

Report to Council



Date: April 16, 2018
File: 0710-01
To: City Manager
From: Christine McWillis, Cultural Services Manager
Subject: 2017 Organization Development Grant Summary and 2018 Organization Development Grant Guidelines

Recommendation:

THAT Council receives for information the report of the Cultural Services Manager dated April 16, 2018 regarding the administration and distribution of the 2017 Organization Development Grants.

AND THAT Council approves the 2018 Organization Development Grant Guidelines as proposed in the report of the Cultural Services Manager dated April 16, 2018.

Purpose:

To provide Council with information about the distribution of the 2017 Organization Development Grant funds and to provide for Council consideration the revised guidelines for 2018 Organization Development Grants.

Background:

Organization development (sometimes called 'capacity building') for not-for-profit organizations describes a suite of planning and development tasks which are typically beyond the scope of normal day-to-day operations. In many organizations, whether or not they have paid staff, addressing these tasks without additional human and financial resources is quite challenging. Nonetheless, planning and learning constitutes an essential element of an organization's success at all stages in its lifecycle, including start-up, growth, maturity, decline or turnaround.

On March 6, 2017, Council approved the guidelines of the 2017 Organization Development Grant Program. In 2017, 8 organizations received matching funds totaling \$24,888 toward organization development activities. Most of the grants awarded were between \$2,500 and \$5,000. A full list of grant recipients and a brief summary of their project is provided in Appendix A.

Some examples of types of project that were approved in 2017:

- A needs assessment and strategic plan
- A re-vision and sustainability plan
- A fund development strategy
- Board training and succession planning workshops

The diversity of the outcomes from the program demonstrates its ability to allow organizations to consider the most valuable development activity for the current environment that the organization is operating in.

In 2017 the Guidelines expanded grant eligibility to include cultural, sport, event, social service and other organizations with whom the City has a funding or working relationship. This recognizes that the need for, and the benefits of organization development extends across the not-for-profit sector, and is particularly important when an organization provides public services on behalf of, or in partnership with, the City.

Key elements of the Organization Development grant program include:

- Applicants are incorporated non-profits or registered charities, and established and active in the community for at least two years
- Applicants have a relationship with the City of Kelowna through financial support, a signed lease or other agreement, or another working partnership
- Applicants do not have any outstanding liabilities or obligations to the City
- Funding is provided on a matching basis, up to 50% of the total project cost, to a maximum of \$5,000. Matching contributions may be cash or in kind
- Phased projects are welcomed – an applicant may access the program in successive years
- Applicants must identify the purpose and outcome of their proposed organization development project
- Funding can be used to hire a consultant, or pay tuition for a reputable and relevant course or workshop
- The evaluation process is completed by staff within 30 days of receipt of the application. The guidelines set out clear criteria to evaluate the quality, feasibility and outcomes of the proposed project. Staff will review and award the grants based on the criteria contained in the guidelines.
- Projects are to be completed within 12 months of the grant being awarded unless alternative arrangements are made with staff. Final reports are due within 60 days of the project completion and receipt of the report is a pre-condition to eligibility in any City of Kelowna grant program

The 2018 Organization Development Grant Program guidelines have the following proposed enhancements to the program:

- The maximum eligible amount for a grant has been reduced from \$10,000 to \$5,000. This is reflective of the type of requests that have been made and allows an opportunity to support the work of more organizations.
- The program will move to an open intake of grant applications. Organizations may be ready to undertake organization development projects at different times of the year. To ensure that we can remain responsive to the varying cycles of different organizations, applications will be accepted and reviewed on an ongoing basis throughout the year.
- A new screening tool has been added for potential program recipients to utilize when determining whether their proposed project is eligible for funding. This tool is intended to direct potential grant recipients to City staff sooner in order to discuss their projects.
- A priority for new applicants has been added. The hope would be to fund as many eligible project as possible with the resources that are available. However, should requests exceed available resources the priority for new applicants ensures that a diverse mix of organizations have the opportunity to enhance their governance practices.

In 2018, \$30,000 has been allocated to support organizations seeking to undertake organization development activities.

Internal Circulation:

Division Director, Active Living & Culture
Active Living & Culture Managers
Communications Supervisor

Existing Policy:

Policy 218: Community Social Development Grant Policy
Policy 360: Social Policy
Policy 274: Cultural Policy
Policy 298: Sport Event Development Policy

Financial/Budgetary Considerations:

A total of \$30,000 is available for Organization Development Grants in 2018.

Considerations not applicable to this report:

Legal/Statutory Authority
Legal/Statutory Procedural Requirements
Personnel Implications
External Agency/Public Comments
Communications Comments
Alternate Recommendation

Submitted by:
C. McWillis, Cultural Services Manager

Approved for inclusion: J. Gabriel, Division Director, Active Living & Culture

Appendix A: 2017 Organization Development Grant Recipients

Attachment: 2018 Organization Development Program Guidelines

cc:
Division Director, Active Living & Culture
Active Living & Culture Managers
Communications Supervisor

Appendix A – 2017 Organization Development Grant Recipients
Report from Cultural Services Manager, April 16, 2018

	ORGANIZATION (* denotes new recipient)	2017 ORGANIZATION DEVELOPMENT GRANT	DESCRIPTION
1	Arts Council of the Central Okanagan*	\$3,457	To conduct a needs assessment and evaluation of the organization's current position in the community and engage in a strategic development session.
2	Central Okanagan Heritage Society	\$3,160	To work with the Vancouver Heritage Foundation to develop a strategic plan.
3	Children's Festival Society of Kelowna*	\$5,000	To work with a past director of the Vancouver Children's International Festival to re-vision the Fat Cat Children's Festival to ensure future sustainability.
4	Cool Arts Society	\$3,600	To hire two consultants from the Nina Haggerty Centre in Edmonton, Alberta to create a fund development plan and provide organization-to-organization mentoring.
5	Dolyna Ukrainian Cultural Society*	\$1,300	To conduct a series of Board workshops to address board recruitment, retention and succession planning.
6	Kelowna Art Gallery Association	\$2,250	To conduct a series of strategic planning sessions with Board and staff to set organization and programming goals for the next three years.
7	Kelowna Museums Society	\$2,621	To develop a fund development work plan in order to increase the fundraising capacity of the organization.
8	Kelowna Visual and Performing Arts Centre Society	\$3,500	Creation of a 5-year Strategic Plan.
	TOTAL AWARDED	\$24,888	
	TOTAL AVAILABLE	\$30,000	
	BALANCE	(\$5,112)	