



# GROVE3547

*Participant Orientation Pack*

**CHICAGO**

SEPT/DEC 2016

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

“ Until one is committed there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative or creation, there is one elementary truth... that the moment one definitely commits oneself, then Providence moves too. All sorts of things occur to help one that would otherwise never have occurred. A whole stream of events issues from the decision, raising in one's favor all manner of incidents and meetings and material assistance which no man would have believed would have come his way. Whatever you think you can do or believe you can do, begin it. Action has magic, grace, and power in it. ”

— W.H. MURRAY

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## A WARM WELCOME...

We are delighted that you will be joining us on the 7th of September for the launch of the Grove3547.

Over the next few pages you will find logistical and programmatic information to help you arrive feeling fresh and ready to participate in Grove.

You'll also find some background information on the process, resources to help further your knowledge and a few details about your hosting team and fellow participants.

If you need any further information, please do not hesitate to contact *Mecca Perry* (Email [mecca@roller.sg](mailto:mecca@roller.sg) Phone 312.285.3702)

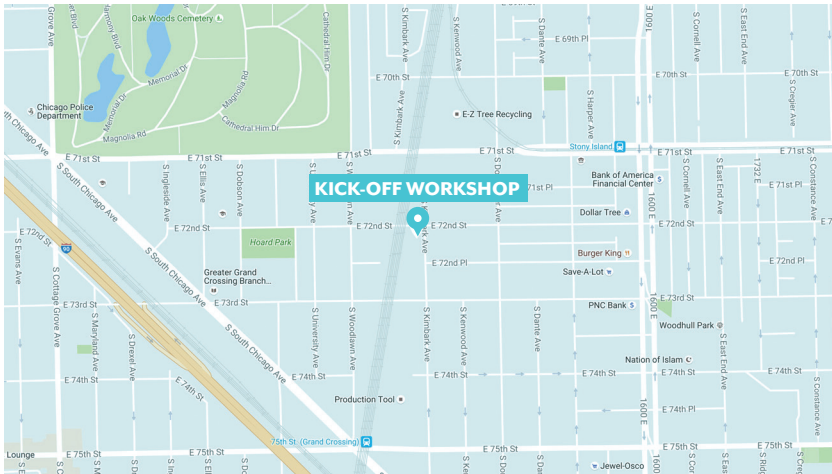
We look forward to seeing you on the 7th September.

Yours,

**THE GROVE3547 HOSTING TEAM**



**KICK-OFF WORKSHOP / KEY LOGISTICAL INFORMATION**



**VENUE**

THEATER GATES STUDIO  
7200 S KIMBARK AVE  
CHICAGO, IL 60619

DAY	ARRIVAL	CLOSE
7th September / DAY 1	09:00 AM	5.30 PM
8th September / DAY 2	09:00 AM	5.30 PM
9th September / DAY 3	09:00 AM	4.30 PM

**SCHEDULE**

**CONTACT PERSON**

Mecca Perry

**PHONE NUMBER**

312.285.3702

**BACK-UP CONTACT PERSON**

Nathan Heintz

**PHONE NUMBER**

510.393.3705

*Please let us know ASAP if you have any special dietary requirements.  
You do not need to bring anything. We will provide all materials and stationery needed for the activities.  
The dress code is informal. Please wear comfortable clothing and shoes as part of the event may take place outside.*

“ 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. ”

— INTERVIEWEE

## WHAT IS GROVE 3547

The Grove3547 is a bold new initiative bringing together 31 passionate change agents, of which you are one.

These 31-people will work together over 4-months.

During this time we will be taking real action to support young people in Grand Boulevard, Douglas and Oakland to develop more resilient livelihoods.

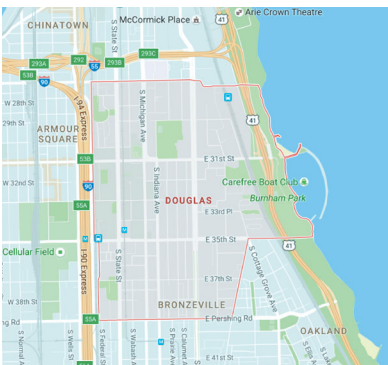
We will work together to produce projects, programs or social initiatives. The intention of these “prototypes” is that they benefit the young people we wish to support in order to develop resilient livelihoods.

What’s unique about The Grove is that we don’t tell people **what** to do. We support people to figure out **how** to get what is needed.

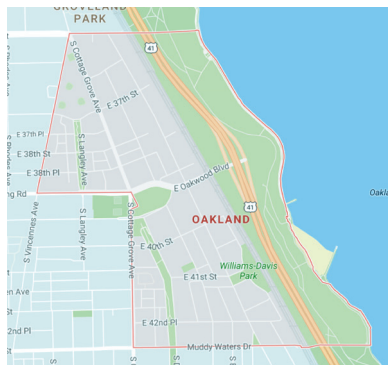
The Grove model is based on an approach to addressing complex social challenges called “social labs.”

The participants in a social lab are stakeholders who test their best ideas for how to address the challenges they face.

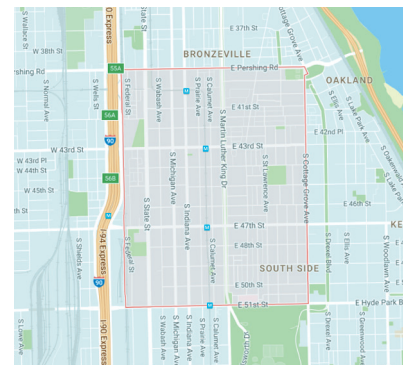
*How can we work together to support young people in Chicago to develop resilient livelihoods?*



**DOUGLAS**



**OAKLAND**



**GRAND BOULEVARD**

## WHAT TO EXPECT / THE GROVE 3547 EXPERIENCE

The experience of being part of Grove3547 could be likened to going on a road trip with a group of people you don't know.

We have a destination, but we don't know what will happen exactly on the way there. You don't know what you will encounter that will be exciting and inspiring and what you might run into that is difficult and challenging.



We can be pretty sure at some point on the journey each of us will be hopeful, optimistic and energized and at some point we will feel frustrated, resigned, and discouraged. It's important as we set out on this journey to have a shared expectation - as much as we can - of the road ahead.

*“We do not take a trip;  
a trip takes us. „*

–JOHN STEINBECK



Having gone on previous journeys of this sort, we have learnt that being a good traveller requires us to:

- speak up and share your views, feelings, and ideas
- to see familiar issues with new eyes and through the eyes of different parts of the social system
- be willing to be challenged about our own ideas and beliefs
- have courage to step into conversation with others who have different experiences and perspectives from you
- to work hard on creating something and then be willing to let it go if new data, or new information tells us there is a better way

As you think about beginning the Grove journey, we want you to know a little bit about this terrain and that we are in it together. We will have practices, tools and processes for supporting each of us to bring our 'A' game and to be able to work through things when the going gets tough.

*“ Chicago is in a crisis, if it’s not already a crisis, it’s approaching a crisis. I think the temperature is rising. I think people are getting very nervous. ”*

— INTERVIEWEE

## WHAT WILL HAPPEN / GROVE3547 OVERVIEW

The Grove3547 Lab aspires to be a genuine community-led effort to build opportunity, belonging and safety for Chicago's youth.

During the course of Grove3547 participants will work together to develop a shared understanding of the challenges facing young people in Chicago.



We will build this understanding by dialoguing with each other and by learning from community leaders and visiting organizations and sites in the community.

Together, we will come up with a number of creative ideas for how to support Chicago youth to develop thriving, resilient livelihoods. We will then narrow down focus in on 5 ideas.

Over the course of the next four months, we will test our 5 ideas out through an approach known as “prototyping.”

During the Prototyping phase we will design and launch a “minimum” version of the idea we have, to determine if young people really do benefit from what we are proposing.

An Innovation Fund of \$100,000 will be provided to Grove3547 participants to test their ideas out.

Participants in Grove3547 will together decide what ideas to test and how to make best use of the Innovation Fund in order to maximize social impact.

We will kick off with 3 days together in September. when we will come together for the first time, meet each other, set up the ways of working in the Grove environment, do some initial learning journeys together into the community and have our rough, initial ideas of possible prototypes to test.

Between the end of the Kick-off and the next time we are together for Studio 1 in October for 1.5 days, you will work in teams to gather more information and make initial tests on the first draft prototypes. We are asking you to dedicate 5 hours each week between the Studio sessions.

When we come back together for Studio 1 in October, we will check-in on what we are finding, step back and see what adjustments and course corrections might be necessary, get feedback from outside stakeholders, and determine what needs to be done before we come back for Studio 2 in November.

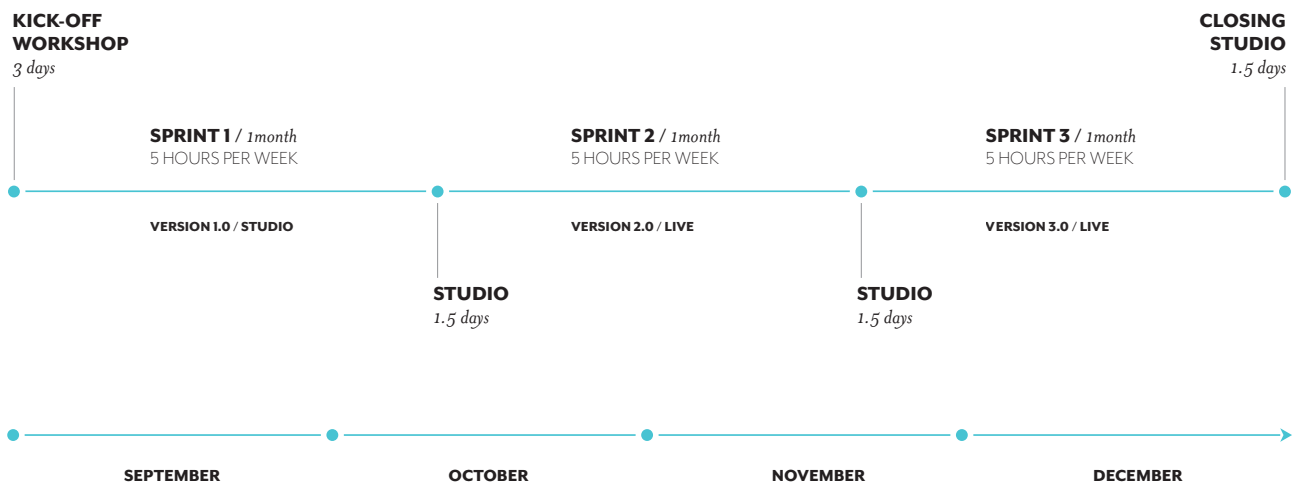
The cycle will be the same between October and November. In December we will come together a final time, review and assess what we have learned and what we've produced with our prototypes, and close this cycle of the Lab.

Please arrive by the stated starting time and be ready to start the sessions promptly. We will have a break in the morning and afternoon and lunch will be provided each day.

SCHEDULE

WORKSHOP	DATE	START	END	LOCATION
Kick-off	Wednesday 7th September	09:00 AM	5.30 PM	Theater Gates Studio 7200 S Kimbark Ave Chicago, IL 60619
	Thursday 8th September	09.00 AM	5.30 PM	
	Friday 9th September	09.00 AM	4.30 PM	
Lab Studio 1	Tuesday 4th October	09:00 AM	5.30 PM	TBC
	Wednesday 5th October	09:00 AM	5.30 PM	
Lab Studio 2	Tuesday 15th November	09:00 AM	5.30 PM	TBC
	Wednesday 16th November	09:00 AM	5.30 PM	
Lab Studio 3	Tuesday 6th December	09:00 AM	17.30	TBC
	Wednesday 7th December	09:00 AM	17.30	

THE GROVE 3547 PROCESS



*“ I just think that there are a lot of moving pieces. I think that we have to know that the community needs to be engaged with whatever the solutions are and that there’s so many different pieces of what needs to occur. It’s important that everybody get involved. That’s going to be very difficult. I think that’s the hardest part right now. ”*

— INTERVIEWEE

The Grove3547 Lab Team will comprise 31 individuals from a cross section of society brought together to tackle the Challenge:

THE GROVE3547  
INNOVATION FUND

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

Sub-teams or “Prototyping Teams” will be formed from the Lab Team members. These teams will co-design new or existing initiatives or prototypes that will directly impact the challenge that the Lab has formulated. It is expected that approximately five Prototyping Teams will be formed.

These prototyping teams will have access to a \$100,000 Innovation Fund. This forms an integral part of the Social Lab model that Grove3547 is testing within three Chicago neighborhoods: Douglas, Oakland and Grand Boulevard. The Innovation Fund will be divided amongst the five Prototyping Teams; Each Prototyping Team will receive a maximum of \$20,000 between September 10th and December 5th, 2016.

The Innovation Fund will be used to provide funding to four or five Prototyping Teams on Grove3547. Specifically, we anticipate being able to provide evidence that this funding has been used to prototype 4-5 different initiatives that have met our funding criteria as outlined below.

DELIVERABLES FROM  
THE INNOVATION FUND

These prototypes may or may not survive through to Cycle 2, but whether a prototype makes it or not, we will be able to provide evidence of how the fund has been utilised.

Each prototype must meet the following criteria in order to be taken forward as part of the social lab and access funding from the Innovation Fund.

CRITERIA FOR PROTOTYPES

*Criteria for Prototypes*

- **Scale of Impact:** the number of unemployed young people in the 3 neighborhoods we’re working in is about 1000. The scale of impact of any prototype has to be in the 100’s

of young people affected.

- **Focus on ages 20-24:** each prototype must have a focus on 20-24 year olds in the named neighborhoods
- **2 or more neighborhoods:** each prototype has to have activities that affect two or more of the named neighborhoods
- **Increased demand:** each prototype must demonstrate an increasing demand for the activities within the named neighborhoods.

Prototypes will be considered “successful” if they meet the above criteria, specifically “increased demand” in addition we will measure their “success” if they are able to meet the following additional metrics:

- **Match funding/in-kind support:** Are the prototypes able to leverage additional funding and or support from the community in-kind?
- **Creation of new forms of capital:** We propose that there are six capitals that are interconnected in 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. These are: Social, Human, Intellectual, Natural, Physical and Financial. While by no means standard 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.

ADDITIONAL SUCCESS MEASURES  
FOR PROTOTYPES

Due to the nature of the social lab being a co-designed and collective decision making space it is not possible to assign any one member/organisation of the Lab

DISBURSEMENT GUIDELINES



fiduciary control over the funds.

Therefore a process has been established to ensure that each team is able to access funds in a way appropriate to the level needed with necessary checks in place to ensure it is used in accordance with the Lab’s objectives.

Each prototyping team will nominate a team member to act as Treasurer - This person will be responsible for submitting spending requests and keeping track of team expenditures, submitting receipts to Project Finance Manager (PFM) etc.

Control is given to the team to make collective decisions, The Grove Secretariat will provide support in developing collective decision-making processes and shared agreements. While a social lab is a unique process where participants determine what initiatives they wish to pursue through a facilitated co-design process there is specific criteria to ensure that the prototypes meet the overall objective and goal of the social lab’s challenge.

Below outlines the levels of disbursement and the necessary checks that will be applied.

<b>AMOUNT (\$)</b>	<b>PROCESS</b>	<b>REQUEST MADE TO:</b>
0 – 100	Petty cash	PFM or Coach
101 – 500	Written Approval	PFM & Team Coach
501 – 3,000	Purchase Request	See above
3,001 – 10,000	Purchase Request and 3 quotes	See above
10,001 – 20,000	Purchase Request and 3 quotes	PFM, Team Coach, and Zaid

*Disbursement levels and checks (all figures are in US Dollars)*

**\$0 - \$100:** Amounts up to \$100 can be taken from petty cash, with a request made to either the Project Finance Manager (PFM) or the Lab Team Coach.

**\$101 - \$500:** Amounts between \$101 and \$500 will need written approval from PFM and CCT named individual.

**\$501 - \$3,000:** Amounts between \$501 and \$3,000 will require a purchase request form to be submitted to PFM and CCT named individual for approval. This form will outline the item(s) being purchased, their use, the quantities required and the cost.

**\$3,001 - \$10,000:** Amounts between \$3,001 and \$10,000 will require a purchase request form to be submitted to PFM and CCT named individual for approval. This form will outline the item(s) being purchased, their use, the quantities required and the cost.

**\$10,001 - \$20,000:** Amounts between \$10,001 and \$20,000 will require a purchase request form to be submitted to PFM and CCT named individual for approval. This form will outline the item(s) being purchased, their use, the quantities required and the cost. Purchases at this level will also require approval from the Project Director

Receipts or Invoices are required for ALL EXPENDITURE in order to ensure full accountability.

Debit cards will be issued to each prototyping team for purchases up to \$500. Purchases above that amount, or purchases that cannot be made via debit card, will be made via check, or wire transfer by the Project Finance Manager.

“ I want the social lab to be more than an isolated experiment because we are literally stepping over bodies in this city. Some people clearly have given up. That’s unfortunate. It’s not just unfortunate, it’s tragic. ”

— INTERVIEWEE

## WHAT ARE SOCIAL LABS?

There are millions of laboratories around the world dedicated to the natural sciences and technology, receiving trillions of dollars in funding. How many laboratories around the world are dedicated to addressing social issues? Social labs are strategies for addressing complex social challenges. They have three core characteristics:

### *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, business and community. The integral participation of diverse stakeholders, as opposed to teams of experts, defines the social nature of social labs.

### *They are experimental.*

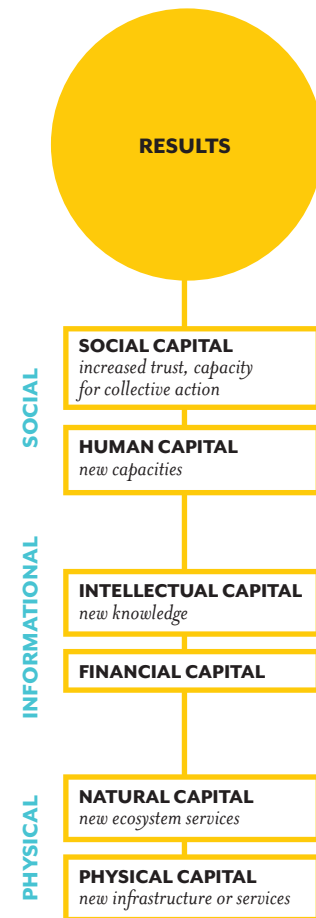
Social labs are not one-off experiences. They're ongoing and sustained efforts. The team takes an iterative approach to the challenges it wants to address—prototyping interventions, incorporating feedback, and managing a portfolio of promising solutions.

### *They are systemic.*

The ideas and initiatives developed in social labs go beyond dealing with symptoms and address the root cause of why things are not working.

Social issues are collective action problems where some form of capital is being depleted. In a challenge like poverty, we see a decline in multiple forms of capital: for example, a set of skills becoming redundant, a lack of funding to support entrepreneurship, and so on.

Successful social labs can re-generate different forms of capital, in order to address the most complex challenges.



Sustainability = Closing the loop (inputs + outputs)

## ABOUT THE CONVENOR

The Chicago Community Trust is a community foundation dedicated to improving the Chicago region through strategic grant making, civic engagement and inspiring philanthropy. As the Trust enters its second century, the current challenge, as stated by president and 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.”