Active Living & Culture Grant Policy Review

Council Workshop July 16, 2018

Grant Policy Workshops

#1 July 16, 2018

- Overview of Grant Review Project
- Rationale for Grant Policy Review
- Current ALC grant structure
- Proposed ALC policy structure
- Proposed community grant policy structure

#2 August 27, 2018

- Current ALC event grant structure
- Proposed ALC event support policy structure
- Feedback from Council

City of Kelowna

Workshop #1 Overview

- Grant Review Project
  - Work done Parts 1 and 2
- Policy review
  - Current structure
  - What are other cities doing?
  - Options for ALC grant policy framework

City of Kelowna

Grant Review Part 1 – Action Plan

COMPLETED	PENDING
Streamline Social Develop't Grants	Revise Emergency Grants
NEW Youth Dev't & Engagement Grants	Revise Grants in Aid Policy
NEW Canada 150 Grants	Consolidate sport grant policies
Streamline cultural General Operating & Project Grants	Create policies which cover new programs
Expand eligibility for Org Development grants	Transition historical event funding relationships
New guidelines and eligibility for Professional Arts Grants	Design support framework for long-standing 'civic' events
	Heritage Building Grants – management transition to Cultural Services

Grant Review Part 2

Sept 2015

- Grant review action plan
- Discussions re: RDCO GIA

Nov 2016

- Update re: RDCO GIA
- 2017 budget $100K transition from RDCO GIA

Jan 2017

- Allocation of $100K ($85K Soc Dev't + $15K Org Dev't)
- Staff to report back re: 2018 allocation

Dec 2017

- Same allocation of $100K ongoing
- New screening criteria for Soc Dev't grants

Policy Review

Current

Future

Current ALC grant structure

Community & Neighbourhood	Arts, Culture & Heritage	Capacity Building	Sport & Event
• Social Dev't ** Policy 218 + 360 • Youth Dev't * No policy • Neighbourhood* No policy	• Gen Operating** • Project** • Prof Operating** • Community Art* • Heritage Building Grants** All Policy 274 • Sister Cities * Policy 355	• Emergency** Policy 218 • Grants in Aid** Policy 058 • Org Dev't * No policy	• Ath Excellence* Policy 333 • Sport Education* Policy 349 • Sport Event Dev* Policy 298 • Comm Sport Delivery* No policy • Strategic Event Fund** & Offset* No policy
$207,000	$361,800	$30,000***	$169,000

* administered by staff / ** Council information or approval / *** plus reserves / $ 2018 budget.

Current structure – summary

$767,800

17 programs

8 policies

5 programs guidelines only

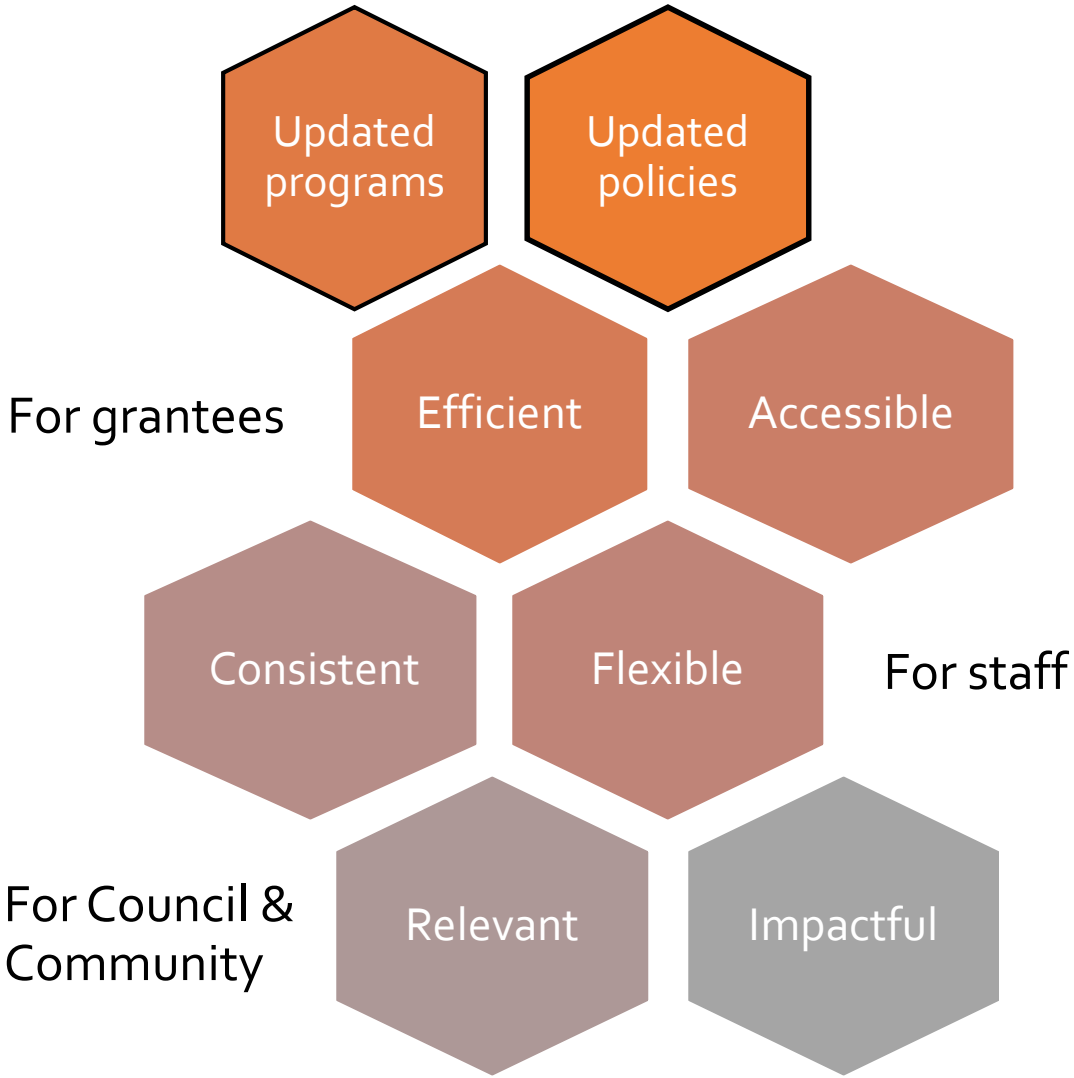
2017/18 - 9 reports to council

What are other cities doing?

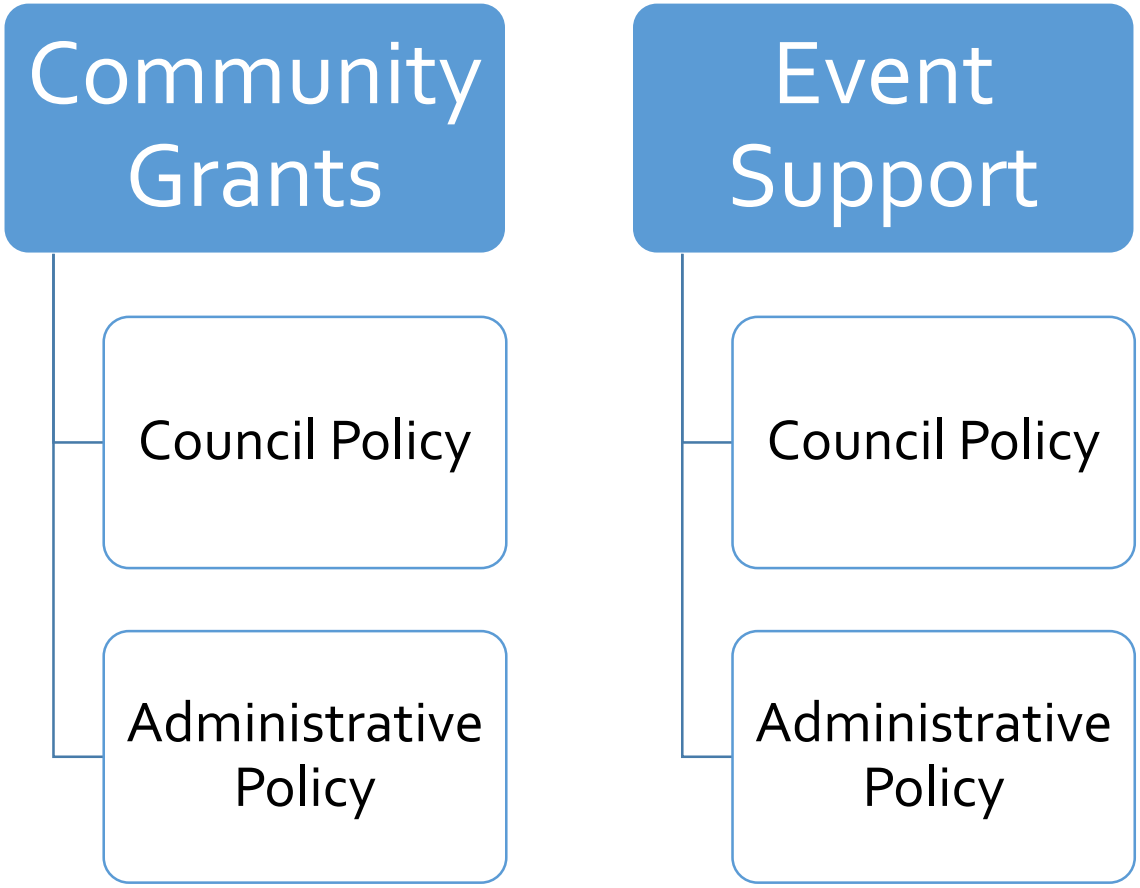
General findings:

- No consistent approach
- Granting across multiple departments is the norm
- Accountability by recipients varies
- Many cities grappling with the same issues
- Calgary & New Westminster have advanced coordination

Our destination



Proposed Policy Structure



Council vs Administrative Policies

Council Policy

- Approved by Council
- Guides Council decisions
- Achieves consistent outcomes and common interpretation
- Conveys Council's strategic direction

Admin Policy

- Approved by SLT or CM
- Internal administration and operations focus
- Informs/guides employees and contractors
- Provides consistency and clarity of interpretation

PROPOSED COMMUNITY GRANT (COUNCIL) POLICY

What is in the new Policy:

- Creates a framework for grant funding to individuals and non-profit organizations
- Establishes a set of values for good grantmaking practice
- Council strategically identifies basic focus areas for funding support and sets budget
- Authorizes ALC staff to determine program design, funding and administration within each focus area
- Directs staff to provide regular reports about overall funding activity and impact and any recommendations for change in the future

How this will change current practice:

- ✓ Council determines focus areas for funding based on Council priorities
- ✓ Fewer Council reports regarding administrative matters
- ✓ More comprehensive, Division-wide reporting about grantmaking as a whole
- ✓ Fewer policies, more up-to-date policies
- ✓ More flexibility to adjust programs as needed to respond to need, trends, demand.

PROPOSED COMMUNITY GRANT (COUNCIL) POLICY

Focus Areas & Budget set by Council

FOCUS AREA

COMMUNITY & SOCIAL DEVELOPMENT

FOCUS AREA

ARTS, CULTURE & HERITAGE

FOCUS AREA

CAPACITY BUILDING

FOCUS AREA

SPORT DEVELOPMENT

Programs developed and administered by staff in accordance with Admin Policy

GRANT PROGRAMS

Neighbourhood
Social Development*
Youth Development

GRANT PROGRAMS

General Operating*
Professional
Operating*
Project*
Community Art*
Heritage Building*

GRANT PROGRAMS

Organization Dev't
Grants-in-Aid*
Emergency*

GRANT PROGRAMS

Athletic Excellence*
Sport Education*
Community Sport
Delivery

Proposed Community Grant Administrative Policy

- **Purpose:** Guides staff in the 'how to's' of creating and administering grant programs

- **Includes how to:**
  - Seek Council approval to change a Focus Area or change budget for a Focus Area
  - Obtain Director approval for substantive program changes
  - Prepare program guidelines
  - Manage confidentiality and conflict of interest
  - Conduct regular grant program evaluation

Thank you!