

2021 Cultural Grant Program: Professional Operating Guidelines

Deadline: Friday December 18, 2020 at 3 p.m. PST

If you have questions after reviewing these guidelines, you can obtain more information from Cultural Services staff. Please contact staff well in advance of the deadline:

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Cultural Services Manager
250-470-0640
cmcwillis@kelowna.ca

2021 Professional Operating Grants
City of Kelowna Cultural Services Branch
Smith Avenue Offices
103-1360 Ellis Street
Kelowna, BC V1Y 2A2
HOURS: Monday to Friday, 8 a.m. to 4 p.m.

CITY OF KELOWNA ACTIVE LIVING & CULTURE DIVISION

CORE PRINCIPLES:

The City of Kelowna's Active Living & Culture Division administers a number of grant programs and services for the community which:

- encourage active healthy lifestyles
- build strong neighbourhoods
- nurture lifelong participation in sport
- enhance cultural vibrancy
- facilitate development of events
- enhance social sustainability
- support effective management and operation of sport, recreation and cultural facilities

Organizations seeking funding support from the City of Kelowna through any of the grant programs administered by the Active Living & Culture Division should be aware of and aligned with one or more these core principles.

VALUES:

Any organization supported by the City of Kelowna Cultural Grants will commit to the following values:

- **Accessibility, diversity and inclusion:** we welcome everyone to engage in quality experiences that showcase the unique identity of our community.
- **Accountability and fiscal responsibility:** we use resources effectively to leverage opportunities that optimize value and create impact.
- **Innovation:** we support forward-thinking solutions that anticipate needs and brings together a range of experiences to see the future in a different way.
- **Partnerships and cooperation:** we achieve more through meaningful relationships of mutual respect and understanding.

The Cultural Grants Professional Operating Program is one of many grant programs provided by the City of Kelowna. Information about other grant opportunities is available on the City's website: kelowna.ca/grants

1.0 PROFESSIONAL OPERATING PROGRAM OBJECTIVES AND DESCRIPTION

1.1 Objectives:

This program aims to provide consistent and reliable annual support to professional, established non-profit arts and cultural organizations which provide impactful, quality programs and services, demonstrate sustainable operations and contribute to the realization of the City’s cultural vision.

The objectives for this program are to support organizations who are committed to the advancement of the 2020-2025 Cultural Plan goals and strategies. Goals of the 2020-2025 Cultural Plan include:

<p>STRATEGIC INVESTMENTS</p> <p><i>foster deliberate investments of time, money and people into demonstrated outcomes</i></p>	<p>Goal 1: Increase contribution of resources</p> <p>Develop a variety of approaches to increase support for the creative sector’s spaces, capacity, vitality and connections</p>	<p>Goal 2: Understand our impact</p> <p>Leverage the value that culture contributes to the community</p>	
<p>SPACES</p> <p><i>use new and traditional approaches for enhancing the availability, affordability and accessibility of spaces for culture</i></p>	<p>Goal 3: Optimize existing spaces</p> <p>Improve the use of existing space and allow for alternative solutions to meet community needs</p>	<p>Goal 4: Commit to developing new facilities</p> <p>Actively plan and seek opportunities for the advancement of new cultural facilities</p>	
<p>VITALITY</p> <p><i>animate the community with a blend of programs, services and events that promote artistic excellence and share Kelowna’s history</i></p>	<p>Goal 5: Learn from our past</p> <p>Engage the public in the protection and preservation of Kelowna’s human and natural history and bring stories about our past to the forefront</p>	<p>Goal 6: Boost vitality at the street level</p> <p>Create excitement and activity throughout Kelowna</p>	
<p>CAPACITY</p> <p><i>build on the creative sector’s ability to respond to changing demands and new opportunities</i></p>	<p>Goal 7: Support a viable creative sector</p> <p>Enhance administrative, financial, management and governance systems that create a strong foundation for the future</p>		
<p>CONNECTIONS</p> <p><i>promote ongoing interactions between people, sectors and disciplines</i></p>	<p>Goal 8: Share our story</p> <p>Celebrate local activities, initiatives and successes with the broader community</p>	<p>Goal 9: Broaden the reach</p> <p>Incorporate culture within other sectors as an integral piece of community growth</p>	<p>Goal 10: Convene and connect</p> <p>Bring the creative sector together for dialogue, exchange and action</p>

The 2020-2025 Cultural Plan can be found at kelowna.ca/culture.

Support provided by the City of Kelowna will assist these organizations with operational sustainability and enable development and delivery of their programs and services in the community. Support is provided on an annual basis.

1.2 Organization profile:

Organizations participating in this program are Kelowna-based, established, professional non-profit arts and cultural organizations that have a mission to develop, create, produce, present and disseminate artistic work in any artistic discipline.

1.3 Eligibility:

To participate in this program, the organization must:

- be a registered non-profit society or a registered charity with the Canada Revenue Agency (CRA) and be registered for at least five (5) years at the time of the application deadline,
- be physically located, have an active presence and have programs and services delivered within the City of Kelowna for at least three (3) years at the time of the application deadline,
- have an established body of high quality work with a track record of consistent delivery and demand,
- have a clear and relevant mission and long-term goals and strategies represented in an organization strategic plan,
- have received at least two (2) consecutive General Operating Program Grants from City of Kelowna Cultural Services,
- compensate professional artists at standard rates,
- have an independent Board of Directors composed of volunteers and representative of its mission and audience. Directors must:
 - Meet the minimum statutory requirements imposed by the relevant incorporation statute (i.e. *BC Societies Act*);
 - Not be remunerated for their services as Director (except for reimbursement of reasonable expenses) nor hold concurrent staff positions; and
 - Function in a governance role and be active in policy, planning, legal and fiduciary responsibilities.
- have full-time professional and paid leadership (artistic and administrative) – minimum 1 FTE,
- have well-developed administrative systems, including financial, human resources and communications,
- have financial resources and practices including:
 - Sustained average annual cash budget of at least \$200,000;
 - Diverse income including earned revenue, private sector sponsorships, donations and public sector support;
 - Independently-prepared professional financial statements (audit or review engagement).

1.4 Ineligible organizations:

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations), religious and political groups

- Organizations whose mandates, operations and activities are not consistent with the program objectives, description and/or eligibility requirements
- Organizations which receive City of Kelowna operating support through:
 - a Lease & Operating Agreement,
 - a Service Agreement,
 - directly by a budget line item, or
 - the General Operating program.
- Organizations which have outstanding indebtedness to the City of Kelowna or which have not fulfilled reporting requirements for any previous grants from the City of Kelowna
- Unincorporated committees, groups, collectives or individuals.

1.5 Eligible activities and expenses:

Core operating activities and expenses that are used to support the organization's operational sustainability and enable the development and delivery of programs and services in the community and are not excluded expenses or activities as described in para 1.6.

1.6 Ineligible activities and expenses:

- fundraising activities
- projects which already receive financial or in kind support (including site provision) from other City of Kelowna sources
- retroactive funding for initiatives which have already occurred
- deficit reduction
- bursaries or scholarships
- activities focused on politics, education, religion, or advocacy
- acquisition of real property
- development of capital proposals or feasibility studies
- activities focused on attracting a limited or special interest audience

2.0 APPLICATION PROCESS

The application process is now online and can be found on the [City's website](#).

Due to the nature of the eligibility criteria for this program, please contact Christine McWillis, (250) 470-0640, cmcwillis@kelowna.ca to obtain more information.

Eligible applicants will submit the application form using the online system by the program deadline, 3 p.m. PST, Monday, November 30, 2020.

Only online applications will be accepted. If you are having problems with the online system, please contact culture@kelowna.ca.

Please ensure you receive email confirmation upon submission.

Incomplete or late applications will not be accepted and funding distribution may be impacted.

3.0 ASSESSMENT CRITERIA

The criteria listed below and in Schedule 1 represent 'good' practices for established professional non-profit arts and culture organizations. Assessment will be based on the degree to which organizations meet the criteria, based on the information they provide.

All organizations are unique, and will be at different stages in their lifecycle; there is no expectation that an organization must be demonstrating exceptional performance in all areas in order to receive funding support. However, the assessment criteria provide an objective framework within which the organization's overall performance can be considered, and form the basis for constructive feedback to the organization.

Criteria are grouped into five (5) categories:

- Planning, Leadership and Administration (15%)
- Artistic Programs and Services (30%)
- Participation and Impact (30%)
- Financial Management (15%)
- Board and Governance (10%)

Detailed criteria are listed in Schedule 1 of these Guidelines.

4.0 ASSESSMENT AND APPROVAL PROCESS

4.1 *Staff Review:*

Applications in this program are evaluated through Cultural Services staff review, which provides an opportunity for deeper analysis than would be possible through an independent committee. Staff may call upon experienced sector or discipline experts from other communities or funding agencies in an advisory capacity when circumstances warrant and may also consider input from the City of Kelowna's Finance Department.

4.2 *Interview:*

Following completion of staff review, applicants (typically represented by one management staff person and one Board member), are invited to an interview with the Cultural Services Manager to discuss findings, build understanding about how the organization will address any concerns arising, and engage in broader dialogue about the health of the sector, trends, and how the City of Kelowna can improve its service to the sector.

4.3 *Notification and Distribution:*

Following the interview, applicants will receive notification of the funding recommendation, payment and feedback from the review process including detailing any terms and conditions or follow up items.

4.4 Funding Reductions and Fair Notice:

The City of Kelowna may, in order to accommodate increasing demand in this program, reduce an organization’s funding in any year by up to 15% of the organization’s previous grant without advance notice. If the City wishes to reduce an organization’s funding by more than 15%, the City will give the organization at least 12 months advance notice of the proposed reduction. Feedback from City staff may include recommendations for improvement to the organization’s planning, leadership and administration, artistic programs and services, participation and impact, financial management and board governance.

Lack or insufficiency of response will be considered in future applications and may result in a reduction or withdrawal of support, or the imposition of conditions for future program eligibility.

4.5 Request for Clarification/Request for Reconsideration:

Applicants who do not agree with a funding recommendation may request further clarification from staff, or if still in disagreement after clarification, may make a formal request for reconsideration by the Director of Active Living & Culture. In the event of a formal request for reconsideration, the City may delay distribution of some or all of the funds in this program until all of the recommendations have been resolved and approved by Council.

5.0 PROGRAM TIMELINES

A typical timeline appears in the table below. The timeline is subject to change.

Deadline	Staff Review	Interview	Distribution
Dec 18, 2020	Early Jan 2021	Late Jan 2021	By end Feb 2021

6.0 CONDITIONS OF FUNDING

In addition to any specific terms and conditions which may arise from the annual review process, the conditions below will apply to any organization receiving funding from this program:

- Grant funds must be applied to current expenses and must not be used to reduce or eliminate accumulated deficits or to retroactively fund activities;
- The organization will make every effort to secure funding from other sources as indicated in its application;
- The organization will maintain proper records and accounts of all revenues and expenditures relating to its activities and, upon the City’s request, will make all records and accounts available for inspection by the City or its auditors;
- If there are any changes in the organization’s activities as presented in its application, the City must be notified in writing immediately and must provide approval for such changes;

- In the event that the grant funds are not used for the organization’s activities as described in the application, they are to be repaid to the City in full. If the activities are completed without requiring the full use of the City funds, the remaining City funds are also to be returned to the City;
- The organization must acknowledge the financial assistance of the City of Kelowna on all communications and promotional materials relating to its activities, such as programmes, brochures, posters, advertisements, websites, news releases and signs. Acknowledgement is provided by using the City of Kelowna logo in accordance with prescribed standards;
- 3 high quality photographs must be submitted. Photo waivers and photographer release forms must accompany all photographs;
- The organization agrees to indemnify and save harmless the City and its elected and appointed officials, officers, and employees, in respect of all claims for bodily injury or death, property damage, or other loss or damage arising from the conduct of any work by or any act or omission of the organization or any directors, officers, volunteers, or employees, of the organization; and
- Receipt of a grant does not guarantee funding in the future.

7.0 CONFIDENTIALITY

All documents submitted by applicants to the City become the property of the City. The City will make every effort to maintain the confidentiality of each application and the information contained therein except to the extent necessary to communicate information to staff and assessors for the purposes of evaluation, administration and analysis. General information about the organization/project, including the funded amount and the organization being funded under the program may also be released. The City will not release any additional information to the public except as required under the Province of British Columbia *Freedom of Information and Protection of Privacy Act* or other legal disclosure process.

8.0 CONTACT INFORMATION

Staff: Christine McWillis
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Phone: (250) 470-0640
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Email: cmcwillis@kelowna.ca

SCHEDULE 1 – DETAILED ASSESSMENT CRITERIA		
Planning, Leadership and Administration 15%	Q1	The organization’s vision is clear and aligns with the organization’s mission, goals and strategies and contributes to the development of broader sector goals and priorities.
	Q2	The organization embraces and demonstrates the guiding principles of the 2020-2025 Cultural Plan.
	Q3	The organization is committed to advance the goals and strategies of the 2020-2025 Cultural Plan.
	Q4	There are appropriate positions and structures in place to support operations, programs or services and align with mission, goals and strategies. <ul style="list-style-type: none"> • Executive Director (or equivalent) has appropriate experience in non-profit management, a good understanding of the sector, recognized locally and beyond as leader and influencer. • Artistic Director (or equivalent) has appropriate experience and qualifications, good understanding of artistic practice and sector, established reputation for high quality work and vision, recognized locally and beyond as leader and influencer.
	Q5	The organization demonstrates an understanding of risks and opportunities that impact the organizations’ future.
Artistic Programs and Services 30%	Q6	The artistic vision or rationale is clear, aligns with the mission, and contributes to development of the artistic practice or sector.
	Q7	Programs and services align with mission, goals and strategies.
	Q8	The executive and artistic leadership demonstrates a clear understanding of the artistic impact of its programs or services and has an ability to adapt to the evolution of the artistic practice or sector.
Participation and Impact 30%	Q9	There is evidence of demand and participation in the programs or services through quantifiable data including level of activity, attendance, participation, membership and volunteers.
	Q10	There are practices in place to assess the impact of the organization’s programs or services on the people it serves and there is evidence of benefits to them.
	Q11	There are effective strategies in place to create awareness of, build appreciation for, and drive participation in the organization and its programs or services.
Financial Management 15%	Q12 & Supporting documents	Revenue includes all levels of government support, private sector, individual donations, investments or endowments, self-generated revenue and in-kind support.
		There is an appropriate balance of administrative and artistic expenses supportive of the mission and of professional artistic practices and fee standards.
		Realistic financial and budgeting practices are in place with expenses aligned to realistic revenue projections. Projections are often met or exceeded.
		The budget is well-integrated with ongoing operations, strategic directions and major planning initiatives.
		There is evidence of a healthy financial position (i.e. positive working capital, diversified revenues and funds, annual surplus trends) with adequate resources to support the organization’s mission and goals.
		There is evidence of financial planning for revenue-diversification, program support or growth, and to support long-term goals and strategies.
	Q13	If in a deficit position, there are realistic and achievable plans to reduce the deficit and build working capital OR if in a surplus position, there are appropriate plans to invest in the future of the organization and its long term sustainability in the community.
Board & Governance 10%	Q14/15	Board membership provides appropriate expertise and relevant community representation to support the mission, goals, and strategies of the organization. This expertise may be functional, content-driven, or community related. Any vacancies or skills gaps are actively being addressed.
	Q16	The organization invests in professional development for staff, board and volunteers in order to build on the organization’s ability to respond to changing demands and new opportunities.
	Supporting documents	The Board model, committees, membership, terms and meeting frequency are clearly defined and appropriate to the organization’s mission, goals and strategies.