

# Report to Council



**Date:** March 6, 2017  
**File:** 0710-01  
**To:** City Manager  
**From:** Sandra Kochan, Cultural Services Manager  
**Subject:** 2017 Organization Development Grants

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## **Recommendation:**

THAT Council receives for information the report of the Cultural Services Manager dated March 6, 2017 regarding 2017 Organization Development Grants;

AND THAT Council approves the 2017 Guidelines for the Organization Development Grant program as proposed in the report of the Cultural Services Manager dated March 6, 2017.

## **Purpose:**

To provide for Council consideration revised guidelines for 2017 Organization Development grants.

## **Background:**

On January 23, 2017, Council approved an allocation of \$15,000 in transitional Grant-in-Aid funds for the Organization Development Grant program, with direction for staff to report back with revised program guidelines for 2017 Organization Development grants.

Organization development (sometimes called 'capacity building') for not-for-profit organizations describes a suite of planning and development tasks which are typically beyond the scope of normal day-to-day operations. In many organizations, whether or not they have paid staff, addressing these tasks without additional human and financial resources is quite challenging. Nonetheless, planning and learning constitutes an essential element of an organization's success at all stages in its lifecycle, including start-up, growth, mature, decline or turnaround.

Support for organization development projects was introduced as part of the Cultural Services Project Grant program in 2014. Since that time, \$15,000 in matching funds from the Cultural Services budget has been set aside each year for organization development initiatives. Over the last three years, 16 grants have been provided to arts, culture and heritage organizations to support a range of projects to

improve their planning, governance, fundraising and program evaluation. Most grants are between \$2,500 and \$5,000.

Some examples:

- a) Two arts organizations, realizing that they were facing similar challenges regarding the workload for volunteer Board members, came together with a consultant in a workshop setting to review and plan how Board time spent on organizational activities can be efficient and effective.
- b) A local choir with a long history in the community recognized the need to refresh its approach. With the help of a consultant, they developed a five-year strategic plan that addressed audience development, funding, marketing and community outreach. The plan has already enabled the group to obtain more funding for 2017;
- c) Four organizations which collaborate to produce annual Asian Heritage Month events identified an opportunity to build a stronger partnership through improving the effectiveness of their Boards. With matching funds from an Organization Development grant, they hired a facilitator to conduct six workshops on Board development.

The proposed 2017 Guidelines expand grant eligibility to include cultural, sport, event, social service and other organizations with whom the City has a funding or working relationship. This recognizes that the need for, and the benefits of organization development extends across the not-for-profit sector, and is particularly important when an organization provides public services on behalf of, or in partnership with the City.

Highlights from the guidelines:

- Applicants are incorporated non-profits or registered charities, and established and active in the community for at least two years;
- Applicants have a relationship with the City of Kelowna through financial support, a signed lease or other agreement, or working partnership;
- Applicants do not have any outstanding liabilities or obligations to the City;
- Funding is provided on a matching basis, up to 50% of the total project cost, to a maximum of \$10,000. Matching contributions may be cash or in kind;
- Phased projects are welcomed – an applicant may access the program in successive years;
- Applicants must provide an honest self-assessment and clearly identify the purpose and outcome of their proposed organization development project;
- Funding can be used to hire a consultant, or pay tuition for a reputable and relevant course or workshop;
- Evaluation is streamlined and completed by staff within 30 days of the application deadline of May 5, 2017. The guidelines set out clear criteria to evaluate the quality, feasibility and outcomes of the proposed project;
- Projects are to be completed by the end of the calendar year unless alternative arrangements are made with staff. Final reports are due at year-end and receipt of the report is a pre-condition to eligibility in any City of Kelowna grant program.

As directed in the January 23, 2017 report, staff will report back at the end of 2017 with recommendations for allocation of transitional Grant-in -Aid funds for 2018 and future years. At that time, changes to the funding allocation for the Organization Development program may be recommended depending on the experience in 2017.

**Internal Circulation:**

Division Director, Active Living & Culture  
Active Living & Culture Managers  
Communications Supervisor

**Existing Policy:**

Policy 218: Community Social Development Grant Policy  
Policy 360: Social Policy  
Policy 274: Cultural Policy  
Policy 298: Sport Event Development Policy

**Financial/Budgetary Considerations:**

The additional allocation of \$15,000 for this program will be added to the existing \$15,000 (from the Cultural Services budget) for a total of \$30,000 available for Organization Development Grants in 2017.

**Considerations not applicable to this report:**

Legal/Statutory Authority  
Legal/Statutory Procedural Requirements  
Personnel Implications  
External Agency/Public Comments  
Communications Comments  
Alternate Recommendation

Submitted by:

S. Kochan, Cultural Services Manager

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

**Appendix A: 2017 Organization Development Program Guidelines**

cc:

Division Director, Active Living & Culture  
Active Living & Culture Managers  
Communications Supervisor