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# WORLD CLASS GREATER PHILADELPHIA PROSPECTUS

## 2009



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The Economy League of Greater Philadelphia is an independent, nonpartisan, nonprofit organization dedicated to research and analysis of the region’s resources and challenges with the goal of promoting sound public policy and increasing the region’s prosperity.

*John F. Smith, III, Esq., Chair*  
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We’d like to know what you think about World Class Greater Philadelphia. To discuss this initiative, please contact Alison Gold, Deputy Director for Strategy and Operations, at 215 875 1000 x18 or [agold@economyleague.org](mailto:agold@economyleague.org).

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## A. WORLD CLASS GREATER PHILADELPHIA OVERVIEW

Greater Philadelphia is at a turning point: we can be content to be a good region, or we can seize the opportunity to be a great one. Now is a time when business, nonprofit, foundation, and government leaders are eager to collaborate and propel our region forward. Although politics, geography, race, and economics can and do separate us, we all share the desire for a future that is world class – prosperous, sustainable, and unique to Greater Philadelphia.

Other metro regions as diverse as Chicago, Silicon Valley, and Salt Lake City have found themselves at similar turning points in their region’s development. Each has seized the opportunity to set long-term goals, form new collaborations, and begin to turn their goals into reality. The Economy League believes that to transform our region, a similar shift in how we think and work together is required. World Class Greater Philadelphia will effect this shift through comprehensive research, outreach, and engagement. Once we understand our region’s capabilities, needs, and desires, we can create a Global Positioning Strategy (“GPS”) a set of long-term goals and strategies that regional leaders can collaborate on to achieve.

### How will we get there?

**Defining “World Class” and Determining Where We Stand Today**—In early 2009, the Economy League will release research examining the metrics and indicators that are used internationally to track world class regions in order to determine where Greater Philadelphia stands.

**Developing Alternative Futures**—What might the future bring and what strategies should our region develop for avoiding “blind spots” and improving our chances of success? Regional leaders will participate in alternative futures planning guided by an internationally-recognized firm in order to develop successful strategies for how Greater Philadelphia can succeed no matter what the future holds.

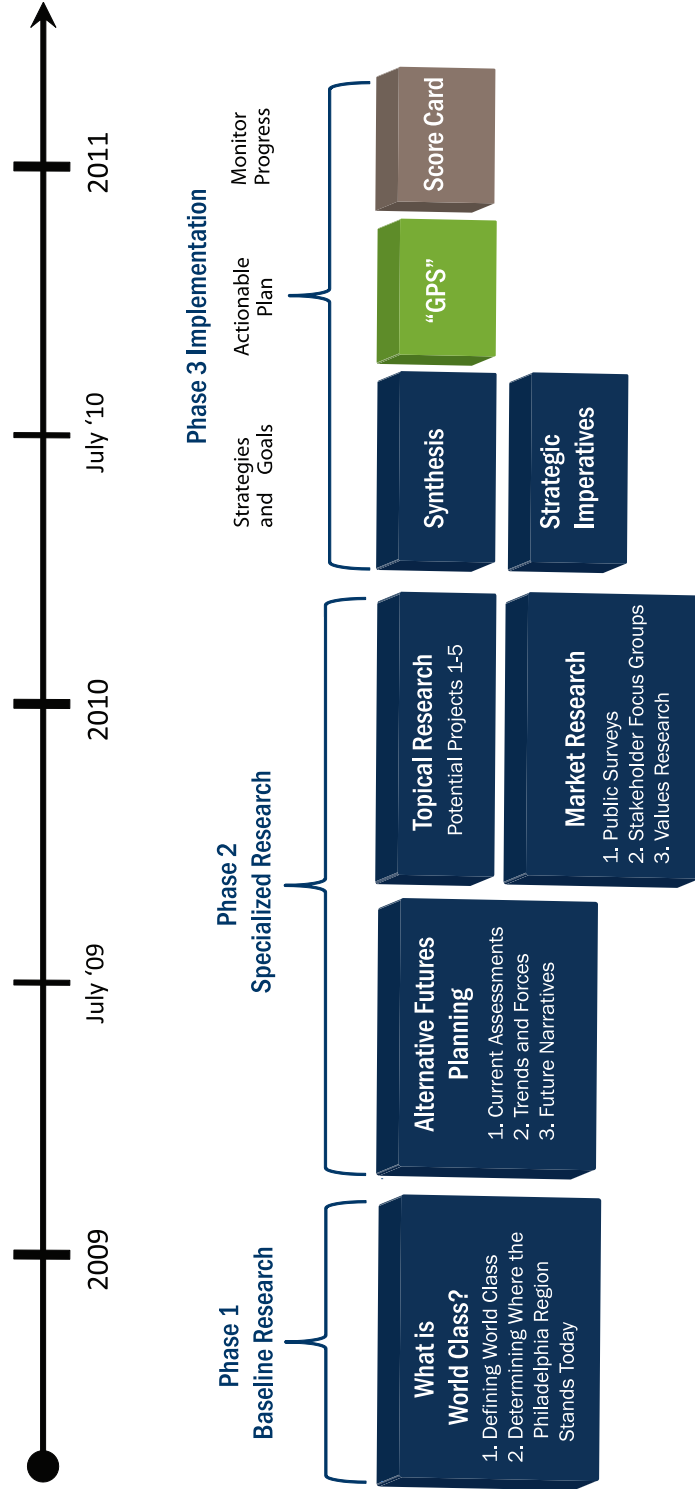
**Understanding the Key Issues and How to Talk About Them**—The Economy League will convene the best minds from across the region to deepen our understanding of trends and identify best practices on such issues as workforce, economy, governance, infrastructure, and quality of place. Also, we’ll conduct values-based market research to inform how we communicate these ideas.

**Creating a “GPS” for a World Class Greater Philadelphia**—Based on the alternative futures scenarios, in-depth research, and values-based market study, we’ll create a “Global Positioning Strategy” that describes a set of long-term goals to ensure a world class future for Greater Philadelphia.

**Turning the GPS into Reality**—Through coordinated action by the diverse leaders and organizations who developed the scenarios, research, and GPS, we’ll help coordinate and track the strategies and actions that other organizations and individuals will undertake to achieve our region’s long-term goals.

*World Class Greater Philadelphia is the global positioning strategy for ensuring a prosperous, sustainable, and authentic future for this region.*

## B. WORLD CLASS GREATER PHILADELPHIA SEQUENCING



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## C. ALTERNATIVE FUTURES PLANNING

A comprehensive approach to improving the region's future considers how outside forces may shape us, irrespective of our plans.

Although no one can predict with certainty what the future holds for Greater Philadelphia, Alternative Futures Planning is a trusted management tool for visualizing and studying a range of potential horizons based on trends, forces of change, and cause-and-effect relationships. Such organizations as Owens-Corning, Royal Dutch Shell, and the United States Navy have used alternative futures planning to generate and evaluate strategic options. The process also can help Greater Philadelphia to:

- Identify new capabilities that must be developed in order to thrive
- Avoid potential “blind spots” (e.g., global economic downturn)
- Anticipate sector shifts
- See unrecognized opportunities in change

The process will combine input from regional stakeholders through interviews and surveys, plus the insight of outside experts, with quantitative data to create a limited set of alternative futures from which we can prioritize the most pressing issues and shape strategies to address them. Moreover, the process compensates for the most common errors when thinking about the future: tunnel vision, overconfidence, and the tendency to look for confirming evidence. Through the construction of future scenarios, “weak signals” often ignored receive as much consideration as factors that seem “obvious.”

The Economy League will collaborate with Decisions Strategies International (DSI, Inc.), Conshohocken, PA-based specialists in alternative futures planning methodology, to facilitate the creation of Greater Philadelphia's alternative future scenarios.

Scenarios in hand, the process will take the following course: Working Group participants will split up by enterprise (e.g., professional services, hospitality and tourism, manufacturing,

etc.) and discuss the implications of the alternative futures from the vantage point of their particular enterprise. Their goal is to draw out themes common to all the scenarios and examine them critically according to their sector's lens. Following that, the Working Group will split into sections organized around the most common 4-5 themes. With the benefit of the enterprise views, the theme groups will develop the list of topics for further research.

## D. TOPICAL RESEARCH

As discussed above, the alternative futures planning will surface topics necessitating further research. For example, a scenario in which the federal government supports and invests in high-speed rail in the Northeast corridor could play out in different ways for Greater Philadelphia—we could become an ideal community to locate business just a very short train ride to the center of American finance (New York) and regulation (Washington, D.C.), or that same connection could shift our entire economy as businesses cluster around New York and DC, and Philadelphia becomes a bedroom community. The idea is not to “wait and see” if this occurs but rather to research the effects, model their implications, and construct a picture of such a development.

Thus, we anticipate that several research inquiries will emerge from the alternative futures stage. Examples might examine:

- The future of work.
- What a scalable service economy looks like.
- Governance and the proposed futures—best practices, costs, and benefits.

Some inquiries, such as those about governance, will be handled by Economy League research staff. Others will tap into research already underway within the region and beyond. For example, Greater Philadelphia's colleges and universities, as well as corporate strategic planning departments, could inform our questions. All of the research in Phase II will be carried out in consultation with members of the Working Group as well as with a multi-disciplinary Research Advisory Committee.

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## E. MARKET RESEARCH: SURVEYS, FOCUS GROUPS, AND VALUES RESEARCH

One of the unique features of World Class Greater Philadelphia is the extent of the market research program. We want to ensure that as broad a public as possible has the opportunity to weigh in on what they want for the future of the region. To this end, the Economy League will employ the complementary tactics outlined below.

- 1) **Sidewalk Intercept and Internet Surveys**—the Economy League will work with an experienced survey firm to create and administer surveys to test ideas that emerge from the alternative futures planning as well as to provide input on what Greater Philadelphians want to see change in the region’s future. The surveys will be conducted over a two month period. Sidewalk intercepts will be conducted throughout the region, and an online survey will be promoted through a public campaign and outreach to other organizations.
- 2) **Focus Groups with Targeted Stakeholders**—Economy League staff and Board members will target a diverse set of nonprofit boards, government leaders, and business leaders to engage in focus groups about their perceptions of what needs to change about the region, what “world class” means to them, and to test ideas that emerge from the alternative futures planning. This will also provide an opportunity for the Economy League to educate and engage more stakeholders in World Class Greater Philadelphia.
- 3) **Values Research**—Values guide decision making, clarify which issues matter most, and enable us to find common ground with others. It is for all of these reasons that the Economy League will work with a values-based marketing firm to conduct interviews with individuals in the region. The goal is to drill down into residents’ priorities and also to identify language and ideas that will help these efforts resonate with the widest range of leaders and public.

These types of on-the-ground research combined with alternative futures planning will provide a robust foundation for the next phase of the initiative.

## F. GPS CREATION, MANAGEMENT, AND MONITORING

The Implementation Phase consists of four linked activities. The goal of this phase is to use the information gathered through the Market Research, Topical Research, Alternative Futures Planning to create a “GPS” – global positioning strategy – a set of long-term goals for the region that businesses, government, and nonprofits will work together to achieve.

### 1) **Synthesis**

- Evaluate alternative futures against feedback from stakeholders.
- Revise alternative futures to reflect topical research findings.

### 2) **Strategic Imperatives**

- Use revised alternative futures with Working Groups to develop high level Strategic Imperatives for the region that hold across many alternative futures.

### 3) **GPS Development**

- Develop a discrete set of GPS goals from the Strategic Imperatives.
- Refine through review and feedback with regional leaders.
- Develop tactical plans for achieving the goals via relevant Working Groups.
- Create the metrics to measure progress.

### 4) **Management and Monitoring**

- Facilitate and track continued collaboration through staffing, and the creation of a World Class Greater Philadelphia Fund which will

provide resources to organizations implementing the World Class agenda.

- Create and update annually a regional performance scorecard to measure and guide success and to alert us to changes in the environment that might warrant re-examination of the alternative futures.

## G. REGIONAL EDUCATION AND ENGAGEMENT EVENTS

While the research is underway behind the scenes, the Economy League will produce events to spur public conversation about what's "world class" – what we can aspire to and emulate as well as which superior assets already surround us.

### **Profiles in Leadership 2009: World Class**

Dates: May/June, Oct/Nov, evenings 5:30-7:30pm

Format: Reception, speaker presentation, speaker "interview," Q & A

#### **Overview**

The Economy League would build off the successful Profiles in Leadership: America's Great Mayors series from 2007-08 and hold 2 similar events in 2009. Each will feature an engaging, top-of-the-field guest whose work exemplifies "world class." Following a reception, s/he would speak for 30-40 minutes, and then sit down with a top-notch interviewer who will follow up on topics and ideas that surfaced in the presentation. The final segment will conclude with questions from the audience.

As an example, the program in 2008 with Atlanta Mayor Shirley Franklin opened with her 30-minute presentation. What followed was an in-depth conversation with Daily News editor Wendy Warren following up some of the matters in the Mayor's presentation. The event provided the audience with insight into Mayor Franklin's strategy as well as a glimpse into her values and personality.

### **Greater Philadelphia Leadership Exchange**

Date: Mid-September 2009

Format: Full-day program exploring Greater Philadelphia, Global Connections, and the Future

Senior executives of business, nonprofit, and government organizations can apply to participate in this annual program that develops leaders into visionaries dedicated to making Greater Philadelphia a world class region. In 2008, 100+ regional leaders visited Atlanta for a 3-day learning program, and in 2010, we anticipate traveling to another world class metro.

### **100 Years of the Economy League: Celebrating World Class Greater Philadelphia**

Date: January 2010

Format: "Philly TED" event + reception

TED stands for Technology, Entertainment, Design. It started in 1984 as a conference bringing together people from those three worlds. The annual conference now brings together the world's most fascinating thinkers and doers who are challenged to give the talk of their lives – in 18 minutes. (Details: <http://www.ted.com/index.php/pages/view/id/5>.)

We're going to borrow the idea and create the first Philly TED to celebrate what's world class – and sometimes unknown – in our region.

#### **Concept**

An evening spent with the 8 most interesting, inspired minds in economics, technology, arts, education, medicine, design, commerce, and other pursuits whose passion for innovation puts them on the leading edge of their fields and connects us in ways we might not be aware of. These thought-leaders will tell us what they're thinking and doing and why in 18 minutes or less. Who knows – we might just see how the "next big thing" might just come from this region.

#### **Philly TED Guest Profile**

The ideal presenters are engaging, verbally adept people working in this region. These individuals are known for innovation, leadership, and exceptional work in their fields and are interested in sharing with and inspiring others, not cataloging achievements. In addition to speakers, we'll include at least one performance.

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## World Class 100

Dates: January 2010 – Campaign announced at Philly TED event  
June 2010 – World Class 100 list released  
Summer 2010 – World Class 100 events take place

### Concept

To recognize what's already world class in Greater Philadelphia, the Economy League will launch a "World Class 100" campaign to solicit residents' nominations of the world class people, places, businesses, and organizations of our region. The top 100 vote-getters will comprise the "World Class 100." At its conclusion, we'll collaborate with organizations in Greater Philadelphia's counties who will host/promote public, summertime celebrations honoring their homegrown world class assets.

## H. LEADERSHIP STRUCTURE AND OPPORTUNITIES FOR ENGAGEMENT

The success of World Class Greater Philadelphia is dependent upon having a broad range of stakeholders willing to work together to both develop our region's Global Positioning Strategy (GPS) as well as implement it. To this end, we have developed a leadership structure that ensures diverse leadership in this process in a number of significant roles.

World Class Greater Philadelphia is an initiative for the region and of the region. Through both the formal leadership structure and public events there are a wide range of opportunities for leaders to be involved at key decision points. These opportunities include:

### Development and Implementation of the Global Positioning Strategy:

- **Alternative Futures Planning**—Stakeholders and outside experts will provide insight on strategic forces affecting the region through group sessions and surveys. This information will be combined with quantitative data in order to create a set of alternative futures that can be used to build strategic imperatives and action plans.

- **Topical Research**—Members of the Working Groups and Research Advisory Committee will help develop and provide feedback on the topical research that comes out of alternative futures planning. The Working Groups will do this with an eye toward how it informs strategy and outcomes in the region, while the Research Advisory Committee will focus on ensuring meaningful research and fostering creative and cross-disciplinary connections.
- **Market Research**—Stakeholders and residents can participate in values research which will help garner feedback on the alternative futures and shape the language we use to talk about the region and its future. Through online and sidewalk surveys, focus groups, and market research interviews, many individuals will have the opportunity to share their ideas.
- **Global Positioning Strategy (GPS)**—Stakeholders who participate in the World Class Leadership Structure, or contribute to alternative futures planning, topical research, or values research, will be asked for their feedback and insights on a draft version of the GPS. Additionally, these individuals and organizations will have the opportunity to become the first endorsers of the GPS.

### Events:

- **Profiles in Leadership**—Individuals from across the region can attend these speaking events which aim to educate on innovative and outcomes-oriented leadership across industry and sector.
- **Greater Philadelphia Leadership Exchange**—Senior Executives of business, nonprofit, and government organizations can participate in this annual program which aims to develop leaders into visionaries dedicated to making Greater Philadelphia a world class region.
- **Economy League 100th Anniversary**—Leaders from across the region can attend this event which will include presentations by a group of leading thinkers and doers in the region who will be asked to give the presentation of their lives in 18 minutes or less.

## World Class Greater Philadelphia Leadership Positions and Profiles

Leadership Position	Profile
Co-Chair	3-4 distinguished executives from business, government, and nonprofits in the region who are the public face of World Class Greater Philadelphia.
World Class Council of Executives	Invitation-only group of recognized, senior organizational leaders who meet biannually for a briefing on World Class's progress and to provide input and guidance
Working Group Co-Chair	2-4 senior executives from business, nonprofit, government, and philanthropy who provide leadership for the Working Groups. Spokesperson on specific issue areas on behalf of World Class. Shape and drive the research and GPS development agendas.
Working Group Participants	Senior executives from business, nonprofit, government and philanthropy who provide input into the research and GPS development, coordinate their organization's efforts with World Class, and identify current efforts in the region which can be leveraged.
Research Advisory Committee	Academics and researchers from Greater Philadelphia's colleges and universities, as well as the strategic planning departments of private sector institutions, who will facilitate connections to relevant research, as well provide guidance and feedback on the research projects and symposia.



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