

March 5, 2015  
2-3pm ET



## WEBINAR:

# About the Community Innovation Labs

A national initiative managed by EmcArts

Facilitated by:

Richard Evans, President, EmcArts

Karina Mangu-Ward, Director of Activating Innovation, EmcArts

# Webinar Agenda

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- Introduction and context
- Framework of the full Labs
- About the pilot Labs
- Process for identifying communities
- Q & A



EmcArts

EmcArts works alongside people, organizations, and communities as they take on their most complex challenges.

Our practice is deeply influenced by the artistic process, which we believe has a unique power to unlock entrenched attitudes and open up new ways of seeing.



SED NEW  
DING

Shift from only a re-grants program to offering cross-cultural programs, leadership & catalyst for statewide issues

ARTS COUNCIL  
ENTIRE BOARD LEFT

3. Adjust staff structure to emp staff / create mid level positions, 2012  
Kadek Arts Council







JOIN THE CONVERSATION  
**#ARTSFWD**

Network-SOC, GUEST

WIFI NETWORK: guest  
PASSWORD: guest1

# EmcArts Programs



  
**Place-based Programs**

  
**Innovation Lab Participants**

  
**National Innovation Summit Communities**

  
**ArtsFwd**



# Background

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Creative Placemaking

Social Innovation Labs

# Background



## Creative Placemaking



*“The set of practices in which art and culture work intentionally to help to transform a place.”*

*- ArtPlace*



# Background

## Social Innovation Labs

*“To cope with the challenges of liquid modernity, new spaces are required, peopled by diverse communities, within which the capacities for addressing challenges can be learnt and new cultures emerge.”*

*- Zaid Hassan, REOS Partners*



# Innovation Team for the Labs



- Savannah Barrett, Program Director, Art of the Rural
- Ellen Baxter, Founder, Broadway Housing Communities
- Lyz Crane, Deputy Director, ArtPlace America
- Dayna Cunningham, Executive Director, MIT Co-Lab
- Kemi Ilesanmi, Executive Director, The Laundromat Project
- Michael Rohd, Director, Center for Performance and Civic Practice
- Erik Takashita, Director of Creative Placemaking, National LISC
- Marlon Williams, Director, Cross-Agency Partnerships, New York City Department of Health and Mental Hygiene
- Laura Zabel, Executive Director, Springboard for the Arts

# Our hypothesis

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*Community efforts to address problematic situations will be deeper + more sustainable if:*

- Artists, artistic practices and cultural organizations are fully integrated into a multi-stakeholder change effort
- The process framework is rigorous, balances control and emergence, and builds on existing local capacities

# Program rationale – Part 1

- Inequity is increasing, views are increasingly polarized, and most citizens feel excluded from decision-making
- Traditional planning is failing us: in a world that is increasingly complex, where the future is emergent not predictable, we need new approaches



# Program rationale – Part 2



Yet, **systems *can* change** for the better if we bring together unusual suspects, unfreeze the status quo, and uncover mutual interests

In order to do this, we've got to harness the **unique power of artists, artistic practice, and cultural organizations** to enable new ways of seeing and knowing

All this, in combination with **EmcArts' deep experience** leading change processes over extended periods of time, is what could make the *Labs* a vital new approach

# Program intentions

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Work with communities only upon invitation

Ground our approach in the local cultural context

Build on existing assets, including networks (both formal & informal)

Engage local artists and facilitators

Work alongside communities to support greater equity and justice

Be transparent, patient, and responsive

Create capacity that can't be taken away

Link learning and strategies in different communities



# Where are these Labs useful?



A *Lab* is most useful in places where:

- **There is a problematic situation that is complex** - it requires a systemic approach and the involvement of multiple stakeholders, perspectives, and sectors
- The problem has **resisted traditional planning** approaches
- There is **no clear accountability** for solving the problem
- **Many stakeholders are needed** to develop solutions and carry out new strategies



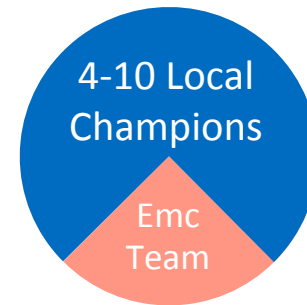
Community Innovation Labs:  
**INTRODUCING THE FRAMEWORK**

# Full Lab Framework - Overview



## CO-DESIGN

THE LAB WITH LOCAL STAKEHOLDERS



# Full Lab Framework - Overview



## CO-DESIGN

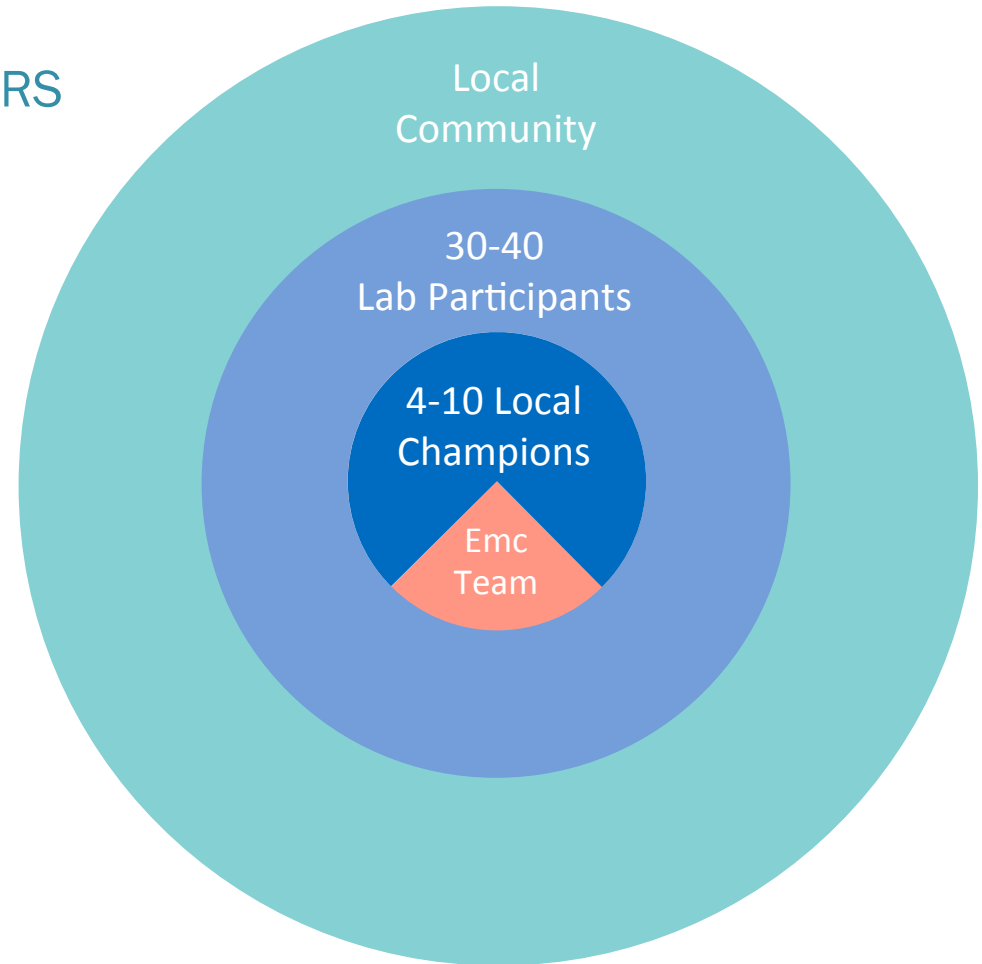
THE LAB WITH LOCAL STAKEHOLDERS

## ENGAGE

LOCAL NETWORKS

## UNFREEZE

THE STATUS QUO



# Full Lab Framework - Overview



## CO-DESIGN

THE LAB WITH LOCAL STAKEHOLDERS

## ENGAGE

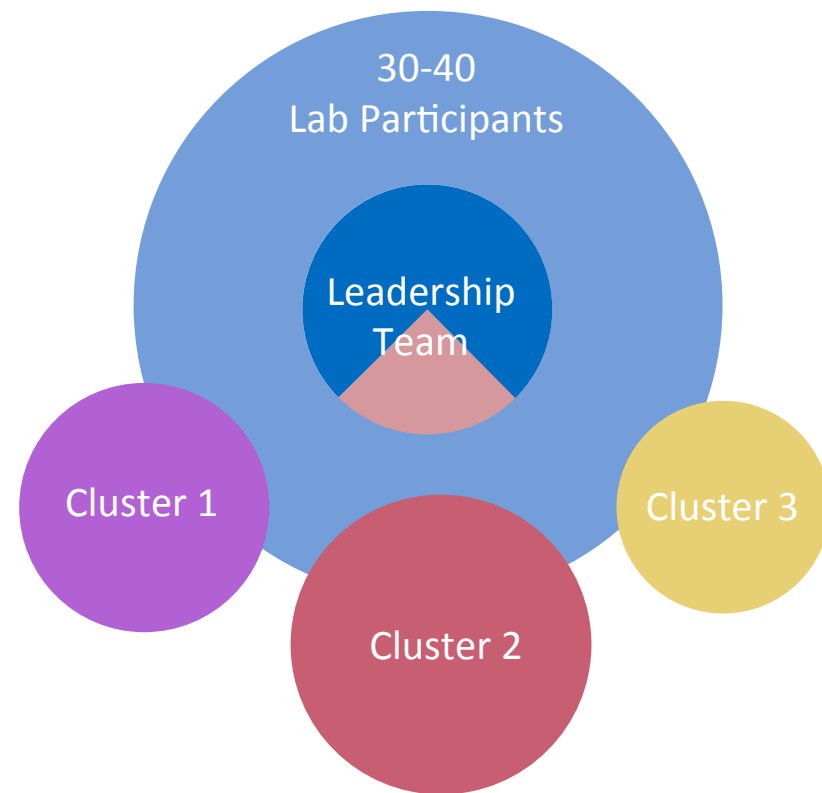
LOCAL NETWORKS

## UNFREEZE

THE STATUS QUO

## TEST

THE MOST PROMISING IDEAS



# Full Lab Framework - Overview



## CO-DESIGN

THE LAB WITH LOCAL STAKEHOLDERS

## ENGAGE

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## UNFREEZE

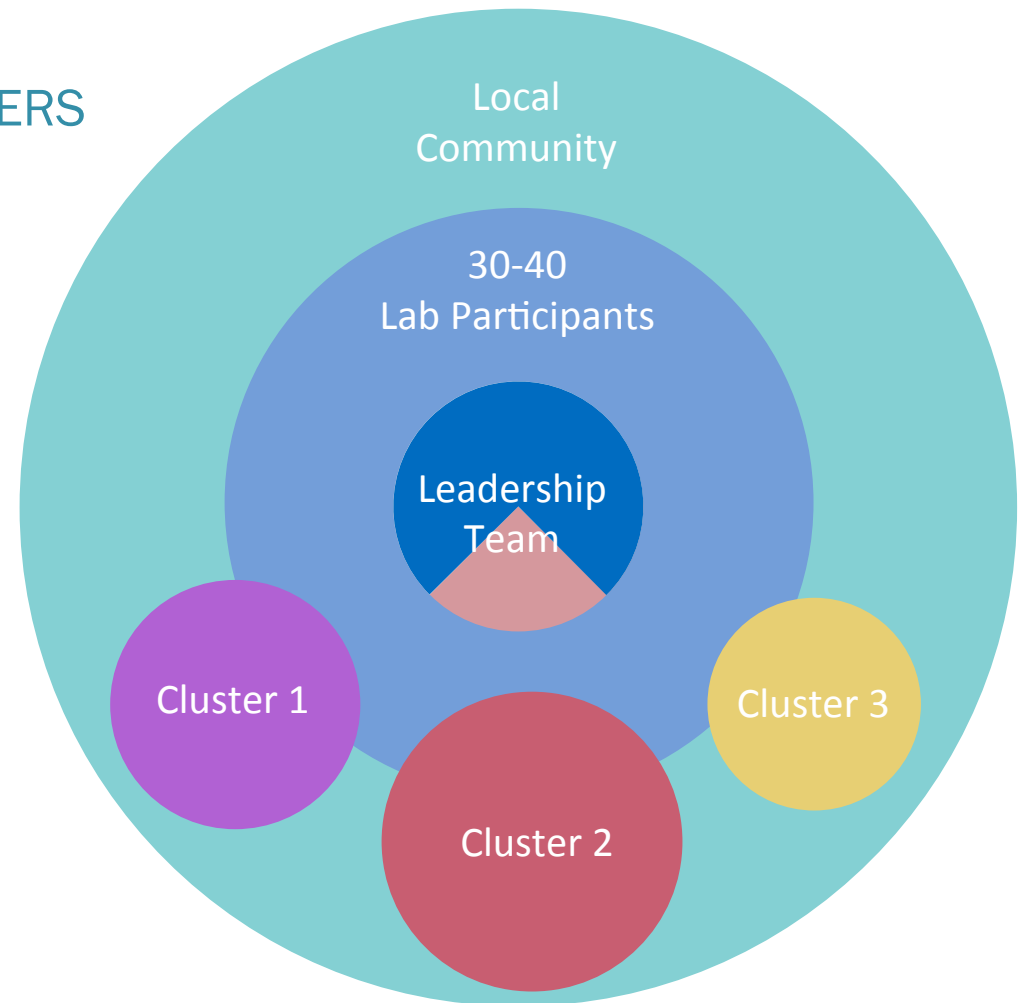
THE STATUS QUO

## TEST

THE MOST PROMISING IDEAS

## ANCHOR

THIS NEW WAY OF WORKING



# Full Lab Framework - Overview



Stage 1: Discovery  
(PILOT)

**CO-DESIGN**  
THE LAB WITH  
LOCAL STAKEHOLDERS

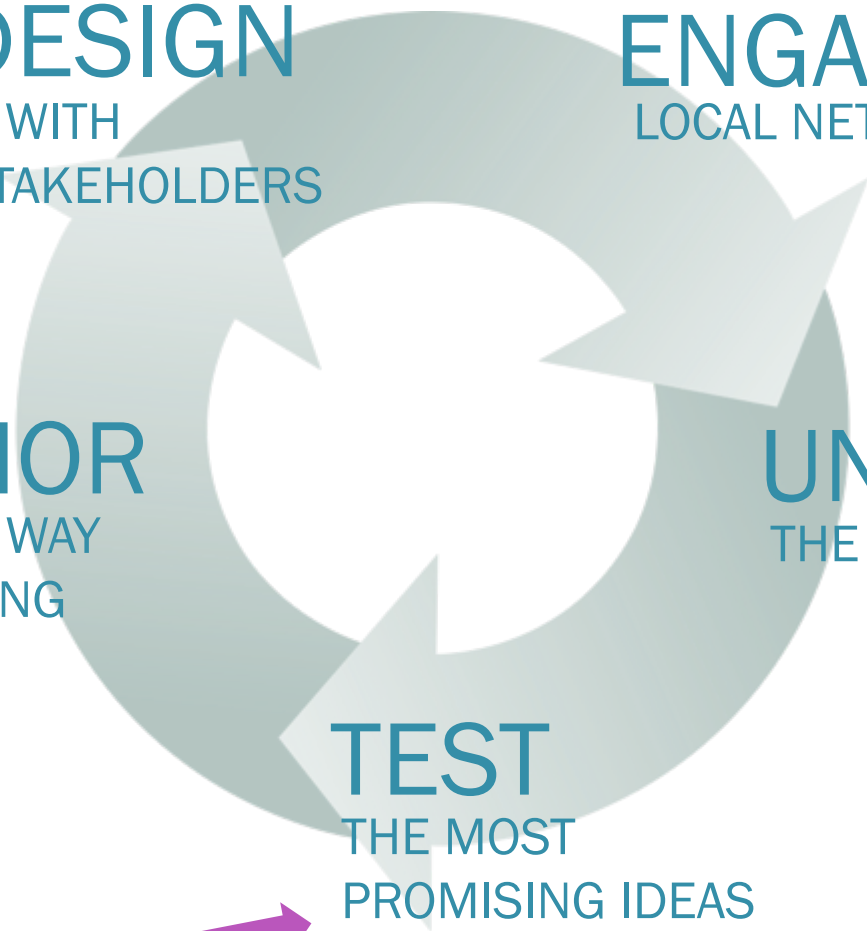
**ENGAGE**  
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**UNFREEZE**  
THE STATUS QUO

**TEST**  
THE MOST  
PROMISING IDEAS

Stage 2: Taking Action



# Full Lab design details



Stage 1: **Discovery** (9 months)

Intended outcomes

- A shared understanding of why the problematic situation is so difficult
- Stronger cross-sector relationships and networks
- Shared vision of a transformed future
- Radical new responses to the situation
- Greater capacity to take on similar challenges



# Full Lab design details



## Stage 2: Taking Action (16 months)

### Intended outcomes

- Multiple, coalition-based innovative strategies to address the problematic situation
- Strategies tested in action via repeated prototyping
- Shared learning from prototypes with Lab participants, the wider local community, and other Lab communities nationally
- Sustainable local capacity to continue working in this way

# Full Lab – role of creative sector



## Three levels of engagement:

**Champions:** Local artists and cultural leaders as part of the local leadership team

**Process Leaders:** Local artists as facilitators, designing and leading activities based on their aesthetic practices

**Participants:** Artists and cultural leaders, bringing their perspectives to the discovery process and development of innovative strategies

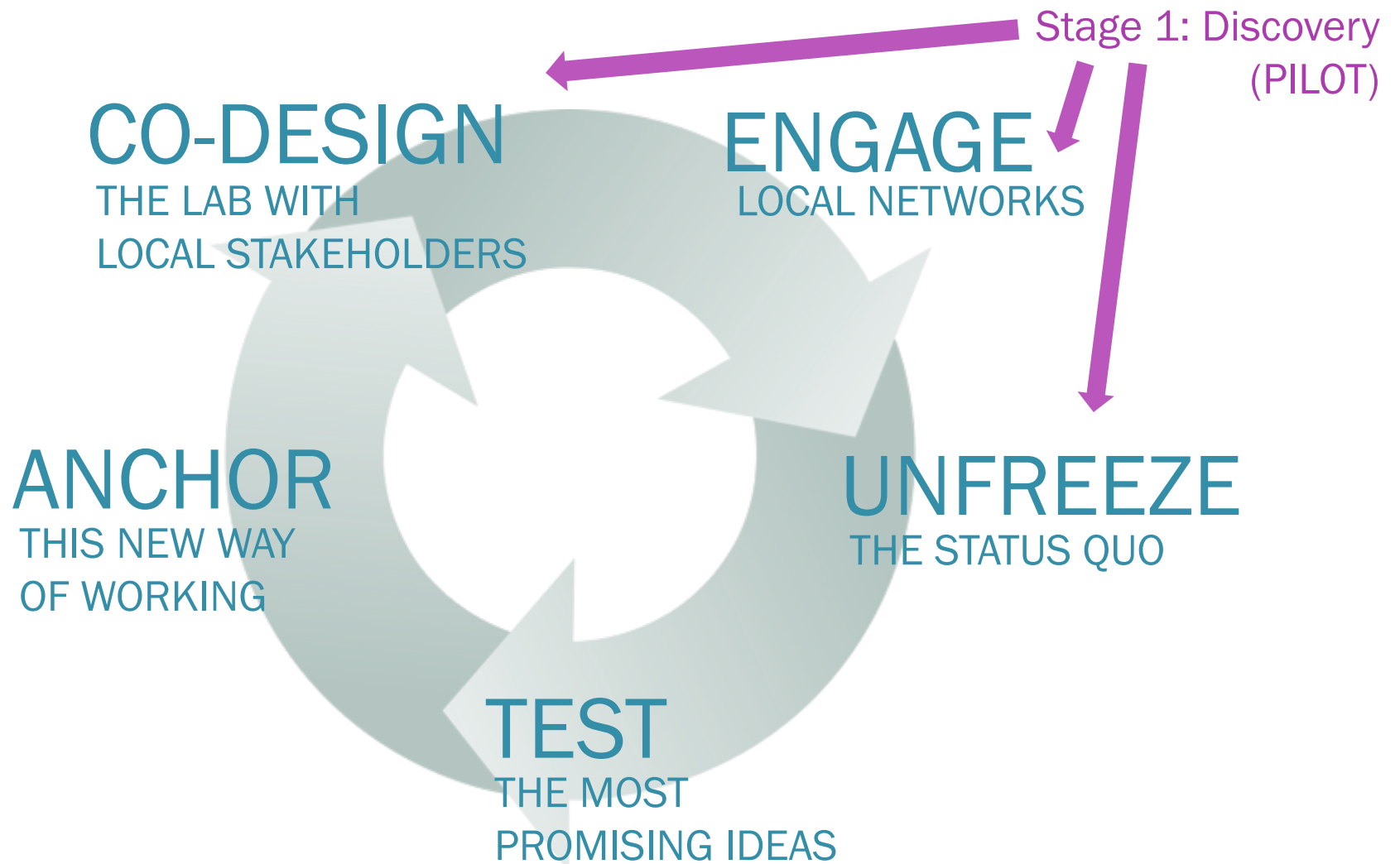


Community Innovation Labs:

# THE PILOT LABS

supported by the Kresge Foundation

# Pilot Labs - Overview



# Pilot Lab details



## Activities (Stage 1: Discovery, 8 months)

April 1 – May 31, 2015

- Exploratory **phone calls** and **site visits** to identify up to three communities

June 1 – December 31, 2015

- Up to **3 one-day convenings** of local champions to co-design the lab, map existing networks and assets, and clarify the problematic situation
- Up to **2 two-day workshops** for 30-40 local stakeholders that “bring the system into the room” to build trust, unfreeze the status quo, and develop new ways forward

# Pilot resources



Funding from the Kresge Foundation for the pilot *Labs*:

- Covers **all expenses for program design and facilitation** from EmcArts, including travel and accommodations
- Includes an **investment of \$50,000 to \$70,000 in the local community** to cover fees to local facilitators and artists, convening costs, coordination, and research needs. *The use of these funds will be co-determined by EmcArts and the local leadership team.*

# Pilot Goals

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1. To leave each community with new relationships, stronger networks, radical strategies for moving forward, and the capacity to continue working in this way
2. To maximize learning for EmcArts about the Community Innovation Labs approach so that we can continue to improve it before a full launch of the program in 2016

# Inquiries for the pilot Labs



Step 1: Brief written Inquiry at: <http://bit.ly/1MfGgQb>

- What problematic situation(s) in your community would be a good fit to explore in a pilot Lab?
- In what ways might a pilot Lab build on existing momentum, networks, and efforts?
- What group of community stakeholders from a range of sectors and backgrounds might be champions of this effort? Who is already committed?

Step 2: Phone call *(no need to submit further written inquiry if call already scheduled)*

Step 3: Site visit



# Inquiries for the full Labs

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We expect to launch the full Labs in early 2016

*We encourage community leaders to keep in contact with us between now and the end of 2015:*

[REvans@EmcArts.org](mailto:REvans@EmcArts.org)

[KMangu-Ward@EmcArts.org](mailto:KMangu-Ward@EmcArts.org)



# Community Innovation Labs: Q & A