

# Report to Council



**Date:** September 19, 2016  
**File:** 0710-01  
**To:** City Manager  
**From:** Sandra Kochan, Cultural Services Manager  
**Subject:** Overview of 2017 Cultural Grants

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## **Recommendation:**

THAT COUNCIL receives, for information, the overview of 2017 Cultural Grants as contained in the report dated September 19, 2016 from the Cultural Services Manager;

AND THAT COUNCIL approves the guidelines for the 2017 Professional Operating Grants, 2017 General Operating Grants and the 2017 Project Grants as set out in the report dated September 19, 2016 from the Cultural Services Manager;

AND THAT COUNCIL endorses the process of recruiting, training and remunerating a Cultural Grant Panel through a public Call for Applications as set out in the report dated September 19, 2016 from the Cultural Services Manager;

AND FURTHER THAT COUNCIL directs staff to provide, for information, a list of the 2017 recipients in the General Operating, Project and Organization Development programs, as well as a summary of achievements, benefits and impact arising from grants awarded in these programs in 2016.

## **Purpose:**

To provide an overview of grant programs and processes to be administered by the Cultural Services Branch for 2017.

## **Background:**

As a result of a Grant Program Review Project in 2015, a suite of updates and changes to various cultural grant programs were recommended, with phased implementation over several years.

The first round of updates and changes were introduced for the 2016 grant cycle including:

- Establishment of new guidelines for Professional Operating Grants;
- Revisions to eligibility and evaluation criteria for General Operating Grants;

- For Project Grants, advance notification of a three-year eligibility limit commencing in 2017 and clarification of eligibility and evaluation criteria;
- For Organization Development Grants, revised guidelines and a separate intake date at the end of April, allowing organizations to undertake organization development projects in response to General Operating Grant feedback in the same year.

A second phase of updates and changes are now being introduced for the 2017 grant cycle and are itemized in this report for Council's consideration.

#### 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, principals and goals as outlined in the 2012-2017 Cultural Plan.

New guidelines were introduced in 2016, and other than adjusting dates as needed, no other changes are proposed. The 2017 guidelines are attached as Appendix A.

In 2016, four organizations (Okanagan Symphony, Ballet Kelowna, Alternator Centre for Contemporary Art and Bumbershoot Children's Theatre) received a total of \$140,000 through this program. Each of the organizations has provided a report to Council.

Applications in this program are due on December 15, 2016 and upon completion of application review, staff will bring forward a report in early February 2017 seeking approval of funding recommendations in this program.

#### B. General Operating Grants

This program aims to provide annual assistance to non-profit arts, culture and heritage organizations. Most organizations benefiting from this program are small, volunteer-led organizations providing a wide range of arts, culture and heritage programs.

In 2016, 15 organizations received a total of \$104,300 through this program, out of a funding envelope of \$109,300. No change is proposed to the funding envelope for 2017. The remaining \$5,000 will be carried over into the 2017 budget.

The 2017 program guidelines are attached as Appendix B. Changes introduced for 2017 are:

- a) Section 4.1.1 - introduction of two-tier evaluation, diverting returning applicants seeking less than \$5,000 in operating support to a simplified process in which applications are reviewed by staff. A mechanism for clarification and review of staff funding recommendations has also been introduced (Section 4.2.1).

All other applications will continue to be reviewed by an independent, arms-length panel. (Changes to the arms-length panel are detailed in section E below.)

This simplified process responds to feedback from both applicants and previous adjudication panels that a full application and adjudication process may not be

warranted for all applicants, and that where appropriate, the application process should be streamlined.

The guidelines also include minor housekeeping amendments to change dates and adjust wording to accommodate the two-tier evaluation process.

#### C. Project Grants

Project Grants provide assistance to non-profit organizations which deliver festivals, events or special projects which prominently feature arts, culture and heritage. Funding is provided on a matching basis for up to 50 per cent of the project cost, with a maximum of \$10,000 available.

In 2016, 10 organizations received a total of \$47,888 through this program, out of a funding envelope of \$55,000. The remaining \$7,112 was applied to Organization Development Grants to address unusually high demand in this program in 2016.

The 2017 program guidelines are attached as Appendix C. Changes for 2017 are:

- a) As with the General Operating Grants, introduction of a two-tier evaluation process diverting returning projects seeking less than \$3,500 to a streamlined staff review process - see Sections 4.1.1 and 4.2.1;
- b) Applicants were notified last year that, effective in 2017, organizations will be limited to a maximum of three grants from this program for the same project, regardless of the years in which support was provided (consecutive or intermittent) - see Section 1.1. This reflects a core principle of the program; it 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.
- c) For 2017 only, through the City's Canada 150 Grant Program, an incentive top-up grant will be available to applicants whose projects demonstrate a connection to one or more of the City of Kelowna's Canada 150 themes.

The guidelines also include minor housekeeping amendments to change dates and adjust wording to accommodate the listed changes.

#### D. Organization Development Grants

This program, which provides a total of \$15,000 in small grants to non-profit organizations seeking to undertake projects which will improve their planning, governance and capacity, will continue in 2017, with a proposed application deadline at the end of April. In 2016, nine organizations received a total of \$22,112. Changes to this program will be the subject of a future report to Council.

#### E. Cultural Grant Panel

For several years, the Central Okanagan Foundation ('COF') has been contracted by the Cultural Services Branch to recruit, train, convene and facilitate roundtable meetings of adjudicators for the General Operating and Project Programs.

COF's service has been exemplary, and COF will continue to play an important role in facilitating and documenting roundtable discussions of adjudicators which formulate final arms-length recommendations for funding awards.

With the introduction of two-tier evaluation, and the need to spend more time familiarizing adjudicators with City funding objectives and requirements, the following changes are being introduced for 2017:

The City will assemble a Cultural Grant Panel by recruiting up to 12 Kelowna residents through a Call for Applications, attached as Appendix D. The Call for Applications provides information about eligibility, the Panel's role, estimated time commitment and, for the first time, introduces remuneration for panel members based on a reading fee per application and a per diem rate for attendance at roundtable meetings. Selection of Grant Panel members will be based on staff review and final approval by the Division Director.

The public call and remuneration for panel members is recommended because:

- The pool of experienced adjudicators in the community has been called on year after year by a number of funders and needs to be refreshed;
- New expertise (especially through newcomers to Kelowna) may be identified through a public call;
- Qualified individuals who serve as adjudicators are expected to take time away from their businesses, vocations and families in December and early January to receive orientation and review applications. Expecting them to do this on a volunteer basis without remuneration is no longer deemed reasonable and the City of Kelowna joins the ranks of other municipalities who provide at least some compensation to grant adjudicators for their time.

The City will also play a more active role in providing orientation to the Cultural Grant Panel about the City's funding objectives, and in training panelists in the use of the assessment tools.

The annual Memorandum of Understanding between Cultural Services and COF has been adjusted to reflect these changes, and the contract fee paid to COF has been reduced from \$10,000 to \$4,700. The Memorandum of Understanding is attached as Appendix E. Remaining funding will be used for remunerating Cultural Grant Panel members, and other costs associated with hosting panel orientation and roundtable meetings. This is a re-allocation of existing Cultural Services budget associated with grant administration and will not require any additional funds in 2017.

**Program activity:**

A chart summarizing applications and grant awards in the Operating and Project programs for the years 2010 to 2016 is included as Appendix F.

**Program promotion and information:**

Cultural Services staff ensure that program guidelines and various forms are posted on the City's website. The majority of applicants continue to access materials online, or through email.

The City distributes an email bulletin announcing that guidelines and application forms are available. This is supported by public service announcements and occasional paid advertising.

Three public information workshops are scheduled to help attendees with the 2017 application process. All workshops are free to attend and are held at the Rotary Centre for the Arts. Pre-registration is requested:

Workshop #1: Wednesday, October 12, 2016 / 5:00 to 7:00 p.m.

Workshop #2: Thursday, October 13, 2016 / 10:00 a.m. to 12 Noon

Workshop #3: Thursday, October 13, 2016 / 1:00 to 3:00 p.m.

Registration will be available on line at [kelowna.ca](http://kelowna.ca) or by phoning 250-469-8800.

#### **Intake timeline:**

A summary of the grant process for 2017 is provided in the following chart:

PHASE ONE Oct-Dec Application Intake	PHASE TWO Nov-Jan Grant Panel & Adjudication	PHASE THREE Jan-Feb Grants Awards & Distribution
Guidelines and application forms (available early Oct)	Grant Panel recruitment (Nov)	Staff contact all applicants (late Jan)
Public workshops (mid-Oct)	Panel orientation (early Dec)	Staff report to Council re: grant awards (early Feb)
Staff support for applicants (Oct/Nov)	Individual panel members review applications (Dec-Jan)	Follow up with applicants (Feb)
Application deadline (Dec. 2)	Staff review of streamlined applications (Dec-Jan)	Confirmation letters and cheques to recipients by end of February
	Panel roundtable to finalize awards (mid-Jan)	

#### **Accountability:**

Through the guidelines, application forms and confirmation letters, grant recipients acknowledge and agree to conditions of funding. Highlights include:

- The recipient will make every effort to secure funding from other sources as indicated in its application;
- 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 activities as described in the application, they are to be repaid to the City;
- The recipient must acknowledge the financial assistance of the City of Kelowna through use of the City's logo in accordance with prescribed standards;
- Recipients must provide a Final Report as a pre-condition for future eligibility in any Cultural Services grant program.

#### **Internal Circulation:**

Director, Active Living & Culture  
Communications Advisor

**Existing Policy:** Cultural Policy 274

#### **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 - 2017 Professional Operating Grant Guidelines  
Appendix B - 2017 General Operating Grant Guidelines  
Appendix C - 2017 Project Grant Guidelines  
Appendix D - Cultural Grant Panel - Call for Applications  
Appendix E - Memorandum of Understanding  
Appendix F - Grant Summary 2010-2016

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