OPERATING - PROFESSIONAL

APPENDIX A
2017 Cultural Grants
Sept. 19, 2016

City of
Kelowna

2017 Cultural Grants – Professional Operating Program GUIDELINES

Deadline: Thursday, December 15, 2016 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:

2017 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:
  - Meet the minimum statutory requirements imposed by the relevant incorporation statute (i.e. BC Society Act)
  - Not be remunerated for their services as Director (except for reimbursement of reasonable expenses) nor hold concurrent staff positions; and
  - 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:
  - For organizations entering the program in 2016 or subsequent years: sustained average annual cash budget of at least $200,000;
  - Diverse income including earned revenue, private sector sponsorships, donations and public sector support
  - 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 15, 2016. 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 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 15 2016	Early Jan 2017	Late Jan 2017	Early Feb 2017	By end Feb 2017	Spring 2017

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.

OPERATING - GENERAL

APPENDIX B
2017 Cultural Grants
Sept. 19, 2016

City of
Kelowna

2017 Cultural Grants – General Operating Program GUIDELINES

Deadline: Friday, December 2, 2016 at 3:00 p.m. PST

These guidelines have been revised for 2017 – previous versions no longer apply.

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:

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City of Kelowna Cultural Services Branch
Glenmore Office*
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Kelowna, BC V1Y 4P2
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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.

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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 Societies 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 deliver the application form and required support materials by the program deadline, 3 p.m. PST, Friday, December 2, 2016 to:

2017 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

NOTE: Applications will be accepted through Canada Post mail provided that they are received prior to the deadline.

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 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:

Except as noted in Section 4.1.1 below, applications in this program are adjudicated by a Cultural Grant Panel of professional qualified peer and community representatives. Adjudication by panelists is independent and at arms length from the City of Kelowna.

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 Cultural Grant 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, 2017.

4.1.1 Two-Tier Evaluation Process: *(NEW)*

Commencing in 2017, in response to feedback from applicants and adjudicators, some applications will be diverted into a streamlined process, as follows:

(a) all applications from first-time applicants in the General Operating Program, regardless of the grant amount requested, will complete a Regular Application Form and will be subject to independent evaluation by the Cultural Grant Panel;

(b) returning applicants requesting a General Operating Grant of less than $5,000 will complete a Condensed Application Form which will be reviewed by Cultural Services staff. The results of the staff review will be forwarded to the Director of the Active Living & Culture Division for final approval;

(c) all other applicants will use the Regular Application Form and will be subject to independent evaluation by the Cultural Grant Panel.

4.2 Notification:

Applicants will receive written notification of evaluation results by early February, 2017. Notification will include feedback from the Grant Panel and/or City staff. All applicants are encouraged to meet with City staff to review the feedback.

4.2.1 Request for Clarification/Request for Reconsideration *(NEW)*

Applicants who have submitted a Condensed Application Form for staff review pursuant to Section 4.1.1(b) and do not agree with the 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, and the Director's decision will be final.

4.3 Fair Notice/Organization Development:

Feedback from the Grant Panel and/or City staff 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 or withdrawal of support, or the imposition of conditions for future program eligibility.

Organizations receiving feedback or recommendations for improvement through review of their General Operating Grant application can formulate 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 2017 General Operating Grants must be submitted on or before November 3, 2017.

5.0   TIMELINE

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

Deadline	Appn Review	Notification	Council Report	Distribution	Final Report
Dec 2 2016	Jan 2017	Late Jan 2017	Early Feb 2017	By end Feb 2017	Nov 3 2017

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 is evidence of positive change or growth in demand and participation and/or in the quality or quantity of programs and services offered.
	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 actively provides learning opportunities for its audiences, participants and volunteers.

PROJECT

APPENDIX C
2017 Cultural Grants
Sept. 19, 2016

City of
Kelowna

2017 Cultural Grants – Project Program GUIDELINES

Deadline: Friday, December 2, 2016 at 3:00 p.m. PST

These guidelines have been revised for 2017 – previous versions no longer apply.

NOTE: 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:

2017 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.
- NEW: for 2017 only, recognize and celebrate the 150th anniversary (Sesquicentennial) of Canadian Confederation

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, 2017, 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.

NEW: For 2017 only, Canada 150 Incentive Grants are available through the Project Program for arts, culture or heritage projects which are linked to Canada's Sesquicentennial and which meet the City of Kelowna's Canada 150 eligibility criteria. See Sections 1.5 and 3.0 and Schedule 1 for details.

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]

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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 Societies 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 2017 Culture Days (September 29 to October 1). 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.

g) **NEW for 2017 only** – a project proposed in this program is eligible for a 'top up' Canada 150 Incentive Grant if it includes at least one of the following City of Kelowna Canada 150 themes:
- embrace, preserve and celebrate the natural assets of Kelowna including the lake, trails, landscape and four season recreational opportunities;
- celebrate cultural diversity and freedom;
- empower our youth to shape the community they desire;
- honour the history of our region and the prominent people and events that connect us;
- recognize and celebrate the rich history and knowledge of Indigenous nations who continue to be an integral part of our community; and
- lay the groundwork for innovation that will strengthen our community.

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 for 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 deliver the application form and required support materials by the program deadline, 3 p.m. PST, Friday, December 2, 2016 to:

    2017 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

NOTE: Applications will be accepted through Canada Post mail provided that they are received prior to the deadline.

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 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:
Except as noted in Section 4.1.1 below, applications in this program are adjudicated by a Cultural Grant Panel of professional qualified peer and community representatives. Adjudication by panelists is independent and at arms length from the City of Kelowna.

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 Cultural Grant 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, 2017.

4.1.1 Two-Tier Evaluation Process: (NEW)
Commencing in 2017, in response to feedback from applicants and adjudicators, some applications will be diverted into a streamlined process, as follows:

a)   all applications from first-time applicants in the Project Program, regardless of the grant amount requested, will complete a Regular Application Form and will be subject to independent evaluation by the Cultural Grant Panel;

b)   returning applicants requesting a Project Grant of less than $3,500 for continuation of previously funded projects will complete a Condensed Application Form which will be reviewed by Cultural Services staff. The results of the staff review will be forwarded to the Director of the Active Living & Culture Division for final approval;

c)   all other applicants will use the Regular Application Form and will be subject to independent evaluation by the Cultural Grant Panel.

4.2   Notification:
Applicants will receive written notification of evaluation results by early February, 2017. Notification will include feedback from the Grant Panel and/or City staff. All applicants are encouraged to meet with City staff to review the feedback.

4.2.1 Request for Clarification/Request for Reconsideration (NEW)
Applicants who have submitted a Condensed Application Form for staff review pursuant to Section 4.1.1(b) and do not agree with the 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, and the Director's decision will be final.

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 2017 Project Grants must be submitted within 60 days of completion of the project. If the applicant intends to apply for support in 2018, a Final Report for the 2017 project must be provided prior to the 2018 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 2 2016	Jan 2017	Late Jan 2017	Early Feb 2017	By end Feb 2017	Within 60 days of completion or prior to 2018 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.
Added for 2017	FOR CANADA 150 INCENTIVE GRANT: The project includes or reflects one or more of the following themes: • embrace, preserve and celebrate the natural assets of Kelowna including the lake, trails, landscape and four season recreational opportunities; • celebrate cultural diversity and freedom; • empower our youth to shape the community they desire; • honour the history of our region and prominent people and events that connect us; • recognize and celebrate the rich history and knowledge of Indigenous nations who continue to be an integral part of our community; and • lay the groundwork for innovation that will strengthen our community.
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.

City of
Kelowna

Call for Applications – Cultural Grant Panel

The City of Kelowna is seeking Kelowna residents to serve on a Cultural Grant Panel. The Panel adjudicates funding applications and provides advice to the City of Kelowna Cultural Services Branch (CSB) on grant administration procedures and processes.

Individuals interested in being on the Panel are invited to submit an application by
4:00 p.m., Friday, November 4, 2016.

An application consists of a letter or resume outlining relevant experience, and reasons for interest in the role. Email and telephone contact information must also be included.

Applicants may be contacted for a telephone interview following the application deadline. Responses to all applicants will be provided by CSB staff by the end of November.

More details about eligibility and the work of the Cultural Grant Panel are provided in the backgrounder which follows.

Applications can be submitted by:
- Emailing to culture@kelowna.ca by the deadline; OR
- Delivering to the Cultural Services Branch at #105 – 1014 Glenmore Drive, Kelowna, BC V1Y 4P2 by the deadline; OR
- Mailing to the address above, on the condition that the application arrives prior to the deadline.

Late applications will not be accepted.

For more information, contact Cultural Services Manager Sandra Kochan, skochan@kelowna.ca, 250-469-8935.

Background about the Cultural Grant Panel

Candidate Profile

The Panel consists of up to 12 members who:
- Are Kelowna residents
- Have fulfilled the application and eligibility requirements
- Have an interest in arts, culture and heritage
- Have expertise that includes but is not limited to:
    - Education, training and work experience in one or more arts disciplines or heritage; or
    - Education, training and work experience in other occupations such as law, business, accounting, or administration.
- Familiarity with the not-for-profit sector, policy development, public sector funding, grant adjudication, municipal government and general issues related to arts and heritage are assets.

Ineligibility

A person will not be eligible to be a Panel member for the General Operating or Project programs or any other program if he or she:
- Is a member of the Board of Directors for any organization applying for funding in said program(s);
- Is a paid or unpaid staff member of any organization applying for funding in said program(s); or
- Has, directly or indirectly, any interest in a contract with or for an organization applying for funding in said program(s).

Guidelines governing conflict of interest during the adjudication process are provided during the Panel orientation.

Role of the Panel

Members of the Panel make recommendations to the City of Kelowna Cultural Services Branch for grants to organizations through the following funding programs:
- General Operating Grants (one intake per year)
- Project Grants (one intake per year)
- Other programs as may be determined by CSB from time to time.

Formulation of grant recommendations is based on:
- A review of the application and support materials provided by the applicant;
- Consideration of the applicant's Final Report(s) from the previous year(s);
- Completion of a scoring matrix based on the criteria in the program guidelines;
- Comments, staff notes and the Panel roundtable discussion.

The Panel provides its funding review and recommendations independently and at arms length from the City of Kelowna. City of Kelowna staff function as information resources for the Panel, but are not active participants in the adjudication process. Roundtable meetings of the Panel are facilitated by the Central Okanagan Foundation.

Term

To build continuity and experience, Panel members are encouraged to serve for at least two consecutive grant cycles over a two-year period. Longer service is welcomed, up to a maximum of 4 grant cycles (consecutive or intermittent).

Time and skillset permitting, Panel members may be involved in evaluating applications in more than one program per grant cycle.

Selection

Selection of Panel members will be based on staff review and final approval by the Division Director of Active Living & Culture.

Typical Grant Cycle

PHASE ONE Oct-Dec Application Intake	PHASE TWO Nov-Jan Grant Panel & Adjudication	PHASE THREE Jan-Feb Grant Awards & Distribution
Guidelines and application forms (available early Oct)	Panel member recruitment (Nov)	Staff contact all applicants (late Jan/early Feb)
Public workshops (mid-Oct)	Panel orientation (early Dec)	Staff report to Council re: grant awards (early Feb)
Staff support for applicants (Oct/Nov)	Panel independent application review (Dec-Jan)	Follow up with applicants (Feb)
Application deadline (early Dec)	Panel roundtable to decide on grant awards (mid-Jan)	Grant awards paid to recipients by end of February

Time Commitment
- Panel orientation (early Dec) – 2 hours per program
- Independent review of applications (Dec/Jan)– 60 to 90 minutes per application, including preparation of scorecard and comments.
- Roundtable meeting – 4 to 5 hours per program, depending on the number of applications

Remuneration

In order to attract and retain qualified Panel members, CSB will provide the following compensation to Panel members:
- A reading fee of $25 per application reviewed and scored; and
- $125 per diem for full attendance at a Roundtable meeting.

There is no remuneration for time or expenses incurred in the application or orientation process.

City of
Kelowna

This agreement dated October 1, 2016

Memorandum of Understanding
between

City of Kelowna Cultural Services Branch (CSB)
#105 – 1014 Glenmore Drive
Kelowna, BC V1Y 4P2
Attention: Sandra Kochan, Cultural Services Manager

and

Central Okanagan Foundation (COF)
#225 – 1889 Springfield Road
Kelowna, BC V1Y 5V5
Attention: Cheryl Miller, Director of Grants & Community Initiatives

To adjudicate and administer the
City of Kelowna 2017 General Operating Grants ('Operating Grants')

and

City of Kelowna 2017 Project Grants ('Project Grants')

To ensure the successful administration of the Operating and Projects Grants programs, agreement is hereby established between the City of Kelowna Cultural Services Branch and the Central Okanagan Foundation as follows:

1. The term of this agreement will be October 1, 2016 to September 30, 2017.

2. CSB will:
   a) Prepare, post and promote Operating and Project Program guidelines and applications.
   b) Organize and facilitate information workshops for interested grant applicants. The workshops are tentatively scheduled for October 12 and 13, 2016.
   c) Be the primary point of contact for inquiries from grant applicants prior to the application deadline of December 2, 2016.
   d) Through a public call, invite applications from Kelowna residents and recruit up to 12 individuals to serve on a Cultural Grant Panel which will adjudicate applications and make recommendations for grant awards in each Program. The call for applications is attached to this MOU for reference.
   e) In consultation with COF, determine for each Program:
      -composition of the Review Panel by selecting up to five (5) individuals and one alternate from the Cultural Grant Panel;
      -format and content for orientation of the Review Panel, tentatively scheduled for the week of December 12, 2016;
      -facilitation methods for roundtable meetings of the Review Panel, tentatively scheduled for January 10 (Operating) and January 11 (Project), 2017.
   f) Manage the venue booking and costs for orientation and roundtable meetings of the Review Panels.
   g) Provide to each Review Panel member an evaluation package containing an assessment tool and vetted applications for review. Evaluation packages will be available for distribution at the Panel orientation.
   h) Upon completion of the adjudication process and receipt of the Review Panel minutes:
      -inform grant applicants in writing of the committees' recommendations pending a staff report to City Council; and

-pay to each Review Panel member:
  -a reading fee of $25 per application reviewed and scored; and
  -$125 per diem for full attendance at a Roundtable meeting.
i) Upon reporting to City Council, facilitate payment of grant awards to successful applicants by February 28, 2017.
j) Be the primary point of contact for any applicants seeking more information about the adjudication process or the committees' recommendations.
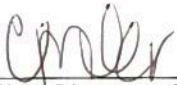k) Track and manage submission of final reports, per the Program guidelines.

3. COF will:
a) Assist and advise CSB to determine for each program:
  -composition of the Review Panel by selecting up to five (5) individuals and one alternate from the Cultural Grant Panel;
  -format and content for orientation of the Review Panel, tentatively scheduled for the week of December 12, 2016;
  -facilitation methods for roundtable meetings of the Review Panel, tentatively scheduled for January 10 (Operating) and January 11 (Project), 2017.
b) For each program:
  -attend the Review Panel orientation; and
  -facilitate a roundtable meeting of the Review Panel to review each application as a group and formulate recommendations for grant awards. Meetings are tentatively scheduled for January 10 (Operating) and January 11 (Project).
c) Ensure that comprehensive minutes are recorded by a qualified minute taker/ transcriber at each roundtable meeting, documenting the discussion and rationale for recommendations. Any costs associated with recording of minutes are to be paid by COF.
d) Prepare minutes from each roundtable meeting for distribution to and approval by the Review Panel members. Upon approval, the minutes will be provided to CSB. Approved minutes will be provided to CSB no later than January 23, 2017.
e) Support CSB staff in the preparation of a report to Kelowna City Council containing the Review Panel recommendations for awarding or declining grants, with summary information about each of the successful applicants/projects. The Council Report is tentatively scheduled for Monday, February 6, 2017 and will be presented by CSB staff.
f) Return all documents and materials associated with the grant adjudication process and roundtable meetings to Sandra Kochan, Cultural Services Manager, City of Kelowna.

4. CSB will pay $4,700 inclusive of any applicable taxes to COF to provide the services listed in Section 3 above. Payment will be made upon receipt of an invoice from COF after completion of the adjudication process and staff report to council.

5. Both parties agree that it is their intention to receive and adjudicate applications, and disburse both Operating and Project Grants by February 28, 2017 and will cooperate to this end.
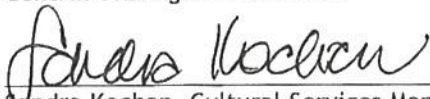
6. This agreement may be renewed, with amendments as needed, for future years.

We agree to the terms and conditions outlined in this Agreement.

_____   September 6. 2016
Cheryl Miller, Director of Grants & Community Initiatives   Date
Central Okanagan Foundation

_____   SEPTEMBER 6, 2016
Sandra Kochan, Cultural Services Manager   Date
City of Kelowna

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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
2016	$ available	$109,300	$55,000 ($15K to Org Dev't)
	# of applications	15	12
	$ requested	$132,250	$80,713
	# of grant awards	15	10
	$ total awards	$104,300[1]	$47,888 ($7,112 to Org Dev't)

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[1] The remaining $5,000 will carried over into the 2017 budget and added to the 2017 funding envelope.