

THE KRESGE FOUNDATION



FRESHLO

Fresh, Local & Equitable

Planning Grant Final Report & Implementation Plan Proposal Guidelines

UPDATED 11/18/16

Table of Contents

2	<i>Overview</i>
3	<i>FreshLo Core Criteria</i>
4	<i>Planning Grant Final Report Guidelines</i>
6	<i>Implementation Plan Guidelines</i>
7	<i>Implementation Plan Prompts</i>
9	<i>Characteristics of a Strong Implementation Plan</i>

OVERVIEW

Planning grant final report and implementation plan proposal guidelines will both be due on June 7, 2017.

Planning grant final report

As part of your FreshLo planning grant you are required to submit a written report summarizing your activities. Please address the four questions on page 4. The length of the written report should not exceed five pages, not including appendices.

As part of your final report, you are required to include a photo, video or other media showing the most significant cultural element of your planning process.

If you completed any market or feasibility studies during your planning grant, you should also include these documents. These documents are optional and should be included in the report's appendix.

Implementation plan

The implementation plan should address the nine questions on page 5 and must include supporting documentation. The written plan should not exceed 10 pages.

We want you to present the strongest implementation plan possible, so we have provided further guidance in pages 4 - 8. The prompts on these pages will help generate thoughts for each required question; you don't have to answer all of the prompts. You can decide how to tell your story within the required structure, but we do suggest that you read through the prompts and characteristics as they provide insight into the questions the team will be asking as we review the implementation plan proposals.

Request a review

You may request a review of your document to receive feedback. The review is only advisory and does not ensure approval of implementation funding but may provide suggestions to strengthen your implementation plan. Please submit your document for review by May 24 to DAISA at freshlo@kresge.org.

How to submit

You will submit your planning grant final report and implementation plan through Fluxx. Additional instructions will be shared prior to the June 7 deadline.

We commend you for the powerful work you do in your neighborhood and are grateful for your contributions to the FreshLo community. We look forward to reviewing your report.

FRESHLO CORE CRITERIA

Your planning grant final report should explain how your project addresses the FreshLo core criteria.

Creative Placemaking:

Proposed projects will use creativity (e.g., art, culture, design) to promote cultural heritage, animate public and private spaces, rejuvenate structures and streetscapes, improve local business viability and public safety, and brings diverse people together.

Health:

The proposed project will improve access to healthy, affordable food within low-income communities and build social cohesion.

Economic Development:

The proposed project will create living-wage jobs, expand micro-enterprise development, promote enterprise-level training, and contribute to neighborhood revitalization.

Equity:

The proposed project will expand opportunities for everyone to participate and prosper, particularly those communities that have historically been excluded from such opportunities.

I. PLANNING GRANT REPORT

Please tell us about your planning grant in a written report which addresses the four questions below.

1. Project Concept

- a. Please describe your original project concept.
- b. How has your idea / concept evolved during the planning process?

2. Planning Process

- a. Who was involved in your planning process?
- b. How did the partners change over the course of the planning year?
Why?
- c. How did you engage under-represented members of the community?
- d. How were artists, culture-bearers or other creatives involved?
- e. What was your process for making final decisions?

3. Planning Year Activities

- a. What key steps did you take during your planning year?
- b. Which events, meetings and activities were most important in building your plan (just highlights, not all the details please)
- c. Did you conduct any pilot activities and what did you learn from them?

4. Key Learnings

- a. What did you learn during this planning process?
- b. What did you learn about your community?
- c. What did you learn about integration of arts and culture with food-oriented development?
- d. What did you learn about health and equity?

Required: Please include in the appendices a photo, video or other media showing the most significant cultural element of your planning process.

If you completed any market or feasibility studies, please also include these documents in the appendices.

II. IMPLEMENTATION PLAN

The following elements are required. The implementation plan should not exceed 10 pages.

1. A narrative including:

- o Summary/"Pitch"
- o Vision & Values
- o Definition of Problem & Opportunity to be Addressed
- o How Your Project Responds to the Problem/Opportunity
- o Who this Project Engages and How You Will Reach them
- o Risks and Challenges
- o Team and Project Management
- o How this Project is Unique/Distinctive in Your Community
- o Financial Plan

2. Supporting Documents:

- o Logic Model
- o Team bios & photos
- o Project Phasing and Timeline
- o Financials
- o Implementation Budget
- o Neighborhood map with project sites identified
- o Organizational chart
- o Stakeholder map

3. If completed, please include:

- o Organizational Chart
- o Business Model Canvas for any proposed enterprises
- o Pro forma for any proposed enterprises
- o Schematic drawings of implementation projects
- o Letters of support

FRESHLO IMPLEMENTATION PLAN ADDITIONAL GUIDANCE PROMPTS

Please use these prompts to prepare for your plan. You do not need to answer each question.

Summary/Pitch (1 paragraph)

What your project is about written as an “elevator pitch” which should be succinct, persuasive and exciting.

Vision and Values

Tell us briefly about the community you want to see with your plan. What is the vision that your organization, partners, and residents are committed to and how have you come to it?

Please list and describe your values. Values are not goals, they are common ideas and thoughts that your group shares and is committed to.

Partnerships often bring tensions. Please describe any differences or opposing viewpoints to the vision and values.

In our convening in Cleveland in August, many explained that historical and current inequities and traumas are dynamics that greatly impact their initiatives. Can you briefly share if these dynamics are a factor in your initiative, and, if so, how you will be addressing them through your initiative?

Define the Problem and Opportunity

What core community need(s) or problem(s) (please focus on one to three) is this project addressing, as defined by community members in your planning process?

What are your community’s most important assets?

What is some unique knowledge you can share about your community? (not as a board of tourism approach, but show insider pride/love)

How does the project resonate with the specific culture(s) of the community?

Describe the possible (1) short-term and (2) long-term impact if this project is implemented.

Use creative media to help reviewers understand community (locate in appendices and please have it be user-friendly for reviewers)

How will your project respond to the problem?

Define the response concisely and concretely. How does this solution directly address the Problem/Opportunity defined above?

What are the specific activities you will conduct?

How will this plan:

- Improve sense of belonging, community identity, and social connections?
- Decrease community health disparities?
- Create community economic opportunity for low-income residents?
- Support any shifts in power as a result of your project? What might be the indicators of this shift? How will you know things are shifting?
- Integrate health, arts, and culture as core elements of the work?
- Advance any additional goals and indicators?

What will you and residents observe and track to see if you are making a difference and learn from as you go along?

Hint: Tie narrative to logic model for consistency

Who will this project engage and serve residents and how will you reach them?

How specifically will you reach them (don’t assume “if you build it they will come”)? Define your outreach and engagement plan (if you are planning a food enterprise, “marketing” plan might also be appropriate).

What evidence do you have to suggest your strategy will work? Have you tested it before, or seen the strategy work in a similar place elsewhere? Did you conduct any pilot activities, and what did you learn?

Who will this project benefit? Include community demographics, market information (if you’ve done any market research).

How have you approached needs assessment?

FRESHLO IMPLEMENTATION PLAN ADDITIONAL GUIDANCE PROMPTS

Please use these prompts to prepare for your plan. You do not need to answer each question.

Opportunities, Risks, Challenges

What are the factors that have helped facilitate this plan coming together?

What are up to three biggest areas of internal (organization and/or coalition) resistance to the achievement of objectives, and how you will overcome/mitigate them? Can you share any dissenting opinions?

What are the three biggest areas of external resistance to the achievement of objectives, and how you will overcome/mitigate them? Can you share any dissenting opinions?

How and why did the development of your implementation plan change due to challenges?

Have you seen examples of similar projects or enterprises in other communities, and have you learned from their success or failure?

Are there any national or regional issues or trends that could impact your project?

Is there anybody who might be opposed to your plan? Why? What will you do to mitigate potential opposition?

Team & Project Management

Who will oversee this project through implementation?

Why is this the right team?

How will decision-making and conflict resolution occur? What systems are in place for each?

How will you ensure that community members have an ongoing role and support to fully engage in decision-making?

What partners are involved and what are their defined roles or resources engaged in this project?

What will happen if you do not receive an implementation grant from Kresge, especially in terms of the residents who have been leading and owning this process thus far?

How is this project unique/distinctive in your community? Why will your project work where others maybe haven't?

How is the implementation plan unique and appropriate for your community?

What other businesses or initiatives in the neighborhood are competing for your target participants' / stakeholders' attention? How is your initiative more fun and exciting? Why will your initiative capture participants' ongoing time and attention over other activity?

Financial Plan (Narrative)

What resources (financial and non-financial) will you need to complete this plan?

Are other funders engaged or interested? If so, who are they and what are they interested in funding? How likely are they to fund?

How will the outcomes of this plan be sustained and grown after project completion?

Include capital breakdown of following, including anticipated earned income:

- Private philanthropic funds
- Public Funds
- Loans
- Non-financial

CHARACTERISTICS OF A STRONG IMPLEMENTATION PLAN: RIGOR, CREATIVITY, VIABILITY, HIGH-IMPACT

- Practical, feasible, viable for phases defined during the two-year Implementation Period (we recognize that not all grantees will be at the same starting point, so we would expect an appropriate degree to advancement based on where you started)
 - o Clear and thorough financial plan
 - o Partnerships established (formally as needed), partners aligned on goals
- High impact - Clear pathway to how project will achieve strong and appropriate impact
 - o Clear plan for tracking impact
- Product of a strong inclusive planning process
 - o Evidence that initiative has progressed during planning phase, incorporated FreshLo objectives in new ways
 - o Community decision making, representation, and alignment, are strong
- Evidence of demand - the project will fill a need for people with low incomes
- Strong leadership and/or execution team in place or identified
- Plan is structured to have ongoing cross-disciplinary activity– arts, culture, health, integrated in authentic ways
- Sustainability – lasting impact on the community after implementation grant funds end
- Equitable – truly inclusive, diverse parties at the table and different parts of the community benefitting
- Bring joy to your community – though you are addressing great community challenges, the availability of food, arts and culture should help residents feel inspired and joyful.