

THE CHICAGO LAB

*Feasibility & Design Study For An At-Scale Response
To The Challenges Facing Chicago*



EXECUTIVE SUMMARY

- I. CHICAGO IS A CITY WITH DIVERGING POPULATIONS. OUR RESEARCH SHOWS THAT LONG-TERMS TRENDS PRESENT SIGNIFICANT CHALLENGES TO ANY PROPOSED STRATEGIC RESPONSE.
- II. STRATEGIC RESPONSES THAT DO NOT FACTOR IN THE LONG-TERM TRENDS FACING THE CITY OF CHICAGO ARE ALMOST CERTAIN TO BE OVERWHELMED AND FAIL OVER TIME.
- III. THE NEED FOR STRATEGIC ACTION IN THE FACE OF IMMEDIATE AND SHORT-TERM CRISIS IS LIKELY TO LEAD TO SHORT-TERM TACTICAL RESPONSES THAT TOGETHER DO NOT CONSTITUTE A STRATEGIC RESPONSE.
- IV. SHORT TERM TACTICAL RESPONSES INCLUDE TWO TYPES OF RESPONSES – IMMEDIATE “ON THE GROUND” ALLEVIATION EFFORTS AND INITIATION OF TOP-DOWN PLANNING FOR LONG-TERM RESPONSES.
- V. WHILE TACTICAL RESPONSES ARE ACTION-ORIENTATED THEY CONSTITUTE A FORM OF “WORK AVOIDANCE” IN THAT THEY ARE MATHEMATICALLY CERTAIN TO FAIL OVER TIME DUE TO GOVERNING TRENDS.
- VI. WE HAVE EXPLORED FOCUSING ON THE CHALLENGE OF “HOW CAN WE CREATE RESILIENT LIVELIHOODS FOR 25,000 YOUNG CHICAGOANS IN 4 YEARS?”
- VII. THE PROPOSED GEOGRAPHIC FOCUS FOR THIS CHALLENGE ARE 21 NEIGHBORHOODS WITH THE HIGHEST RATES OF UNEMPLOYMENT FOR YOUNG PEOPLE AGED BETWEEN 20-24.
- VIII. WE PROPOSE CONSTITUTING “AREA LABS” OF 7 TEAMS OF 35 DIVERSE STAKEHOLDERS, 15 OF WHOM WILL BE YOUNG PEOPLE EMPLOYED FULL-TIME, 20 STAKEHOLDERS WILL COMMIT A MINIMUM 25% FTE OVER 4 YEARS.
- IX. TEAM MEMBERS WILL CONSTITUTE OF YOUNG PEOPLE, RESIDENTS, INDIVIDUALS FROM COMMUNITY-BASED ORGANIZATIONS, THE BUSINESS COMMUNITY AND THE PUBLIC SECTOR.
- X. EACH AREA LAB WILL WORK TOWARDS CREATING RESILIENT LIVELIHOODS IN THE 3 NEIGHBORHOODS THEY ARE FOCUSED ON..
- XI. ONCE ALL 7 TEAMS ARE FULLY-CONSTITUTED 105 YOUNG PEOPLE WILL BE EMPLOYED FULL-TIME WITH ANOTHER 140 PART-TIME TEAM MEMBERS COMMITTED.
- XII. WE PROPOSE A PARALLEL CAPACITY BUILDING EFFORT FOCUSED ON DEVELOPING INDIGENOUS CAPACITY IN CHICAGO TO ADDRESS COMPLEX CHALLENGES. THIS WILL BE CONSTITUTED OF 2 COHORTS OF 50 PEOPLE PER YEAR, FOR 4 YEARS.

- XIII. WE ENVISION THAT ALUMNI FROM THE CAPACITY BUILDING EFFORT WILL BE HIGHLY EMPLOYABLE AND IN DEMAND AS CAPACITY BOTH FOR THIS PROPOSED STRATEGY BUT ALSO SISTER EFFORTS.
- XIV. WE ENVISION EACH AREA LAB CREATING BETWEEN 10-15 “PROTOTYPES” — EACH “PROTOTYPE” CAN BE THOUGHT OF AS A SOCIAL ENTERPRISE.
- XV. EACH “PROTOTYPE” IS LIKELY TO ENGAGE HUNDREDS OF PEOPLE ON BOTH THE SUPPLY AND DEMAND SIDE.
- XVI. THE SHORT AND LONG-TERM IMPACT OF THIS STRATEGY IS TO CREATE STRUCTURES THAT GENERATE MULTIPLE FORMS OF CAPITAL IN NEIGHBORHOODS WHERE CAPITAL IS RAPIDLY DEPLETING.
- XVII. THE SUCCESS OF THIS STRATEGY IS DEPENDENT UPON LARGE SCALE COMMUNITY MOBILIZATION TO ACT AS MULTIPLIERS FOR ANY CAPITAL INVESTMENTS MADE.

DIVERGING CHICAGO

WE INCREASINGLY face complex social challenges. Our traditional approaches to tackle these challenges either fall short of the required scope and scale, or they fail completely.

Social trends in Chicago point to an increasingly dire future. (See pages 2.10-3.10)

Citizens across the spectrum are attempting to respond to these trends. For these responses to succeed they must "out-pace" trends.

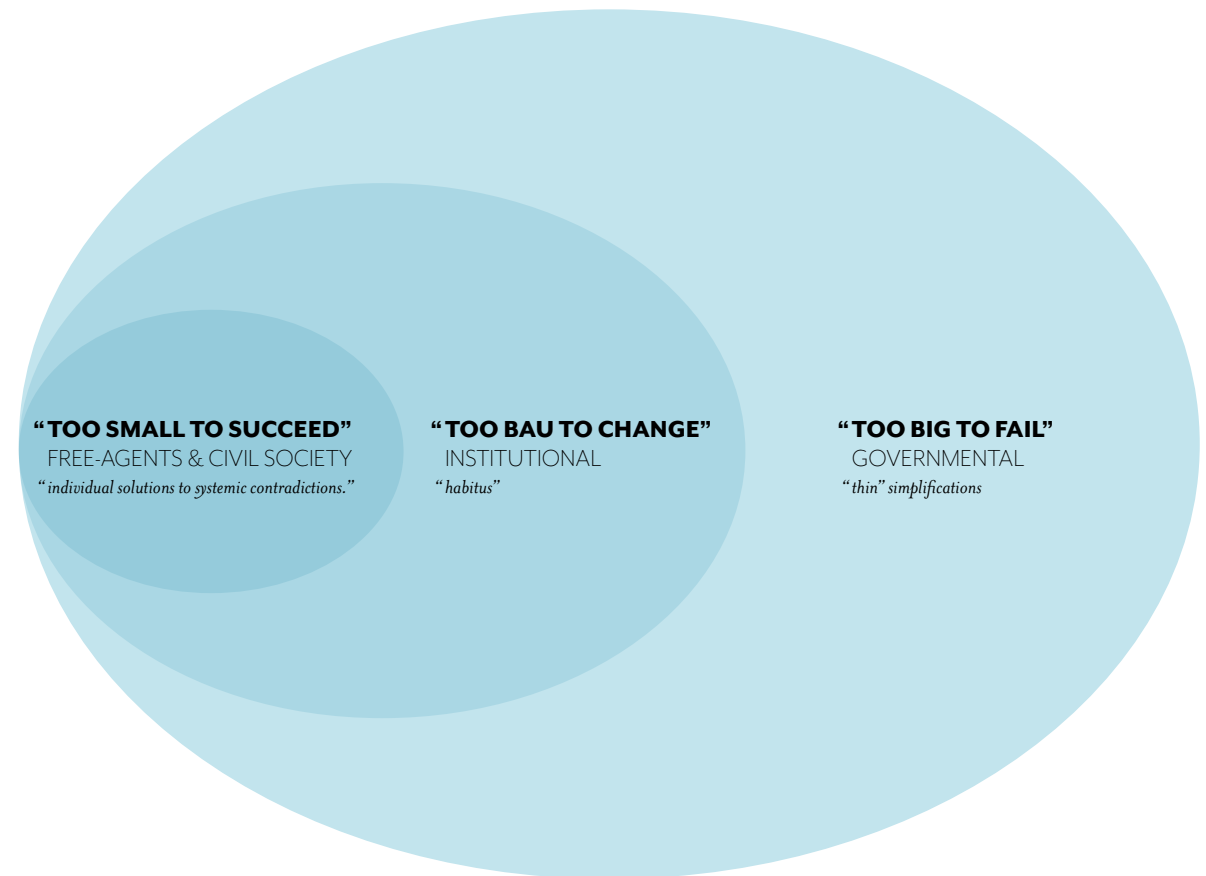
Unfortunately most responses are destined to fail. These failures are not because of the people involved, but rather despite the most heroic efforts of those involved. The scale and scope of the challenges defeat us.

This document outlines a possible, joined-up, at scale response to the challenges faced by young Chicagoans.

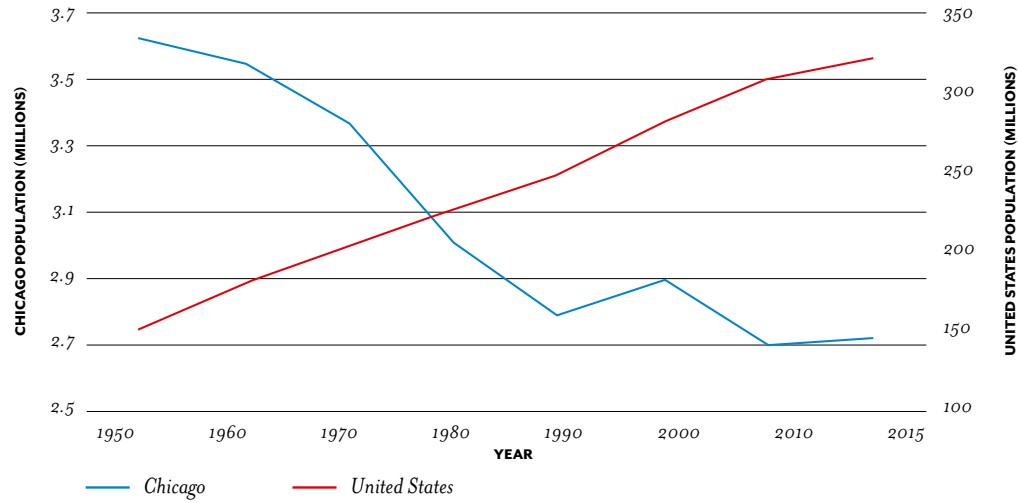
This response does not pretend to be a silver bullet to all the ails the city. Rather it represents a strategy that we believe represents our current best bet at a material shift.

It is backed up by world-class experience. The ultimate goal of this strategy is to build the capacities for Chicagoans to self-determine their own futures.

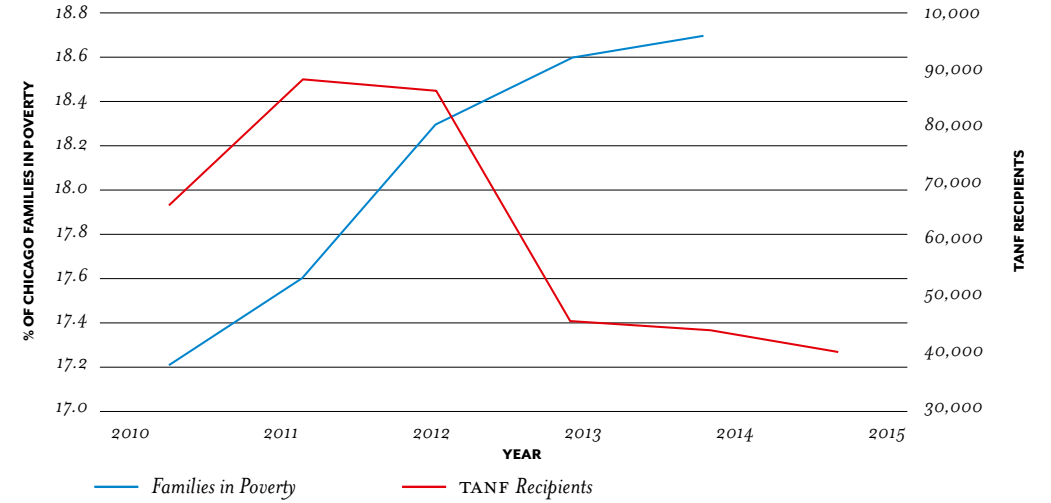
We invite you to join us.



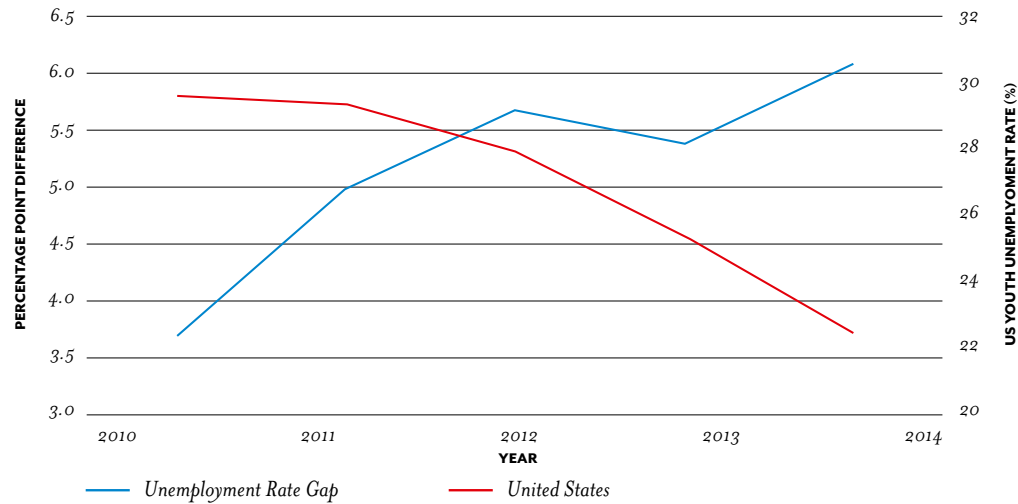
POPULATION TRENDS IN THE UNITED STATES AND CHICAGO 1950-2015 / Source: United States Census



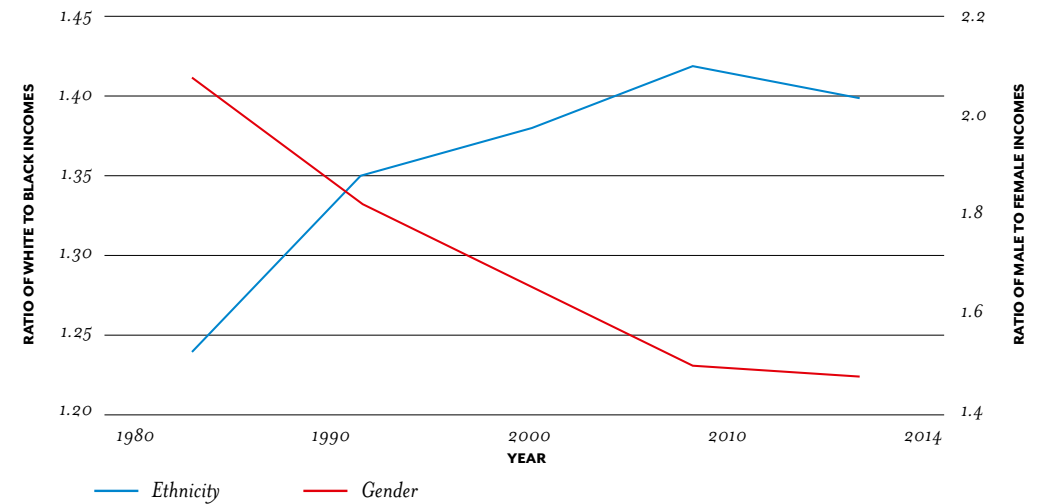
POVERTY AND WELFARE ASSISTANCE / Source: American Community Survey and the Office of the Administration for Children and Families



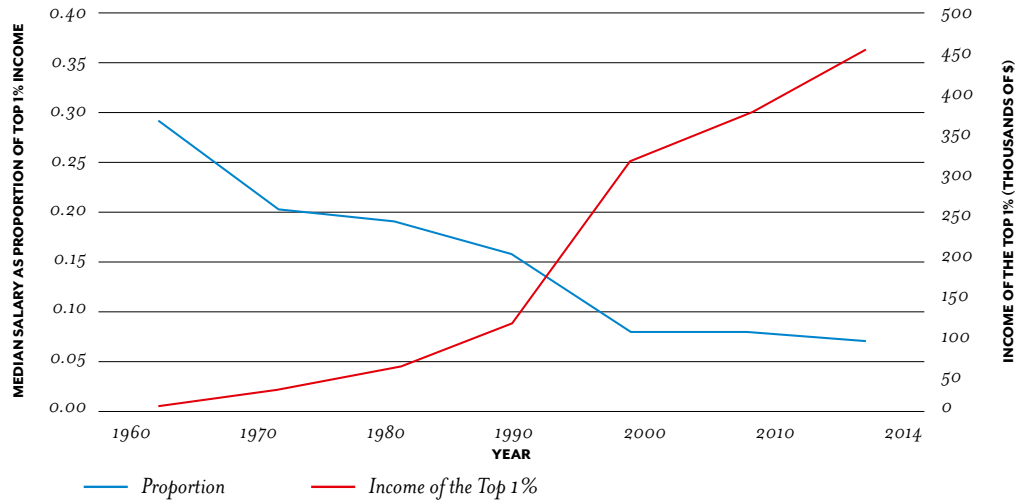
YOUTH UNEMPLOYMENT: UNITED STATES AND CHICAGO (16-19 YEARS) / Source: American Community Survey



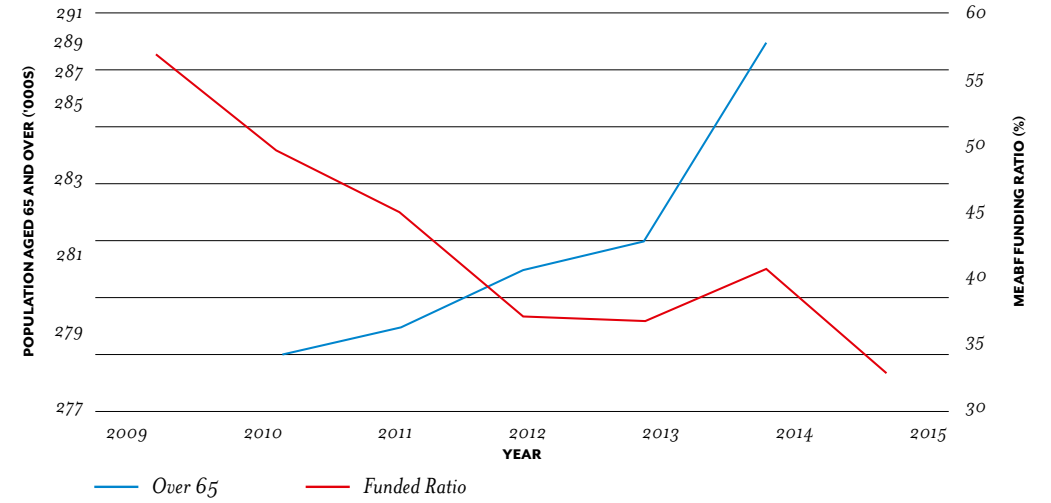
GENDER AND RACIAL INCOME RATIOS IN ILLINOIS / Source: Illinois Economic Policy Institute and Families



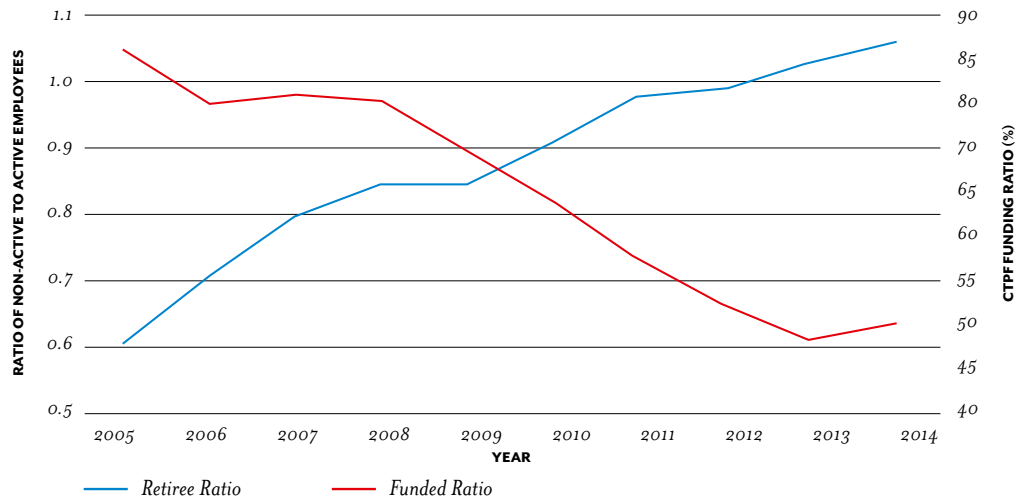
INCOME INEQUALITY IN ILLINOIS / Source: Illinois Economic Policy Institute and Families



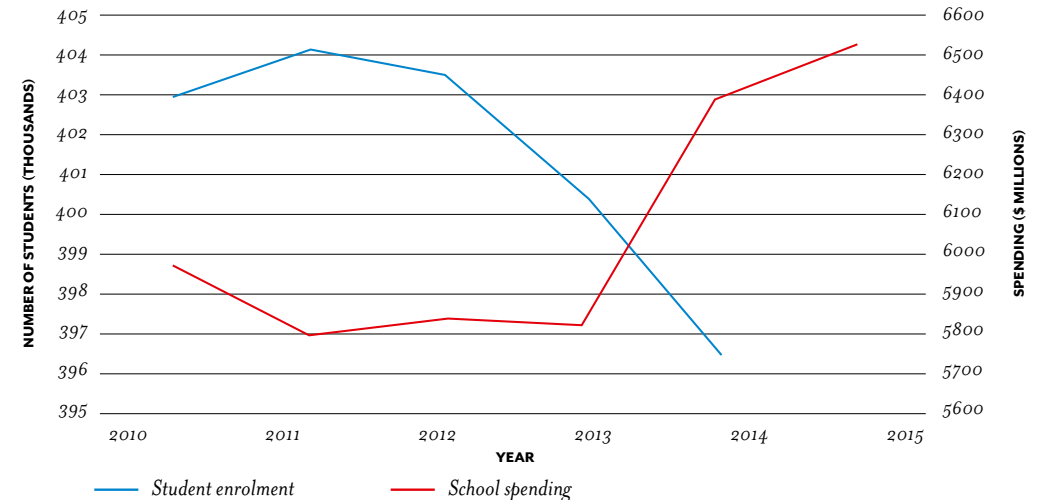
PENSION PLAN FUNDING AND AGING / Source: Municipal Employees' Annuity and Benefit Fund of Chicago & American Community Survey



TEACHERS' PENSION PLAN FUNDING AND RETIREES / Source: Chicago Teachers' Pension Fund, Comprehensive Annual Financial Reports



EDUCATION SPENDING AND ENROLMENT / Source: Chicago Public Schools, Comprehensive Annual Financial Reports, 2010-2015



STRATEGIC RESPONSE

THE CONTEXT in Chicago requires a response that adds up to a strategy that can make a material difference to the situation on the ground.

Social labs are strategic responses to complex social challenges.

This document outlines the parameters of a possible social lab for Chicago.

DESIGN PRINCIPLES

SOCIAL LABS are structured around three design criteria:

- Social diversity: the team must reflect the diversity of the challenge addressed
- Experimental: the practices have to be iterative trials, trying out solutions
- Systemic: solutions must go beyond a part of the system or a symptom.

PRECONDITIONS

IN ORDER to take action, four preconditions must be established:

- Challenge: what is the challenge we want to address?
- Resources: what resources will this take?
- People: who is needed to address this challenge?
- Strategic direction: what direction should we take?

SOCIAL LAB ARCHITECTURE

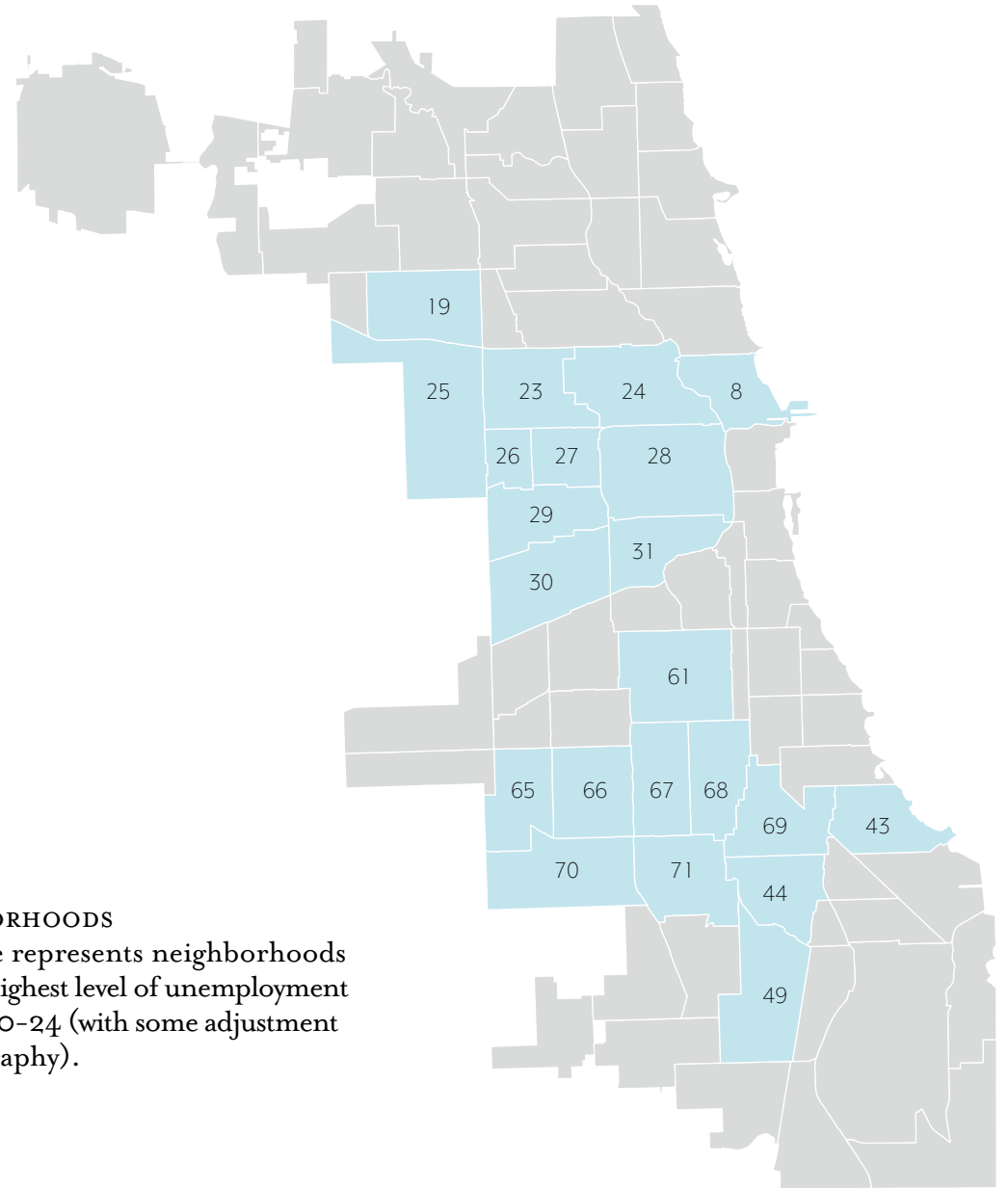
THE STRUCTURE and processes of social labs are organized in four dimensions:

- Governance: Who decides what, when, and where?
- Information: Aggregation, generation, and access of information vertically and horizontally.
- Capacity: Constituting a socially diverse team that is supported by a team providing facilitation, logistics, communications, analysis, and documentation.
- Innovation: Rapid prototyping driving ideas to action.

THE CHALLENGE

We envisage convening seven Area Lab across 22 neighborhoods with approximately three neighborhoods per lab.

NR.	NEIGHBORHOODS	UNEMPLOYED 20-24
25	AUSTIN	3,085
30	SOUTH LAWNSDALE	1,464
23	HUMBOLDT PARK	1,382
67	WEST ENGLEWOOD	1,324
28	NEAR WEST SIDE	1,322
68	ENGLEWOOD	1,271
69	GREATER GRAND CROSSING	1,253
66	CHICAGO LAWN	1,230
61	NEW CITY	1,163
70	ASHBURN	1,127
71	AUBURN GRESHAM	1,113
29	NORTH LAWNSDALE	1,094
19	BELMONT CRAGIN	1,029
44	CHATHAM	1,008
43	SOUTH SHORE	955
49	ROSELAND	934
65	WEST LAWN	901
8	NEAR NORTH SIDE	843
31	LOWER WEST SIDE	768
24	WEST TOWN	743
27	EAST GARFIELD PARK	515
26	WEST GARFIELD PARK	423
	24,949	



NEIGHBORHOODS

The table represents neighborhoods with the highest level of unemployment for ages 20-24 (with some adjustment for geography).

TALENT

EACH OF the seven Area Lab Teams will consist of a diverse team of 35 participants. Our budget scenarios assume that each Area Lab will employ at least 15 young people full-time to serve on the Lab Team.

The Area Lab Teams will work together to develop ~5 prototypes for their areas. Prototyping Teams will be formed as sub-groups of the seven Area Lab Teams.

Each Area Lab will have a dedicated Secretariat focused on technical, process and other

support to Lab Team members.

We envision a central board with each Area Lab having its own Advisory Board.

A primary goal of the Chicago Lab is to build indigenous capacity to address complex social challenges.

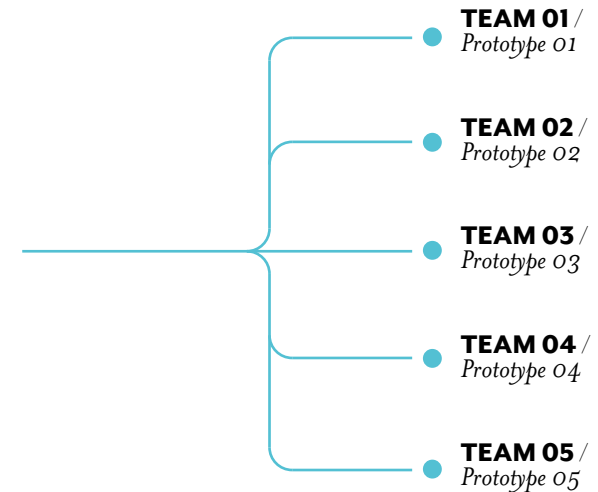
We envision a multi-pronged strategy aimed at building this capacity.

Each cycle that we run will have two primary

goals, firstly to provide value on the ground and secondly to build capacity through "learning-by-doing."

We will enhance this capacity through running Social Labs University, which will aim to put a cohort of 100 people per year through a 2-week intensive. The focus of this effort will be to build organizing capacity.

For Track 2 a substantial portion of the budget will go towards recruiting full-time indigenous capacity (15 lab team members per Area Lab).



THE TIMELINE

2016

2017

2018

2019

2020

2021

2022

TRACK ONE

GROVE3547
Underway
CYCLE 02
CYCLE 03

THE CHICAGO LAB

Proposed Lab activity

SEPT. Preconditions JAN.

AREA LAB 01

CYCLE 01 CYCLE 02 CYCLE 03 CYCLE 04 CYCLE 05 CYCLE 06 CYCLE 07 CYCLE 08 CYCLE 09

AREA LAB 02

CYCLE 01 CYCLE 02 CYCLE 03 CYCLE 04 CYCLE 05 CYCLE 06 CYCLE 07 CYCLE 08 CYCLE 09

AREA LAB 03

CYCLE 01 CYCLE 02 CYCLE 03 CYCLE 04 CYCLE 05 CYCLE 06 CYCLE 07 CYCLE 08 CYCLE 09

AREA LAB 04

CYCLE 01 CYCLE 02 CYCLE 03 CYCLE 04 CYCLE 05 CYCLE 06 CYCLE 07 CYCLE 08 CYCLE 09

AREA LAB 05

CYCLE 01 CYCLE 02 CYCLE 03 CYCLE 04 CYCLE 05 CYCLE 06 CYCLE 07 CYCLE 08 CYCLE 09

AREA LAB 06

CYCLE 01 CYCLE 02 CYCLE 03 CYCLE 04 CYCLE 05 CYCLE 06 CYCLE 07 CYCLE 08 CYCLE 09

AREA LAB 07

CYCLE 01 CYCLE 02 CYCLE 03 CYCLE 04 CYCLE 05 CYCLE 06 CYCLE 07 CYCLE 08 CYCLE 09

SOCIAL LAB UNIVERSITY

Proposed capacity building for indigenous support

SUMMER SCHOOL
July

WINTER SCHOOL
January

SUMMER SCHOOL
July

WINTER SCHOOL
January

SUMMER SCHOOL
July

WINTER SCHOOL
January

SUMMER SCHOOL
July

WINTER SCHOOL
January

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SUMMER SCHOOL
July

WINTER SCHOOL
January

SUMMER SCHOOL
July

SINGLE CYCLE OF A SOCIAL LAB

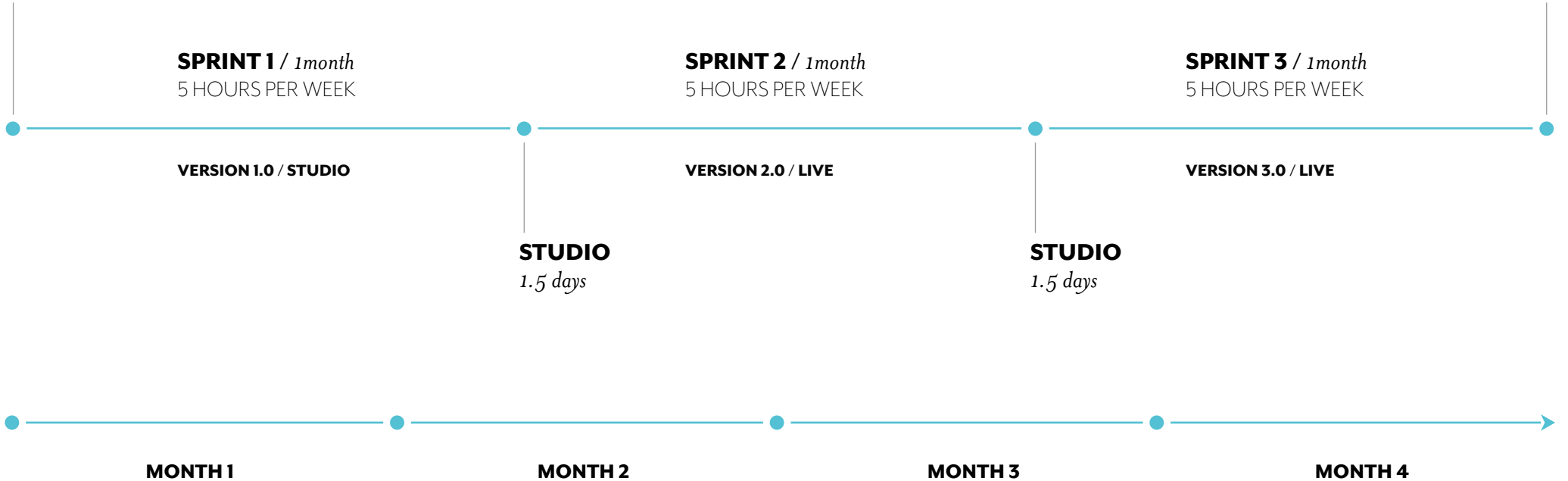
Grove3547 is an example of a single cycle of a lab or a Minimal Viable Lab (MVL).

KICK-OFF WORKSHOP

3 days

CLOSING STUDIO

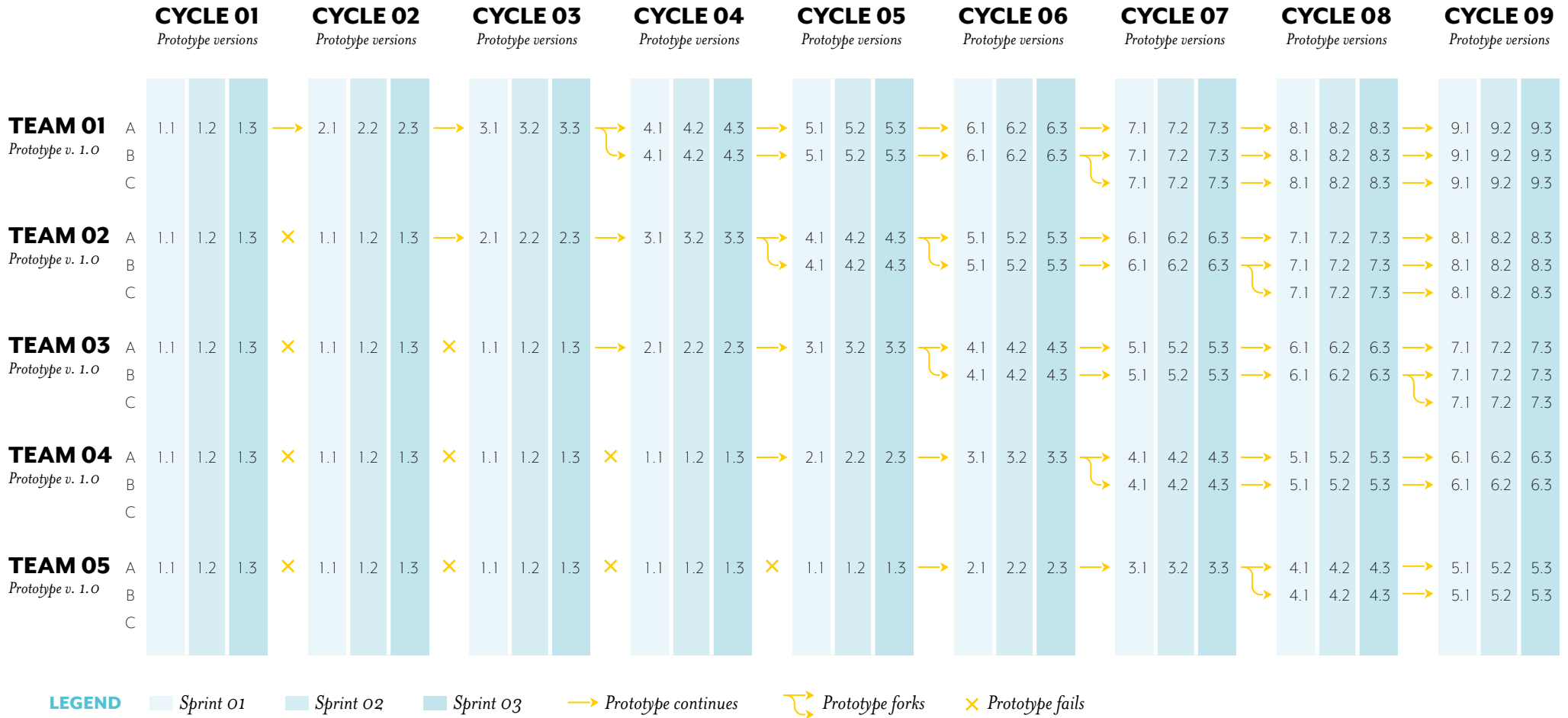
1.5 days



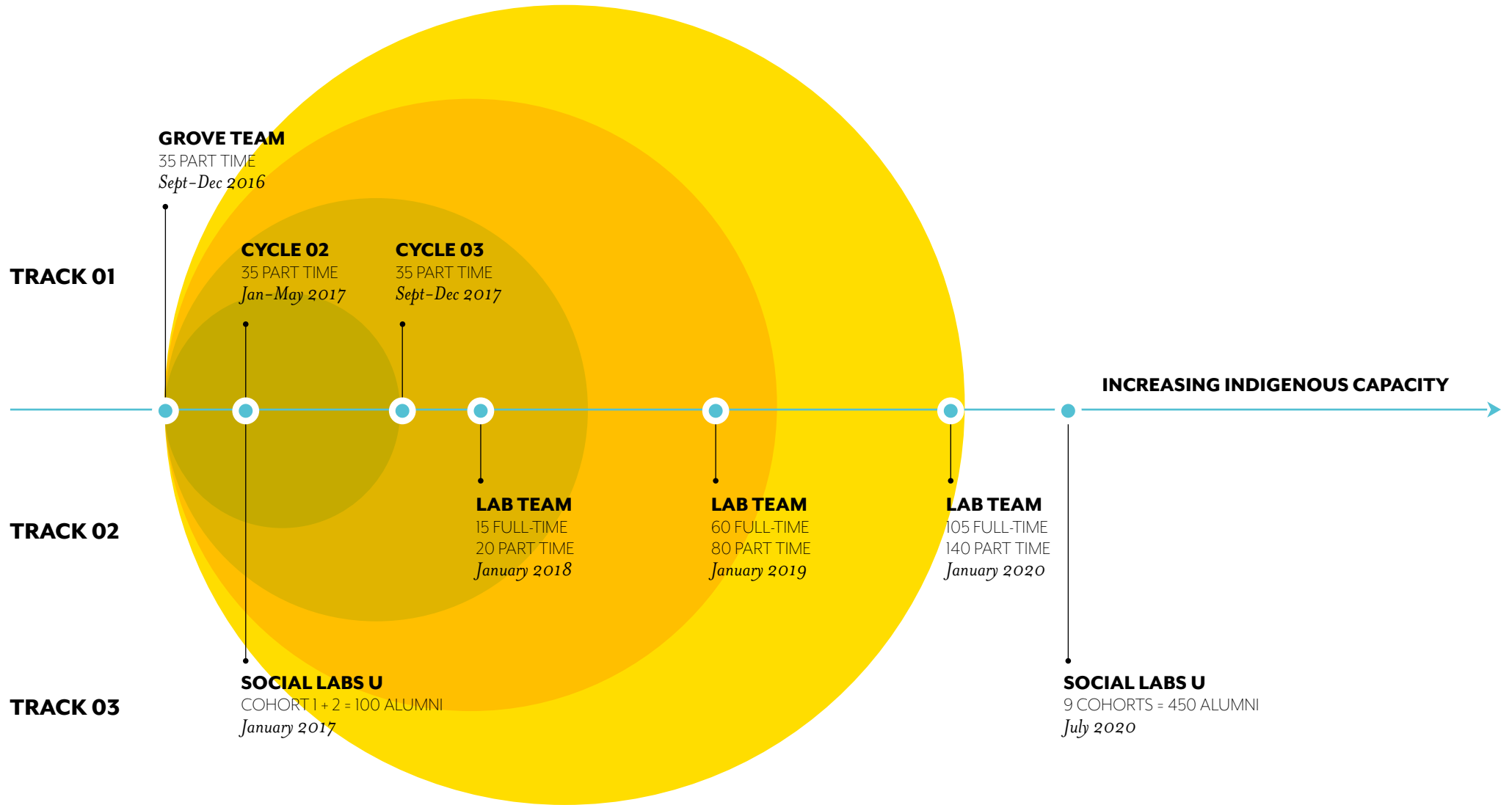
*100% FTE time requirement from Youth Lab Team Members — who are employed by the Lab.
15 days time requirement for each Chicago Lab Team Member over 4 months.*

LIFECYCLE OF A PROTOTYPE

The primary purpose of a prototype is to create value on the ground for beneficiaries.
 Many of the prototypes will fail quickly and be replaced by new ideas. Those that continue will fork (splitting into two prototypes) or mature, affecting more and more people.



INCREASING RESILIENT LIVELIHOODS



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