

COLLABORATING

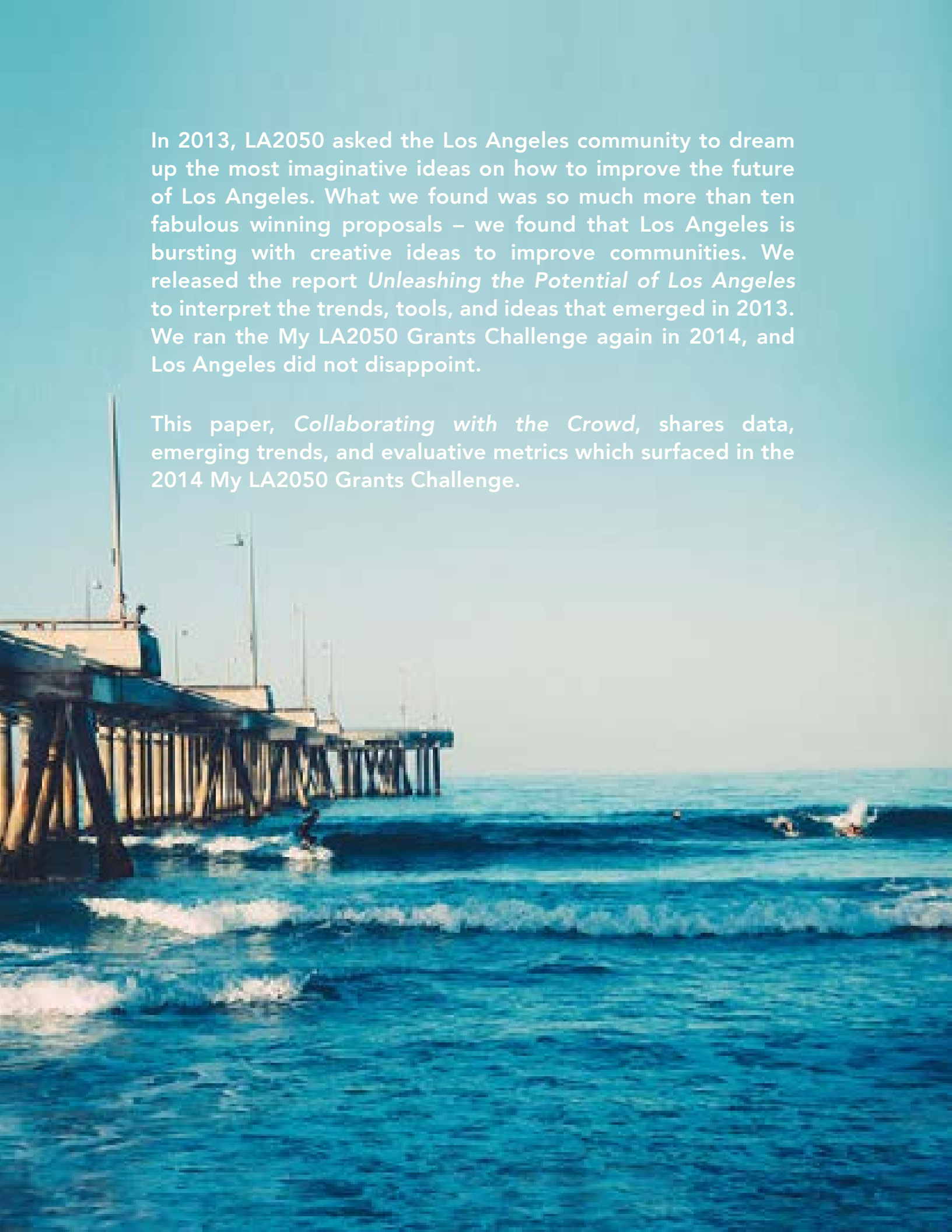
WITH THE CROWD



INSIGHTS FROM THE **2014** MY LA2050 GRANTS CHALLENGE

GOLDHIRSH
FOUNDATION

LA2050



In 2013, LA2050 asked the Los Angeles community to dream up the most imaginative ideas on how to improve the future of Los Angeles. What we found was so much more than ten fabulous winning proposals – we found that Los Angeles is bursting with creative ideas to improve communities. We released the report *Unleashing the Potential of Los Angeles* to interpret the trends, tools, and ideas that emerged in 2013. We ran the My LA2050 Grants Challenge again in 2014, and Los Angeles did not disappoint.

This paper, *Collaborating with the Crowd*, shares data, emerging trends, and evaluative metrics which surfaced in the 2014 My LA2050 Grants Challenge.

What happens when you crowdsource ideas to invest \$1,000,000 in social change in Los Angeles?

In 2014 with the help of approximately 30,000 Angelenos, advisors, and partners – we developed a series of goals for Los Angeles in the year 2050.

Next, LA2050 asked Angelenos to come up with ideas on how to get there. The community dreamed up the most imaginative idea, project, or program to help Los Angeles become the best place in the world to **learn, create, play, connect, and live**.

Angelenos' passion to create the future continues to inspire.

268 submissions responded to the challenge:

How can we make LA the best place to live, play, create, learn and connect by 2050?

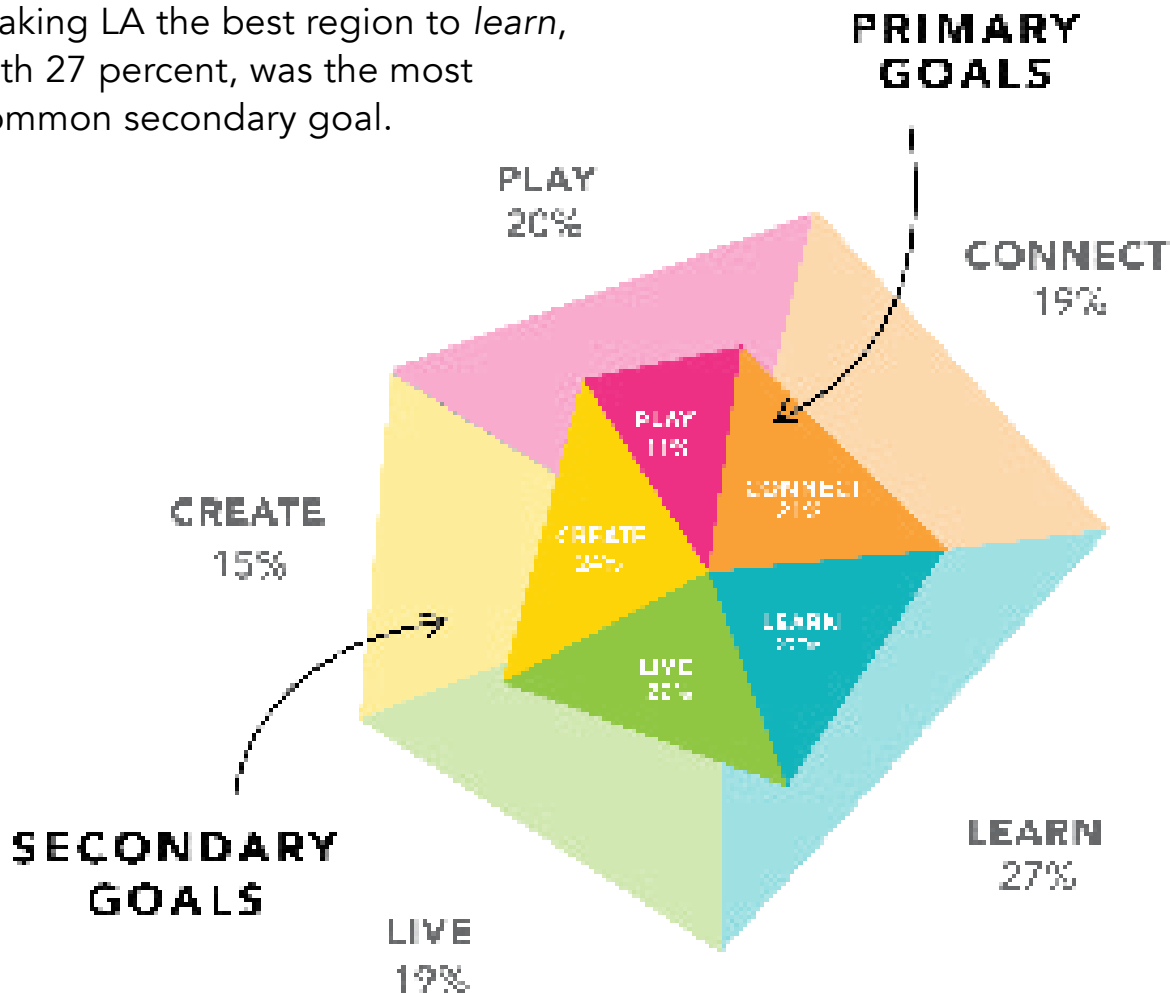
From high leverage to high tech, submissions were creative, audacious, collaborative, and innovative.



LA2050 GOALS

Honoring the creative strength of Los Angeles today, making LA the best place to *create* was the most pursued primary goal, representing 24 percent of total submissions.

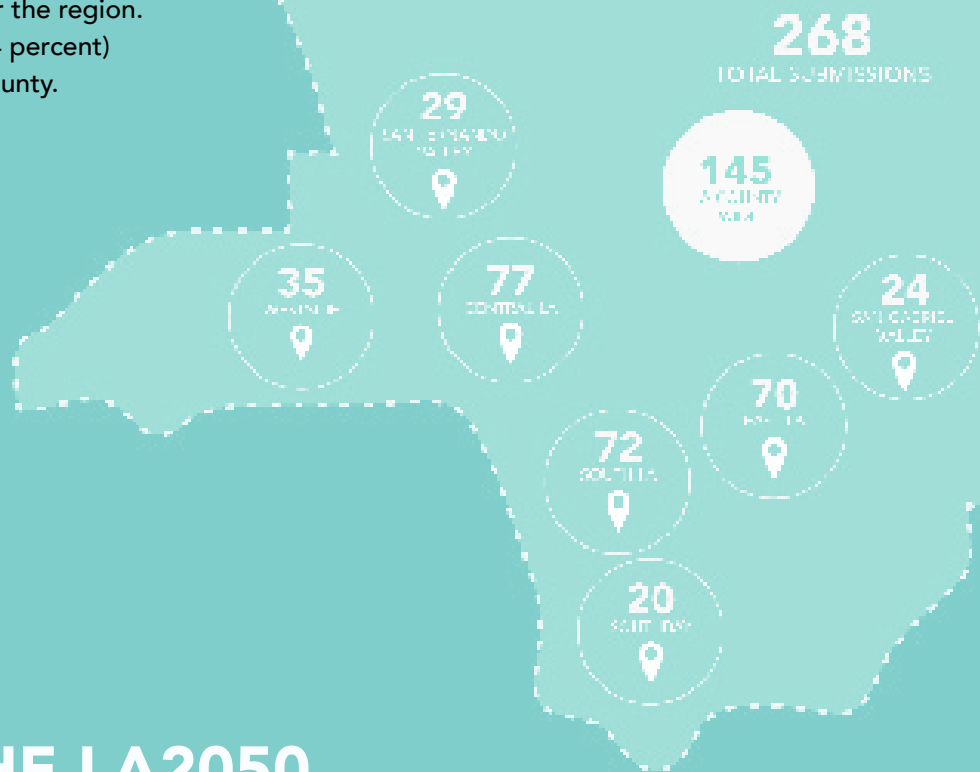
Making LA the best region to *learn*, with 27 percent, was the most common secondary goal.



The **primary goal** is the category under which a proposal applied. In the application, we also asked which other goals besides the primary goal the proposal will impact – which is what we’re measuring with **secondary goal**.

WHERE DO WE WANT TO MAKE CHANGE?

Angelenos are making impact all over the region. More than half of the submissions (54 percent) aspire to make change all over LA County.



HOW DOES THE LA2050 COMMUNITY MAKE CHANGE?

According to the 2014 My LA2050 Grants Challenge applicants, we:

LISTEN TO THE **COMMUNITY** WE INTEND TO SERVE

CREATE SOLUTIONS WITH A **COMMUNITY DRIVEN DESIGN PROCESS**

BUILD **SOLUTIONS** ON PRIOR OUTCOMES TO **EXPAND** PAST **SUCCESS**

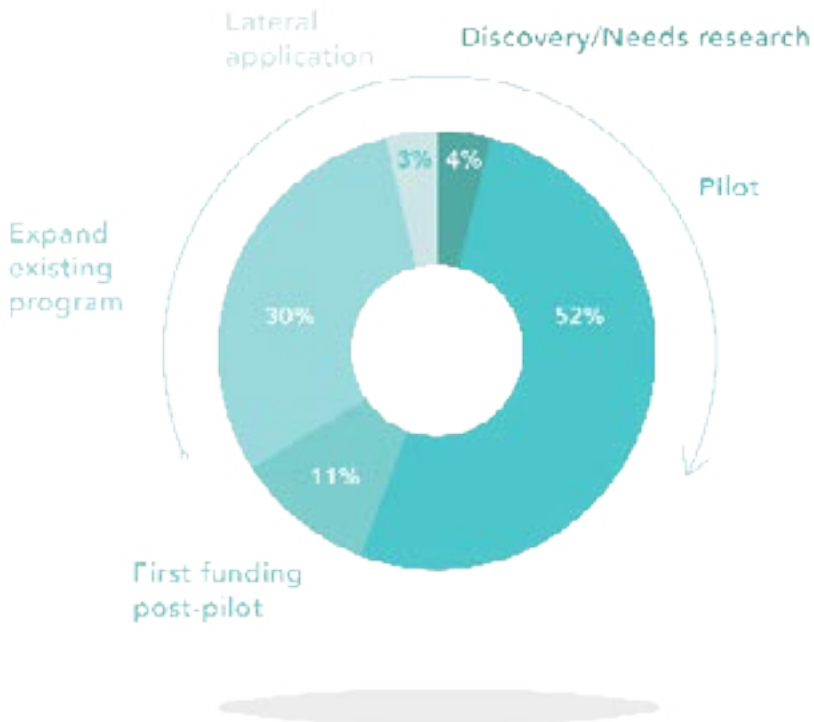
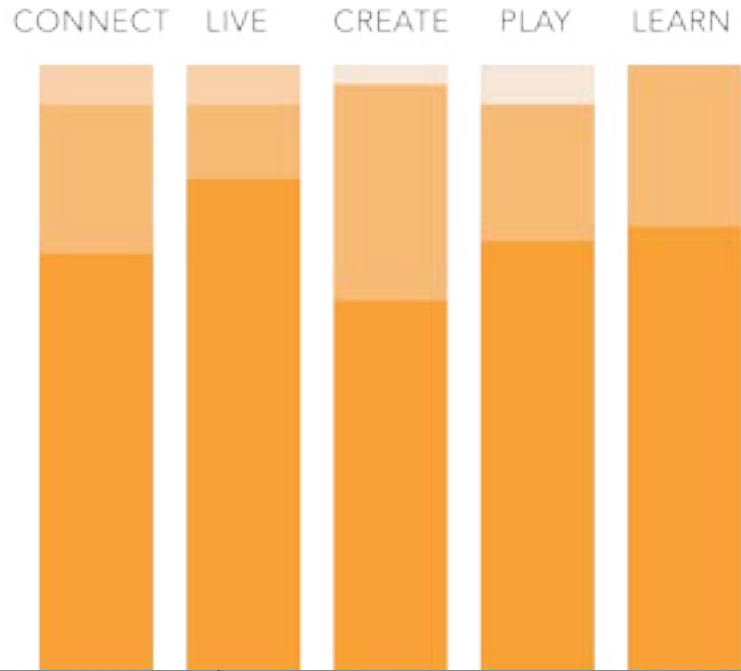
LEARN FROM **MISTAKES** AND **FAILURES**

ITERATE CONTINUALLY IN ORDER TO STAY **RELEVANT**

WHO ARE THE CHANGEMAKERS, THE FUTURE BUILDERS, THE AGENTS OF HOPE?

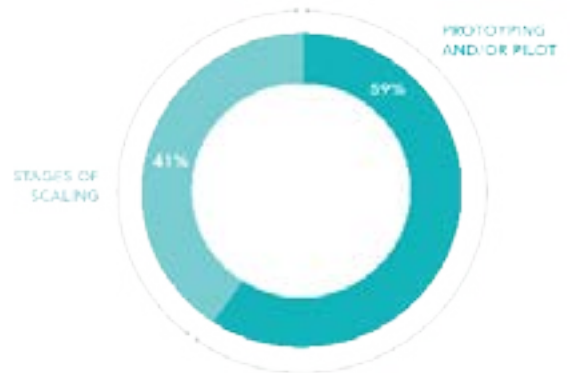
81% of submissions were non-profit organizations.

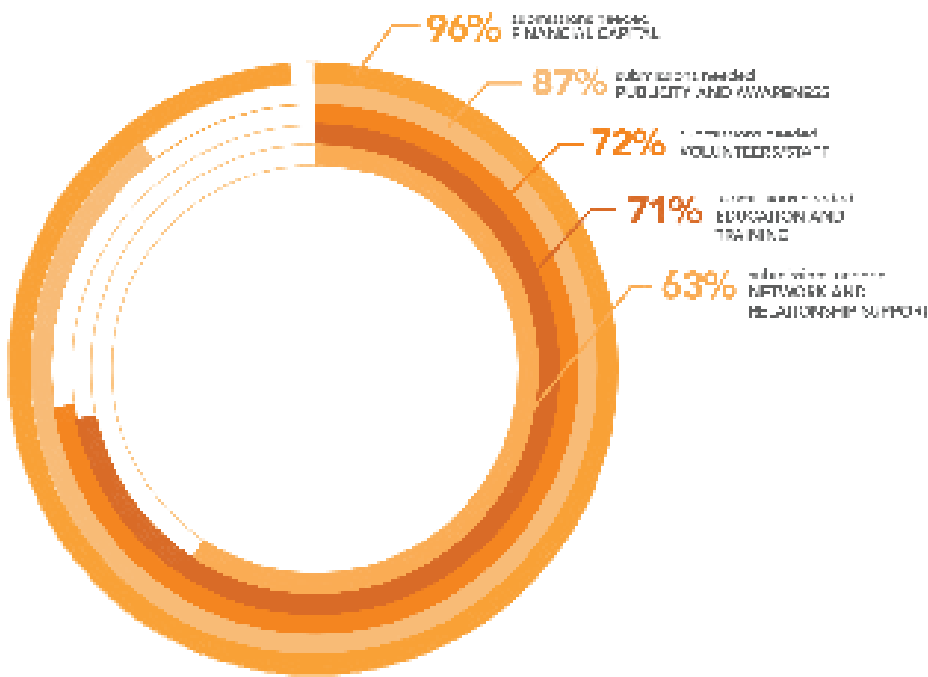
17% of submissions were for-profit enterprises focused on social impact, signaling the role of business as agents of hope.



STAGE OF DEVELOPMENT AND INNOVATION

As future builders, most ideas (59%) remain in the **prototyping/pilot stage of development**, while 44% are at **stages of scaling**.





WHAT SUPPORT DO PROJECTS NEED?

Beyond funding, projects identified their need for awareness, community outreach, and expanded capacity with volunteers and staff as opportunities for in-kind support.

The most critical need after financial capital was social capital, specifically publicity and awareness – with 87 percent of applicants identifying these as a need. One of the goals with the My LA2050 Grants Challenge is to increase awareness of the great ideas surfaced in the challenge, and to increase awareness of LA’s social impact sector and landscape.

SOCIAL MEDIA ADOPTION

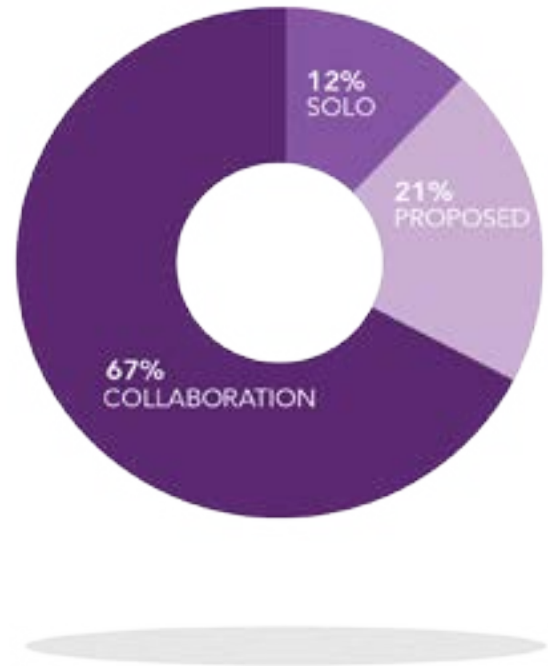
We can follow your progress, because Angelenos are social media savvy champions of change.

During the 2014 My LA2050 Grants Challenge, Angelenos utilized more social media platforms more often to promote their submissions.



A FOCUS ON COLLABORATION

Angelenos believe a key to improving our future is by working together to build it. We received 67 percent of submissions from an existing partnership and 21 percent from a proposed partnership.



Angelenos see collaboration as a proven strategy to overcome anticipated barriers and challenges. Other My LA2050 Grants Challenge proposals also recognized the importance of collaboration:

WE RECOGNIZE THE CRITICAL IMPORTANCE OF **COLLABORATION** AND PARTNERSHIPS TO MAKE A PROJECT OF THIS TYPE SUCCEED

LONG TERM CHANGE REQUIRES CHANGING SYSTEMS... AND CHANGING SYSTEMS REQUIRE **COLLABORATION**

WE INTEND TO OVERCOME POTENTIAL BARRIERS THROUGH PARTNERSHIPS AND **COLLABORATION**

WHAT METRICS DO YOU PROPOSE TO IMPACT?

We asked Angelenos what kind of change they want to see in Los Angeles, and which of the LA2050 metrics they could change with their idea. Below is the breakdown of metrics in each goal area, by how many submissions sought to impact them.



of submissions

- 58 Employment in the creative industries
- 41 Arts establishments per capita
- 41 Minority- and women-owned firms
- 40 Measures of cultural and global economic influence (“soft power”)*
- 31 Jobs per capita
- 26 Percentage of graduates from local higher education institutions that remain in LA County five years after graduating*
- 25 Recruiting and retention rates at local higher education institutions*
- 21 GINI coefficient
- 19 Number of high growth startups
- 18 Venture capital investment
- 18 Concentration of manufacturing activity in Los Angeles
- 13 Federal research grant funding
- 12 Unemployment rates (and opportunities) for the formerly incarcerated *
- 10 Patents per capita

*Dream Metric



of submissions

- 31 Academic Performance Index scores
- 30 District-wide graduation rates
- 30 College matriculation rates
- 30 HS student proficiency in English & Language Arts and Math
- 28 Youth unemployment and underemployment
- 28 Education pipeline (an integrated network of pre-schools, K-12 institutions,

and higher education systems that prepares students for seamless transitions between high school, higher education institutions, and the workforce)*

- 25 Percent of community college students completing a certificate, degree, or transfer-related program in six years
- 19 Suspension and expulsion rates*
- 16 Truancy rates in elementary and middle school*
- 12 Students perceived sense of safety at and on the way to school*
- 8 Percentage of children enrolled in early education programs

*Dream Metric

of
submissions



- 40 Rates of volunteerism
- 39 Percentage of Angelenos that volunteer informal*
- 36 Attendance at public/open streets gathering*
- 34 Adults getting sufficient social & emotional support
- 34 Government responsiveness to residents' needs*
- 33 Total number of local social media friends and connections Angelenos have
- 33 Attendance at cultural events
- 31 Participation in neighborhood councils
- 22 Number of public transit riders
- 16 Residential segregation
- 13 Voting rates by race
- 10 Transit-accessible housing and employment (the share of housing units and percentage of jobs that are located within a half-mile of transit)
- 9 Median travel time to work
- 5 Access to free wi-fi

*Dream Metric

PLAY



of
submissions

- 27 Number (and quality) of informal spaces for play*
- 23 Access to open space and park facilities
- 23 Number of parks with intergenerational play opportunities*
- 19 Number of residents with easy access to a “vibrant” park*
- 19 Percentage of residents that feel safe in their neighborhoods
- 17 Residents within 1/4 mile of a park*
- 17 Per capita crime rates
- 15 Number of children enrolled in afterschool programs
- 2 Attendance at major league sporting events

*Dream Metric

LIVE



of
submissions

- 37 Percentage of LA communities that are resilient
- 31 Access to healthy food
- 30 Exposure to air toxins
- 30 Obesity rates
- 25 Number of households below the self-sufficiency index
- 24 Walk/bike/transit score
- 24 Prevalence of adverse childhood experiences
- 22 Percentage of tree canopy cover
- 21 Healthcare access
- 21 Percent of imported water
- 20 Acres and miles of polluted waterways
- 19 Rates of mental illness
- 16 Percentage of residents receiving coordinated healthcare services
- 10 Rates of homelessness

*Dream Metric

2014 MY LA2050 GRANTS CHALLENGE:

TRENDS

The following section summarizes findings from a review of all submissions to identify trends and themes from the 2014 My LA2050 Grants Challenge.

Change requires nurturing new capabilities.

Submissions across all of the LA2050 Goals included proposals to support entrepreneurs with capacity building and leadership development and to nurture entrepreneurial approaches to change, including incubators, accelerators and coworking spaces.

Submissions sought to reach LA's diverse and vulnerable communities. Proposals targeted to serving specific communities including the homeless, foster youth, veterans, seniors, low literacy adults, the formerly incarcerated, and communities underrepresented in technology and STEM. Engaging youth remained a trend across all goals.

Drawing on LA's creative strengths, arts-based solutions emerged as a theme in submissions across all goals. Submissions proposed initiatives to engage Angelenos in repurposing activities – from objects to places. One applicant, **Beautify Earth**, proposed the creation of 50 murals to help empower, uplift, and connect residents, communities and businesses in South LA and beyond.



The following themes occurred across three or more goals:

SUSTAINABILITY

TRANSPORTATION

**INCUBATORS, ACCELERATORS,
AND ENTREPRENEURSHIP**

COWORKING SPACES

**REPURPOSING THE ARTS AND
PUBLIC SPACE**

ARTS

CAPACITY BUILDING

VOLUNTEERISM AND SERVICE

LEARNING

YOUTH

TECHNOLOGY (SEE IN DEPTH)

Our approaches to change:

MOBILE

EVENTS

GAMES

FOOD

PARTICIPATORY DESIGN

(for us, by us)

Submissions across all goals proposed engaging Angelenos across different areas of Los Angeles with *mobile* solutions—whether on buses, subways, or even our own cars. **Brown Paper LA** proposed an interesting, mobile solution to increase access to affordable, healthful food – a traveling truck and program that provides on-site cooking classes at community gardens to educate working families on healthy eating. And the **Los Angeles Forum for Architecture and Urban Design’s** “Mobile Forum” is a design think-tank on wheels.

Food emerged as a new approach to bring Angelenos together to build toward LA2050; food was often proposed as a powerful connector. One applicant, **NationBuilder**, proposed curating a series of dinner conversations between strangers, maintaining that “building authentic community... begins with good conversation.” Similarly, **The Dinner Party** proposed bringing Angelenos together over dinner to engage in “real talk” about loss and grief – and in doing so, change the way we approach loss in our everyday lives.

Games were considered a useful tool for skill-building. In fact, **Urban Txt** proposed to use Minecraft to teach low income kids how to code, design, and create a new LA; and USC’s **BLOCK** – a video game – allows users to design and study the health of Los Angeles. Another applicant, **STEAM Carnival**, is a modern take on the traveling circus, and uses high-tech games to inspire kids to engage in and pursue careers in science, technology, engineering, art, and math. Additionally, Angelenos participating in solution building through participatory design processes was a theme across goals.

A Trend in Depth: TECHNOLOGY

Across all goals, submissions proposed technology solutions to reach LA2050 metrics. Mobile technology was leveraged as a tool to connect people with local resources and opportunities for offline engagement. One applicant, **UCLA**, proposed mapping Los Angeles’ air pollution through a mobile application to create awareness and engagement. A second applicant, **Trail City LA**, proposed to connecting the city through a mobile application which includes a community-authored network of digitally enabled trails. We are excited by this use of technology to engage people in offline activity and to harness the power of technology to connect people with nearby resources.

Across goals, solutions also proposed utilizing integrated technology tools for learning. Technology surfaced as a tool to address environmental challenges, whether creating citizen science nature trails, mapping air pollution, or monitoring water conservation. Technology solutions provided access to opportunities to engage in service learning through volunteer opportunities, thereby broadly strengthening civic engagement.

CONCLUSION

This report presents a snapshot of data and trends that emerged in the 2014 My LA2050 Grants Challenge. In 2013 and 2014, My LA2050 Grants Challenge applicants envisioned promising ways to bring us closer to the LA2050 Goals that we all want to see. We thank you for playing your part in making LA the best place to connect, create, learn, play, and the healthiest place to live.



CROWDSOURCED LA2050 CHANGEMAKER

TOOLKIT

Angelenos who applied for the 2014 My LA2050 Grants Challenge shared their strategies to overcome anticipated barriers, lessons they had learned that informed their proposal, and ideas for how they would measure impact. To empower all Angelenos who strive to make LA the best region by 2050, we selected the strongest ideas to overcome the challenges identified in the proposals.

STRATEGIES TO OVERCOME COMMON CHALLENGES

CHALLENGE: Sustaining Participation

STRATEGIES:

Listen to the community you serve and allow their feedback to inform your work via constant feedback loops on your mission, strategy, and tactics

Strategically utilize communication/media such as social media, op-eds, and newsletters to constantly engage your donor base and supporters

Share successes – big or small – with your supporters, whether via a social media posting, newsletter blast, or direct emails

Use positive reinforcement to encourage good behavior from your team and supporters – for instance, create a “student of the month”

Visualize the current and future impact using photography, video, and infographics

Build partnerships with community leaders and community organizations by meeting on a regular basis

Conduct one on one meetings with important stakeholders, such as elected officials and their staff

Conduct outreach to local leaders who have a stake in your work

Work with a critical mass of skeptics to understand their concerns and to build a responsive strategy

CHALLENGE: Raising Funds

STRATEGIES:

Leverage in-kind donations from partners and donors

Provide “Sweat Equity,” wherein partners provide labor in exchange for ownership in venture

Apply for grants from a variety of sources (corporate, government, as well as foundations)

Build a strong board to help with fundraising

Expand revenue-generating services

Crowdfund

CHALLENGE: Fostering Collaboration

STRATEGIES:

Build on commonalities with other organizations and collaborate whenever possible

Tell authentic stories to change perceptions and break down possible barriers

Share successes with your partners and over-attribute credit to partners

Create shared metrics for impact, assist with tracking, and share data

Promote transparency between and among collaborators

Co-create and co-design programs, projects, and proposals



LESSONS THAT INFORM THE MY LA2050 GRANTS CHALLENGE

- Ask communities what they need and listen to their responses rather than solve problems based on what you “think” is best
- Build solutions through co-design processes and community-driven design processes
- Craft solutions that address clearly articulated needs
- Design for inclusion— to make something or a place accessible is not enough for it to be genuinely inclusive and participatory
- Empower communities to solve their own problems. Expertise is diffuse. Learning is everywhere. Exchanging learning offers a model for breaking down bottlenecks.
- Find champions for the work.
- Grow your expectations: young people will rise to the occasion when asked to make their work mean something
- Elevate storytelling as a powerful motivating force
- Invent solutions from the materials and resources already available- such as repurposing underutilized space
- Judge the success and support the sustainability of partnerships through shared, transparent metrics
- Build trust with communities in despair with authentic storytelling as a method of transparency and healing
- Learn from our mistakes, fail as a path to success, and test ideas on a small scale.


TOOLS AND IDEAS FOR MEASURING YOUR IMPACT

Here are a few tools and ideas that My LA2050 Grants Challenge applicants use for measuring their impact ▶


Keep track of **positive press** (news, blog posts, social media mentions/shares), and share it with your supporters

Create a rating system to **track progress** (e.g., red – green, A-F, etc.)


Provide opportunity for written, **audio, video feedback/ testimonials**



Make **concrete commitments/ goals** for one year of progress tracking



Hold monthly **public meetings for input/ feedback** on your work and impact



Utilize pre/post surveys and **evaluation tools**

Utilize **website analytics** like Google analytics to understand where your supporters are landing and clicking