



# INTEGRATED REPORT TO THE CHICAGO COMMUNITY TRUST

*May – December 2016*



ROLLER  
STRATEGIES

# MAY-DECEMBER 2016

INCLUDING PRECONDITIONS  
AND 1 CYCLE OF GROVE3547

<b>ESTIMATED SPEND TO DATE</b>	\$	
<b>ESTIMATED VALUE CREATED</b>	\$	
<b>RETURN ON INVESTMENT</b>		%

		VALUE
<b>HUMAN CAPITAL</b>	\$	
<b>SOCIAL CAPITAL</b>	\$	
<b>INTELLECTUAL CAPITAL</b>	\$	
<b>FINANCIAL CAPITAL</b>	\$	
<b>TOTAL</b>	\$	

# 00.

## *Contents*

- 1. THE CONTEXT**
  - INTRODUCTION
  - ROLLER & THE CHICAGO COMMUNITY TRUST
  - CHICAGO
  - WHAT IS A SOCIAL LAB?
  - WHAT IS AN INTEGRATED REPORT?
- 2. THE STRATEGY**
  - OUR APPROACH
  - THE STAKEHOLDERS
  - THE TIMELINE
  - WHAT WERE THE RISKS WE IDENTIFIED?
- 3. THE SIX CAPITALS**
  - METHODOLOGY FOR VALUATION
  - WHAT WERE OUR ORIGINAL ESTIMATES?
  - WHAT ARE OUR ACTUAL RESULTS?
  - ... HUMAN CAPITAL
  - ... SOCIAL CAPITAL
  - ... INTELLECTUAL CAPITAL
- 4. PROJECT FINANCES**
  - INPUTS
  - PROJECT FINANCE SUMMARY
  - RETURN ON INVESTMENT
- 5. APPENDIX**

**01.**

*The Context*

## INTRODUCTION

THIS REPORT is an account of the results produced by Roller Strategies acting on behalf of the Chicago Community Trust over the period May to December 2016.

Work on Cycle I of Grove3547 will conclude in December 2016. This report is an interim account of the impact created through our work in Chicago and serves as a prototype integrated report format for a social lab.

We welcome feedback and comments on this report.



O'HARE AIRPORT / WELCOME FOR OUT-OF-STATE TEAM

## ROLLER & THE CHICAGO COMMUNITY TRUST

THE CHICAGO Community Trust (CCT) is a community foundation dedicated to improving the Chicago region through strategic grant-making, civic engagement and by inspiring philanthropy.

As the CCT enters into its second millennium, the current challenge (as stated by CEO Terry Mazany) is

*“...to balance the stability and reliability you expect with the courage and innovation demanded by the times in which we live.”*

Through its 2014 process “On The Table” which involved broad consultation across the community the Trust created a new initiative: the “collaboratories.” This took six promising ideas originated through On The Table into action. A lot of learning was generated as part of the collaboratories as well as a desire to build on the experience for a second generation.

Roller Strategies was invited by CCT to develop an approach to building the second generation of collaboratories, building on the learning from the first generation and bringing in social labs as a mechanism for organising the work. In addition to running a social lab Roller worked to increase the capacity of CCT and the wider stakeholders to understand and ultimately

run social labs as a mechanism for their grant funding.

The original proposal was to run a second generation collaboratory using a social-labs approach, focussing on a single issue. One cycle of a full-scale social lab (called a “minimum viable lab”) will run from September through December 2016.

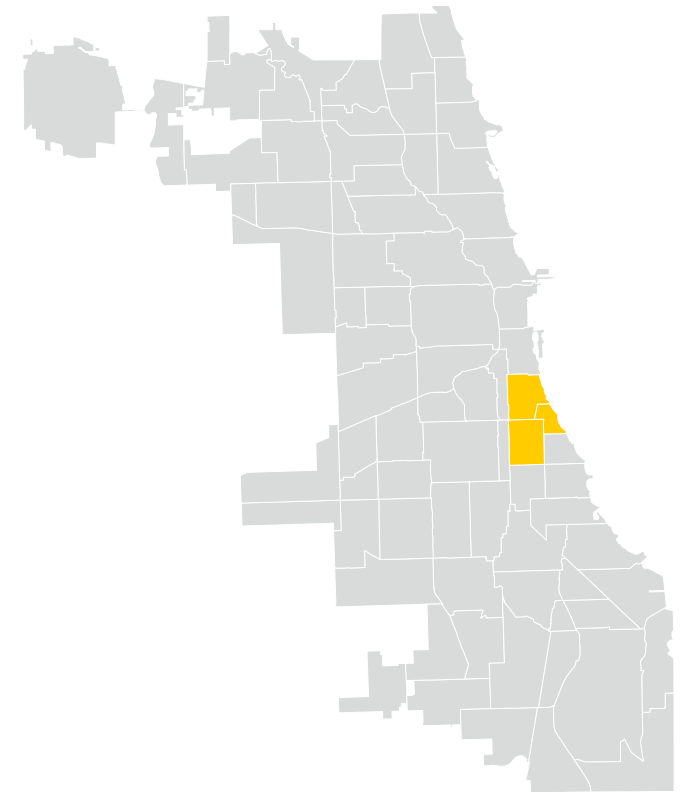
The proposal included a four month preconditions phase, during which Roller would work with CCT and community stakeholders to determine the focus point of the lab.

The outcome of the preconditions phase was that the lab, now named Grove3547, would focus on the challenge statement:

*How can we work together to support young people in Chicago to develop resilient livelihoods?*

One cycle or MVL, will run from September through December 2016 in three South Side neighborhoods:

- Grand Boulevard
- Douglas Park
- Oakland





CHICAGO COMMUNITY TRUST / EVA PENAR SPEAKS WITH OTHER CHICAGO COMMUNITY TRUST STAFF



## CHICAGO

CHICAGO IS one of the great American cities.

Sitting on the shores of Lake Michigan, Chicago is the largest metropolis of the Mid-West, the third largest city in the country. It was home to the legendary Daley Machine. It was in Chicago's Grant Park that Obama gave his victory speech. It's a city where the blues found a home in exile. It's home to the White Sox. It's now home to the beleaguered Mayor Rahm Emanuel. It's home to the Southside and the Westside and the Northside. It is not New York and it is not LA. It is Chicago.

Unfortunately, Chicago is in deep crisis. The crisis has long, dark roots; starting from being the most segregated city in the country, coupled with decades of corruption and systematic disinvestment, all resulting in a city being torn apart by structural racism.

One person we interviewed in the pre-conditions phase for Grove remarked

*"I don't think that I've ever lived in a city where there is a bigger distance between what people think of the city, what the North-siders think of as Chicago and what a South-sider thinks of as Chicago versus what a West-sider thinks of as Chicago. There is this shared existence and this shared destiny. It's shocking to me that you're not paying more attention. It's not funny that this part of the city is awesome and the city you live in is incredibly impoverished. There is more social dissension in Chicago than LA, New York or any other city in America. That should bother you."*

It's in this context that we have launched Grove3547.



**DIALOGUE INTERVIEW TRAINING** / DANIEL ASH (LEFT), RACHEL PATE AND PEGGY DAVIS PARTICIPATE IN DIALOGUE INTERVIEW TRAINING AT THE CHICAGO COMMUNITY TRUST

## WHAT IS A SOCIAL LAB?

*“We have scientific and technical labs for solving our most difficult scientific and technical challenges. We need social labs to solve our most pressing social challenges.”*

—ZAID HASSAN

Social labs have been quietly brewing for almost twenty years. Hundreds of people around the world have been and are developing social labs. Thousands more have participated in them. There are labs focused on eliminating poverty, on water sustainability, on transforming media, on government, on climate, on social innovation and on many more issues. A growing number of people are focusing their heads, hearts, and hands on addressing complex social challenges.

Social labs are platforms for addressing complex social challenges that have three core characteristics.

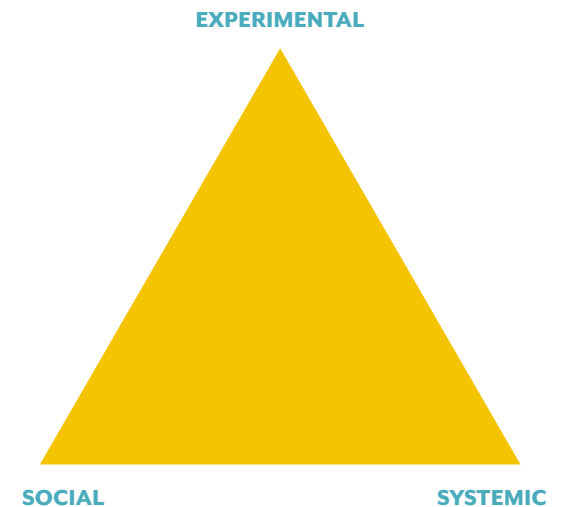
**1. THEY ARE SOCIAL.** Social labs start by bringing together diverse participants to work in a team that acts collectively. They are ideally drawn from different sectors of society, such as government, civil society, and the business community. The participation of diverse stakeholders beyond consultation, as opposed to teams of experts or technocrats, represents the social nature of social labs.

**2. THEY ARE EXPERIMENTAL.** Social labs are not one-off experiences. They’re ongoing and sustained efforts. The team doing the work takes an iterative approach to the challenges it wants to address, prototyping interventions and managing a portfolio of promising solutions. This reflects the experimental nature of social labs, as opposed to the project-based nature of many social interventions.

**3. THEY ARE SYSTEMIC.** The ideas and initiatives developing in social labs, released as prototypes, aspire to be systemic in nature. This means trying to come up with solutions that go beyond dealing with a part of the whole or symptoms and instead address the root cause of why things are not working in the first place.

These characteristics are not arbitrary. Nor are they convenient. Getting really diverse groups of people to simply step into a room together is hard, let alone trying to get them to act together. Taking an experimental approach requires not only discipline but also a degree of stability and commitment rare in a project-obsessed world. Addressing the root causes of challenges eschews easy and popular political wins in favor of longer time frames and greater uncertainty.

While none of these characteristics are convenient, each is necessary; deeply so. Each characteristic represents hard-won conclusions wrestled at great cost from many thousands upon thousands of hours of trial and error. Each represents countless workshops where many stakeholders shared their most agonizing and difficult challenges. And perhaps more than anything else, together they represent integrity and honesty— they are not what we want solutions to look like, but what we have found they actually look like when effective.





**BRONZEVILLE** / ATTENDEES MINGLE DURING A GROVE 3547 INFLUENCERS EVENT HOSTED BY L3 AGENCY IN BRONZEVILLE

## WHAT IS AN INTEGRATED REPORT?

INTEGRATED REPORTING is an evolution of corporate reporting with a focus on conciseness, strategic relevance and future orientation. As well as improving the quality of information contained in the final report, Integrated Reporting makes the reporting process itself more productive, resulting in tangible benefits. Integrated Reporting requires and brings about integrated thinking, enabling a better understanding of the factors that materially affect an organization's ability to create value over time. It can lead to behavioural changes and improvement in performance throughout an organization.

Our work is based upon our ability to create sustainable value within the systems we are working in. This means generating surplus value, in the form of multiple capitals, directed towards addressing the challenge. By this we mean more than just financial value or financial capital.

We have as a society started to appreciate and even value other forms of wealth and to understand the importance of a more holistic view for our communities well-being. For example, we regularly refer to the depletion of our natural or environmental capital and we often reference the strength or lack of social capital within a group or community. It is becoming more common to take a triple bottom line approach to reporting; not only looking at profit, but what other impact the organisation has had on the system it works within.

Where a triple bottom line approach will disclose social, environmental and economic performance, Integrated Reporting will take this approach a step further by identifying where value has been generated in these areas.

Our work therefore takes into consideration these multiple capitals. We identify six interconnected capitals within society and in order to have healthy and thriving communities we need to look at creating wealth across all of them otherwise our efforts will be unsustainable.

This report is intended to provide a concise demonstration of how Roller and CCT have together created value through the Grove3547 Lab in four classes of capital:

- Human Capital or new capacities
- Social Capital or increased trust in the system
- Intellectual Capital or new knowledge and information
- Financial Capital or new stocks (and flows) of financial capital

It will do this by providing an overview of the strategies, results and prospects within the context of Chicago in 2016.

**02.**

*The Strategy*

## OUR APPROACH

OUR DESIGN criteria for the Lab were:

- An action-orientated approach
- Tangible value is generated for residents on the ground
- Create new opportunities for engaging in problem solving and action among our civic community, in particular residents
- Real capacities built in participants
- Increased awareness of innovative ways to address complex challenges

This approach involves 2 phases –the preconditions phase and the lab phase, both of which are outlined below.

## PRECONDITIONS PHASE

Taking an action-orientated approach in any situation requires a set of preconditions to be met. In this case, preconditions include:

1. Challenge – can we clearly state what the challenge is that we want to address? Do we have the necessary Resources to start work?
2. Do we have the right People (in terms of either skills or representation) on board?
3. Do we have some sense of Strategic Direction – our best guess as to what might address the challenge we wish to address?

The Preconditions Phase was focused on ensuring that the Collab is set-up in order to succeed.

Work involves ensuring preconditions are in place before stakeholders are brought together (which will happen at the start of the Lab Phase).

## LAB PHASE

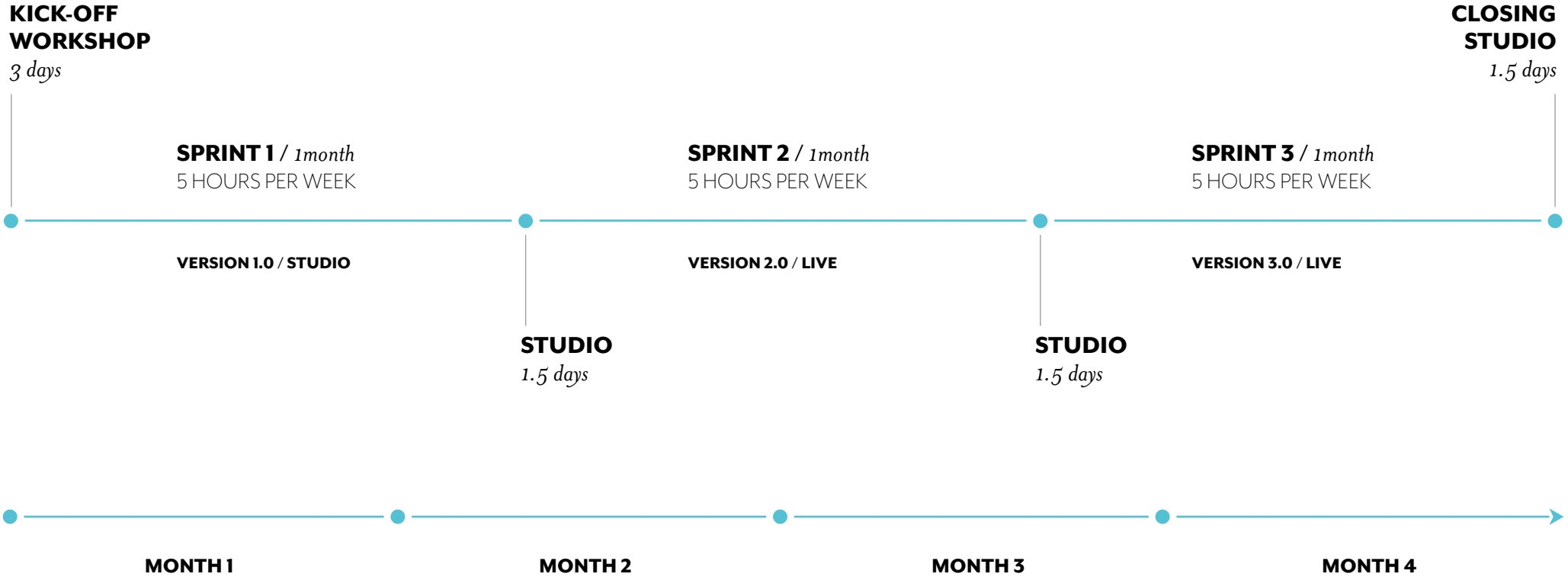
We proposed that the Lab Phase would run from early September to early December 2016. There were to be four workshops in total:

- A Kick Off workshop to set the context for the lab. This is where the participants would organize into four or five prototyping teams to work together over the following three months
- 3 x Studio Workshops where the prototyping teams come together to demonstrate what they've worked on, share learnings and receive coaching.

Our assumption for the constitution of the core Lab team is approximately 30 participants, with a maximum cut off of 35.

We anticipated that one-third of these participants would be “non-professional residents” and two-thirds would be professionals. We also recommended that one-third of participants were selected for technical skills (such as video, graphic design and so on) that will assist in the prototyping work. This is a rule-of-thumb rather than a hard cut-off.

**SINGLE CYCLE**





## THE STAKEHOLDERS

SOCIAL LABS are designed to address systemic change. Because of this holistic view it is important to look across the entire ecosystem to understand the different stakeholders which make up the system. For Grove four principal stakeholder groups were identified that would benefit from the results generated through the Lab session.

- + **CCT+**: this includes the wider CCT ecology, including partners
- = **PEER GROUP**: this group includes organisations that can be thought of as “peers” to CCT, including (but not exclusively) other foundations
- **CBOs**: this groups includes all organisations in the Chicagoland region that receive grant funding in order to address complex challenges, this includes social enterprises, faith-based groups and others
- × **BENEFICIARIES**: this group can be thought of as “residents” or the ultimate beneficiaries for the myriad programmes that are supported by grant funding

### CCT+

*wider cct ecology,  
including partners*

### PEER GROUP

*organizations that can be  
thought of as "peers" to cct*

### CBOs

*organizations in  
Chicagoland region that  
receive grant funding in  
order to address complex  
challenges*

### BENEFICIARIES

*"residents" or the ultimate  
beneficiaries for the  
myriad programmes that  
are supported by grant  
funding*

## THE TIMELINE

THE TIMELINE in the following pages provides details of the activities against these workstreams. It shows the key activities for both the Preconditions phase and for the start of Grove (The Lab).

As discussed many of the activities are on-going or not started. This timeline will be updated as the Lab progresses and comes to a completion in December 2016.

## OUTPUTS:

### THE SIX CAPITALS

#### 01. PRECONDITIONS /

*March – August*

#### 02. MINIMAL VIABLE LAB /

*September – December*

PRECONDITIONS / MARCH-AUGUST

MARCH	APRIL	MAY	JUNE	JULY	AUGUST
<ul style="list-style-type: none"> <li>CONTRACT IN PLACE WITH CCT</li> </ul>		<ul style="list-style-type: none"> <li>SPRINT RALLY</li> <li>KICK-OFF MEETING</li> <li>ON THE TABLE</li> <li>DECIDED ON 3 NEIGHBORHOODS</li> </ul>	<ul style="list-style-type: none"> <li>MOVED STRATEGY MEETINGS TO WEDNESDAYS AND THURSDAYS</li> <li>RACI 2.0 / DELTA&amp; IN CLIENT SERVICES MANAGEMENT</li> <li>NATHAN HEINTZ JOINED ROLLER</li> <li>STARTED OUTREACH FOR GROVE3547 PARTICIPANTS</li> <li>BEGAN LOOKING FOR VENUES FOR GROVE3547</li> </ul>	<ul style="list-style-type: none"> <li>DONOR RELATIONS COMMITTEE</li> <li>NATHAN HEINTZ MOVES TO CHICAGO</li> <li>LAUNCHED GROVE 3547 WEBSITE</li> <li>GROVE INSIDE COURSE</li> <li>BLACK START NEWSLETTER</li> <li>TIMING DECISION</li> </ul>	<ul style="list-style-type: none"> <li>MECCA PERRY JOINS ROLLER</li> <li>CARYN CURRY, BRIANA CURLY AND MICHAEL GELOBTER JOIN HOSTING TEAM</li> <li>JUSTIN BARRETT AND DEVIN MAYS JOIN CCT ON GROVE3547 PROJECT</li> <li>2ND FINANCE APPROVAL</li> <li>DELTA SECRETARIAT</li> <li>INNOVATION FUND IN PLACE</li> </ul>
		<ul style="list-style-type: none"> <li>5 MAY / <b>LEADERSHIP MEETING</b> / BP, CH, DOA, JT, MD, PD, ZH</li> <li>6 MAY / <b>SOCIAL LAB LUNCH</b> / BP, CH, MRL, ZH</li> </ul>	<ul style="list-style-type: none"> <li>6 JUNE / <b>CORE TEAM RALLY</b></li> <li>6 JUNE / <b>SPRINT RALLY</b> / CH, DOA, JT, MD, PD, ROLLER</li> <li>6 JUNE / <b>CORE TEAM STAKEHOLDER MAPPING</b></li> <li>7 JUNE / <b>CORE TEAM WORK DAT</b> / <i>Greeline Cafe</i></li> <li>8 JUNE / <b>MEETING</b> / CH, DOA, ROLLER</li> <li>8 JUNE / <b>BACKLOG GROOMING &amp; CORE TEAM WORK TIME</b></li> <li>8 JUNE / <b>INTRO</b> / JT &amp; ROLLER</li> <li>8 JUNE / <b>INTERVIEW TRAINING, INTERVIEW TRAINING PREP</b></li> <li>8 JUNE / <b>STAKEHOLDER MAPPING</b></li> <li>9 JUNE / <b>TM + ZH 1:1</b></li> <li>9 JUNE / <b>MEETING WITH DEAN OF HARRIS SCHOOL</b> / CH, ZH</li> <li>9 JUNE / <b>CORE TEAM RALLY</b></li> <li>9 JUNE / <b>DINNER MEETING</b> / BP, CH, DOA, TM, ZH, + 6 OTHERS / <i>University Club</i></li> <li>10 JUNE / <b>DIALOGUE INTERVIEW TRAINING</b> / CCT STAFF</li> <li>12 JUNE / <b>CORE TEAM AGILE MEETING</b></li> <li>13 JUNE / <b>DIALOGUE INTERVIEW</b> / TERRY MAZANY</li> <li>13 JUNE / <b>DIALOGUE INTERVIEW</b> / JALWAN HALL</li> <li>13 JUNE / <b>DIALOGUE INTERVIEW</b> / CHRISTIAN DIAZ</li> <li>13 JUNE / <b>DIALOGUE INTERVIEW</b> / CHRIS MALLETT</li> <li>13 JUNE / <b>DIALOGUE INTERVIEW</b> / MARY RICHARDSON LOWRY</li> <li>13 JUNE / <b>DIALOGUE INTERVIEW</b> / MAURICE CLASSEN</li> <li>13 JUNE / <b>DIALOGUE INTERVIEW</b> / JAMES RUDYK</li> <li>14 JUNE / <b>DIALOGUE INTERVIEW</b> / BONNIE ALLEN</li> <li>14 JUNE / <b>DIALOGUE INTERVIEW</b> / EVELYN DIAZ</li> <li>14 JUNE / <b>DIALOGUE INTERVIEW</b> / DEBORAH BENNETT</li> <li>14 JUNE / <b>DIALOGUE INTERVIEW</b> / LAWRENCE BENITO</li> <li>14 JUNE / <b>DIALOGUE INTERVIEW</b> / JAMES DUNLOP</li> <li>14 JUNE / <b>DIALOGUE INTERVIEW</b> / SHARI RUNNER</li> </ul>	<ul style="list-style-type: none"> <li>18 JULY / <b>CORE TEAM SPRINT RALLY</b></li> <li>18 JULY / <b>TM + ZH 1:1</b></li> <li>18 JULY / <b>MEETING</b> / TM, ZH, AP + ARNE DUNCAN</li> <li>18 JULY / <b>SPRINT RALLY</b> / CH, DOA, JT, MD, PD, ROLLER</li> <li>18 JULY / <b>L3 INFLUENCERS EVENT</b> / <i>Some Like It Black Creative Arts Bar</i></li> <li>18 JULY / <b>DIALOGUE INTERVIEW</b> / BRIAN SLEET</li> <li>18 JULY / <b>DIALOGUE INTERVIEW</b> / CONNIE SPREEN</li> <li>18 JULY / <b>DIALOGUE INTERVIEW</b> / KIARA BYRD</li> <li>18 JULY / <b>DIALOGUE INTERVIEW</b> / JAMES ROSS</li> <li>19 JULY / <b>LEADERSHIP BREAKFAST</b> / BP, CH, DOA, PD, TM, ZH / <i>South Water Kitchen</i></li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / TAWA MITCHELL</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / MESSIAH EQUIANO</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / TIM JONES</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / RA JOY</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / LAWRENCE BLAKELY</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / KARRIEM WATSON</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / MATTHEW LYNCH</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / PATRICIAN FRON</li> <li>19 JULY / <b>DIALOGUE INTERVIEW</b> / JOANNA TROTTER</li> <li>20 JULY / <b>FILM DISCUSSION</b> / BP, NH, ZH + MESSIAH EQUIANO</li> <li>20 JULY / <b>GROVE BUDGET DISCUSSION</b> / CC, CH, LE, ZH</li> <li>20 JULY / <b>CORE TEAM PREP FOR MASTER CLASS</b></li> <li>20 JULY / <b>DIALOGUE INTERVIEW</b> / SEQUANE LAWRENCE</li> <li>20 JULY / <b>DIALOGUE INTERVIEW</b> / QUINN RALLINS</li> <li>20 JULY / <b>DIALOGUE INTERVIEW</b> / JOHN HUNTER</li> <li>20 JULY / <b>DIALOGUE INTERVIEW</b> / SHAZ RASUL</li> <li>20 JULY / <b>DIALOGUE INTERVIEW</b> / SHADAE GATLIN</li> <li>20 JULY / <b>DINNER</b> / TM + ZH</li> <li>21 JULY / <b>DIALOGUE INTERVIEW</b> / NICOLE WADDINGTON</li> <li>22 JULY / <b>DIALOGUE INTERVIEW</b> / CHAKENA SIMS</li> <li>21-22 JULY / <b>2 DAY MASTER CLASS</b></li> <li>25 JULY / <b>BREAKFAST MEETING</b> / TM, ZH, JULIA STASH, MO DAALDER, SAM SCOTT</li> <li>25-26 JULY / <b>DIALOGUE INTERVIEW PROCESSING WORKSHOP</b></li> <li>26 JULY / <b>R&amp;R</b> / CH, DOA, JT, MD, PD, ROLLER</li> <li>27 JULY / <b>UNCLE JOE'S TROPICAL DINING</b></li> <li>27 JULY / <b>OUTREACH EVENT</b> / <i>Sp. &amp; Saavor</i></li> <li>27 JULY / <b>OUTREACH EVENT</b> / <i>Ain't She Sweet Cafe</i></li> <li>29 JULY / <b>CENTERS FOR NEW HORIZONS WORKFORCE SITE</b></li> </ul>	<ul style="list-style-type: none"> <li>5 AUGUST / <b>OAKWOOD CENTER (THE COMMUNITY BUILDERS)</b></li> <li>29 AUGUST / <b>CORE TEAM RALLY</b></li> <li>29 AUGUST / <b>TM + ZH 1:1</b></li> <li>29 AUGUST / <b>SPRINT RALLY</b> / HOSTING TEAM</li> <li>30 AUGUST / <b>LEADERSHIP TEAM MEETING</b> / CH, DOA, PD, TM, ZH</li> <li>30 AUGUST / <b>LAB KICKOFF VENUE VISIT</b></li> <li>31 AUGUST / <b>STRATEGY MEETING</b> / CH, DOA, LE, ZH</li> <li>31 AUGUST / <b>COMMS-INFORM. STRAT. MEETING</b> / AP, BC, CC, DM, JB, NH, ZH</li> </ul>

EVENTS ● 1-5 PARTICIPANTS ● 5-20 PARTICIPANTS ● 20+ PARTICIPANTS

MINIMAL VIABLE LAB / SEPTEMBER-DECEMBER

SEPTEMBER

- GROVE3547 HAS 5 PROTOTYPING TEAMS
- AGILE SPRINTS MOVED TO WEEKLY CYCLE
- COACHES FOR GROVE3547 BEGIN WORKING WITH TEAMS

- 1 SEPTEMBER / **LAB FACILITATION TEAM PREP**
- 1 SEPTEMBER / **HOSTING TEAM (HT) DINNER**
- 2 SEPTEMBER / **LAB FACILITATION TEAM PREP**
- 6 SEPTEMBER / **LAB FACILITATION TEAM PREP**
- 6 SEPTEMBER / **COMMUNITY STAKEHOLDER STRATEGY MEETING / HT**
- 6 SEPTEMBER / **HT DINNER**
- 7-9 SEPTEMBER / **LAB KICK OFF**
- 9 SEPTEMBER / **HT DEBRIEF**

OCTOBER

- AGREE TO DO 2 MORE MASTER CLASSES

- 3 OCTOBER / **TM + ZH 1:1**
- 3 OCTOBER / **R&R / CH, DOA, ROLLER**
- 3 OCTOBER / **HT ARRIVAL AND LAB PREP**
- 3 OCTOBER / **HT DINNER**
- 4-5 OCTOBER / **GROVE 3547 STUDIO I**
- 5 OCTOBER / **HT DEBRIEF**
- 6 OCTOBER / **SPRINT RALLY**

NOVEMBER

- 14 NOVEMBER / **TM + ZH 1:1**
- 14 NOVEMBER / **GROVE 3547 LEADERSHIP TEAM MEETING / AP, BP, CH, DOA, TM, ZH, PD**
- 14 NOVEMBER / **HT LAB PREP**
- 14 NOVEMBER / **HT DINNER**
- 14 NOVEMBER / **GROVE 3547 2017 PROPOSAL DISCUSSION / AP, CH, DOA, ZH**
- 14 NOVEMBER / **GROVE 3547 2017 PROPOSAL DISCUSSION / AP, ZH, PD**
- 15-16 NOVEMBER / **STUDIO II**
- 15-16 NOVEMBER / **STATE OF THE COMMUNITY**
- 17 NOVEMBER / **HT DEBRIEF**
- 17 NOVEMBER / **MASTER CLASS OUTLINE DISCUSSION / EMILY HARRIS (CCT), CH, ZH**
- 17 NOVEMBER / **INFORMATION STACK DISCUSSION / AP, LN SR (SAM RYE)**
- 21 - 22 NOVEMBER / **EFFECTIVE GROUP FACILITATION COURSE / AP, CH, RP (RACHEL PATE, CCT), CPC, CC, LN, LE, KJ, JB, MP, ZH, NH**

DECEMBER

- 5 DECEMBER / **GROVE 3547 LEADERSHIP TEAM MEETING / AP, BP, CH, DOA, TM, ZH, PD**
- 5 DECEMBER / **2017 STRATEGY DISCUSSION / AP, DOA, ZH, PD**
- 5 DECEMBER / **HT LAB PREP**
- 5 DECEMBER / **HT DINNER**
- 6 - 7 DECEMBER / **GROVE 3547 STUDIO III**
- 5 DECEMBER / **GROVE 3547 STUDIO III GUEST ATTENDANCE**
- 7 DECEMBER / **MASTER CLASS LOGISTICS PREPARATION MEETING / AP, LN, MP, ALEX PEREZ-GONZALES (CCT), JUSTIN BARRETT (JB, CCT)**
- 8 DECEMBER / **HT DEBRIEF**
- 8 DECEMBER / **MASTER CLASS PREP / AP, NH, ZH, KJ (KEVIN JOHNSON)**
- 10 - 11 DECEMBER / **MASTER CLASS LOGISTICS SET UP / LN, MP, JB**
- 12 - 14 DECEMBER / **INCLUSIVE CHICAGO MASTER CLASS**



KICK-OFF STUDIO / PARTICIPANTS START TO BUILD PROTOTYPES



**KICK-OFF STUDIO** / PARTICIPANTS AND HOSTING TEAM MEMBERS SHARE LUNCH



**KICK-OFF STUDIO** / CHRISTIAN DIAZ (LEFT), AMBER JOHNS AND NATHAN HEINTZ COMPLETE A SENSING ACTIVITY



KICK-OFF STUDIO / GROVE PARTICIPANT DAVID SPEAKS WITH CARYN CURRY OF THE HOSTING TEAM





STUDIO II / PARTICIPANTS DURING STUDIO II



STUDIO II / ANNA LEE DURING STUDIO II



**STUDIO II** / BINA PATEL OF THE HOSTING TEAM AND JOHNNY HART SHARE A LAUGH DURING STUDIO II



**STUDIO II** / PARTICIPANTS VOTE TO PERSEVERE OR PIVOT



STUDIO II / GROVE PARTICIPANTS AT STUDIO II

## WHAT WERE THE RISKS WE IDENTIFIED?

	RISKS	MITIGATION
01. Context of Participation	Investors or Suppliers	If Roller participates in the Lab as a co-investor with CCT (meaning our fees are not fully funded by CCT) this can present a tension between the governance and facilitators roles in the lab. This tension can be managed, yet can risk the perception of the facilitators as actors in the system vs clearly neutral actors. A supplier relationship would minimize this risk. This would require raising an additional \$ from other funders.
02. Resources= \$100,000 (Innovation Fund)	It may be a risk that it is too low.	Mitigate by additional fundraising, crowd-funding.
03. Prototype teams ability to effectively absorb and utilize the \$20k per team	Are they organized and supported well enough to the fund wisely?	Regular access to coaching support can mitigate this risk. Also, the degree to which the lab participants have strong relationships with the community will impact their effectiveness with prototypes. If no or distant relationships even with resources, effecting change will be difficult. The choice of target community therefore can contribute to minimizing this.

	RISKS	MITIGATION
04. Prototype Development Coaching	<p>Prototyping activity reverts to BAU planning exercises.</p> <p>No prototypes are tested with stakeholders.</p> <p>Too slow or too fast convergence on ‘answers’</p> <p>Blind spots around stakeholder involvement and integrating stakeholder feedback</p>	<p>Coaching needs to be provided throughout prototyping phase. This includes:</p> <p>SPRINT 1: Minimum weekly 1 hour stand up with facilitator</p> <p>SPRINT 2/3: Bi-weekly 1 hour coaching call with facilitator</p>
05. The selection of Challenge	<p>Challenge poorly defined, or challenge selected targets a community where lab participants do not have strong social capital</p>	<p>Selection of partner organization(s) and ensuring their relationship to beneficiary community is strong</p>
06. Communications	<p>Communications are not visible to large enough population.</p> <p>Communication is not effective and people do not understand what they are signing up for with Lab participation</p> <p>Communication across the Lab members and stakeholders is not sufficient to allow the Lab work to be effective</p>	<p>Budget needs to be identified to support communication about the Lab before, during and after. This includes, communication with Lab participants, partners, stakeholders, progress updates and outcomes.</p> <p>Local/on the ground expertise identified to support communications.</p>

	RISKS	MITIGATION
07. Information	<p>Information and data that is needed for the Lab is not available</p> <p>Participants/stakeholders are frustrated due to lack of information and progress information regarding the lab.</p>	<p>Budget allocated to information flow throughout lab. Information needs scoped fully and aligned in advance.</p> <p>In order to increase the fidelity of ideas prototyped by the Lab create an Atlas of Ideas = A digital “atlas” mapping the spread of innovative efforts in the challenge domain.</p> <p>See <a href="http://www.social-labs.com/mapping-the-landscape-of-labs-a-google-map/">HTTP://WWW.SOCIAL-LABS.COM/MAPPING-THE-LANDSCAPE-OF-LABS-A-GOOGLE-MAP/</a> for a crude version, we would make this searchable etc.</p> <p>See <a href="http://atlasofthefuture.org/">HTTP://ATLASOFTHEFUTURE.ORG/</a> for a more ambitious effort.</p>
08. Lab Team Less than 36 participants	<p>There is attrition in the lab such that teams are not sufficiently staffed</p>	<p>Application process for recruitment and ensuring ability to participate in all Lab activities is aligned up front.</p> <p>Recruiting sufficient numbers to allow for small attrition.</p>



	RISKS	MITIGATION
<p>09. Selection process and decision makers</p>	<p>There is a bias toward particular participants or representative groups that actually do not fit into the Lab intention/outcomes.</p> <p>Misalignment between participants and the purpose of the Lab.</p> <p>Recruitment process is inefficient and does not produce quality results in the timeframe.</p>	<p>Dialogue interviews will mitigate recruitment of unsuitable participants given the intimate nature of the interviews.</p> <p>Alignment on selected participants from members of the core team.</p>
<p>10. Venues</p>	<p>Venue needs to be determined for Kick-off and Collaboration Workshops. Ideally a Convening Partner would provide this. If not budget needs to be allocated.</p>	<p>Process is intimately impacted by space. This can be an Achilles heel that falls through the cracks.</p>
<p>11. Timeline</p>	<p>Only completing one Lab cycle in the minimum viable lab structure</p>	<p>The shortness of the process means that the fidelity of the ideas prototyped represent a “BAU” response and are deemed to be “nothing new” or ineffective.</p>

**03.**

*The Six Capitals*

## METHODOLOGY FOR VALUATION

OUR METHODOLOGY for estimating value is to consider an activity we would conduct, for example Deep Dialogue Interviews. We estimate what forms of capital this activity would generate and then value this capital accordingly.

There are six possible classes of results we can generate:

**01. HUMAN CAPITAL /**

*new capacities*

**02. SOCIAL CAPITAL /**

*new relationships & increased trust in the system*

**03. INTELLECTUAL CAPITAL /**

*new knowledge and information*

**04. PHYSICAL CAPITAL /**

*new products, services or infrastructure*

**05. FINANCIAL CAPITAL /**

*new stocks (and flows) of financial capital*

**06. NATURAL CAPITAL /**

*ecosystem services (such as trees or cleaner air)*

As the Lab is going to run a single cycle, designed to be a Minimum Viable Lab, we made an assumption that either certain classes are irrelevant, impossible to determine in such a short cycle, or too unpredictable.

We believe that the prototypes will generate physical capital but they are deemed too uncertain in such a short timeframe to factor into a valuation.

It is unlikely that natural capital will be created but we might consider carbon offsets as a way of the Lab being carbon neutral. We may also want to consider supplier sourcing for environmental impact (for example, catering).

We therefore excluded physical and natural capital from our original value estimation.



*Human Capital +  
Social Capital +  
Intellectual Capital +  
Physical Capital +  
Financial Capital +  
Natural Capital =*

---

**SUSTAINABLE VALUE**

### ESTIMATING HUMAN AND SOCIAL CAPITAL

WE CAN work out the value generated by assigning a point or value based on the number of people impacted and their level of engagement at each stage.

For example a person who attends a single lab event with no further engagement would receive a single point, whereas a person who invests their own time in the lab to try and make it a success would receive eight points.

POINTS	STAGE
1	Single Engagement
2	Multiple Engagement
3	In Kind Donation
5	Investment of Money
8	Investment of Time
13	Investing Time + Money + In-Kind

Each point is valued at \$

This is based on the cost that the market is willing to pay for the outcomes of a 2-day event (\$ per day per person).

### ESTIMATING INTELLECTUAL CAPITAL

ON THE basis of I point = \$ we need to estimate the value of each informational product that the Lab generates.

The basis for estimating value of informational products is engagement.

How many people will a product engage?

So for example, a report that no one wants to read clearly is of lower value than a video that is watched many millions of times.

We assign each information product a value of n, where n is the number of people we expect a product to engage, multiplied by I point, so a report that engages 100 people is worth 100 x I or 100 points.

We assume information products will engage stakeholders only once (i.e. we do not assume someone will read a report twice or that the report will cause them to donate to the Collab, although this may well happen).

Note that we are not valuing “impressions” – for example, people who simply “see” a banner advert online. We assume a single point for an engagement where a user “consumes” an informational product, that is, reads or views a product.

## WHAT WERE OUR ORIGINAL ESTIMATES?

	PEOPLE	POINTS	VALUE EST.
Human Capital	123	239	\$
Social Capital	561	1,233	\$
Intellect. Capital	735	735	\$
Financial Capital	65	845	\$
	<b>1,484</b>	<b>3,052</b>	<b>\$</b>

### HUMAN CAPITAL

OUR ORIGINAL estimate of Human Capital generation was focussed on participation in the Lab activities, such as the Kick Off workshop, Studio events, and active participation in the prototyping teams. We did not include estimations for any capacity-building activities, such as dialogue interview training.

**IMPACT ESTIMATE:**

*123 participations in the Lab activities*

### SOCIAL CAPITAL

SOCIAL CAPITAL is about building new relationships. Our method here was to focus on the number of new relationships built through Lab activities. This included networking with new people at Lab events and developing relationships through dialogue interviews.

**IMPACT ESTIMATE:**

*561 new relationships*

### INTELLECTUAL CAPITAL

ENGAGEMENTS WITH new knowledge and materials was the focus here. This includes interactions with all stakeholder groups during the Lab convening campaign, as well as any outputs from the Lab such as reports or videos.

**IMPACT ESTIMATE:**

*735 new engagements*

### FINANCIAL CAPITAL

WE INTENDED to look at the non-financial value of Financial Capital here – in other words we were trying to estimate the social value of financial investments in the Lab. This included crowd funding and co-investment. If a stakeholder is willing to invest their own Financial Capital in the Lab, then the implication is that a large amount of Social Capital is generated through that investment.

**IMPACT ESTIMATE:**

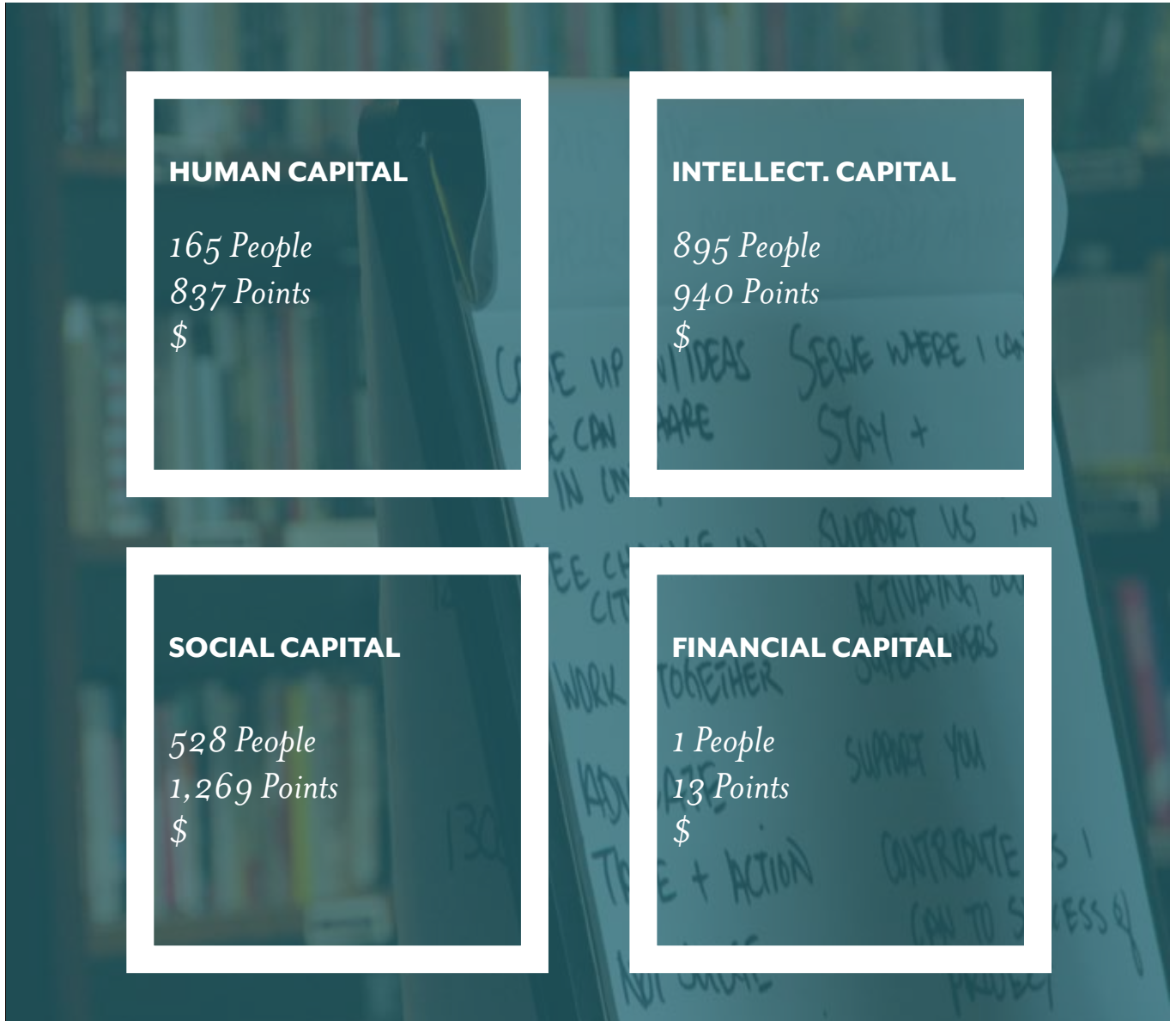
*65 individual investments in the Lab*

**WHAT ARE OUR ACTUAL RESULTS?**

	PEOPLE	POINTS	VALUE EST.
Human Capital	165	837	\$
Social Capital	528	1,269	\$
Intellect. Capital	895	940	\$
Financial Capital	1	13	\$
	<b>1589</b>	<b>3059</b>	<b>\$</b>

WHILST WE can provide an estimation of our reach for Human, Social and Intellectual capital at this point, much of the Financial capital generated through the prototypes has yet to be measured quantitatively. In addition to this, we anticipate that the Grove teams will continue to generate capital in all these areas as their prototypes develop. These figures are intended to represent a snapshot estimation of the capital generated to date.

Over the following pages we have outlined in detail where Grove3547 has generated value in the four categories detailed above, and we have also added in areas where the Lab has generated Physical capital through the prototyping teams.



**HUMAN CAPITAL**

*165 People*  
*837 Points*  
 \$

**INTELLECT. CAPITAL**

*895 People*  
*940 Points*  
 \$

**SOCIAL CAPITAL**

*528 People*  
*1,269 Points*  
 \$

**FINANCIAL CAPITAL**

*1 People*  
*13 Points*  
 \$

## HUMAN CAPITAL

MEASURING HUMAN capital is about measuring the new capacities that are built within the system - changes to people's skills and relevant experience, as well as an increase in their ability to innovate.

We've conducted a series of capacity-building workshops designed to build the Lab team's capacity to affect change as well as develop their experience in designing and delivering a Lab-approach.

### KEY OUTPUTS:

#### LAB PARTICIPATION /

*32 Participants in Grove3547*

#### DIALOGUE INTERVIEW TRAINING /

A one day workshop to train CCT staff and other local team members in how to conduct long-form dialogue interviews (biographical interviews that generate trust in a very short amount of time).

*19 People trained in dialogue interviews*

#### HOW TO DESIGN A SOCIAL LAB MASTERCLASS /

A two-day workshop aimed at providing an introduction to how social labs are designed for maximum impact. Taught by the Roller team.

*27 People participated in social lab masterclass*

#### MIKVA CHALLENGE - WORKING WITH YOUTH TRAINING /

*13 People received training from Mikva Challenge*

#### INCLUSIVE CHICAGO MASTERCLASS

A three-day masterclass on how to design social labs for the partner organisations who are part of the Inclusive Chicago proposal. The masterclass resulted in a vI.O lab design for the domain areas focussed on in the bid.

*55 People participated in the Inclusive Chicago masterclass*



**EFFECTIVE GROUP FACILITATION COURSE**

A two-day course on facilitating groups to address complex social challenges.

*14 People participated in Effective Group Facilitation*

**LOCAL STAFFING /**

Local staff have been working on Grove3547 with coaching from the Roller team and increasing autonomy. A key aspect of the Lab is building local capacity to continue the work long after the remote team is gone.

*5 Local lab staff*



## SOCIAL CAPITAL

MEASURING SOCIAL capital is about measuring new relationships and increased trust in the system. Social capital can include generating shared values amongst the community, developing key relationships, or building our “social license to operate” within Chicagoland.

### KEY OUTPUTS:

#### DEEP DIALOGUE INTERVIEWS /

DD interviews are long-form biographical interviews that generate trust in a very short amount of time (2-3hrs) and so are valued higher than a single, one-off “group” engagement activity. Participants can be seen to be making an investment of time by agreeing to a long-form interview.

*40 dialogue interviews were conducted between 13th June and 10th August 2016*

#### STAKEHOLDER DINNERS AND BREAKFASTS /

Zaid Hasan participated in a number of organised dinners as a way of promoting and socialising the lab within the wider Chicago ecosystem.

9TH JUNE / UNIVERSITY CLUB

- 4 CCT participated
- 8 Peer Group

25TH JUNE / BREAKFAST MEETING

- 2 CCT participated
- 4 Peer Group

19TH JULY / BREAKFAST MEETING

- 4 CCT participated
- 2 Peer Group

30TH AUGUST / BREAKFAST MEETING

- 4 CCT participated
- 2 Peer Group

#### L3 EVENTEURS - CONVENING CAMPAIGN /

L3 Eventeurs are a Chicago based communications agency who were hired to develop the brand and visual identity for Grove3547. As part of their work they conducted extensive research with local influencers and stakeholders to help find and determine the shortlist for lab candidates.

*Developed brand campaign name and logo for brand awareness/brand identity. The Grove 3547 brand is a blend of major intersections within the targeted communities. It is a mix of people and communities gathered at a destination to create change.*

*Identified a list of 60 Influencers in the areas of: Faith, Social/Civic, Education, Entrepreneurship, Philanthropy, and Residents.*

*Hosted an exclusive kick-off event at one of Bronzeville's newest cafes for the invited influencers.*

*Developed flyers to distribute to key locations.*

*Crafted digital invitation and thank you e-mails.*

*Developed weekly content on private FB page to engage influencers and shared Bronzeville history.*

*Executed community outreach at relevant local businesses in Bronzeville.*

*Hosted a social discussion at Centers for New Horizons Workforce site.*

PHYSICAL EVENTS

- July 8th Influencers Event / 22 Participants
- July 29th Breakfast Event / 24 Participants
- August 5th Dinner Event / 9 Attendees
- Community Outreach / 40 On street engagements

DIGITAL OUTREACH

- Email / 26 opens
- Facebook page / 19 members
- New Life Covenant / 115 members

**TOTAL CONVENING CAMPAIGN REACH**

255 INDIVIDUALS

**L3 EVENTEURS - GROVE APPLICATIONS /**

L3 Eventeurs are a Chicago-based communications agency who were hired to develop the brand and visual identity for Grove3547. As part of their work they conducted extensive research with local influencers and stakeholders to help find and determine the shortlist for lab candidates.

*Identified a list of 60 Influencers in the areas of: Faith, Social/Civic, Education, Entrepreneurship, Philanthropy, and Residents.*

*Hosted an exclusive kick-off event at one of Bronzeville's newest cafes for the invited influencers.*

*Developed flyers to distribute to key locations.*

*Executed community outreach at relevant local businesses in Bronzeville.*

*Hosted a social discussion at Centers for New Horizons Workforce site.*

PHYSICAL EVENTS

- August 5th Dinner Event / 7 Applications for Grove
- Community Outreach / 3 Applications for Grove

DIGITAL OUTREACH

*41 Online Applications for Grove*

**TOTAL IMPACT**

51 APPLICATIONS FOR GROVE3547

**WEBSITE ENGAGEMENTS /**

To date the website ([WWW.THEGROVECHICAGO.ORG](http://WWW.THEGROVECHICAGO.ORG)) has received:

- 2,125 Unique visits
- 4,713 Pageviews

STUDIO RELATIONSHIPS /

The studio workshops provide an opportunity for the prototyping teams to come together and check-in on progress. What are they finding? What adjustments and course corrections might be necessary? The Studio workshops also offer an opportunity to bring local stakeholders into the room, allowing the teams to demonstrate their prototypes and to receive feedback, different perspectives and ideas from the community.

STUDIO 1 - 4TH-5TH OCTOBER 2016

Attendees:

- 29 Grove3547 participants
- 12 External stakeholders

STUDIO 2 - 15TH-16TH NOVEMBER 2016

Attendees:

- 23 Grove3547 participants
- 19 External stakeholders

STUDIO 3 - 6TH-7TH DECEMBER 2016

Attendees:

- 26 Grove3547 participants
- 43 External stakeholders

SOCIAL CAPITAL IMPACT SUMMARY

40	DIALOGUE INTERVIEWS
4	STAKEHOLDER BREAKFASTS/DINNERS. 4 CCT STAFF, 10 PEER GROUP
95	PHYSICAL ENGAGEMENTS THROUGH CONVENING CAMPAIGN
160	ONLINE CAMPAIGN ENGAGEMENTS
51	LAB APPLICATIONS
2,000	WEBSITE VISITORS
74	EXTERNAL STAKEHOLDERS ATTENDING STUDIO EVENTS



KICK-OFF STUDIO / MANISH JAIN AND MICHAEL JOHNSON SHARE A MOMENT DURING THE KICK-OFF STUDIO



KICK-OFF STUDIO / ANGELA PUGH WORKS WITH GROVE MEMBERS TO SORT CONCEPTS



KICK-OFF STUDIO / GROVE MEMBERS SORT CONCEPTS DURING THE KICK-OFF STUDIO







KICK-OFF STUDIO / GROVE MEMBERS VIEW THE SORTED CONCEPTS DURING THE KICK-OFF STUDIO



KICK-OFF STUDIO / CARI CALDWELL (LEFT) TAKES A CONCEPT FROM GROVE PARTICIPANT, DARIA WRIGHT



KICK-OFF STUDIO / MANISH JAIN (CENTER) ADDRESSES GROVE PARTICIPANTS



**STUDIO II** / ZAID HASSAN AND ALEX DENNIS SHARE A LAUGH DURING STUDIO II



STUDIO II / CHERYL HUGHES AND MARQUITA BALTIMORE DURING STUDIO II

## INTELLECTUAL CAPITAL

### KEY OUTPUTS:

#### DIVERGING CHICAGO

Research into social trends in Chicago was conducted during the preconditions phase of the lab. The output of the research was a set of ten graphs displaying 'divergent trends'. These trends would illustrate a worrying trajectory for Chicago, contrasted with some countervailing trends – such as increased spending, or a more favourable trend in the United States as a whole.

The research identified Chicago's major social challenges through reviewing news reports and academic research. We then investigated reliable data sources including the US Census, the American Community Survey, and city-level data. After producing some initial graphs, we continued to shuttle between news sources and data-banks in order to uncover the most instructive social trends.

#### CHICAGO / INTERVIEW SYNTHESIS REPORT

This report brings together the voices from the 42 dialogue interviews that were done during the Preconditions phase. Common themes and stories have been pulled out to provide a picture of Chicago for these individuals, their friends, families and networks.

Like a photograph taken on a particular street corner at a particular time, these interviews provide us a series of snapshots. This report synthesizes these interviews into just one view of "Chicago. A Picture of The City in The Words of 42 Citizens" in the summer of 2016. We do not in any way believe that a single definitive picture of a city as dynamic and fast-moving as Chicago is possible.

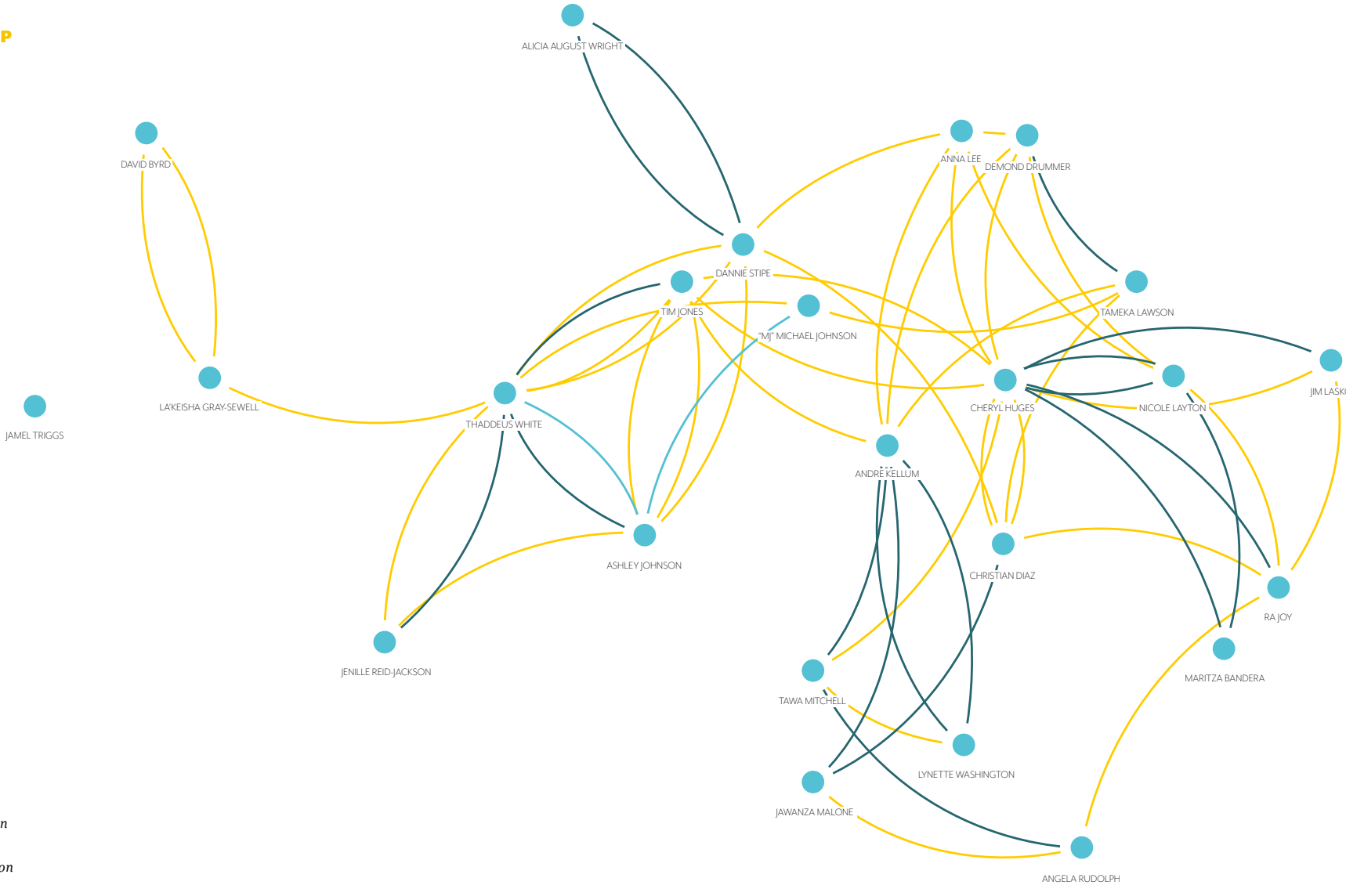
#### STAKEHOLDER MAP

We created a visual representation of the links between stakeholders in the Chicago system (v. following page).

#### [WWW.THEGROVECHICAGO.ORG](http://WWW.THEGROVECHICAGO.ORG)

The Grove website was created initially to help raise awareness of the Lab and help to capture participant applications. Now Grove3547 is up and running the site helps to document the progress of the prototyping teams as they develop. The Stories section of the site allows teams to tell their stories and share reflections as they progress.

GROVE PARTICIPANTS MAP



GROVE VIDEO CONTENT

Local filmmakers Messiah Equiano and Briana Clearly were commissioned to produce video content for Grove3547. The videos are intended to document the Lab and tell the story to the wider community. Their videos will be used to support crowdfunding efforts for the Lab prototypes.

In addition, Briana is providing support on social media outreach, including crafting social media campaigns on Twitter to raise awareness of Grove3547. Their activities include:

- 15 x Participant Snapshots
- 5 x 90 to 120 second kickstarter/prototype videos
- 1 x 90 second trailer
- 5 x participant short docs
- Twitter marketing campaign

HOW TO ADDRESS COMPLEX CHALLENGES / DOCUMENT

Zaid Hassan produced a document for a stakeholder dinner on strategies for addressing complex challenges. The document was provided as additional context for the approach taken by Grove3547.

INTELLECTUAL CAPITAL IMPACT SUMMARY

- DIVERGING CHICAGO REPORT
- THE STATE OF CHICAGO / INTERVIEW SYNTHESIS REPORT
- CHICAGO STAKEHOLDER MAP
- HOW TO ADDRESS COMPLEX CHALLENGES DOCUMENT
- WWW.THEGROVECHICAGO.ORG

15 PARTICIPANT SNAPSHOTS

5 PROTOTYPING TEAM VIDEOS

5 PARTICIPANT DOCUMENTARIES



## PHYSICAL CAPITAL

AT THIS stage of the Lab (Cycle 1) the participants have split into five prototype teams. They have spent the past three months developing their prototypes, and exploring how to test them. It is still too early to tell what the outcomes are going to be, however below you will find a summary of what the teams are creating:

### BRONZEVILLE BRIDGE: AN ART SPACE TO ENABLE YOUNG, AMBITIOUS ARTISTS TO NEXT-LEVEL THEIR SKILLS.

Bronzeville Bridge is working on creating the space and opportunity for young artists in Bronzeville to deepen their skills and develop a creative livelihood. Two ideas that the group is currently testing are:

A pop-up recording studio. They're building a pop-up recording studio so that young musicians can have a space to refine their sound and translate their skills into finished products, demos, and albums. This prototype could evolve into a cooperatively owned Bronzeville record label or a musician owned recording studio providing a safe culturally-relevant space to work on music and sound-based art.

Their other idea is a visual arts space providing studio space, training and materials to young artists who wish to refine their craft into a

profession. They're going to start by offering immersive trips to art studio spaces throughout Chicago to meet with professional artists and visit programs with youth from Bronzeville to get their input as to what kind of program is most needed in the neighborhood.

### BRONZEVILLE LIVE: BRINGING THE VOICE OF YOUTH TO EXISTING COMMUNITY-BASED ORGANIZATIONS

Bronzeville Live wishes to ensure that young people in Bronzeville have a voice in how Community-Based Organizations (CBOs) work to support them in developing resilient livelihoods.

They're convening a series of events not only to connect youth with CBOs but also to get in touch with their richest and deepest thoughts and feelings about what is needed in their communities. They want to support young people to participate wholeheartedly as leaders in the process of creating change in Bronzeville and beyond.

### BRONZEVILLE VOICE: YOUTH LEADERSHIP IN ACTION

As the group set out to work together in supporting young people in Chicago to develop resilient livelihoods, they continually returned

to the question, "Have we asked and listened to the young people in what they need to be resilient?" Many programs and initiatives for the young adults were often not designed with the input of the young people. This dynamic, while well-intended, has the potential for irrelevance and disconnection. Their theory of change is that as they listen to the young people of Bronzeville to express what they view as assets in their community, they can begin to create the space than ask what they envision to be fully engaged in their community.

As young people become more engaged in civic life, they can hope for a healthy, more resilient life. They will then feel empowered to create more opportunities. Bronzeville Voice hopes to do this by organizing a series of meet-ups in the Bronzeville community. The initial focus is the process of engaging the young people—and as they gather more data, they will evolve into an output directly created by and for them. Maybe it will be an urban garden or a mobile sound studio or a public art gallery—whatever it is, it will be driven by the ideas of Bronzeville's young adults.

#### BRONZEVILLE STEAM: CONNECTING YOUTH WITH MENTORSHIP POSSIBILITIES

Bronzeville STEAM has come to understand that a significant barrier hindering resilient livelihoods for young people (ages 16-24) in Bronzeville is a disconnection from their history and the cultural significance of their community. This disconnection has led to civic disengagement and a lack of opportunity.

The team aims to help them make the connection through heritage/cultural immersion as well as technology and digital storytelling tools. Long-term they are exploring the possibility of establishing an internship or fellowship experience. This fellowship would be designed to increase leadership skills and foster civic engagement through training, cultural exploration and opportunities to celebrate Bronzeville's history, art, culture, commerce and business.

Near-term the goal is to establish a day-long program to empower young people to better understand, tell and document the stories of Bronzeville. Participants will explore various historic sites, businesses and cultural institutions. The program will culminate with participants engaged in our pop-up "maker's lab" where they will use digital

tools to document their experience through photography, videos, audio podcasts, t-shirts, and other digital storytelling tools.

#### JUSTICE/JUST US: CREATING A SAFE SPACE FOR YOUTH IN THE COMMUNITY

The Justice/Just Us team believe the burden of creating a safe environment cannot lie squarely on the police. It must be a shared responsibility.

They seek to gather people together, across sectors, to work on community safety as a shared concern. After collecting over 75 surveys from various Bronzeville residents and stakeholders they learned that the primary participants in this effort should be youth and police.

The team is working on hosting an initial gathering with youth and police in a community-based location to create the foundation for a safe space for the community to actively participate and take responsibility for a Safer Bronzeville.

**04.**

*Project Finances*

## INPUTS

The Chicago Community Trust invested \$ in building their internal capacity, developing the Preconditions for the Lab, and funding Lab operations for Grove3547. We estimate that by the end of Cycle I, Roller Strategies will have invested a further \$ in Grove3457 for a total investment of \$ in Cycle I. We estimate that 50% of this figure will have gone directly back into the Chicago economy.

These figures do not include the cost of time commitments from the Trust staff involved in the Lab.

CONTRACT DATE	AMOUNT	ACTIVITY
CAPACITY BUILDING		
28-Mar	\$	How To Design A Social Lab Masterclass
14-Oct	\$	How To Design A Social Lab Masterclass x 3
TOTAL CAPACITY BUILDING	\$	
GROVE3547 OPERATIONS		
28-Mar	\$	Lab Preconditions, inc: • Homewek Activities • Kick Off & Retrospective Activities • Convening Campaign • Dialogue Interview Process Lab Operations, inc: • Kick Off Workshop • Studio Workshops • Closing Studio • Agile Sprints <i>* See Appendix for full activity list</i>
19-Jul	\$	Additional Research Budget & Staffing
19-Aug	\$ 100,000	Grove3547 Innovation Fund
05-Oct	\$	Roller Fees
TOTAL GROVE OPERATIONS	\$	
TOTAL CCT INPUT	\$	
ROLLER STAFFING INPUT	\$	
<b>TOTAL 2016 INPUTS</b>	<b>\$</b>	

## PROJECT FINANCE SUMMARY

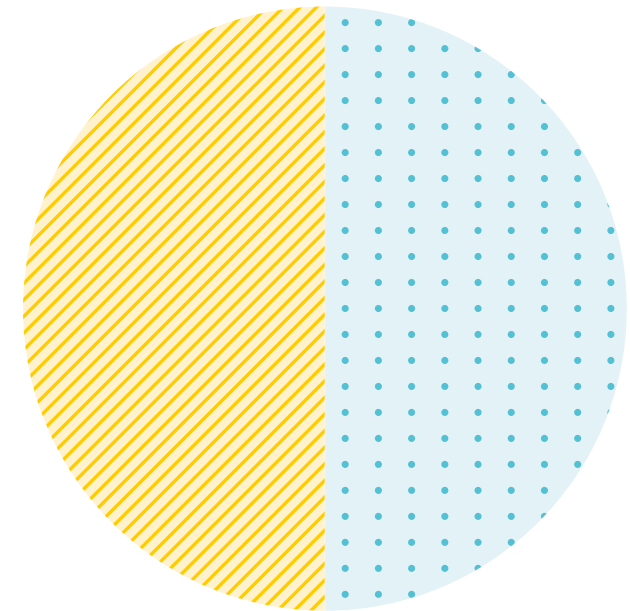
Below is an estimate of the total project spend from 1st May – 8th December 2016. Figures show local spend unless stated otherwise.

We estimate 50% of the project budget to be spent locally in the Chicago area - this includes funds spent on local team members, as well as local travel, stipends provided to participants etc...

Local Comms	\$		%
Non-Local Comms	\$		%
On Ground Costs	\$		%
Non-Local Travel	\$		%
Workshop Costs	\$		%
Stipends	\$		%
Research	\$		%
Local Staffing	\$		%
Non-Local Staffing	\$		%
Innovation Fund	\$		%

**ESTIMATED SPEND TO DATE** \$

Local	\$	50%
Non-Local	\$	50%



- LOCAL COMMS / \$
- NON-LOCAL COMMS / \$
- ON GROUND COSTS / \$
- NON-LOCAL TRAVEL / \$
- WORKSHOP COSTS / \$
- STIPENDS / \$
- RESEARCH / \$
- LOCAL STAFFING / \$
- NON-LOCAL STAFFING / \$
- INNOVATION FUND / \$

- LOCAL / 50%
- NON-LOCAL / 50%

BUDGET CATEGORY	DESCRIPTION
Local Comms	Communications support from organisations/individuals local to Chicago. Includes communications campaign and video work
Non-Local Comms	Communications support completed outside of Chicago, such as design work
On Ground Costs	Includes local transportation, accommodation in Chicago, and on-ground costs such as subsistence
Non-Local Travel	Transportation to/from Chicago for the non-local team (flights)
Workshop Costs	Costs for hiring workshop venues, providing catering and procuring/printing materials for the Kick Off workshop and Studio 1/2/3
Stipends	Certain participants in the Lab received a stipend for their participation based on factors such as their location, economic position and their employment flexibility (E.g. were they allowed time off to participate or did they have to take unpaid leave?). Stipends of \$ [redacted] were provided to [redacted] participants
Research	Research into local issues to support the accuracy of the convening campaign
Local Staffing	Staff who are permanently in Chicago for the duration of the project. Includes local contractors and Roller employees
Non-Local Staffing	Staff who live outside of Chicago and are required to travel in for each Home Week. Includes contractors and Roller employees
Innovation Fund	Fund provided to Lab teams to support Lab prototypes

## RETURN ON INVESTMENT

### ROI

Estimated value generated to date	\$
Estimated overall Lab costs	\$

**Return on investment** %

Estimated results tend to suffer from optimism bias. Optimism bias is the systematic tendency of people to be over-optimistic about planned outcomes. It is a cognitive disposition found in most people to judge future events in a more positive light than is warranted by actual experience. With strategic responses to complex challenges estimates for cost tend to be underestimated while estimates for outcomes tend to be over-estimated.

We are attempting to adjust our estimates for optimism bias by looking at actual expenses and results produced in the first cycle of Grove 3547. As we run subsequent cycles, we will establish the degree to which our estimates suffer from “optimism uplift.” Over time we will develop reference classes that further breakdown optimism uplift allowing us to arrive at grounded estimates for costs and results.

**Disclaimer** / *All figures stated for value generated are estimates based on a proprietary valuation system. They are not intended to represent an auditable quantitative valuation metric. Figures used for inputs in the lab are based on actual expenditure.*

**05.**

*Appendix*



## FULL STAKEHOLDER LIST

### GROVE3547 PARTICIPANTS

Marquita Baltimore ✖  
 Maritza Bandera +  
 James Barrett ✖  
 David Byrd ✖  
 Christian Diaz ○  
 Demond Drummer ✖  
 Mac Gordon ✖  
 La'Keisha Gray-Sewell ○  
 Johnny Hart ✖  
 Cheryl Hughes +  
 Kahari Humphries  
 Amber M. Johns =  
 Ashely Johnson ✖  
 Michael "MJ" Johnson ✖  
 Tim Jones =  
 Ra Joy =  
 Andre Kellum ✖  
 Jim Lasko ✖  
 Tameka Lawson ✖  
 Nicole Layton +  
 Anna Lee +  
 Jawanza Malone ✖  
 Tawa Mitchell =  
 Jenille Reid-Jackson ✖  
 Angela R. Rudolph ○  
 Latonya Sanford ✖  
 Danni Stipe ✖  
 Jamel Triggs ✖

Lynnette Washington ○  
 Thaddeus White ✖  
 Daria Wright ✖  
 Alicia Wright ✖

### GROVE3547 HOSTING TEAM

Justin Barrett / CHICAGO / PROJECT ASSISTANT AT CCT +  
 Cari Caldwell / ROLLER / DIRECTOR OF PRACTICE +  
 Briana Clearly / CHICAGO / +  
 Caryn Curry / CHICAGO / +  
 Leo Eisenstadt / ROLLER / DIRECTOR OF OPERATIONS +  
 Michel Gelobter / ROLLER / +  
 Zaid Hassan / ROLLER / CEO +  
 Nathan Heintz / ROLLER / PRINCIPAL +  
 Manish Jain / CHICAGO - ROLLER / +  
 Devin Mays / CHICAGO / CIVIC ENGAGEMENT AND MARKETING STRATEGIST AT CCT +  
 Lizzie Nolan / CHICAGO - ROLLER / +  
 Bina Patel / CHICAGO / DEPUTY CHIEF OF STAFF +  
 Mecca Perry / CHICAGO / +  
 Angela Pugh / ROLLER / PRINCIPAL +

## HOW TO DESIGN A SOCIAL LAB MASTERCLASS

Kate Allgeier / MARCOMM +  
 Sandra Aponte / PROGRAMS +  
 Daniel Ash / MARCOMM +  
 Maritza Bandera / MARCOMM +  
 Jason Baxendale / DADS +  
 Allison Clark / MACARTHUR FOUNDATION +  
 Carol Crenshaw / FINANCE +  
 Peggy Davis / PROGRAMS +  
 Chae Dawning / HR +  
 Bob Eichinger / DADS +  
 Mark Finke / FINANCE +  
 Emily Harris / ADA25 +  
 Maria Hibbs / HIVE +  
 Cheryl Hughes / MARCOMM +  
 Michelle Hunter / PRESIDENT'S OFFICE +  
 Tom Irvine / IT +  
 Nicole Layton / DADS +  
 Anna Lee / PROGRAMS +  
 Tony Martinez / DADS +  
 Devin Mays / MARCOMM +  
 Terry Mazany / PRESIDENT'S OFFICE +  
 Tawa Mitchell / MACARTHUR FOUNDATION +  
 Eva Penar / MARCOMM +  
 Beatriz Ponce de Leon / GENERATION ALL +  
 Alma Rodriguez / PROGRAMS +  
 Joanna Trotter / PROGRAMS +  
 Veronica Vidal / DADS +

## DIALOGUE INTERVIEW TRAINING

Sandra Aponte / CCT / PROGRAM OFFICER, ARTS & CULTURE +  
 Daniel Ash / CCT / CHIEF MARKETING OFFICER +  
 Maritza Bandera / CCT / MANAGER OF CIVIC ENGAGEMENT AND PARTNERSHIPS +  
 Cari Caldwell / ROLLER / DIRECTOR OF PRACTICE & CO-FOUNDER +  
 Michael Davidson / CCT / SR. PROGRAM OFFICER, SUSTAINABLE DEVELOPMENT +  
 Peggy Davis / CCT / CHIEF OFFICER OF PROGRAMS AND STRATEGIC INTEGRATION +  
 Leo Eisenstadt / ROLLER / DIRECTOR OF OPERATIONS & CO-FOUNDER +  
 Emily Harris / CCT / SR. DIRECTOR FOR ADA 25 ADVANCING LEADERSHIP AND PERSONS WITH DISABILITIES FUND +  
 Zaid Hassan / ROLLER / CEO & CO-FOUNDER +  
 Nathan Heintz / ROLLER / PRINCIPLE +  
 Cheryl Hughes / CCT / SENIOR DIRECTOR OF STRATEGIC INITIATIVES +  
 Manish Jain / ROLLER / CONSULTANT +  
 Lizzie Nolan / ROLLER / PROGRAM COORDINATOR +  
 Rachel Pate / CCT / MARKETING ASSIANT +  
 Bina Patel / ROLLER / CONSULTANT +  
 Angie Pugh / ROLLER / PRINCIPLE +  
 Alma Rodriguez / CCT / PROGRAM OFFICER +  
 Joanna Trotter / CCT / SR. PROGRAM OFFICER, ECONOMIC & COMMUNITY DEVELOPMENT +  
 Jean Westrick / CCT / DIRECTOR OF CIVIC ENGAGEMENT AND PARTNERSHIPS +

**DIALOGUE INTERVIEW PARTICIPANTS**

Bonnie Allen / [LAWYERS FOR CIVIL RIGHTS CHICAGO](#) / EXECUTIVE DIRECTOR =

Lawrence Benito / [ICIRR](#) / CEO & ED ⊖

Deborah Bennett / [POLK FOUNDATION](#) / SENIOR PROGRAM OFFICER =

Lawrence Blakely / [DE LA SALLE INSTITUTE \(CATHOLIC SCHOOL\)](#) / PRESIDENT OF EXTERNAL AFFAIRS ⊖

Kiara Byrd / [PROJECT EXPLORATION](#) ⊖

Maurice Classen / [MACARTHUR FOUNDATION](#) / PROGRAM OFFICER =

Llyod Degrane / [SELF](#) / PHOTOGRAPHER ✖

Christian Diaz / [CHICAGO VOTES](#) / EXECUTIVE DIRECTOR ⊖

Evelyn Diaz / [HEARTLAND ALLIANCE](#) / PRESIDENT =

James Dunlop / [UBER](#) / DRIVER ✖

Messiah Equiano / [SELF](#) / PLAYWRIGHT ✖

Patrician Fron / [CHICAGO AREA FAIR HOUSING ALLIANCE](#) ⊖

Shadae Gatlin / [LURIE CHILDREN'S HOSPITAL](#) / DIGITAL ARCHIVIST =

Jauwan Hall / [UIC](#) / STUDENT MEMBER OF BOARD =

Maria Hibbs / [CCT](#) / ED, HIVE CHICAGO +

Grace Hou / [WOODS FUND](#) / PRESIDENT =

John Hunter / [BASKETBALL MINISTRY](#) / FOUNDER ⊖

Tim Jones / [WILLOW CHICAGO](#) / PASTOR ⊖

Ra Joy / [CHANGE ILLINOIS](#) / EXECUTIVE DIRECTOR =

Sequane Lawrence / [FATHERS FAMILIES AND HEALTHY COMMUNITIES](#) / CO-FOUNDER AND CO-DESIGNER ⊖

Matthew Lynch / [CHICAGO JESUIT ACADEMY](#) / PRESIDENT ⊖

Chris Mallette / [VIOLENCE REDUCTION STRATEGIES](#) / EXECUTIVE DIRECTOR ⊖

Terry Mazany / [CCT](#) / PRESIDENT + CEO +

Tawa Mitchell / [MACARTHUR FOUNDATION](#) / PROGRAM OFFICER, DIGITAL MEDIA =

Kelly O'Brien / [THE KENNEDY FORUM](#) / ILLINOIS FORUM DIRECTOR ⊖

Quinn Rallins / [RESIDENT](#) ✖

Shaz Rasul / [UOFC COMM. PROGRAMS ACCELERATOR, OFFICE OF CIVIC ENGAGEMENT](#) / DIRECTOR, COMM. PROGRAMS ⊖

Mary Richardson Lowry / [MAYER BROWN LLP](#) / PARTNER; CCT BOARD MEMBER, EXECUTIVE COMMITTEE +

Robin Robinson / CPD HEADQUARTERS / COMMUNITY RELATIONS =  
James Ross / CHICAGO HOPE CAFE / OWNER ✖  
James Rudyk / NORTHWEST SIDE HOUSING / EXECUTIVE DIRECTOR ✖  
Shari Runner / CHICAGO URBAN LEAGUE / PRESIDENT + CEO =  
Chakena Sims / CHICAGO VOTES / ORGANIZAER ✖  
Brian Sleet / COOK COUNTY STATES ATTORNEY / KIM FOXX CAMPAIGN MANAGER =  
Sheldon Smith / THE DOVETAIL PROJECT / FOUNDER =  
Natasha Smith-Walker / PROJECT EXPLORATION / EXECUTIVE DIRECTOR ⊕  
Connie Spreen / EXPERIMENTAL STATION / EXECUTIVE DIRECTOR ⊕  
Joanna Trotter / CCT / PROGRAMS +  
Nicole Waddington / COMMUNITY MEMBER ✖  
Karriem Watson / UIC, CANCER CENTER / DIRECTOR OF COMMUNITY ENGAGEMENT IN CLINICAL RESEARCH ⊕

## MIKVA CHALLENGE / WORKING WITH YOUTH TRAINING

Maritza Bandera / MARCOMM +  
Justin Barrett / CCT +  
Caryn Curry / ROLLER +  
Christian Diaz / CHICAGO VOTES ⊕  
Lynette Fraiser / GROVE 3547 ✖  
Nathan Heintz / ROLLER +  
Kahari Humphries / GROVE 3547  
Nicole Layton / CCT +  
Ruthie Moore / MIKVA CHALLENGE ⊕  
Lizzie Nolan / ROLLER +  
Josh Prudowsky / MIKVA CHALLENGE ⊕  
Daria Wright / GROVE 3547 ✖  
Camille / CHICAGO VOTES ⊕

## INFLUENCERS EVENT

Jocelyn Delk Adams  
 David Anderson  
 Kristin Barrett  
 Jeff Beckman  
 Ken Burkeen  
 Jonese Burnett  
 Keinika Carlton  
 Steph Devroe  
 Kelly Fair  
 Tina Fakhrid-Deen  
 Joshua Gadson  
 Christa Hamiton  
 Pastor John Hannah  
 Atina Hanserd  
 Leonard Harris  
 Pastor Chris Harris  
 Amber Johns  
 Charles Johnson  
 Bernita Johnson-Grabriel  
 Johnnie Lovett  
 Erika Malone  
 Stephen Mitchell  
 Marcellus Moore  
 Pastor Micheal L. Neal  
 Patrice Perkins  
 Stevie Powell  
 Jada Russell  
 Christyn S. Henson

LaTisha Thomas  
 Pastor Ben Vasquez  
 Terri Winston

## DINNER PARTICIPANTS

Daniel Ash  
 Lawrence Benito  
 Becky Betts  
 Ivo Daalder  
 Peggy Davis  
 Amara Enyia  
 Brian Gladstein  
 Zaid Hassan  
 Joseph Hoereth  
 Cheryl Hughes  
 Ra Joy  
 Terry Mazany  
 Candace Moore  
 Bina Patel  
 Jorge Sánchez  
 Abraham Scarr  
 Sam Scott  
 Uday Sharad Joshi  
 Julia Stasch  
 Celina Villanueva  
 Kathleen Yang-Clayton  
 Mary Richardson Lowry  
 Daniel Diermeier  
 Eric Weinheimer

## OUTPUT COSTING BREAKDOWN

	CCT	PEER GROUP	GRANTEES	BENEFICIARIES	PEOPLE	POINTS	TOTAL POINTS
<b>HUMAN CAPITAL</b>							
Lab Participation	4	2	12	14	32	8	256
Deep Dialogue interview training	11	8			19	2	38
HTDASL Masterclass	25	2			27	5	135
Mikva Challenge	3	3	4	3	13	2	26
Inclusive Chicago Masterclass	6	49			55	5	275
Effective Group Facilitation	3	11			14	3	42
Local Staffing		5			5	13	65
<b>SOCIAL CAPITAL</b>							
Deep Dialogue Interviews	10	10	10	10	40	3	120
9th June Breakfast	3	9			12	1	12
25th June Breakfast	4	2			6	1	6
19th July Breakfast	4	2			6	1	6
30th Aug Breakfast	4	2			6	1	6
8th July Influencers					22	1	22
29th July Breakfast					24	1	24
5th Aug Dinner					9	1	9
Community Outreach Campaign					40	1	40
Grove Email Campaign Interactions					26	1	26
Facebook Interactions					19	1	19
New Life Covenant Interactions					115	1	115
Grove Applications					51	8	408
Studio 1 Participants					41	3	123
Studio 2 Participants					42	3	126
Studio 3 Participants					69	3	207

## OUTPUT COSTING BREAKDOWN

	CCT	PEER GROUP	GRANTEES	BENEFICIARIES	PEOPLE	POINTS	TOTAL POINTS
INTELLECTUAL CAPITAL							
Research and Analysis					32	1	32
Convening Campaign	35	141		101	277	1	277
Diverging Chicago	4	2	12	14	32	1	32
The State of Chicago - Interview Synthesis Report	35	141		101	277	1	277
Chicago Stakeholder Map	35	141		101	277	1	277
Participant Documentaries					5	2	10
Participant Snapshots					15	2	30
Prototyping Team Video Profiles					5	1	5
FINANCIAL CAPITAL							
Crowd Funding					TBC	TBC	TBC
Co-Investment	1				1	13	13
<b>TOTAL</b>					<b>1.614</b>		<b>3.059</b>

**DETAILED FINANCE BREAKDOWN AS OF 8<sup>TH</sup> DECEMBER 2016**

**COMMUNICATION**

L3 Ventures	\$
Video Production - Briana/Messiah	\$
Copywriting	\$
Diverging Chicago	\$
Branding Work	\$
Orientation Packs	\$
CCT Presentation	\$
CCT Diagrams	\$
Integrated Reporting	\$
How To Address Complex Challenges	\$
Moo	\$
<b>Total Comms Spend</b>	<b>\$</b>

Convening Campaign
Video Work
Branding/Design
Branding/Design
Branding/Design
Branding/Design
Branding/Design
Branding/Design
Branding/Design
Branding/Design
Branding/Design
Branding/Design

**STAFFING**

Local Team	\$
Remote Team	\$
<b>Total Staffing</b>	<b>\$</b>

**INNOVATION FUND**

Bronzeville Bridge	\$
Bronzeville Live	\$
Bronzeville STEAM	\$
Bronzeville Voice	\$
Justice/Just US	\$
All	\$
<b>Innovation Fund Spent to date</b>	<b>\$</b>

**WORKSHOP COSTS**

	KICK OFF	STUDIO 1	STUDIO 2	STUDIO 3
Venue Hire	\$	\$	\$	\$
Workshop Materials	\$	\$	\$	\$
Catering	\$	\$	\$	\$
<b>Total Workshop Costs</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>



# INTEGRATED REPORT TO THE CHICAGO COMMUNITY TRUST

*May – December 2016*



END OF DOCUMENT  
**REV. 16.3 / 22.12.2016**