

THE KRESGE FOUNDATION

# Kresge Innovative Projects: Detroit

## Round 2 Application Guide

**The Kresge Foundation  
Troy, Michigan  
2015**

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## **Introduction**

The Kresge Innovative Projects: Detroit Grant Program is a multiyear, citywide initiative for transformative improvements to the quality of life in Detroit's neighborhoods. Through it, the Kresge Foundation's Detroit Program seeks to respond to community objectives expressed during the Detroit Future City planning process by providing resources for neighborhood-based projects that support the vision and creativity of the city's residents.

The program will support projects that:

- Take place within the city and are led by a Detroit-based nonprofit organization;
- Demonstrate a transformative impact;
- Fulfill the Detroit Future City strategic framework and advance neighborhood priorities (see Appendix);
- Use inclusive, collaborative processes for planning, design, development and implementation;
- Extend benefits to a broad set of stakeholders and community residents; and
- Will be completed in 12-18 months from the date of the grant award.

In addition to providing funding for project implementation and project planning, the program may consider additional technical assistance to grantees in support of their projects on a case-by-case basis.

## **Two Types of Grants**

Through this initiative, the Detroit Program will provide support through implementation grants for "shovel-ready" projects and planning grants for strong project concepts. In this round of the initiative, Kresge is particularly interested in supporting planning projects in order to create a strong pool of implementation proposals for Round 3 of the initiative in fall 2016.

Grants are expected to be made in each of the seven Detroit City Council districts.

### **Implementation Grants**

Implementation grants of \$50,000 to \$150,000 each will fund shovel-ready projects that can begin in early 2016. Strong preference will be shown for projects for which a majority of funding (50 percent to 100 percent) would be provided from Kresge's implementation grant.

Projects receiving implementation grants in this round must be completed by Aug. 31, 2017.

Kresge expects to award implementation grants on a competitive basis citywide.

### **Site control**

Kresge will expect implementation grant applicants to provide documentation demonstrating control of the project site. Kresge defines site control as having any of the following in place with no delinquent tax liability:

- Ownership
- Purchase agreement
- Long-term lease agreement

Kresge will show preference for proposals with one of these forms of site control. Proposals for projects with other site-control situations will be considered on a case-by-case basis. Additionally, a grantee must hold the required permits/approvals for a project prior to payment of implementation grant funds.

### **How May Implementation Grant Funding Be Used?**

- Staff and/or consultant time devoted to the project.
- Capital expenses.
- Sub-grants or contracts to partner organizations for project work.
- Contracts for professional or technical assistance (e.g., design or construction).
- Project materials and supplies.
- Fees for permits and other regulatory costs associated with the project.
- Costs associated with community outreach and communications efforts, including community events on the project site.
- Administrative and overhead costs related to the project.

### **Planning Grants**

Organizations with strong but not-yet shovel-ready projects may apply for a planning grant of up to \$25,000. While support for implementation grants was emphasized in Round 1 of the initiative, Kresge plans to provide a larger number of planning grants in this round.

Planning grants will support development of project concepts and proposal documents, which may be submitted for consideration as part of the 2016 call for proposals. As project site control (as defined above) will be a requirement for the next round of implementation grants, each planning grant applicant should outline a plan for obtaining control of its proposed project site.

By Oct. 31, 2016, planning grant recipients will be expected to submit expected project outcomes, a detailed project work plan with current project status and key next steps, a project budget, a description of project partnerships and a list of necessary permits and approvals.

Kresge expects to award at least one planning grant in each of the seven Detroit City Council districts.

### **How May Planning Grant Funding Be Used?**

- Staff and/or consultant time devoted to the planning effort.
- Costs associated with community outreach and communications efforts.
- Costs of meeting rooms and/or equipment rental required for the planning effort.
- Costs of refreshments and/or child care provided during community meetings.
- Sub-grants or contracts to partner organizations.
- Contracts for professional or technical assistance (e.g., design or construction).
- Administrative and overhead costs related to the planning effort.

### **Eligibility**

This grant opportunity is open to nonprofit organizations and partnerships among nonprofits. The lead applicant must:

- Be incorporated in the state of Michigan, located in and primarily serving the city of Detroit;
- Have at least two years of operational history;
- Have an IRS 501(c)(3) designation or operate under a college or university; and
- Be able to provide an independently prepared audit for the most recently completed fiscal year that follows Generally Accepted Accounting Principles or Government Audit Standards. Organizations with annual budgets of \$250,000 or less may provide a qualified financial review or IRS Form 990 for the most recently completed fiscal year in place of the audit.

The lead applicant may not be:

- An elementary or secondary school,
- A religious organization,
- A for-profit organization,
- An individual

### **The Application**

#### **Overview of process**

We invite interested organizations to submit proposals for implementation or planning by 5 p.m. Eastern time on Tuesday, Nov. 24, 2015, using Kresge's online application system. The application system will require applicants to provide information about their organization and grant request, answer a set of narrative questions, provide demographic data for their organization, and upload a number of attachments as detailed below.

Organizations may submit one application for an implementation grant and one for a planning grant.

Recipients of Round 1 implementation grants may submit an application for an implementation grant in Round 2; however, preference will be given to lead applicants who have not previously received an implementation grant through this program. This preference reflects the desire of the Kresge Detroit Program to support a diverse set of projects and partner organizations across Detroit through the Kresge Innovative Projects: Detroit grant initiative.

Recipients of Round 1 planning grants are encouraged to apply for an implementation grant in Round 2 if they feel that their planning work has sufficiently prepared them to develop a competitive proposal based on the review criteria below.

Each proposal should succinctly but thoroughly outline the project concept. Proposals should include all documentation as required below.

Please note that there are minor differences in requirements for implementation and planning grant requests.

Kresge Detroit Program staff will make final funding decisions. We expect to announce both planning and implementation grant awards in March 2016. Grant periods will begin on Mar. 1, 2016. Funding decisions as part of this grant program are independent from those of other Kresge Foundation programs and will neither affect nor be affected by decisions of other programs, nor by decisions related to other initiatives within the Detroit Program.

## Required Questions for All Applications

- A. Organization Information** – All applicants will be required to provide background information about their organization.
- B. Grant Request Information** – All applicants will be required to provide information about their grant request. Please note:
  - All applicants must select the “Kresge Innovative Projects: Detroit (Round 2)” program.
  - All applicants must enter a beginning date of 3/1/2016.
  - All *planning grant* applicants must enter a duration ending date of 8 months.
  - All *implementation grant* applicants must enter a duration date of 18 months.
  - All applicants must request “Project Support.”
- C. Narrative Questions** – All applicants will be required to concisely answer the 12 narrative questions below.
  - 1. Is this proposal for a planning or implementation grant?

2. Provide the geographic location of your proposed project site, either a specific address or the nearest intersection.
3. Provide the Detroit City Council district in which the project will take place.
4. Describe the proposed project, including its objectives and anticipated impact.
  - What transformative impact will it have in its Detroit neighborhood?
  - How will the project benefit a broad set of community residents and stakeholders? How does the project support inclusive and equitable growth in the neighborhood? What impact will the project have in furthering a model for inclusive and equitable growth in Detroit?
5. Describe how the proposed project will support the vision of neighborhood residents. How will it advance community priorities for the neighborhood? How does it fit with prior community planning processes?
6. Describe how the proposed project aligns with the Detroit Future City Strategic Framework Plan:
  - How does it contribute to neighborhood stabilization?
  - Does it have an open space or vacant land element?
  - Does the project fulfill the framework plan in an innovative way that may create a model for other Detroit neighborhoods?
7. Provide a detailed timeline and work plan for the proposed project work (either implementation or planning). Can the proposed work be completed in the required time frame (12-18 months for implementation grants, eight months for planning grants)?
8. Describe your past efforts to engage and support the local community. How have these practices benefited local residents and how have they informed the proposed project?
9. Describe how your organization will use inclusive, collaborative processes to design, develop and implement the proposed project. How will the local community be engaged? What partnerships will be necessary to successfully complete the project (including partnerships with organizations for design, engineering, contracting and other services where needed)?
10. Briefly discuss your organization's capacity to coordinate and execute the proposed project. What past projects has your organization developed, implemented and maintained in support of community goals? Who from your organization will lead the proposed project, and what relevant past experience do they have? How many full-time equivalent staff does your organization have (see the Appendix for instructions for calculating)?
11. **(Implementation grants only)** Kresge expects applicants to briefly discuss the current status of project site control as defined above on Pages 2-3 of the application guidelines. Does your organization have control of the project site as

defined above? If not, tell us more about the current status of the site and its impact on the project timeline.

12. (**Implementation grants only**) Provide a list of the permits and approvals necessary to implement the project.

**D. Demographic Data** – All applicants will be required to enter demographic data concerning their organization and the populations they serve. The Kresge Foundation is committed to gathering this data in keeping with our value of promoting racial, ethnic, and gender diversity.

## Required Attachments for All Applications

- 1) **Annual organizational operating budgets** – The organization’s operational budget-to-actual for the prior fiscal year and the current fiscal year budgets.
- 2) **Board member list** – Current board members, with officers noted, and all members’ professional affiliations. Please identify any community representatives as a “volunteer” or “community member.”
- 3) **Financial statements** – A copy of your audit, qualified financial review or IRS Form 990 from the most recently completed fiscal year. Organizations with annual budgets of more than \$250,000 must submit an audit.
- 4) **Letter of request** – On applicant’s letterhead, signed by an individual (typically the chief executive officer) authorized to enter into contracts on behalf of the organization.
- 5) **Project personnel** – The names and qualifications of the key individuals who will lead and manage the work described in this request. For each individual, please describe the expertise and experience he or she brings to the work.
- 6) **Line-item project expense budget** – The budget should correspond with the activities described in the proposal narrative and the budget time frame should match the proposed project timeline. See Appendix for a sample budget format.

## Special Attachments for Implementation Project Requests

Organizations applying for an **implementation grant** must upload the relevant documentation to confirm the site-control status as described in your narrative.

## Letters of Support

Organizations applying for an **implementation grant** or **planning grant** are welcome to submit a letter of support from any entity that is included as a key partner in the grant application.



## Other Supplemental Supporting Documents

Organizations applying for an *implementation grant* or *planning grant* are invited to submit up to two separate supplemental supporting documents, which may include visual depictions and support drawings or other relevant planning documentation.

Proposals that do not include supplemental supporting documentation will not be penalized.

## Review Criteria

A competitive project concept will:

- Demonstrate a transformative impact in its Detroit neighborhood.
- Advance community priorities for the neighborhood. For example, how the project connects to support broader community planning and engagement efforts.
- Fulfill the Detroit Future City Strategic Framework Plan in an innovative way. For example, such projects might:
  - Creatively use vacant land and open space
  - Strengthen neighborhood identity
  - Enhance quality of place
  - Directly engage residents to become active participants in improving their neighborhood
- Have clearly defined and achievable timelines.
  - Projects proposed for implementation grants will be able to be fully completed within a 12- to 18-month period beginning Mar. 1, 2016.
  - Projects proposed for planning grants will be able to fully complete the planning process (including submission of all required reporting documents) within an eight-month period beginning Mar. 1, 2016 to be eligible for the next round of implementation grants.
- Use inclusive, collaborative processes for design, development and implementation. This includes engagement with both the local community and relevant partner organizations.
- Extend benefits to a broad set of stakeholders and community residents.
- **(For implementation grants only)** Rely on this grant for a majority (50 percent to 100 percent) of its total implementation costs.
- **(For implementation grants only)** Provide documentation of project site control (defined as ownership, purchase agreement or long-term lease agreement) with no delinquent tax liability.

Competitive lead applicants will have:

- Sufficient organizational capacity to coordinate and execute projects of the scope and scale described here. Preference will be shown for applicants with the equivalent of at least one full-time person on staff (instructions for calculating full-time equivalents are in the Appendix section),
- A history of community engagement, and
- A track record for developing, implementing and maintaining projects that support community goals.

## **Reporting Requirements**

All projects funded by an implementation grant are to be completed within an 18-month grant period beginning on Mar. 1, 2016. Project planning funded by a planning grant must be completed within an eight-month grant period beginning Mar. 1, 2016.

The Kresge Foundation reserves the right to review any grant decision, dependent on the organization's performance and plans.

Grant reports will be due **30 days** after the completion of the grant period. (Please note that for planning grants, required reporting documents must be submitted by Oct. 31, 2016, in order to be considered for the next round of implementation grants.)

Grant reports will include both a narrative and financial component, with an emphasis on this project as a learning experience for your organization, other organizations and The Kresge Foundation. This information will help refine and strengthen the foundation's strategies, and help advance the work of our partners. More on Kresge's commitment to learning and evaluation is included below.

Specific grant report details will appear in the grant agreement.

Organizations with an annual operating expense budget greater than \$250,000 must submit their most recently completed audit along with the grant report. Organizations with an annual operating expense budget of \$250,000 or less must submit at its most recently completed qualified financial review or IRS Form 990 by the end of the grant period.

## **Kresge and the Detroit Program's Commitment to Learning and Evaluation**

This grant program represents an opportunity for Kresge to learn alongside community partners. In addition to supporting transformative improvements to conditions in neighborhoods, we want

to learn what approaches best advance community priorities for revitalization and how Kresge can best support those approaches. To that end, as grantees funded through this program engage in project work we will ask each to think about things like:

- The factors that were most important in successfully completing the project,
- The collaborations with external organizations needed to effectively advance the project,
- The roadblocks or challenges that made it more difficult to achieve project goals, and
- The lessons learned during the grant period that would be helpful to similar organizations working on neighborhood projects.

More detailed questions will be included in grant agreements. As part of final grant reports submitted when project work is complete, we will ask for responses to those questions and a short account describing how project work has made a difference in the lives of people living in Detroit.

## **Questions**

Please email [InquiryDetroitCommDev@kresge.org](mailto:InquiryDetroitCommDev@kresge.org) or call 248-643-9630 to have your question routed to the most appropriate person.

## **Appendix 1**

The Kresge Innovative Projects: Detroit grant initiative seeks to respond to community objectives expressed during the Detroit Future City planning process by providing resources for neighborhood-based projects that support the vision and creativity of the city's residents. As part of the initiative's review criteria, Kresge will consider the extent to which a proposed project aligns with and fulfills the DFC Strategic Framework Plan to advance neighborhood priorities.

We have summarized below two DFC priorities that The Kresge Foundation is most interested in advancing through this grant program. For more information on the DFC Strategic Framework Plan and the DFC Implementation Office, we encourage you to visit [detroitfuturecity.com](http://detroitfuturecity.com).

### ***Transforming Vacant Land into an Innovative Open-Space Network***

The availability and strikingly poor condition of vacant land is one of the most widely perceived characteristics of Detroit's current condition. While vacant land is often cited as one of Detroit's greatest liabilities, the DFC Strategic Framework views such land as a potential asset in the city's transformation. With nearly 70,000 parcels owned by the city of Detroit, these land assets can be leveraged to create a new green and sustainable city unlike any other in the world. For more information, see [detroitfuturecity.com/priorities/land-buildings-resources/](http://detroitfuturecity.com/priorities/land-buildings-resources/)

### ***Stabilizing Neighborhoods***

One of the underlying intentions of the DFC Strategic Framework is to address quality-of-life challenges that affect all Detroiters and neighborhoods throughout the city, such as first-rate public safety and an attractive landscape in good physical condition. For more information, see [detroitfuturecity.com/priorities/neighborhoods/](http://detroitfuturecity.com/priorities/neighborhoods/)

## **Appendix 2**

### **Instructions for calculating full-time equivalent staff (FTE)**

To calculate the FTE for your organization:

1. List every paid staff member. Contract staff may be counted if they act for the organization in a staff role on an ongoing, multiyear basis: for example, a part-time director, curator or artistic director; a paid docent giving tours to school groups throughout each year; a person who coordinates public relations and marketing for the organization and its programs throughout the year; or an accountant. Individuals whose employment is related only to a specific project or short-term contract should not be counted.
2. For each person, estimate the total number of hours worked in a year. Then add the total for the entire group.
3. Divide the total by 2,080 – that's the number of hours in a year for a full-time employee working 40 hours per week. For example, 3,120 hours is 1.5 FTE, or the equivalent of one full-time and one half-time staff member.
4. Report the FTE number as part of your grant narrative.

## **Appendix 3**

### **SAMPLE BUDGET FORMAT**

This page provides a sample budget form. You may submit your budget in any appropriate format. Please put the name of your organization, the date and the beginning and ending dates for the budget time period at the top of the page.

If your grant request is for multiple years, please provide annual budgets for each year requested and a cumulative total by line item. Use only the categories appropriate for your organization

#### **Expenses:**

Include a description and the total amount for each of the following budget categories that apply to your project.

Define each category, such as the number of full-time staff equivalents (FTEs) for the salaries and benefits line item or the types of consultants used.

#### **List the dollar amount for each applicable category.**

Salaries and benefits (FTEs)	\$
Consultant and professional fees	\$
Insurance	\$
Travel	\$
Equipment	\$
Supplies	\$
Printing and copying	\$
Telephone and fax	\$
Postage and delivery	\$
Indirect costs	\$
Evaluation	\$
Other (specify)	\$
<b>Total</b>	<b>\$</b>

#### **Revenue:**

Include the amount and sources of funding for the budgeted categories listed, for example grants/contracts/contributions, earned income and membership income. Also, please indicate which sources are confirmed and which are projected.

#### **Grants/contracts/contributions**

Government (itemize)	\$
Foundations (itemize)	\$
Corporations (itemize)	\$
Individuals	\$
Other (specify)	\$

#### **Earned income**

Events	\$
Publications and products	\$

#### **Membership income**

Other (specify)	\$
To be identified	\$
<b>Total</b>	<b>\$</b>

