OPERATING - PROFESSIONAL

City of
Kelowna

2016 Cultural Grants – Professional Operating Program GUIDELINES

Deadline: Thursday, December 17, 2015 at 4:00 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:

Sandra Kochan, Cultural Services Manager
250-469-8935
skochan@kelowna.ca

Submit required materials by the deadline to:

2016 Professional 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 2012-2017, 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 2016-2017:
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.

Professional 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 www.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   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 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, professional non-profit arts and cultural organizations that have a mission to 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).

They have been incorporated for at least five (5) years and are guided by a clear and relevant mission and long-term goals and strategies. They are experienced in consistently developing and delivering programs and/or services which are artistically strong, with proven impact in the community. Led by full-time, paid professional staff (artistic and administrative), they are operating with a well-developed administrative structure, stable financial resources and planning, and an active Board of Directors with a clear governance role.

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 or services with a track record of consistent delivery and demand
- Have received at least two (2) consecutive Operating or Project 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:
    o Meet the minimum statutory requirements imposed by the relevant incorporation statute (i.e. BC Society Act)
    o Not be remunerated for their services as Director (except for reimbursement of reasonable expenses) nor hold concurrent staff positions; and
    o 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:
    o For organizations entering the program in 2016 or subsequent years: sustained average annual cash budget of at least $200,000;
    o Diverse income including earned revenue, private sector sponsorships, donations and public sector support
    o Independently-prepared professional financial statements (audit or review engagement)

1.4   Ineligible organizations are:

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations which do not have arts and cultural mandates
- 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 deliver services and receive City of Kelowna support through a Service Agreement

1.5   Ineligible activities are:

- Deficit reduction
- Bursaries or scholarships
- Acquisition of real property
- Development of capital proposals or feasibility studies

2.0   APPLICATION PROCESS

Due to the nature of the eligibility criteria for this program, application forms are available only through the Cultural Services office and will not be published on-line. Please contact Sandra Kochan, Cultural Services Manager, (250) 469-8935, skochan@kelowna.ca to discuss eligibility for this program and obtain more information.

Eligible applicants will submit a package of requested materials to Cultural Services by the program deadline, 4 p.m. PST, Thursday, December 17, 2015. Incomplete or late applications will not be accepted. Receipt of a complete application prior to the deadline does not guarantee funding.

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 weighted and 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 review 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:
Following the interview, a staff report to City Council with funding recommendations will be prepared and applicants will receive notification of the funding recommendations along with feedback arising from the review process.

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.

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 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 recommendations have been resolved and approved by Council.

4.6 Council Approval/Distribution:
Following presentation of the staff report and approval of funding recommendations by City Council, applicants will receive a cheque and an accompanying confirmation letter detailing any terms and conditions, feedback or follow up items. Funding amounts approved by City Council are final.

4.7 Annual Report:
Organizations receiving funding through this program provide an annual report directly to City Council as Public-in-Attendance. Dates and formats for these presentations are arranged through the Cultural Services Manager.

5.0 PROGRAM TIMELINES

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

Deadline	Staff Review	Interview	Council Approval	Distribution	Annual report
Dec 17 2015	Early Jan 2016	Late Jan 2016	Early Feb 2016	By end Feb 2016	Spring 2016

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: Sandra Kochan, Cultural Services Manager
Address: 105 – 1014 Glenmore Drive
                Kelowna, BC V1Y 4P2
Phone: (250) 469-8935
Hours: Monday – Friday, 8:30 a.m. to 4:30 p.m.
Email: skochan@kelowna.ca
Website: kelowna.ca/culture

SCHEDULE 1 – DETAILED ASSESSMENT CRITERIA	
Planning, Leadership and Administration 15%	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.
	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.
	The Executive Leadership vision is clear and aligns with the organization's mission, goals and strategies and contributes to the development of broader sector goals and priorities.
	The Executive Leadership demonstrates a clear understanding of the organization's performance and has an ability to adapt to changes in the sector.
Artistic Programs and Services 30%	Programs and services are well-organized and align with mission, goals and strategies.
	The artists and creative personnel involved have the appropriate expertise and experience to contribute to the organization's programs or services.
	The artistic vision or rationale is clear, aligns with the mission, and contributes to development of the artistic practice or sector.
	The 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%	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 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 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.
	Assessment practices are used to inform program or service development in order to maintain demand and relevance in the sector.
	There are policies or practices and programs in place to eliminate barriers for people to participate in the organization and its programs or services.
Financial Management 15%	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.
	If in a deficit position, there are realistic and achievable plans to reduce the deficit and build working capital to sustain current programs, operation and long-term viability.
Board & Governance 10%	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.
	The Board model, committees, membership, terms and meeting frequency are clearly defined and appropriate to the organization's mission, goals and strategies.
	The Board regularly reflects on its role and actively addresses challenges and opportunities which may influence the organization's policy, planning or direction.

City of
Kelowna

2016 Cultural Grants – General Operating Program GUIDELINES

Deadline: Friday, December 4, 2015 at 3:00 p.m. PST

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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, Cultural Services Coordinator
> (250) 469-8474
> civey@kelowna.ca

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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

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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 organization 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:

- o Meet the minimum statutory requirements imposed by the relevant incorporation statute (i.e. BC Society Act); and
  - o 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
  - o Caroline Ivey, civey@kelowna.ca, (250) 469-8474
- Attend a grant information workshop in October 2016.

Eligible applicants will mail or deliver the application form and required support materials by the program deadline, 3 p.m. PST, Friday, December 4, 2015 to:

  2016 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

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 weighted and 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:

Applications in this program are adjudicated by a panel of professional qualified peer and community representatives convened by an arms' length contracted agency in consultation with City of Kelowna staff.

Panelists are invited 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 adjudication 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, 2016.

4.2 Notification:

Applicants will receive written notification of evaluation results by early February, 2016. Notification will include feedback from the evaluation panel. All applicants are encouraged to meet with City staff to review the panel's feedback.

4.3 Fair Notice/Organization Development:

Feedback from the evaluation panel 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 of support.

Organizations receiving feedback or recommendations for improvement through review of their General Operating Grant application can develop an organization development project and apply for an Organization Development grant in the same year as their operating funding was reviewed.

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 2016 General Operating Grants must be submitted on or before October 31, 2016.

5.0   TIMELINE

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

Deadline	Panel Review	Notification	Council Report	Distribution	Final Report
Dec 4 2015	Jan 2016	Late Jan 2016	Early Feb 2016	By end Feb 2016	Oct 31 2016

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, Cultural Services Coordinator
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 2016-2017 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 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 is aware of the potential of cultural tourism and has effective strategies in place to engage both residents and visitors in its programs.
	The organization actively provides learning opportunities for its audiences, participants and volunteers.

2016 Cultural Grants – Project Program GUIDELINES

Deadline: Friday, December 4, 2015 at 3:00 p.m. PST

These guidelines have been revised for 2016 – previous versions no longer apply.

NOTE: effective for the 2016 grant cycle, requests for support for organization development projects are governed by separate guidelines available here.

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, Cultural Services Coordinator
(250) 469-8474
civey@kelowna.ca

Submit required materials by the deadline to:

2016 Project 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 2012-2017, 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 2016-2017:
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.

Project 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 www.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   PROJECT PROGRAM OBJECTIVES AND DESCRIPTION

1.1   Objectives:

This program aims to provide assistance to non-profit organizations which provide festivals, events, or special projects which are publicly accessible, prominently feature arts, culture and heritage and are aligned with the City's cultural vision, principles and goals.

Organizations need not be from the arts, culture or heritage sector but must, through their application, demonstrate that their festival, event or project has an arts, culture or heritage focus.

Cultural facility operators or recipients of General or Professional Operating grants from the City of Kelowna are eligible to apply but must clearly demonstrate that their proposed project is outside the scope of their annual programs and services which are already supported by the City.

Grants are available for up to 50% of the total project cost, to a maximum of $10,000. Project grants require matching support from other sources which is equal to or more than the amount provided by the City. Matching contributions may be cash or in kind and must be identified, even if not confirmed, in the application. Projects must be completed by December 31, 2016, unless alternate arrangements are made with City staff.

Support from this program acknowledges that new initiatives often need 'seed money' to get started. Grant funds can be used for:
- Venue rental and other venue related costs (tents, furniture, audio/visual/lighting and other equipment, technical/trade services)
- Material costs relating to design, production/fabrication and installation of new or original works, structures, sets or costumes relating to the project;
- Payment of fees and expenses for participating artists and cultural professionals;
- Design, production and distribution of original material in any medium which is suitable for a public audience, and does not contain commercial or advertising content (i.e. information brochures, interpretive signage, maps, video). Websites, promotional items (ads, posters, handbills) and directional signage are excluded.
- Fees for licenses, permits, insurance and security
- Costs of volunteer recruitment, training and support.

This program is not intended to be an ongoing source of support and the entrance of new applicants and projects into the program is a key objective. Effective for the 2017 grant cycle, organizations will be limited to a maximum of three (3) grants from this program for the same project. An organization which has accessed this program three (3) times for the same project, regardless of the years in which support was provided, will no longer be eligible for support of that project.

Applicants are strongly encouraged to ensure that arts, culture or heritage professionals are engaged in the project and compensated for their participation in accordance with sector standards.[1]

Note: effective for the 2016 grant cycle, requests for support for organization development projects are governed by separate guidelines available here.

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[1] Please refer to: American Federation of Musicians: www.afm.org; Canadian Actors Equity Association: www.caea.com; Canadian League of Composers: www.clc-lcc.ca; Canadian Alliance of Dance Artists: www.cadabc.org; Professional Writers Association of Canada: www.pwac.ca; Canadian Artists Representation/Le front des artistes canadiens/CARFAC: www.carfac.ca.

1.2   Organization profile:

Organizations participating in this program are Kelowna-based, established, non-profit organizations which 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.

The organization has a vision and a feasible plan and budget for the creation and delivery of a festival, event or project which has an arts, culture or heritage focus, has artistic or cultural leadership, and will be accessible and beneficial to Kelowna residents.

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;
- Either solely, or in partnership with others, propose an initiative which is consistent with the vision, principles, goals and objectives of this program;
- Be committed to carrying out its initiative for the benefit of 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 other revenue sources for the project;
- Have an independent Board of Directors composed of volunteers and representative of its mission and audience. Directors must:
  - o Meet the minimum statutory requirements imposed by the relevant incorporation statute (i.e. BC Society Act); and
  - o Not be remunerated for their services as Director (except for reimbursement of reasonable expenses) nor hold concurrent staff positions.
- Submit a project budget;
- Provide independently prepared financial statements for the most recently completed fiscal year.

1.4   Ineligible organizations are:
- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations whose mandates, operations and activities are not consistent with the program objectives, description and/or eligibility requirements
- 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   Examples of eligible activities:

a) Festival – an organized event which occurs over more than one day, incorporates an intensive level of planned activity into those days, and demonstrates established or potential audience support from a broad range of the community. Must have an arts, culture or heritage focus.

b) Event – an organized performance, gathering, activity or cluster of actvities which occurs on a single day. Examples include activities which are to be delivered during 2016 Culture Days (September 23-25). Must have an arts, culture or heritage focus.

c) Project – a special initiative which may be one-time, with clear start and end dates and identified outcomes. Examples include new or unique collaborations, creation of new work, publications, artist residencies, workshops or conferences, or other time-bound initiatives which have discrete budgets, plans and sources of support. Must have an arts, culture or heritage focus.

d) Art – includes any artistic discipline - Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts.

e) Heritage – includes 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.

f) Culture – includes public education, programs, events or services focused on awareness, appreciation and celebration of Aboriginal and other ethno-cultural heritage, including language, traditions and artforms.

Note: effective for the 2016 grant cycle, requests for support for organization development projects are governed by separate guidelines available here.

1.6   Ineligible activities are:
- Projects without a central artistic, cultural or heritage focus
- Projects which do not engage artists and/or cultural workers in a leadership role
- Trade shows
- Fundraising
- Projects which already receive financial or in kind support (including site provision) from other City of Kelowna sources, including City of Kelowna Outdoor Event Offset Grants
- Organization start up costs or ongoing operating or administration expenses
- Costs of décor, food, beverage and purchased advertising
- Retroactive funding for events which have already occurred
- Deficit reduction
- Bursaries or scholarships
- Construction, renovation, property purchase or major equipment purchases
- Development of capital proposals or feasibility studies
- Activities focused on sports, politics, education, religion, social service or healthcare.

2.0   APPLICATION PROCESS
Due to the nature of the eligibility criteria fo this program, application forms are available only through the Cultual Services office and will not be published on-line. Please contact Caroline Ivey, (250) 469-8474, civey@kelowna.ca to discuss eligibility for this program and obtain more information.

Organizations considering submission of an application are encouraged to do the following well in advance of the application deadline:
- Review these guidelines
- Contact City staff for more information
- Attend a grant information workshop in October 2016
- Prepare a draft application and have it reviewed by City staff or a knowledgeable advisor

Eligible applicants will mail or deliver the application form and required support materials by the program deadline, 3 p.m. PST, Friday, December 4, 2015 to:
     2016 Project 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

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 a 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 project development and delivery. Assessment will be based on the degree to which organizations meet the criteria, based on the information they provide. All organizations and projects are unique; 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 project's feasibility and impact can be considered, and form the basis for constructive feedback to the organization.

Criteria are weighted and grouped into three (3) categories:
- Quality of Proposed Project (30%) – distinctive or innovative initiative, qualifications and experience of artistic/cultural leadership, type and depth of arts, culture or heritage features, extent to which initiative fosters dialogue, learning, reflection, awareness, new perspectives, or celebration of Kelowna's cultural identity and community, alignment with and fulfillment of civic objectives
- Feasibility of Proposed Project (30%) – realistic budget which reflects reasonable revenues and expenses, evidence of community support, diverse revenue sources, planning and management expertise to realize the project, involvement of committed collaborators or partners, a realistic timeline for completion of the project by year end
- Impact of Proposed Project (40%) – anticipated attendance/participation, demographics and reach of anticipated attendance/participation, clearly articulated objectives and outcomes for the project, how the success of the project will be evaluated, potential to attract a non-resident audience, sensitivity to and mitigation of environmental impacts, education/learning opportunities, legacy potential of project

Detailed criteria are listed in Schedule 1 of these Guidelines.

4.0   ASSESSMENT OF APPLICATIONS

4.1   Independent Evaluation:

Applications in this program are adjudicated by a panel of professional qualified peer and community representatives convened by an arms' length contracted agency in consultation with City of Kelowna staff.

Panelists are invited 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 adjudication 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, 2016.

4.2   Notification:
Applicants will receive written notification of evaluation results by early February, 2016. Notification will include feedback from the evaluation panel. All applicants are encouraged to meet with City staff to review the panel's feedback.

4.3   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.

4.4   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 2016 Project Grants must be submitted within 60 days of completion of the project. If the applicant intends to apply for support in 2017, a Final Report for the 2016 project must be provided prior to the 2017 grant deadline.

5.0   TIMELINE

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

Deadline	Panel Review	Notification	Council Report	Distribution	Final Report
Dec 4 2015	Jan 2016	Late Jan 2016	Early Feb 2016	By end Feb 2016	Within 60 days of completion or prior to 2017 deadline

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, Cultural Services Coordinator
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	
Project Quality 30%	The project has a central arts, culture or heritage idea or theme which is clearly articulated.
	The project is aligned with the applicant's core mission.
	The project is aligned with program objectives, vision, principles and goals.
	The project is a unique or distinctive addition to Kelowna's cultural identity and community.
	There is qualified artistic and/or cultural leadership for the project.
	The project provides for public engagement in the central idea or theme.
	If the applicant receives operating support from the City of Kelowna, the project is clearly distinct and separate from the applicant's normal programs and services already supported by the City.
Project Feasibility 30%	The project is well-organized.
	Artistic and cultural leadership is appropriately engaged and compensated.
	The organization has sufficient human and cash resources to support the project and the project budget.
	There is a realistic and achievable timeline for completion of the project by the end of 2016.
	The project budget reflects diverse sources of revenue, including earned revenue and community support.
	The proposed use of grant funds is consistent with the program objectives and description.
	The project budget reflects a reasonable balance between administrative and production costs for the project.
	Current letters of project support have been provided by named partners and collaborators.
	The applicant has strategies in place to create awareness of, build appreciation for and drive participation in the project.
	Matching requirements of the program have been met.
Project Impact 40%	There is evidence of demand, need or an audience for the project.
	The project has the potential to engage new or underserved audiences.
	The applicant has identified specific, measurable outcomes for the project.
	The applicant has determined how the success of the project will be evaluated.
	The applicant has identified strategies to eliminate barriers for people to participate in the project.
	The applicant has considered the potential for cultural tourism and has effective strategies in place to engage both residents and visitors in the project.
	There are education/learning opportunities in the project which are beneficial to artists, cultural workers and/or the community at large.
	Any environmental impacts of the project have been identified, along with mitigation strategies.
	The applicant intends to continue or expand the project in future years.

2016 Cultural Grants – Organization Development Program
GUIDELINES

Deadline: Friday, April 29, 2016 at 3:00 p.m. PST

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Organization Development 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

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1.0   PROJECT PROGRAM OBJECTIVES AND DESCRIPTION

1.1   Objectives:

This program aims to provide assistance to non-profit arts, culture and heritage organizations for the purpose of 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 organization development projects are provided below, but this list is not exhaustive and there may be other examples. 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 to deliver impactful programs and services in the community.

The need for organization development may be identified by the organization itself, or it may arise through feedback from a funding agency, organization members or community stakeholders. Occasionally, organization development projects are undertaken because the organization has encountered a crisis or major challenge which cannot be resolved without the benefit of outside expertise and additional resources.

Organizations must provide an honest self-assessment of their strengths and weaknesses and lifecycle in order to participate in this program.

Examples of organization development projects are: building skills for 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.

Funding is used to pay for consulting services or for tuition in reputable programs. Organization Development grants are a type of project grant, and are available for up to 50% of the total project cost, to a maximum of $10,000. Organization Development grants require matching support from other sources which is equal to or more than the amount provided by the City. Matching contributions may be cash or in kind and must be identified, even if not confirmed, in the application. Two or more organizations may partner on an organization development project and undertake joint planning or training.

Effective for the 2016 grant cycle, this program has a new application deadline which will accommodate same-year applications from organizations receiving feedback on their 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.

1.2   Organization profile:

Organizations participating in this program are Kelowna-based, established, non-profit arts, culture and heritage organizations which 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;

    1.2.4   develop and deliver programs and services which provide quality visual arts, 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; or

    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.

Finally, they have, in the 24 months preceding the application deadline, received operating support from the City of Kelowna Cultural Services Branch through one of the following avenues:
- Professional Operating Program
- General Operating Program
- General budget (Lease & Operating Agreement, Service Agreement or other)

The organization has, through critical self-assessment, identified a need for organization development and has proposed a viable project with specific, measurable deliverables and outcomes to address organization development needs. They are committed to completing their project by the end of the calendar year 2016, unless alternate arrangements are made with City staff.

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 an arts, culture, heritage or arts service mandate which is consistent with vision, principles, goals and objectives of this program;
- 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 Society Act); and
  - Not be remunerated for their services as Director (except for reimbursement of reasonable expenses) nor hold concurrent staff positions.
- Provide a current year operating budget and independently prepared financial statements for the most recently completed fiscal year.

1.4   Ineligible organizations are:
- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations whose mandates, operations and activities are not consistent with the program objectives, description and/or eligibility requirements
- 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   Examples of eligible activities and expenses:
a) Contracting an experienced and qualified consultant – professional fees, reasonable expenses and disbursements, including travel and accommodation are eligible. The consultant should be independent from the organization and cannot be a current member of the applicant's Board of Directors.
b) Attending a reputable and relevant training course, workshop, seminar or conference – tuition or registration fees, certification fees and costs of learning materials are eligible. Travel and accommodation costs are not eligible.

1.6   Ineligible activities and expenses are:
- Trade shows
- Fundraising
- Projects which already receive financial or in kind support (including site provision) from other City of Kelowna sources
- Organization start up costs or ongoing operating or administration expenses
- Costs of décor, food, beverage and purchased advertising
- Retroactive funding for initiatives which have already occurred
- Deficit reduction
- Bursaries or scholarships
- Construction, renovation, property purchase or major equipment purchases
- Development of capital proposals or feasibility studies
- Activities focused on sports, politics, education, religion, social service or healthcare.

2.0   APPLICATION PROCESS
Due to the nature of the eligibility criteria of this program, application forms are available only through the Cultural Services office and will not be published on-line. Please contact Caroline Ivey, (250) 469-8474, civey@kelowna.ca to discuss eligibility for this program and obtain more information.

Organizations considering submission of an application are encouraged to do the following well in advance of the application deadline:
- Review these guidelines
- Contact City staff for more information
- Attend a grant information workshop in October 2016
- Prepare a draft application and have it reviewed by City staff or a knowledgeable advisor

Eligible applicants will mail or deliver the application form and required support materials by the program deadline, 3 p.m. PST, Friday, April 29, 2016 to:

     2016 Organization Development Grants
     City of Kelowna Cultural Services Branch
     Glenmore Office*
     #105 – 1014 Glenmore Drive
     Kelowna, BC V1Y 4P2

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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 a 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 project development and delivery. Assessment will be based on the degree to which organizations meet the criteria, based on the information they provide. All organizations and projects are unique; 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 project's feasibility and impact can be considered, and form the basis for constructive feedback to the organization.

Criteria are weighted and grouped into three (3) categories:
- Quality of Proposed Project (30%) – critical self-assessment, clearly identified rationale for the project, qualifications and expertise of identified consultant OR alignment of identified training course with project rationale, likelihood that the project will address issues identified in self-assessment;
- Feasibility of Proposed Project (30%) – defined milestones and reasonable timelines, commitment and ability to complete the project by December 31, 2016 unless otherwise arranged, reasonable project budget, active involvement of Board of Directors, management staff or other organization leadership in initiative, involvement of committed partners or collaborators;
- Outcomes of Proposed Project (40%) – clearly identified deliverables and measurable outcomes for the project, how the organization will evaluate the success of the project, commitment/plan from the organization to follow through with project learnings, legacy potential of project (how knowledge will be passed along within organization structure and beyond, if applicable).

Detailed criteria are listed in Schedule 1 of these Guidelines.

4.0   ASSESSMENT OF APPLICATIONS

4.1   Staff Review:

Applications in this program are evaluated through Cultural Services staff review, which enables a streamlined and expedited process. Staff may call upon experienced sector or discipline experts from other communities or funding agencies in an advisory capacity when circumstances warrant.

4.2   Interview:

Following completion of staff review, applicants are invited to an interview with staff to discuss review findings, build understanding about how the organization will address any concerns arising, and engage in broader dialogue about the overall health of the organization.

4.3   Notification:

Applicants will receive written notification of evaluation results within 30 days of the application deadline. Notification will include feedback from the staff review and interview. Staff decisions communicated in a formal notification are final, unless adjusted through the reconsideration process described in Section 4.4.

Wherever possible, a cheque will be included with notification, or may be mailed separately.

4.4   Request for Clarification/Request for Reconsideration:

Applicants who do not agree with a 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.

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 considered part of assessment of any future applications by the organization.

Final Reports for 2016 Organization Development Grants must be submitted on or before December 31, 2016 unless other arrangements are made with staff.

5.0   TIMELINE

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

Deadline	Staff Review & Interview	Notification	Distribution	Final Report
Apr 29 2016	May 2016	Late May 2016	Late May 2016	Dec 31 2016

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, Cultural Services Coordinator
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
Project Quality 30%	There is evidence that the organization understands its lifecycle, and has identified strengths and weaknesses in its capacity and sustainability.
	The rationale and objectives for the project are clearly articulated.
	The project activities are aligned with the rationale and are likely to address the objectives.
	The applicant has identified a consultant with appropriate qualifications; in the alternative, the applicant has identified the process it will use to select a qualified consultant.
	The applicant has provided information about a reputable training course, workshop, seminar or conference that aligns with the project rationale and objectives.
	The project is aligned with program objectives, vision, principles and goals and is likely to improve the capacity and sustainability of the applicant.
Project Feasibility 30%	The organization has sufficient human and financial resources to support the project and the project budget.
	The project will be completed by December 31, 2016 or an alternative completion date has been proposed.
	Feasible project milestones (phases, stages) have been identified.
	The project budget is reasonable; expenses are aligned with project objectives and outcomes.
	Program matching requirements are met.
	The proposed use of grant funds is consistent with the program objectives and description.
	There is evidence of project support from sources other than the City of Kelowna.
	The applicant has identified active and appropriate project leadership and participation from within the organization.
	Current letters of project support have been provided by named partners and collaborators.
	The project is well-organized.
Project Outcomes 40%	There are clearly identified deliverables and specific measurable outcomes for the project.
	The applicant has determined how the sucess of the project will be evaluated.
	The applicant intends to continue or expand the project in future years.
	The applicant has indicated how knowledge arising from the project will be shared and used within the organization (and possibly beyond the organization).
	The organization is committed to changing and improving its governance and/or operations as a direct result of the project.

YEAR	DETAILS	OPERATING	PROJECT
2010	$ available	$80,000	$70,000
	# of applications	15	28
	$ requested	$133,200	$292,274
	# of grant awards	12	15
	$ total awards	$77,500	$67,500
2011	$ available	$110,000	$70,000
	# of applications	21	22
	$ requested	$177,700	$134,825
	# of grant awards	16	12
	$ total awards	$95,200	$70,000
2012	$ available	$110,000	$70,000
	# of applications	20	24
	$ requested	$186,370	$141,488
	# of grant awards	18	17
	$ total awards	$110,000	$70,000
2013	$ available	$111,500	$65,000
	# of applications	22	17
	$ requested	$190,900	$100,457
	# of grant awards	17	13
	$ total awards	$111,235	$65,000
2014	$ available	$110,000	$65,000
	# of applications	17	16
	$ requested	$133,800	$107,407
	# of grant awards	15	10
	$ total awards	$102,300	$51,550
2015	$ available	$109,300	$70,000
	# of applications	19	18
	$ requested	$160,500	$119,210
	# of grant awards	15	15
	$ total awards	$109,300	$70,000