany, we're there every day.  
00:18:11 --> 00:18:13: Just because we enjoy each other, but.  
00:18:13 --> 00:18:17: That's employees are going back into the office. We have  
00:18:17 --> 00:18:20: those same demands that we're asking of them. We're  
asking  
00:18:20 --> 00:18:23: you to be on zoom and look at somebody in  
00:18:23 --> 00:18:24: their face all day long.  
00:18:25 --> 00:18:26: Which is dreamy.  
00:18:28 --> 00:18:31: We're asking folks to go and have meetings outside of  
00:18:31 --> 00:18:34: the office with folks. Again, go have lunch, but let's  
00:18:34 --> 00:18:36: not count in our travel time so now you're late  
00:18:37 --> 00:18:38: to every single thing.  
00:18:38 --> 00:18:41: Or you're packed so much that you can't get work  
00:18:41 --> 00:18:43: done and you're working in the evenings again.  
00:18:44 --> 00:18:47: So what this is really to talk about is how  
00:18:47 --> 00:18:51: do we continue to motivate people in order to continue  
00:18:51 --> 00:18:55: to provide, but also understand that they have limitations and

00:18:55 --> 00:18:56: that's OK.

00:18:57 --> 00:18:59: So I did some research online to see like, OK,

00:18:59 --> 00:19:02: what? How do you motivate folks? And, you know, I'm

00:19:02 --> 00:19:06: motivating 5 people on a daily basis, including my husband,

00:19:06 --> 00:19:09: Anna Yorkie, which is really difficult to motivate, to be

00:19:09 --> 00:19:12: honest. And there were kind of four key things that

00:19:12 --> 00:19:15: came out when we think about motivating folks.

00:19:16 --> 00:19:19: The first is that there's basic needs, right? People care

00:19:19 --> 00:19:22: about pay and money. They have to take care of

00:19:22 --> 00:19:26: their homes. They have to take care of their families.

00:19:26 --> 00:19:28: My 24 year old would say I got to ball

00:19:28 --> 00:19:30: a little to play a lot.

00:19:31 --> 00:19:33: That's from the office, if anyone knows that line. I

00:19:33 --> 00:19:35: think she needs the ball a little bit more to

00:19:35 --> 00:19:38: be perfectly honest, but we'll talk about that later.

00:19:38 --> 00:19:41: But our human basic needs are what we have that

00:19:42 --> 00:19:45: employees and team members care about. They care about

00:19:45 --> 00:19:48: being

00:19:49 --> 00:19:53: able to afford their lifestyles.

00:19:49 --> 00:19:53: The second area of motivation includes the carrot and the

00:19:53 --> 00:19:56: stick kind of approach, right? How do we, like, give

00:19:56 --> 00:19:59: you something, or how do we take away from you

00:19:59 --> 00:20:02: that makes you work harder? Let's say the stick doesn't

00:20:02 --> 00:20:06: work, right, the bee stings don't work. The carrots actually

00:20:06 --> 00:20:09: work a lot better. But there are some folks who

00:20:09 --> 00:20:12: are highly motivated by the stick. Oh, if I don't

00:20:12 --> 00:20:15: get this done, I might not get this promotion. If

00:20:15 --> 00:20:17: I don't do this, I might not be able to

00:20:17 --> 00:20:19: sit at this table or go to this.

00:20:19 --> 00:20:20: Routing.

00:20:21 --> 00:20:23: So that's another kind of level of carrot stick. So

00:20:23 --> 00:20:26: you've got your human needs, you know, you gotta ball

00:20:26 --> 00:20:27: out of the play a lot.

00:20:28 --> 00:20:30: You got your keratin stick.

00:20:31 --> 00:20:33: And then the next area is around your desire to

00:20:33 --> 00:20:37: thrive. And this comes from a couple different spaces for

00:20:37 --> 00:20:40: most people when it comes from the autonomy. So are

00:20:40 --> 00:20:43: you motivated by like being able to work by yourself

00:20:43 --> 00:20:45: and achieve something really great?

00:20:47 --> 00:20:50: The next is around mastery. Have you mastered something

00:20:50 --> 00:20:53: that

00:20:50 --> 00:20:53: you're really proud of? I'm really proud. I used to

00:20:53 --> 00:20:57: work at a tax credit syndicator and I'm really proud  
00:20:57 --> 00:21:00: of being able to like, figure out a model, financial  
00:21:00 --> 00:21:03: model. It was never easy for me. I think Trinity,  
00:21:03 --> 00:21:06: you understand that as much as anyone sitting in those  
00:21:06 --> 00:21:09: classes I took to get my Masters degree, it is  
00:21:09 --> 00:21:13: not easy. I am motivated by getting that correct. Models  
00:21:13 --> 00:21:17: are never correct. Just for record. They're only a perspective.  
00:21:17 --> 00:21:20: And then the last piece is purpose, right? People are  
00:21:20 --> 00:21:24: motivated by the opportunity to work for themselves and and  
00:21:24 --> 00:21:28: and achieve mastering something that's important to them  
and then  
00:21:28 --> 00:21:30: their purpose. They're why.  
00:21:32 --> 00:21:34: Now, I would ask you to do as leaders before  
00:21:34 --> 00:21:37: you think we're going to walk out of here. And  
00:21:37 --> 00:21:39: I'm going to go motivate my people and I'm going  
00:21:39 --> 00:21:42: to tell them I'm going to give them carrots, which  
00:21:42 --> 00:21:44: aren't really great. I mean, maybe a snicker bar or  
00:21:44 --> 00:21:47: something else that people still use. Snickers. I like almond  
00:21:47 --> 00:21:48: Snickers.  
00:21:50 --> 00:21:52: But actually, what I want you to do is take  
00:21:52 --> 00:21:53: a second and check yourself.  
00:21:56 --> 00:21:59: Because the truth is, people aren't motivated if you're not  
00:21:59 --> 00:22:00: motivated.  
00:22:01 --> 00:22:04: If they see that you are miserable coming to work  
00:22:04 --> 00:22:04: every day.  
00:22:05 --> 00:22:06: Why would they want to come?  
00:22:07 --> 00:22:10: Why would they want to work with you? If you're  
00:22:10 --> 00:22:12: not having fun, what are you doing it for?  
00:22:14 --> 00:22:16: So I'm going to ask you to do something for  
00:22:16 --> 00:22:16: me.  
00:22:17 --> 00:22:20: Take 10 seconds. I have a timer. I can see  
00:22:20 --> 00:22:20: it.  
00:22:21 --> 00:22:23: And I want you to write down your why right  
00:22:23 --> 00:22:25: now? 10 seconds. Why do you go to work every  
00:22:25 --> 00:22:26: day?  
00:22:39 --> 00:22:41: So the purpose for this is because you all need  
00:22:42 --> 00:22:45: to also remember how important it is as leaders that  
00:22:45 --> 00:22:47: you are when you show up in spaces. How do  
00:22:47 --> 00:22:51: we motivate the young lady from Woodlawn to continue to  
00:22:51 --> 00:22:54: come back out? And it might be Woodlawn in Chicago,  
00:22:54 --> 00:22:58: but guess what? It's hallville Indianapolis. It's E lake in  
00:22:58 --> 00:23:02: Chicago. In Atlanta. It's the Netherlands in the Netherlands,

like

00:23:02 --> 00:23:05: these same communities have to deal with the same issues

00:23:05 --> 00:23:09: and theories that we are that we've been talking about.

00:23:09 --> 00:23:09: Today.

00:23:10 --> 00:23:13: It's critical that if you are going to lead A-Team,

00:23:14 --> 00:23:17: you also need to understand how you show up.

00:23:18 --> 00:23:20: So if you know your why, then you can give

00:23:21 --> 00:23:23: purpose to helping someone else find their why.

00:23:25 --> 00:23:28: So what are some tactics and things you can take

00:23:28 --> 00:23:30: away from from this that may be helpful?

00:23:31 --> 00:23:35: What some of the things that I personally do is,

00:23:35 --> 00:23:38: I sit down with each of my team members once

00:23:38 --> 00:23:41: a week for a one on 130 minutes. 45 minutes.

00:23:41 --> 00:23:44: Hour and a half just depends. But the real purpose

00:23:45 --> 00:23:47: is that I want to get to know this person

00:23:47 --> 00:23:51: so that I'm making sure that I'm doing what is

00:23:51 --> 00:23:53: ever so critical, which is listen.

00:23:54 --> 00:23:57: I wanna hear what their challenges are.

00:23:58 --> 00:24:00: I wanna hear how I can help them, and I

00:24:01 --> 00:24:03: want to be able to give them the space to

00:24:03 --> 00:24:07: unload and unpack. Because if you walk out of that

00:24:07 --> 00:24:11: meeting and they still have a backpack that's ??60.00 deep

00:24:11 --> 00:24:14: as they walk back to their desk again, they're not

00:24:14 --> 00:24:15: motivated.

00:24:16 --> 00:24:18: They're not excited about the work.

00:24:19 --> 00:24:21: So spend time with your people.

00:24:22 --> 00:24:25: The next thing I would say is this. Something I

00:24:25 --> 00:24:28: did recently, which I've done over my career many times,

00:24:28 --> 00:24:31: is taken personality tests. I recently did a disk. You

00:24:31 --> 00:24:34: would not be surprised that I am an IS. So

00:24:34 --> 00:24:37: I am definitely an extrovert probably because I grew up

00:24:37 --> 00:24:40: all over the city of Indianapolis. I went to four

00:24:40 --> 00:24:43: different elementary schools and so I had to make friends

00:24:43 --> 00:24:46: every time I went to school, like every new school

00:24:46 --> 00:24:50: year. I didn't matriculate to middle school that I should

00:24:50 --> 00:24:52: have gone to. I didn't matriculate.

00:24:52 --> 00:24:55: The high school I should have gone to and that

00:24:55 --> 00:24:58: just made me become an extrovert in ways that my

00:24:58 --> 00:25:00: husband can't stand most days, or my kids at the

00:25:00 --> 00:25:01: grocery store.

00:25:03 --> 00:25:06: But I think what happens when you do these personality

00:25:06 --> 00:25:09: tests, it not only helps you understand who you are,

00:25:09 --> 00:25:12: it also under makes you understand who you are not.  
00:25:14 --> 00:25:18: That's not a weakness. That's actually an opportunity to learn  
00:25:18 --> 00:25:22: more about yourself and lean into spaces that you need  
00:25:22 --> 00:25:23: to lean in more.  
00:25:24 --> 00:25:27: There are gonna be times when we need to be  
00:25:27 --> 00:25:30: more concentrated on details, and there are going to be  
00:25:30 --> 00:25:32: times when we need to be more social and we  
00:25:32 --> 00:25:36: have to understand those social cues in order to see  
00:25:36 --> 00:25:38: which space and time we need to lean in.  
00:25:39 --> 00:25:43: Again, our team are like our kids. They witness everything  
00:25:43 --> 00:25:46: we do and what we say and so it's critical  
00:25:46 --> 00:25:49: that we understand ourselves as much as we think about  
00:25:50 --> 00:25:52: how we are able to show up for them.  
00:25:54 --> 00:25:56: The last thing I'll ask you to do so I've  
00:25:56 --> 00:25:59: said spend some time, time, time. Time is critical. You  
00:25:59 --> 00:26:00: need to make time.  
00:26:01 --> 00:26:04: We are all extremely busy. We're taking time out today  
00:26:04 --> 00:26:08: to be here together to learn about equitable development  
across  
00:26:09 --> 00:26:12: the country. Please spend time with the people you care  
00:26:12 --> 00:26:14: about. They know you care.  
00:26:16 --> 00:26:19: Next is think about doing some personality testing of some  
00:26:19 --> 00:26:22: sorts. There's some really cool ones with disc you can  
00:26:22 --> 00:26:24: actually do, some where you say, OK, how do I  
00:26:24 --> 00:26:27: work with this type of personality? Once you've done a  
00:26:27 --> 00:26:30: personality test on someone else, that could be really helpful  
00:26:30 --> 00:26:31: for you.  
00:26:32 --> 00:26:34: The last thing I want to ask you to do  
00:26:34 --> 00:26:36: is 2 things when you leave here.  
00:26:37 --> 00:26:40: The first is I want you to rewrite your Y.  
00:26:41 --> 00:26:44: You did it really quickly on the side of a  
00:26:44 --> 00:26:47: piece of paper. It needs to be front and Center  
00:26:47 --> 00:26:48: for you daily.  
00:26:49 --> 00:26:51: Put it on a post it note, print it. Our  
00:26:52 --> 00:26:55: printer is broken my office and so I can't print.  
00:26:55 --> 00:26:58: It's just so stressed, the struggle for my paper society.  
00:26:58 --> 00:27:01: But put it somewhere where you look at it enough  
00:27:01 --> 00:27:04: so that you understand where you need to be.  
00:27:06 --> 00:27:09: The second thing I'll ask you to do is to  
00:27:09 --> 00:27:13: schedule time with someone today. Not today like you're  
busy  
00:27:13 --> 00:27:17: today, but schedule go at whoever that is. It may  
00:27:17 --> 00:27:21: when I think about my team, I personally think about

00:27:21 --> 00:27:25: my project managers, my owners reps that I work on  
00:27:25 --> 00:27:28: a daily basis, my senior leadership.  
00:27:29 --> 00:27:31: But I I challenge you to think about who are  
00:27:31 --> 00:27:34: those team members that you're gonna need outside of your  
00:27:34 --> 00:27:36: organization that are going to help you get to the  
00:27:36 --> 00:27:37: finish line?  
00:27:38 --> 00:27:40: If you dedicate time with people.  
00:27:41 --> 00:27:44: It will bring rewards to you in your business.  
00:27:46 --> 00:27:47: OK, so you have two things.  
00:27:49 --> 00:27:50: What were the two things?  
00:27:51 --> 00:27:53: Rewrite your, rewrite your. Why?  
00:27:55 --> 00:27:56: And spend some time with people.  
00:27:58 --> 00:27:59: Thank you for spending time with me today.  
00:28:06 --> 00:28:10: So I have one minute and 40 seconds to introduce  
00:28:10 --> 00:28:14: my my upcoming speaker. But truly I am so honored  
00:28:14 --> 00:28:17: to be a part of this panel, this story hour  
00:28:17 --> 00:28:21: today because I've gotten to know both Dominique and  
Morgan  
00:28:21 --> 00:28:26: as extraordinary women of color that are leading change  
within  
00:28:26 --> 00:28:30: their industries. And we all come to it from a  
00:28:30 --> 00:28:34: different perspective, but we all bring it. And so I'm  
00:28:34 --> 00:28:36: very excited to please and welcome.  
00:28:36 --> 00:28:37: Miss Morgan.  
00:28:48 --> 00:28:50: Should have followed the leads of my counterparts and  
probably  
00:28:51 --> 00:28:52: not worn heels today, but we're here.  
00:28:55 --> 00:28:58: Thank you all for being here with me today. My  
00:28:58 --> 00:29:01: name is Morgan Malone, and I'm really, really excited to  
00:29:01 --> 00:29:05: talk to you almost about what I'm passionate about. And  
00:29:05 --> 00:29:09: that's community. You know, one of my favorite birthday  
celebration  
00:29:09 --> 00:29:12: songs has a line in it that says they ask  
00:29:12 --> 00:29:14: me what I do and who I do it for  
00:29:14 --> 00:29:16: and while I do not align with the work of  
00:29:16 --> 00:29:17: that song.  
00:29:18 --> 00:29:21: I definitely get asked all the time. What do you  
00:29:21 --> 00:29:22: do?  
00:29:23 --> 00:29:26: But I never get asked who do you do it  
00:29:26 --> 00:29:29: for. No one asks me why I do this work.  
00:29:29 --> 00:29:32: No one asks me who is impacted by this work.  
00:29:32 --> 00:29:35: No one asks me who I do it for.  
00:29:36 --> 00:29:38: My story is a little untraditional. I did not come

00:29:38 --> 00:29:41: to commercial real estate development because I went to school

00:29:41 --> 00:29:44: for real estate or because I was all that interested

00:29:44 --> 00:29:47: in the transaction of real estate. I started off in

00:29:47 --> 00:29:47: community.

00:29:48 --> 00:29:51: I was a community organizer. I was managing a community

00:29:51 --> 00:29:55: revitalization program in Inglewood, which is the South side community

00:29:55 --> 00:29:55: in Chicago.

00:29:56 --> 00:30:00: While doing this work, I was the person organizing the

00:30:00 --> 00:30:03: developer. I was speaking to the developer trying to convince

00:30:03 --> 00:30:07: them why my neighborhood had value to see more than

00:30:07 --> 00:30:09: the 1/3 fives and to look at my community and

00:30:10 --> 00:30:13: say, hey, this is viable for investment. Not because of

00:30:13 --> 00:30:17: just solely transaction and what can we make commercially sustainable,

00:30:17 --> 00:30:21: but because my neighborhood deserves a sit down restaurant for

00:30:21 --> 00:30:25: a family of four. To my neighborhood deserves a dentist

00:30:25 --> 00:30:27: too. And it didn't have that.

00:30:27 --> 00:30:30: And so when we had these conversations, I was saying

00:30:30 --> 00:30:33: to them, can we be strategic, can we partner with

00:30:34 --> 00:30:37: government, can we partner with developers and plan for how

00:30:37 --> 00:30:40: to do this work together? Can you use me as

00:30:40 --> 00:30:43: an asset to move your work forward and can we

00:30:43 --> 00:30:46: maximize what government is already doing to come to the

00:30:46 --> 00:30:50: outcomes that my community is looking for in our Community

00:30:50 --> 00:30:51: driven strategy?

00:30:52 --> 00:30:54: When we got to do that work a few years

00:30:54 --> 00:30:56: later, who knew that I'd be at one of the

00:30:56 --> 00:31:00: most well known community development and commercial real estate firms

00:31:00 --> 00:31:04: in Chicago? My founders built Google headquarters. My founders built

00:31:04 --> 00:31:08: McDonald's. You know, they are astounding, wonderful people. And they

00:31:08 --> 00:31:10: said to me, well Morgan, we're doing an 8 1/2

00:31:10 --> 00:31:13: billion dollar development on the South side of Chicago in

00:31:13 --> 00:31:16: Bronzeville, and we want you to come and work here.

00:31:16 --> 00:31:19: What? How much money do you want and when can you start?

00:31:19 --> 00:31:19: And I said.

00:31:20 --> 00:31:21: I'm actually really not interested in this.

00:31:22 --> 00:31:24:



00:31:25 --> 00:31:29: Unless you commit to equitable and inclusive development, I cannot  
00:31:29 --> 00:31:30: be here.  
00:31:30 --> 00:31:33: I have a community that's going to hold me accountable.  
00:31:33 --> 00:31:36: Who isn't going to say, what is Farpoint doing? Who  
00:31:36 --> 00:31:39: isn't going to say what's happening at Brownsville Lakefront? Who  
00:31:39 --> 00:31:42: are going to call me directly and say, Morgan, what  
00:31:42 --> 00:31:42: are you doing?  
00:31:43 --> 00:31:45: And so before I put myself out there, I need  
00:31:45 --> 00:31:47: to know you're in this with me, that you're gonna  
00:31:48 --> 00:31:49: do equitable development with me.  
00:31:50 --> 00:31:52: And no one hesitated. And so I said yes, and  
00:31:52 --> 00:31:54: now we're here. And so now here it is a  
00:31:54 --> 00:31:56: couple of years later, and we're trying to make this  
00:31:56 --> 00:31:58: development the most equitable in the country.  
00:31:59 --> 00:32:01: And a lot of people wonder, how are you gonna  
00:32:01 --> 00:32:04: do that? Why are you doing that? And I think  
00:32:04 --> 00:32:06: to myself, because of who I do it for.  
00:32:07 --> 00:32:10: Ultimately, I have a community of people.  
00:32:11 --> 00:32:14: At the birth place of steam before it was popular.  
00:32:14 --> 00:32:18: This site is why we have polio vaccines. It's why  
00:32:18 --> 00:32:21: we have subcutaneous shots. It's why we have baby  
incubators.  
00:32:22 --> 00:32:24: It's also why we have gospel. It's why we have  
00:32:25 --> 00:32:28: Blues Pulitzer Prize winning poets. And that comes from a  
00:32:28 --> 00:32:31: black community on the South side of Chicago.  
00:32:32 --> 00:32:35: Before it was popular, we were doing it in the  
00:32:35 --> 00:32:38: early 1900s, in the late 1800s. And so we're not  
00:32:38 --> 00:32:42: bringing something to this community. We're amplifying a  
legacy, and  
00:32:42 --> 00:32:45: we're empowering and amplifying the people who already  
live here,  
00:32:45 --> 00:32:48: who have already been doing this work and don't need  
00:32:48 --> 00:32:51: us to show them how, who need us to contribute  
00:32:51 --> 00:32:55: and invest so they can continue doing what they're already  
00:32:55 --> 00:32:55: doing best.  
00:32:58 --> 00:33:01: So I ask you all today, what do we agree  
00:33:01 --> 00:33:01: on?  
00:33:02 --> 00:33:05: Raise your hand if you believe that the built environment  
00:33:05 --> 00:33:08: is neutral, that we have no impact.  
00:33:09 --> 00:33:12: Raise your hand if you believe that people's spaces and  
00:33:13 --> 00:33:15: communities are impacted by the work that we do, that

00:33:16 --> 00:33:18: lives are impacted by the work that we do. Raise  
00:33:18 --> 00:33:20: your hand if you agree with that.  
00:33:21 --> 00:33:25: OK, OK, the room agrees. I'm right. Now. Raise your  
00:33:25 --> 00:33:29: hand if you agree that everyone deserves quality of life,  
00:33:29 --> 00:33:34: well-being and vitality, that everyone deserves conditions that  
do that  
00:33:34 --> 00:33:34: work.  
00:33:35 --> 00:33:38: OK, cool. So if we all agree with that, how  
00:33:38 --> 00:33:41: do we use the built in environment to care for  
00:33:41 --> 00:33:42: one another?  
00:33:43 --> 00:33:44: What do we agree on?  
00:33:45 --> 00:33:47: If we all agree that the work we're doing isn't  
00:33:47 --> 00:33:50: neutral, if we all agree that the work is going  
00:33:50 --> 00:33:54: to impact people and everyone should have quality of life.  
00:33:55 --> 00:33:58: How do we do this work? Not solely for money  
00:33:58 --> 00:34:02: or profit or transaction, but how do we center our  
00:34:02 --> 00:34:05: design and how we care for one another?  
00:34:08 --> 00:34:12: Right now ESG is popular, everyone's talking about  
environmental, social  
00:34:12 --> 00:34:17: governance, you're investment, affordable housing. How can  
we divert more  
00:34:17 --> 00:34:21: money to blighted communities? Do qualified opportunity  
zones? What do  
00:34:21 --> 00:34:22: we do ESG?  
00:34:23 --> 00:34:26: Well, it actually takes 4 things, because today I'm here  
00:34:26 --> 00:34:28: to talk to you about the SINESG social impact.  
00:34:29 --> 00:34:32: Everyone talks about social impact, and more often than not  
00:34:32 --> 00:34:34: it looks like a handful of town halls where you  
00:34:34 --> 00:34:35: ask people their opinion.  
00:34:36 --> 00:34:37: It looks like.  
00:34:38 --> 00:34:43: Minority contracting, women contracting and commitments to  
workforce the end  
00:34:43 --> 00:34:44: that's all we do.  
00:34:45 --> 00:34:47: That's all built environment can do. But if we just  
00:34:47 --> 00:34:50: said that it does more than that in practice, what  
00:34:50 --> 00:34:52: we build does more than that in practice. How do  
00:34:52 --> 00:34:53: we get there?  
00:34:54 --> 00:34:56: So First things first, an integrated lens.  
00:34:57 --> 00:35:00: It's not just how are we impactful, what are we  
00:35:00 --> 00:35:03: giving, what are the outcomes, who are we internally?  
00:35:04 --> 00:35:08: What are our policies, our procedures, our practices? How do  
00:35:08 --> 00:35:11: we manage the programs that we run? Do we use  
00:35:11 --> 00:35:14: a lens for impact in our decision making? Do we

00:35:14 --> 00:35:19: have a culture with executive sponsorship that values social impact

00:35:19 --> 00:35:22: pushes that down as a priority to the company and

00:35:22 --> 00:35:26: everyone in your company is also assessing and making decisions

00:35:26 --> 00:35:28: based on how we impact others.

00:35:29 --> 00:35:31: It's not the only factor, but it's an important one

00:35:31 --> 00:35:33: because we all just agreed that it is.

00:35:34 --> 00:35:37: How do we do that? It's our internal impact, it's

00:35:37 --> 00:35:40: our external impact and it's the integrated lens for the

00:35:40 --> 00:35:43: 360 review of how we make decisions.

00:35:44 --> 00:35:48: Next, it's the context of iniquity. Everyone is wondering why

00:35:48 --> 00:35:52: we are doing everything that every equitable development policy toolkit

00:35:52 --> 00:35:55: says we should do, and nothing is changing.

00:35:56 --> 00:35:59: It's because we're not close to the context of iniquity.

00:36:00 --> 00:36:03: In Chicago, you can tell me, Morgan, I want this

00:36:03 --> 00:36:08: many percentage of Union apprenticeships on your construction site.

00:36:09 --> 00:36:12: OK. I also know the history of unions and people

00:36:12 --> 00:36:15: of color in the City of Chicago.

00:36:16 --> 00:36:19: Not very many people of color are tradespeople in the

00:36:19 --> 00:36:22: city of Chicago. I also know that no one in

00:36:22 --> 00:36:26: the state of Illinois knows how many apprenticeships are handed

00:36:26 --> 00:36:29: out annually. We don't even know how many we get

00:36:29 --> 00:36:32: allocated to the state per year. We don't know how

00:36:32 --> 00:36:35: many go to the Chicago land area. We don't know

00:36:35 --> 00:36:38: how many go to each hall on an annual basis

00:36:38 --> 00:36:41: in the Chicago Land area. And when you are working

00:36:41 --> 00:36:44: on a project, you can sponsor one person into the

00:36:45 --> 00:36:46: Union as a laborer.

00:36:46 --> 00:36:48: If you hire 100 laborers.

00:36:49 --> 00:36:52: Only major projects need 100 laborers.

00:36:52 --> 00:36:56: So if you don't know that context, you'll agree to

00:36:56 --> 00:36:59: do apprenticeships and you'll fail, and you'll wonder why you

00:36:59 --> 00:37:03: cannot get anyone into the trades. And that was your

00:37:03 --> 00:37:04: litmus test for success.

00:37:05 --> 00:37:09: But we can think differently because what if our apprenticeships

00:37:09 --> 00:37:14: were construction management apprenticeships? And what if those construction management

00:37:14 --> 00:37:19: apprenticeships as project engineers one, then Superintendent one were written

00:37:19 --> 00:37:22: into my contract as a guarantee because I am going  
00:37:22 --> 00:37:24: to spend 8 1/2 billion dollars.  
00:37:24 --> 00:37:27: I'm the market, so I as the market can require  
00:37:27 --> 00:37:29: anyone who participates with me to be an impact partner.  
00:37:30 --> 00:37:33: Anyone who's working on our project is an impact partner.  
00:37:33 --> 00:37:36: It's not optional. Internships and apprenticeships are written  
into every  
00:37:36 --> 00:37:39: contract, and so while I may not be able to  
00:37:39 --> 00:37:41: get you a Union apprenticeship, I can get you a  
00:37:41 --> 00:37:44: construction management apprenticeship that pays the  
same.  
00:37:45 --> 00:37:46: And require it.  
00:37:47 --> 00:37:49: So we have to be close to the context. I  
00:37:49 --> 00:37:52: can say that I'm going to give 10% of retail  
00:37:52 --> 00:37:55: on this site reduced by 20%. What does that mean?  
00:37:56 --> 00:37:58: Is that more than it would cost to have a  
00:37:58 --> 00:38:02: mortgage down the street for a new construction building on  
00:38:02 --> 00:38:03: 100% vacant site?  
00:38:04 --> 00:38:07: What do people need to reduce and remove barriers to  
00:38:07 --> 00:38:10: even be able to participate in the opportunity?  
00:38:11 --> 00:38:14: The reality is I need a nonprofit service provider to  
00:38:14 --> 00:38:18: help with someone's business development. I need a  
nonprofit service  
00:38:18 --> 00:38:22: provider to help someone with leasing negotiations. I need an  
00:38:22 --> 00:38:25: IFF for another CFI to help with new construction, build  
00:38:25 --> 00:38:28: out costs for all of these small businesses who are  
00:38:28 --> 00:38:32: trying to expand their existing location, build a second  
location,  
00:38:32 --> 00:38:36: go into their first location, and a new construction Class  
00:38:36 --> 00:38:36: A site.  
00:38:37 --> 00:38:40: It's not going to be cheap, it's not going to  
00:38:40 --> 00:38:44: be easy. But private equity doesn't pay for social impact  
00:38:44 --> 00:38:45: costs. Who does?  
00:38:46 --> 00:38:49: Philanthropy. So I need philanthropic partners to help me pay  
00:38:50 --> 00:38:52: for the social safety net that I'm going to need  
00:38:53 --> 00:38:56: to remove and reduce barriers to give people the opportunity  
00:38:56 --> 00:38:57: to access at all.  
00:38:58 --> 00:39:01: It's more than just me, but if you're not close  
00:39:01 --> 00:39:04: to the context of iniquity, you would put out a  
00:39:04 --> 00:39:07: notice, say small businesses can be here, contact our leasing  
00:39:07 --> 00:39:09: team and then say, hey.  
00:39:09 --> 00:39:12: Sorry, no one reached out. No one asked. No one  
00:39:12 --> 00:39:14: wants to be here. Sorry.

00:39:15 --> 00:39:18: It can't be that simple, it can't be that cut  
00:39:18 --> 00:39:20: and dry. We all have to do a bit more.  
00:39:21 --> 00:39:23: We also have to have an asset based approach. When  
00:39:23 --> 00:39:26: you go into a community, what do you see our  
00:39:26 --> 00:39:29: assets only transactional? Are they only what's commercially  
viable is  
00:39:29 --> 00:39:32: the asset, the 10 year old boys who are cutting  
00:39:32 --> 00:39:35: the lawns of the people within 10 blocks. So when  
00:39:35 --> 00:39:38: you think about your property values in a residential  
community,  
00:39:38 --> 00:39:40: you know that there is someone.  
00:39:40 --> 00:39:40: Who?  
00:39:40 --> 00:39:43: Cares about the quality of life in this community and  
00:39:43 --> 00:39:45: the beautification is that an asset?  
00:39:47 --> 00:39:49: Those are the types of questions we have to ask  
00:39:49 --> 00:39:52: ourselves, and then we have to work with intention. Who  
00:39:52 --> 00:39:55: do we serve? What do we do this for?  
00:39:55 --> 00:39:59: How can we help? How does our impact have harm?  
00:39:59 --> 00:40:03: Are we coming into this with the lens and intention  
00:40:03 --> 00:40:06: of communal care, or are we here to design, build,  
00:40:06 --> 00:40:09: exit, sell, make money, move on to the next building?  
00:40:09 --> 00:40:12: Are we neighbors? If you build a building, are you  
00:40:12 --> 00:40:15: a neighbor? If you're the owner of a building, are  
00:40:15 --> 00:40:18: you a neighbor? Do you see yourself as that?  
00:40:19 --> 00:40:22: Or is this an intellectual exercise we're building for fun,  
00:40:22 --> 00:40:25: and we're building our wildest dreams in a vacuum, with  
00:40:25 --> 00:40:27: no care for who's impacted?  
00:40:30 --> 00:40:35: We must build impact ecosystems. This adinkra symbol from  
West  
00:40:36 --> 00:40:38: Africa means intertwined humanity.  
00:40:39 --> 00:40:42: The conjoined crocodiles mean interdependence.  
00:40:43 --> 00:40:45: I love this symbol because we need each.  
00:40:45 --> 00:40:45: Other?  
00:40:45 --> 00:40:48: We literally cannot do this without each other. In order  
00:40:48 --> 00:40:51: for me to do all of the wonderful things that  
00:40:51 --> 00:40:54: I would like to do in partnership with my community,  
00:40:54 --> 00:40:57: I need private industry, I need government. And I don't  
00:40:57 --> 00:41:00: just need government to give more money. I need  
government  
00:41:00 --> 00:41:03: to just be more strategic with the money I have.  
00:41:04 --> 00:41:06: I just need government to tell me where are you  
00:41:06 --> 00:41:09: already investing here? I don't need to know what more  
00:41:09 --> 00:41:12: money you can give me. I need to know where

00:41:12 --> 00:41:15: you already fund workforce in this Community, where you already

00:41:15 --> 00:41:18: fund art in this community. If I'm building 10 new

00:41:18 --> 00:41:21: bike lanes can and you are building 10 new bike,

00:41:21 --> 00:41:24: 10 miles of bike lanes in every community, can you

00:41:24 --> 00:41:25: connect yours to mine?

00:41:26 --> 00:41:28: I don't need more. I just need strategic. But we

00:41:28 --> 00:41:31: can do this together. I need philanthropy to be an

00:41:31 --> 00:41:35: institutional partner, to build nonprofits so that we have institutions

00:41:35 --> 00:41:38: in these communities to help us enable equity.

00:41:39 --> 00:41:42: I need private industry to be more strategic in the

00:41:42 --> 00:41:45: way we do this work and to use our influence

00:41:45 --> 00:41:49: as the market to be more inherently impactful in our

00:41:49 --> 00:41:50: decision making.

00:41:50 --> 00:41:51: Together.

00:41:52 --> 00:41:56: We can be transformative, we can be sustainable, but there

00:41:56 --> 00:41:59: is no equitable development that is possible with just the

00:41:59 --> 00:42:01: developer alone. It's not possible.

00:42:04 --> 00:42:05: So what do we do?

00:42:06 --> 00:42:10: We assess, we constantly interrogate who is this for? Who

00:42:10 --> 00:42:13: can this help, who can this harm, what are why

00:42:13 --> 00:42:17: do we do this constantly? And every decision that we

00:42:17 --> 00:42:18: make, we relate.

00:42:19 --> 00:42:23: We use the initial time we have, the lead time

00:42:23 --> 00:42:26: we have to relate, but we also assess our own

00:42:26 --> 00:42:29: fears. What are we afraid of?

00:42:29 --> 00:42:32: Delayed timelines. Anybody in the built environment will tell you

00:42:32 --> 00:42:35: that related timelines are common. So saying that you do

00:42:35 --> 00:42:37: not have time to talk to community because it's going

00:42:37 --> 00:42:40: to take forever and nobody knows what they're talking about

00:42:40 --> 00:42:42: and it's going to delay the timeline, you were already

00:42:42 --> 00:42:43: going to be delayed anyway.

00:42:44 --> 00:42:48: That's useless, right? So we gotta relate. Take the time,

00:42:48 --> 00:42:52: maximize our lead time. Use the insights we gain from

00:42:52 --> 00:42:57: citizen experts, because that's what people and communities are experts

00:42:57 --> 00:43:00: on their community. To tell a story that impacts everyone

00:43:00 --> 00:43:04: but also furthers and amplifies the goals of the people

00:43:04 --> 00:43:07: who live there. There is common ground. We can use

00:43:07 --> 00:43:12: this time to engage in deliberative dialogue and find consensus.

00:43:12 --> 00:43:15: We need to imagine. I know what the status quo.  
00:43:15 --> 00:43:18: Yes, we can do more than that. I challenge all  
00:43:18 --> 00:43:20: of us in here to imagine more and better. And  
00:43:20 --> 00:43:23: then we implement and we measure and we're going to  
00:43:23 --> 00:43:26: fail a lot. We're going to fail a lot. Hard,  
00:43:26 --> 00:43:28: often all the time. But guess what? You're going to  
00:43:29 --> 00:43:31: fail a little bit and get on someone's nerves. You're  
00:43:32 --> 00:43:34: going to fail a lot and burn it all down.  
00:43:34 --> 00:43:36: But everything can be rebuilt.  
00:43:36 --> 00:43:39: So that's OK. We don't have to look for the  
00:43:39 --> 00:43:42: quick wins. We don't have to look for the numbers  
00:43:42 --> 00:43:46: for qualitative work. Social impact work is hard work. It's  
00:43:47 --> 00:43:50: qualitative. You're not going to get raw numbers that you  
00:43:50 --> 00:43:54: can just slap on every project. This is the work  
00:43:54 --> 00:43:57: where if I get one person who goes from intern  
00:43:57 --> 00:44:01: from 9th grade to direct placement post college with one  
00:44:01 --> 00:44:04: of my vendors that is success. I was able to  
00:44:04 --> 00:44:06: complete and see someone through that is.  
00:44:06 --> 00:44:10: Generational change, that one person whose hand I was able  
00:44:10 --> 00:44:13: to hold all the way through, whose barriers I was  
00:44:13 --> 00:44:16: able to remove, and whose lifestyle I was able to  
00:44:16 --> 00:44:19: pour into is going to do that for three more  
00:44:19 --> 00:44:21: and pass it down to their own.  
00:44:22 --> 00:44:25: There's more to be said here than how much money.  
00:44:25 --> 00:44:27: There's more to be said than how many interns. There's  
00:44:27 --> 00:44:30: more to be said than how many sustainable buildings.  
00:44:33 --> 00:44:35: So it just world begins with us.  
00:44:35 --> 00:44:38: I'm looking around this room and I see a lot  
00:44:38 --> 00:44:40: of brilliant people. I see a lot of designers.  
00:44:41 --> 00:44:45: Builders, architects, City community members.  
00:44:46 --> 00:44:50: But guess what? If we can design pretty buildings, we  
00:44:50 --> 00:44:51: can design for justice.  
00:44:52 --> 00:44:54: If we can build buildings.  
00:44:55 --> 00:44:59: We can build buildings that impact lives and do more  
00:44:59 --> 00:45:03: than transaction, and so I challenge us all to leave  
00:45:03 --> 00:45:08: here today with a fresh perspective and a commitment to  
00:45:08 --> 00:45:12: imagine more, to ask better questions, to go down the  
00:45:12 --> 00:45:16: rabbit hole with community members and trust them to be  
00:45:16 --> 00:45:17: experts.  
00:45:18 --> 00:45:22: To agree that we don't know everything. The smartest people  
00:45:22 --> 00:45:25: in the room are also the people who are running

00:45:25 --> 00:45:28: the country and look where we are so we can  
00:45:28 --> 00:45:31: all do a little bit better. And so I want  
00:45:31 --> 00:45:34: you all to agree today to do more and better  
00:45:34 --> 00:45:34: with me.  
00:45:35 --> 00:45:37: I'm very committed to this work, and I hope that  
00:45:37 --> 00:45:40: you all are too. I hope that you leave today  
00:45:40 --> 00:45:42: and say how does my work care for others?  
00:45:42 --> 00:45:46: Ask yourself that on your ride home from this conference,  
00:45:46 --> 00:45:50: after listening to all of this information, how does my  
00:45:50 --> 00:45:53: work care for others? And if the answer is, it  
00:45:53 --> 00:45:54: doesn't?  
00:45:54 --> 00:45:59: That's OK, because now you know and now you know  
00:45:59 --> 00:46:03: better. So if it didn't before, you can be excellent  
00:46:03 --> 00:46:04: and uncaring.  
00:46:05 --> 00:46:09: You can be excellent and extremely caring moving forward. I  
00:46:09 --> 00:46:11: don't ask you to shame yourself.  
00:46:12 --> 00:46:14: I ask you to just be better to use these  
00:46:14 --> 00:46:18: insights from this wonderful conference that you, Ali and WI  
00:46:18 --> 00:46:20: have put together to convene us all.  
00:46:20 --> 00:46:23: And just be better.  
00:46:23 --> 00:46:26: I'm Morgan Malone. I will be in the Milwaukee Room  
00:46:26 --> 00:46:29: for neighborhood development. If you want to learn more  
00:46:29 --> 00:46:32: about  
00:46:32 --> 00:46:33: Bronzeville lakefront at 2:30. And I really appreciate you all  
00:46:43 --> 00:46:45: time today. Thank you.  
00:46:43 --> 00:46:45: OK, I don't know about the rest of y'all, but  
00:46:45 --> 00:46:46: I'm inspired.  
00:46:48 --> 00:46:52: It's interesting. In my notes, um, kind of preparing for  
00:46:52 --> 00:46:55: today, I I had looked up a few quotes and  
00:46:55 --> 00:46:59: inspirational quotes and one of them that resonated with me,  
00:46:59 --> 00:47:03: something Helen Keller had said. Alone, we can do so  
00:47:03 --> 00:47:05: little. Together, we can do so much.  
00:47:06 --> 00:47:07: And I just.  
00:47:07 --> 00:47:12: I, I, we're we're just hearing that resonate, leveraging  
00:47:12 --> 00:47:16: relationships,  
00:47:16 --> 00:47:19: leveraging community. You know, Morgan just said we can  
00:47:19 --> 00:47:22: do  
00:47:22 --> 00:47:25: this together, you know? Sophia said. If you want to  
00:47:26 --> 00:47:29: run fast, you know, go alone. But if you want  
00:47:29 --> 00:47:33: to get something done and go far, go together. And  
00:47:33 --> 00:47:36: I just think we're hearing that more and more. So  
I have goosebumps. I'm sorry. I'll digress. So the important  
parts, we get a break, we get a break, we're



00:47:36 --> 00:47:38: going to take a break at 11:20.  
00:47:38 --> 00:47:41: They're going to start serving lunch now. Many of you  
00:47:41 --> 00:47:45: have wondered if my name is Jackie or tarragon chicken  
00:47:45 --> 00:47:48: salad because if you turn your tag over, you're gonna  
00:47:48 --> 00:47:52: see what you selected for lunch. If you would remove  
00:47:52 --> 00:47:55: it, put it in front of your area where you're  
00:47:55 --> 00:47:59: sitting, then our servers will know what lunch you selected.  
00:47:59 --> 00:48:02: If you were like my friend Garnet, and your lunch  
00:48:02 --> 00:48:05: selection fell out of your tag, you can get a  
00:48:05 --> 00:48:08: new one up at the registration desk.  
00:48:08 --> 00:48:11: Not to call you out, but it was a great  
00:48:11 --> 00:48:14: example. So we're going to break to lunch at 11:20.  
00:48:14 --> 00:48:18: During lunch, we'll hear from our keynote speaker. We'll  
00:48:18 --> 00:48:20: come  
00:48:18 --> 00:48:20: up and announce her later. Thank you.  
00:48:30 --> 00:48:31: Moon.  
00:48:50 --> 00:48:52: This man.  
00:48:52 --> 00:48:52: Is.

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