

Report to Council



Date: October 5, 2015
Rim No. 0710-01
To: City Manager
From: Sandra Kochan, Cultural Services Manager
Subject: Overview of 2016 Cultural Grants

Recommendation:

THAT COUNCIL receives, for information, the overview of 2016 Cultural Grants as contained in the report dated October 5, 2015 from the Cultural Services Manager;

AND THAT COUNCIL approves the guidelines for the 2016 Professional Operating Grants, the 2016 General Operating Grants, the 2016 Project Grants and the 2016 Organization Development Grants as recommended in the report dated October 5, 2015 from the Cultural Services Manager;

AND FURTHER THAT COUNCIL directs staff to provide, for information, a list of the 2016 recipients in the Operating, Project and Organization Development programs, as well as a summary of achievements, benefits and impact arising from grants awarded in these programs in 2015.

Purpose:

To provide an overview of grant programs and processes to be administered by the Cultural Services Branch for 2016. In early 2016, following the grant adjudication process, staff will provide the list of 2016 recipients and a summary of achievements, benefits and impacts arising from grants awarded in 2015.

Background about the grant programs:

A. Professional Operating Grants

The purpose of professional operating grants is 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, principles and goals.

The proposed 2016 guidelines are attached as Appendix A. These are new guidelines, developed in anticipation of the entrance of new organizations into the program in 2016 and

subsequent years. Guidelines were prepared in reference to a number of resources, including similar programs in other British Columbia jurisdictions.

Guidelines and other materials will be downloadable from the City's website. Applications will be accepted from mid-October to December 17, 2015.

In 2015, three organizations (Okanagan Symphony, Ballet Kelowna, Alternator Centre for Contemporary Art) received a total of \$110,000 through this program.

Notable highlights from the guidelines are:

- Applicants must be in operation for at least five years with professional artistic and administrative staff leadership, a proven record of delivering quality artistic programs in the community, an annual cash budget of at least \$200,000, and an active Board of Directors with a clear governance role. Artistic contributors must be compensated at standard rates.
- As has been done for the last six years, evaluation of applications is through staff review, with funding recommendations brought forward for approval by City Council in February 2016. Organizations receiving funding through this program will provide an annual report to Council as Public-in-Attendance in spring 2016.
- Assessment criteria include Administration, Artistic Programs, Participation and Impact, Financial Management and Governance.
- In order to accommodate more entrants into the program, funding adjustments of up to 15% of any previous grant may occur. Adjustments of more than 15% will require advance notice, consistent with 'fair notice' policies used by many public sector funding agencies.

B. General Operating Grants

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. Most organizations benefiting from this program are small, volunteer-led organizations providing a wide range of arts, culture and heritage programs for the community.

The proposed 2016 guidelines are attached as Appendix B. Guidelines, application forms and other materials will be downloadable from the City's website. Applications will be accepted from mid-October to December 4, 2015.

In 2015, 15 organizations received a total of \$109,300 through this program, with no change to the funding level proposed for 2016.

The general objectives and administration process for General Operating Grants have not changed for 2016. However, eligibility (Section 1) and evaluation criteria (Schedule 1) have been clarified for the benefit of both applicants and evaluation panels and conditions of funding (Section 6) have been added.

C. Project Grants

Project Grants provide assistance to non-profit organizations which provide festivals, events or special projects which are publicly accessible and prominently feature arts, culture and heritage. Organizations need not be from the arts, culture or heritage sector but must,

through their application, demonstrate that their initiative has an arts, culture or heritage focus. Support is provided on a matching basis for up to 50% of the project cost, and is available for up to three years. This program has provided valuable 'seed money' for various new festivals and events in the last six years, and has also supported the creation of new artistic works and collaborations.

The proposed 2016 guidelines are attached as Appendix C. Guidelines and other materials will be downloadable from the City's website. Application forms are available from Cultural Services staff and will be accepted from mid-October to December 4, 2015.

In 2015, 15 organizations received a total of \$70,000 through this program. In 2016, \$55,000 will be available for Project Grants, and \$15,000 will be allocated for Organization Development Grants, described in the next section of this report.

In addition to clarification of eligibility (Section 1) and evaluation criteria (Schedule 1), and the addition of Conditions of Funding (Section 6), there are several other changes to this program:

- Effective in one year's time, for the 2017 grant cycle, organizations may access the Project Program for a maximum of three years for the same project. Previously, the guidelines specified a maximum of three consecutive years, which meant that applicants sometimes returned to the program with the same project after a one-year hiatus to access funding for a fourth time. In order to ensure the entrance of fresh ideas and new projects into the program, the three-year limit has been imposed.
- Applicants are strongly encouraged to ensure that arts, culture or heritage professionals are engaged in a leadership role for projects. This has been an identified weakness with project proposals in the past.
- Organization Development Grants, which were previously a part of this program, will have separate guidelines and a separate application date, starting in 2016.

D. Organization Development Grants

City of Kelowna support for organization development projects was introduced in 2014 as part of the Project Grant program. This support assists non-profit arts, culture and heritage organizations in undertaking activities or initiatives which develop the organization's capacity and sustainability.

Organizational capacity and sustainability describes a suite of planning and development tasks which are typically beyond the scope of normal day-to-day operations. These tasks usually fall within the purview of the organization's Board and management staff, but may also be led by committees, task forces or advisory groups.

Examples of capacity and sustainability projects are: building excellence in Board governance, strategic planning, leadership training for Board members, staff or volunteers, fund development, certification or accreditation, audience development, market research, data capture and analysis, succession planning, and program evaluation.

Broadly-stated outcomes of an organization development project include an enhanced ability to adapt to change, to build strength and resilience, to accumulate working or 'risk' capital, and deliver impactful programs and services in the community.

Funding is used to pay for consulting services or for tuition in reputable programs. Organization Development grants are provided on a matching basis of up to 50% of the total

project cost, to a maximum of \$10,000. Organizations are expected to invest their own resources in these projects.

Effective for the 2016 grant cycle, this program has separate guidelines and evaluation criteria, and a new application deadline of April 29, 2016 which will accommodate same-year applications from organizations receiving feedback on their 2016 operating grant applications. This means that support for organization development projects is available in the same year that development issues are identified, and enables an organization to address these issues in a more timely manner without the need to wait for the following year's grant cycle.

Guidelines for the Organization Development grants are provided as Appendix D.

Program activity

A chart summarizing applications and grant awards in the Operating and Project programs for the years 2010-2015 is included as Appendix E.

Program promotion and information

Cultural Services staff ensures that program guidelines and application forms are posted on the City website.

Packages with printed guidelines and forms are also available at information workshops and on request. The majority of applicants access the materials through email and online.

Through the City's e-subscribe service and a database of contacts and past applicants, the City distributes an email bulletin announcing that guidelines and application forms are available. This is supported by news releases and occasional paid advertising.

Three public information workshops are scheduled to help attendees with the 2016 application process. All workshops are held at the Kelowna Community Theatre Black Box venue, and pre-registration is requested:

Tuesday, October 13, 2015
Workshop #1 - 10:00 a.m. to 12 Noon
Workshop #2 - 3:00 p.m. to 5:00 p.m.
Wednesday, October 14, 2015
Workshop #3 - 10:00 a.m. to 12 Noon

Registration for grant information workshops will be available on line at kelowna.ca or by phoning 250-469-8800.

At each workshop, attendees are introduced to the program guidelines, application forms and evaluation process, and also have the opportunity to work through sample applications and evaluations to aid their understanding of what makes an application successful.

Working with applicants

Cultural Services staff work closely with applicants at all stages of the annual grant cycle. This working relationship ensures that staff:

- can assist applicants in ensuring that they are applying in the appropriate program;
- can bring together initiatives and organizations which might benefit from collaboration, or eliminate project overlap and duplication;
- learn directly from applicants how grant processes and forms can be improved;

- can guide applicants and organizations in the development of high-quality programs and services which are aligned with City of Kelowna goals and objectives.

Feedback from grant applicants about the assistance provided by staff has been very positive. The majority of applicants indicate that information provided by staff was helpful and clear, and that the process is well managed.

General Operating and Project grants: the role of the Central Okanagan Foundation

The Central Okanagan Foundation has worked with Cultural Services since 2010 to administer an independent, arms length evaluation process for both General Operating and Project grants. This relationship will continue for 2016. The Foundation will receive a fee of \$10,000. The Foundation's role is to:

- Recruit the Adjudication Committees, provide applications to the committee members and convene and facilitate the committee meetings where grant recommendations are formulated; and
- Prepare the grant recommendations and deliver them to staff for presentation to Council.

The underlying principles of the review process administered by the Central Okanagan Foundation as a third party agency are fairness, transparency and independence.

Composition of the grant review committees

The Central Okanagan Foundation, in consultation with Cultural Services, determines the composition of grant review committees. Six committee members (with alternates) are selected for each program. They are selected based on their experience, merit and familiarity with grant processes and the local arts, culture and heritage community. To the extent possible, the committees will also reflect the diversity of the community at large and the range of disciplines and activities reflected in the list of applicants.

The work of committee members is governed by Terms of Reference prepared by the Central Okanagan Foundation. The Terms of Reference include clear procedural direction in the event of a real or perceived conflict of interest. Committee meetings are chaired by the Foundation's Director of Grants & Community Initiatives.

Since 2011, each Operating and Project grant committee has included one experienced grant adjudicator from Vancouver and it is proposed that this practice continue. Associated fees and expenses will be paid by the Central Okanagan Foundation as part of its Agreement with the City.

A summary of the grant process for 2016 is provided in the following chart:

PHASE ONE Oct-Dec 2015 Application Preparation & Intake	PHASE TWO Nov 2015-Jan 2016 Review Committees & Review Process	PHASE THREE Jan-Feb 2016 Grant Awards & Distribution
Publication of guidelines and application forms (Oct)	COF convenes and trains two committees for General Operating & Project grants (Oct-Nov)	Staff contacts all applicants to advise on results and provide feedback from Committee review (late Jan/early Feb)
Two public information workshops (Oct)	Committees receive and complete independent review of all applications (Dec-Jan)	Staff report to Council re: grant awards (early Feb)
Staff support for applicants preparing applications (Nov)	Each committee meets in roundtable to decide on grant awards (Jan)	Follow up correspondence from staff to all applicants (Feb)
Application deadline Dec. 4	Committee minutes prepared and provided to staff (Jan)	Grant awards paid to recipients prior to end of February
Staff screening of applications Dec. 7-11		
Applications to Central Okanagan Foundation (COF) by Dec. 14		

Accountability and performance measures

All grant recipients are required to acknowledge City of Kelowna funding, primarily through use of the City logo in an approved manner on promotional materials. Cultural Services staff monitors this recognition on an ongoing basis and follows up with recipients as needed.

Recipients are also required to file a final report within a prescribed timeline describing their use of City of Kelowna funding and the benefits and impact achieved. Failure to provide a report will disqualify an organization from making an application to any program in the future.

Information provided in the reports is helpful to Cultural Services in a variety of ways, including documenting successes, measuring community participation and benefit, tracking program types and trends and generating ideas for further cultural programming.

Internal circulation:

Director, Active Living & Culture
Communications Advisor

Existing Policy:

Council Cultural Policy 274 provides in part:

- 'The City of Kelowna Cultural Services Branch funds annual operating grants for local Arts, Culture and Heritage organizations. These grants are evaluated and recommended for approval by Council in an arms' length process administered by an external organization.'
- and
- 'The City of Kelowna Cultural Services Branch funds annual project grants for community festivals, and other events and projects that have a focus on arts, culture and heritage. These grants are evaluated and recommended for approval by Council in an arms' length process administered by an external organization.'

External Agency/Public Comments:

The Central Okanagan Foundation has been consulted in the preparation of this report.

Considerations not applicable to this report:

Legal/Statutory Authority
Legal/Statutory Procedural Requirements
Financial/Budgetary Considerations
Personnel Implications
Communications Comments
Alternate Recommendation

Submitted by:



S. Kochan, Cultural Services Manager

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

Attachments:

Appendix A - 2016 Professional Operating Grant Guidelines
Appendix B - 2016 General Operating Grant Guidelines
Appendix C - 2016 Project Grant Guidelines
Appendix D - 2016 Organization Development Grant Guidelines
Appendix E - Grant Summary 2010-2015

cc: Director, Active Living & Culture
Communications Advisor
Director of Grants & Community Initiatives, Central Okanagan Foundation