

2018 Cultural Grants – General Operating Program GUIDELINES

Deadline: Friday, December 1, 2017 at 3:00 p.m. PST

These guidelines have been revised for 2018 – previous versions no longer apply.

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:

Caroline Ivey
(250) 469-8474
civey@kelowna.ca

Submit required materials by the deadline to:

2018 General Operating Grants
City of Kelowna Cultural Services Branch
Glenmore Office*
#105 – 1014 Glenmore Drive
Kelowna, BC V1Y 4P2
HOURS: Monday to Friday, 8:30 a.m. to 4:30 p.m.

**located at the corner of Mountain Avenue and Glenmore Drive*

CITY OF KELOWNA CULTURAL SERVICES BRANCH

The City of Kelowna's Cultural Services Branch is part of the Active Living & Culture Division and it administers a number of programs and services to advance the vision and goals of Kelowna's Cultural Plan, the Official Community Plan and Cultural Policy 274.

VISION:

A community which is thriving, engaging and inspiring.

GUIDING PRINCIPLES:

- Accessibility, diversity and inclusion: lifelong access for all to cultural engagement and participation
- Accountability and fiscal responsibility: using municipal resources effectively and efficiently
- Innovation: being leaders in finding new solutions
- Optimizing value: generate more value and impact from existing resources
- Partnerships and collaboration: work with others to leverage energy, talent and resources

GOALS 2018:

Cultural vitality:

- Foster cultural leadership and artistic excellence
- Integrate local heritage as part of cultural vitality
- Enhance cultural vitality at street level: make arts, culture and heritage more visible, particularly in urban centres, neighbourhoods and public spaces
- Increase the number of people who attend and participate in arts, culture and heritage offerings
- Build cultural citizenship and creative fitness: encourage individual expression and participation in arts, culture and heritage activity; youth engagement and arts education; outreach and creativity to reduce barriers to individual expression and participation.

Strengthening the cultural ecosystem:

- Capitalize on culture for tourism and the economy: activities and programs which promote and raise the cultural profile of Kelowna for both residents and visitors; contributing to a robust and dynamic creative economy through professional development and remunerated activity of artists and cultural workers;
- Connect the cultural community; use a collaborative approach to reach across disciplines and sectors to enhance operational effectiveness and delivery of impactful programs in the community.

General Operating Grants are one of many grant programs provided by Cultural Services and the City of Kelowna. Information about other grant opportunities is available on the [City's website](#): Home Page/City Hall/Council/Grants

At [Kelowna.ca](#), learn more about:

[Cultural Plan](#): Home Page/Residents/Arts, Culture & Heritage/Cultural Plan

[Official Community Plan](#): Home Page/Residents/City Planning/Community Plan

[Cultural Policy 274](#): Home Page/City Hall/Council/Policies

1.0 GENERAL OPERATING PROGRAM OBJECTIVES AND DESCRIPTION

1.1 Objectives:

This program aims to provide annual assistance to non-profit arts, culture and heritage organizations which provide impactful, quality programs and services, demonstrate sustainable operations and contribute to realization of the City's cultural vision, principles and goals.

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, non-profit arts, culture and heritage organizations that have a mission to:

- 1.2.1 develop, create, produce, present and disseminate artistic work in any artistic discipline (Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts, fibre arts);
- 1.2.2 create, provide or facilitate events, materials, communications and/or services which interpret and convey the human history of Kelowna and/or foster preservation, stewardship, and public interpretation and appreciation of heritage knowledge, assets, collections and sites;
- 1.2.3 provide public education, programs, events or services focused on awareness, appreciation and celebration of Aboriginal and other ethno-cultural heritage, including language, traditions and artforms; or
- 1.2.4 develop and deliver programs and services which provide quality visual art, music or theatre experiences for participants living with chronic or permanent health conditions or disabilities which may limit their access to programs and services designed for the general population.
- 1.2.5 provide services or resources in support of artists and arts organizations in the areas of research, information, professional development, networking, administration, audience development, marketing and communications.

They have been incorporated and actively providing the majority of their public programs and services in Kelowna for at least one (1) year prior to the application deadline. They demonstrate an inclusive, diverse and welcoming approach in their operations and activities. They have sound governance and are fiscally responsible, with diverse sources of revenue and good recordkeeping practices. They can demonstrate a need for financial support, and if they have a surplus or reserve, they have a plan for how that surplus or reserve will be used to improve their service to the community. They offer programming and/or services throughout the year.

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 one (1) year at the time of the application deadline;
- Be physically located, have an active presence and have the majority of its programs and services delivered within the City of Kelowna for at least one (1) year at the time of the application deadline;
- Have a mandate and carry out activities which are consistent with the vision, principles, goals and objectives of this program;
- Be committed to providing arts, culture or heritage opportunities to Kelowna residents without exclusion of anyone by reason of religion, ethnicity, gender, age, sexual orientation, language, disability or income;
- Have fulfilled all reporting requirements for any previous grants from the City of Kelowna;
- 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); and
- Not be remunerated for their services as Director (except for reimbursement of reasonable expenses) nor hold concurrent staff positions.
- Have an annual budget and independently prepared financial statements indicating evidence of financial support from private and public sector sources other than the City of Kelowna.

1.4 Ineligible organizations are:

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations which do not have arts, cultural and heritage mandates as described in the organization profile
- Organizations whose operations and activities are not consistent with the program objectives, description and/or eligibility requirements
- Organizations which operate City-owned facilities and receive City of Kelowna support through a Lease & Operating Agreement
- Organizations which receive City of Kelowna support through a Service Agreement or directly by a budget line item
- Organizations which receive City of Kelowna support through the Professional 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 Ineligible activities are:

- Organization start-up costs
- Deficit reduction
- Bursaries or scholarships
- Acquisition of real property
- Development of capital proposals or feasibility studies
- Sports, politics, education, religion, social service or healthcare
- Focused on attracting a limited or special interest audience

2.0 APPLICATION PROCESS

Application forms are available on the [City's website](#).

Organizations considering submission of an application are encouraged to do the following prior to completing an application form and well in advance of the application deadline:

- Review these guidelines
- Contact City staff for more information
 - Caroline Ivey, civey@kelowna.ca, (250) 469-8474
- Attend a grant information workshop in October 2017.

Eligible applicants will deliver the application form and required support materials by the program deadline, 3 p.m. PST, Friday, December 1, 2017 to:

2018 General Operating Grants
City of Kelowna Cultural Services Branch
Glenmore Office*
#105 – 1014 Glenmore Drive
Kelowna, BC V1Y 4P2

HOURS: Monday to Friday, 8:30 a.m. to 4:30 p.m.

*located at the corner of Mountain Avenue and Glenmore Drive

NOTE: Applications will be accepted through Canada Post mail provided that they are received prior to the deadline.

Applications will not be accepted by email.

Incomplete or late applications will not be accepted. Receipt of a complete application prior to the deadline does not guarantee funding. Obtaining an operating grant is a competitive process and demand exceeds available resources.

3.0 ASSESSMENT CRITERIA

The criteria listed below and in Schedule 1 represent 'good' practices for non-profit arts, culture and heritage 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 three (3) categories:

- Program Quality (30%) – the quality of programs and services provided to the community, including the involvement of local artists or other relevant disciplines, distinctive or innovative initiatives, alignment and fulfillment of civic and organization objectives;
- Organizational effectiveness (30%) – sound governance and administration practices, financial health (i.e. realistic budgets with diversified sources of revenue), capacity for growth and adaptation, effective partner/collaborator;
- Community Engagement and Impact (40%) – demonstrated audience and public participation, community support, growth, contributions to the health and vitality of the cultural sector, learning opportunities for artists, audiences and participants, enhancing Kelowna's cultural profile.

Detailed criteria are listed in Schedule 1 of these Guidelines.

4.0 ASSESSMENT OF APPLICATIONS

4.1 *Independent Evaluation:*

Except as noted in Section 4.1.1 below, applications in this program are adjudicated by a Cultural Grant Panel of professional qualified peer and community representatives. Adjudication by panelists is independent and at arms length from the City of Kelowna.

Panelists are selected to participate based on their experience, merit and familiarity with grantmaking practice and the local arts, culture and heritage community. To the extent possible, the panel will reflect the diversity of the community at large and the range of disciplines and activities in the list of applicants.

Panelists who have a real or perceived conflict of interest regarding any application will be required to declare that such a conflict exists and will not participate in decisions relating to that application.

Cultural Services staff will be present as observers during the adjudication process, but will not be active participants.

The Cultural Grant Panel will, within 60 days of the application deadline, provide its recommendations to City staff. The panel's recommendations are final and will be presented by staff to Kelowna City Council in early February, 2018.

4.1.1 Two-Tier Evaluation Process:

Introduced in 2017, some applications will be diverted into a streamlined process, as follows:

- (a) all applications from first-time applicants in the General Operating Program, regardless of the grant amount requested, will complete a Regular Application Form and will be subject to independent evaluation by the Cultural Grant Panel;
- (b) returning applicants requesting a General Operating Grant of less than \$5,000 will complete a Condensed Application Form which will be reviewed by Cultural Services staff. The results of the staff review will be forwarded to the Director of the Active Living & Culture Division for final approval;
- (c) all other applicants will use the Regular Application Form and will be subject to independent evaluation by the Cultural Grant Panel.

4.2 Notification:

Applicants will receive written notification of evaluation results by early February, 2018. Notification will include feedback from the Grant Panel and/or City staff. All applicants are encouraged to meet with City staff to review the feedback.

4.2.1 Request for Clarification/Request for Reconsideration

Applicants who have submitted a Condensed Application Form for staff review pursuant to Section 4.1.1(b) and do not agree with the funding notification may request further clarification from staff, or if still in disagreement after clarification, may make a formal request for reconsideration by the Director of the Active Living & Culture Division. 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 funding decisions have been resolved, and the Director's decision will be final.

4.3 Fair Notice/Organization Development:

Feedback from the Grant Panel and/or City staff may include recommendations for improvement to the organization's program quality, organizational effectiveness, or community engagement and impact.

Organizations returning to the General Operating Program in subsequent years will be required to demonstrate how they have responded to the feedback and worked to make the necessary improvements. This information is part of the Final Report.

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.

Organizations receiving feedback or recommendations for improvement through review of their General Operating Grant application can formulate an organization development project and apply for an Organization Development Grant.

4.4 Distribution:

Following presentation of the staff report to City Council, applicants will receive a cheque and an accompanying confirmation letter detailing any terms and conditions, feedback or follow up items.

4.5 Final Report:

Successful applicants will provide a Final Report in a prescribed format to the Cultural Services Branch. Receipt of these reports is a pre-condition for future eligibility in any Cultural Services grant program. Final Reports are provided to the evaluation panel and form part of their assessment.

Final Reports for 2018 General Operating Grants must be submitted on or before November 2, 2018.

5.0 TIMELINE

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

Deadline	Appn Review	Notification	Council Report	Distribution	Final Report
Dec 1 2017	Jan 2018	Late Jan 2018	Early Feb 2018	By end Feb 2018	Nov 2 2018

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, Cultural Services must be notified in writing immediately and approve 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;
- 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. The City will not release any of this 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: Caroline Ivey
 Address: 105 – 1014 Glenmore Drive
 Kelowna, BC V1Y 4P2
 Phone: (250) 469-8474
 Hours: Monday – Friday, 8:30 a.m. to 4:30 p.m.
 Email: civey@kelowna.ca
 Website: kelowna.ca/culture

SCHEDULE 1 – DETAILED ASSESSMENT CRITERIA	
Program Quality 30%	Programs and services are well-organized.
	Programs and services are aligned with the organization’s vision, mission and goals.
	Programs and services are aligned with the current goals of the General Operating Program.
	Programs and services are designed and delivered in response to community interest or need.
	Programs and services are distinctive, original, unique or innovative.
	Local artists and/or cultural workers with appropriate expertise and experience are involved in program design and delivery.
	Programs have evolved or are evolving to reflect changes in the community and in the sector as a whole.
	The organization has a way to gather feedback about its programs and services and regularly evaluates and improves its programs and services in response.
Organizational Effectiveness 30%	Revenue includes diverse sources of support, including public sector, private sector, individual donations, self-generated revenue and in-kind support.
	Sound financial and budgeting practices are in place with expenses aligned to realistic revenue projections.
	There is an appropriate balance between administrative and program-related costs to enable fulfillment of the organization’s mission and objectives.
	There is evidence of a healthy overall financial position 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.
	If in a deficit position, there are realistic and achievable plans to reduce the deficit and build working capital.
	Board membership provides appropriate expertise and relevant community representation to support the mission, goals, and strategies of the organization.
	The Board regularly reflects on its role and actively addresses challenges and opportunities which may influence the organization’s policy, planning or direction.
	The organization has leveraged its human and financial resources by actively collaborating with other organizations to deliver programs or initiatives.
	There are clear and realistic goals with measurable actions and the required resources to implement them. They are linked to the mission, provide overall direction for the organization and drive day-to-day operations.
	There are appropriate positions and structures in place to support operations, programs or services and align with mission, goals and strategies.
Community Engagement and Impact 40%	There is evidence of demand and participation in the programs or services through quantifiable data including level of activity, attendance, participation, membership and volunteers.
	There is evidence of positive change or growth in demand and participation and/or in the quality or quantity of programs and services offered.
	There are effective strategies in place to create awareness of, build appreciation for, and drive participation in the organization and its programs or services.
	There are policies or practices and programs in place to eliminate barriers for people to participate in the organization and its programs or services.
	The organization actively provides learning opportunities for its audiences, participants and volunteers.