

## 2016 Cultural Grants - Organization Development Program GUIDELINES

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

These guidelines have been revised for 2016 - 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](mailto:civey@kelowna.ca)

Submit required materials by the deadline to:

2016 Organization Development 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.

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

At [www.kelowna.ca](http://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 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](mailto: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

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%) - 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](mailto:civey@kelowna.ca)  
Website: [kelowna.ca/culture](http://kelowna.ca/culture)



<b>SCHEDULE 1 - DETAILED ASSESSMENT CRITERIA</b>	
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 success 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.