

# Memo



**Date:** September 14, 2011  
**File:** 0710 - 01  
**To:** City Manager  
**From:** S. Kochan, Cultural Services Manager  
**Subject:** MATERIALS FOR WORKSHOP WITH COUNCIL REGARDING ARTS, CULTURE & HERITAGE GRANTS

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**Purpose:**

When the Central Okanagan Foundation presented its recommendations for award of 2011 Arts, Culture and Heritage Operating and Project grants on February 7, 2011, it was evident that Council required more background information about the grant programs and the processes used to determine recommendations.

**Background:**

**Operating Grants:**

The purpose of operating grants is to support the day-to-day operations of local non-profit arts, culture and heritage organizations.

The proposed 2012 guidelines and application form are attached as Appendix A. The application deadline is December 9, 2011.

The funding available for these grants in 2012 is \$110,000 through the Cultural Services budget.

**Project Grants:**

The purpose of project grants is to support festivals, events and projects which have an arts, culture and heritage focus. Any non-profit organization may apply for a grant - applicants do not need to have an arts, culture or heritage mandate.

The proposed 2012 guidelines and application form are attached as Appendix B. The application deadline is December 9, 2011.

The funding available for these grants in 2012 is \$70,000 through the Cultural Services budget.

**Program activity:**

A chart summarizing applications and grant awards in these programs for the years 2009-2011 is included as Appendix C. The value of applications consistently exceeds the funding available.

**Program promotion and information:**

Cultural Services staff ensures that program guidelines and application forms are posted on the City website.

A handwritten signature in black ink, consisting of a stylized 'S' followed by a horizontal line extending to the right, ending in a small number '1'.

Packages with printed guidelines and forms are also available at information workshops and on request. The majority of applicants access the materials through email and on line, as indicated in the survey results in Appendix D.

Using a database of contacts and past applicants, an email bulletin announcing that guidelines and application forms are available is distributed, supported by news releases and occasional paid advertising.

Two public information workshops (9am to Noon and 4 to 7 pm) are scheduled for Thursday, October 13 2011 at the Rotary Centre for the Arts. The workshops are each 3 hours in length, with the first hour reserved for first time applicants. Attendees are introduced to the program guidelines, application forms and evaluation process, and also have the opportunity to work through sample applications and evaluations to aid their understanding of what makes an application successful.

**Working with applicants:**

Cultural Services staff work closely with applicants at all stages of the annual grant cycle. This working relationship ensures that staff:

- are aware of local trends and challenges
- can bring together initiatives and organizations who might benefit from collaboration, or eliminate project overlap and duplication
- learn directly from applicants how grant processes and forms can be improved
- meet and connect with the people who are at work in the cultural community

***Before the application deadline:***

Anyone considering making an application is invited to contact the Cultural Services office in person or by phone. Staff will explain the guidelines, application form, evaluation process and deal with inquiries. Staff will also review draft applications and provide advice about how applications might be improved. For Project Grants, applicants must contact Cultural Services in order to obtain an application form - this assists in providing assurance to applicants that their proposed initiative is eligible for the program and is also effective for early 'troubleshooting' of the information requested in the application form.

Past experience indicates that those applicants who made the effort to work with staff in preparing or reviewing their application in advance of the deadline have been more successful.

***After the application deadline and prior to evaluation:***

Cultural Services staff will contact applicants if there are minor omissions which can be easily remedied, or areas where information can be clarified prior to review by the evaluation committee.

***After the evaluation process:***

Cultural Services staff offers all applicants the opportunity to meet to discuss any comments provided by the evaluation panel regarding applications. Applicants who take advantage of this opportunity are usually able to improve the quality of their future grant applications.

Feedback from grant applicants about the programs and services provided by staff has been very positive. Each year staff conducts a survey of grant applicants. Responses assist in determining how various aspects of the program can be improved. The results from the 2011 survey are provided in Appendix D. The majority of applicants indicate that information provided by staff was helpful and clear, and that the process is well managed.

**The role of the Central Okanagan Foundation:**

The Central Okanagan Foundation has worked with Cultural Services in 2010 and 2011 to administer the evaluation process for both Operating and Project grants. This relationship will continue for 2012, in accordance with the Memorandum of Agreement attached as Appendix E.

***Highlights from the agreement:***

- The Foundation recruits and trains the Review Committees, provides applications to the committee members, and convenes and facilitates the committee meetings where grant recommendations are formulated
- The Foundation delivers the recommendations to Council for approval
- Cultural Services is responsible for the grant program guidelines, forms, information workshops, working with applicants and distribution of funds upon approval by Council.

**The principle of arms length review and the role of independent review committees:**

External, independent, arms length review of grant applications (often called 'peer review' meaning that applications are reviewed by knowledgeable peers of applicant organizations) is a principle enshrined in most arts grants programs. Examples of agencies employing peer review processes include the Canada Council, the BC Arts Council, City of Vancouver Cultural Services, and the Vancouver Foundation. The Canada Council's peer review processes are admired and emulated around the world.

The following is extracted from the Canada Council website:

'In Canada and elsewhere, peer review is a respected method for assessing quality of achievement in creative and intellectual occupations. It is the preferred method of assessment in agencies that support the arts, sciences and humanities....'

The following comes from the BC Arts Council website:

'Fair and equitable treatment - that's the promise the Council makes to every artist or organization applying for support. To ensure the decision-making process continues to maintain the highest standards, the BC Arts Council uses a peer adjudication system.

It's a simple system, but one that has proven effective by arts organizations around the world. An advisory committee or jury of up to five members is selected to review all applications in a funding competition. Each competition gets its own, unique review....

Jury and committee members are nominated by the general public, other artists or arts organizations, and BC Arts Council board members and staff.

A jury or committee meets and carefully reviews every application. In the event of a conflict (for example, if a jury member has a professional working relationship with an applicant), that member is required to leave the room and does not participate in the final funding decision for that applicant.

It's a careful, detailed and documented process that ensures BC Arts Council funds are distributed fairly and effectively across the province, and that B.C. artists and arts organizations are treated with the respect and attention they deserve.'

The underlying principles of peer assessment are fairness, transparency and independence.

***Fairness:***

- ✓ Review by people who understand the cultural sector or the particular discipline

- ✓ Review based solely on the merits of the application within the program guidelines and criteria
- ✓ Equal opportunity to all applicants - all applicants are treated the same way

**Transparency:**

- ✓ Program guidelines and criteria are clear and publicly accessible
- ✓ Applicants are provided with information and assistance before, during and after the application process
- ✓ The public is assured that funding is distributed in a fair, equitable and accountable manner which is supported by a declared process and documentation

**Independence:**

- ✓ Applicants know that their applications are evaluated based on known criteria free from other pressures and influences

**Composition of the grant review committee:**

The Central Okanagan Foundation, in consultation with Cultural Services, determines the composition of grant review committees. With one exception as explained below, committee members serve as volunteers and are not compensated for their time. Six committee members (with alternates) are selected for each program. They are selected based on their experience, merit and familiarity with grant processes and the local arts, culture and heritage community. To the extent possible, the committee will also reflect the diversity of the community at large and the range of disciplines and activities reflected in the list of applicants.

The work of committee members is governed by Terms of Reference prepared by the Central Okanagan Foundation. The Terms of Reference include clear procedural direction in the event of a real or perceived conflict of interest. Committee meetings are chaired by the Foundation's Grants Manager.

Selection of committee members is often quite challenging. Committee composition should change on a regular basis so that volunteers are not called on year after year. Members should have, on the one hand, knowledge of the arts, culture and heritage sector, but cannot, on the other hand, be closely aligned with applicants as that would place them in a conflict of interest. With over 40 applications annually, conflicts of interest arise on a regular basis. Members also need to be able to dedicate approximately 20-30 hours of their time attending orientation, reviewing applications and participating in review committee meetings of the whole. Given that the City of Kelowna is not the only granting agency locally, the pool of potential committee members for arts, culture and heritage always needs to be refreshed.

In 2011 for the first time, an experienced cultural non-profit manager from Vancouver was invited to participate as a reviewer for both Operating and Project grants. This individual was recommended by the City of Vancouver Cultural Services Grants Manager as someone with a high level of skill in grant adjudication at the local, provincial and national level. Her compensation included travel and accommodation expenses and review fees equivalent to those paid by the City of Vancouver cultural grants program. Total fees and expenses paid was \$1,657.81, out of the funding allocated for grants. This was done only because the grant awards recommended by the committee were less than the total amount available.

The benefits of an external committee member are:

- ✓ Depth of experience in adjudication of arts and culture grants - experienced reviewers can spot the merits and flaws in applications quickly and offer good analysis

- ✓ No risk of conflict of interest or personal bias - it is easier for external reviewers to remain objective about the merits of an application when they are not tied to, or familiar with the work of particular organizations
- ✓ Other committee members observe and learn at a higher level - experienced reviewers can assist others in objectively reviewing the merits of an application against the program criteria and guidelines and help resist the temptation to rely on personal experience and preferences
- ✓ External member gains unique knowledge about Kelowna's cultural community - this builds awareness of the diversity and quality of local offerings, something that may not be widely known outside our community
- ✓ New knowledge and perspective - external reviewers bring with them knowledge about new arts practices, projects, and events which may be only at the emergence stage locally - their perspective assists in determining whether unique, new ideas being proposed are feasible and realistic.

Cultural Services proposes to engage an external committee member from the Lower Mainland again for 2012. The costs will be covered through the Cultural Services operating budget.

***The grant evaluation process proposed for 2012:***

- Applications for both operating and project grants close December 9, 2011.
- Cultural Services staff pre-screen applications to ensure that they are eligible and complete - applicants will be contacted if there are minor omissions that can easily be corrected.
- Complete applications are prepared for the Central Okanagan Foundation and provided to the Foundation by December 16, 2011.
- The Foundation prepares packages for Grant Review Committee members and provides packages to them by December 22, 2011.
- Review Committee members read each application independently and complete a Scorecard. Sample scorecards for both Operating and Project grants are attached as Appendix F.
- Committee members meet as a group on January 16-17, 2012 to discuss their scores and reach consensus on grant recommendations. Cultural Services staff are present at these meetings as observers and to provide information support, but do not score or vote on recommendations.
- Central Okanagan Foundation and Cultural Services staff jointly prepare a report to Council seeking approval of the recommendations in early February, 2012.
- All grant awards will be paid to recipients prior to the end of February, 2012.

**Accountability and performance measures:**

All grant recipients are required to acknowledge City of Kelowna funding, primarily through use of the City logo in an approved manner, on promotional materials. Cultural Services staff monitors this recognition on an ongoing basis and follows up with recipients as needed.

Recipients are also required to file a final report within a prescribed timeline describing their use of City of Kelowna funding and the benefits and impact achieved. The report is quite simple and is not an onerous obligation. Failure to provide a report will disqualify an organization from making an application to any program in the future.

Information provided in the reports is helpful to Cultural Services in a variety of ways, including documenting successes, community participation and benefit and ideas for further cultural programming.

The final report form is attached as Appendix G.

**Existing Policy:**

Council Cultural Policy 274 provides in part:

- 'The City of Kelowna Cultural Services Branch funds annual operating grants for local Arts, Culture and Heritage organizations. These grants are evaluated and recommended for approval by Council in an arms' length process administered by an external organization.'
- and
- 'The City of Kelowna Cultural Services Branch funds annual project grants for community festivals, and other events and projects that have a focus on arts, culture and heritage. These grants are evaluated and recommended for approval by Council in an arms' length process administered by an external organization.'

Submitted by:



S. Kochan, Cultural Services Manager



## 2012 Operating Grants GUIDELINES & APPLICATION

APPLICATION DEADLINE: December 9, 2011 at 3:00pm PST

Mail or deliver completed and signed application form and a digital copy (PDF or Word document) on CDROM or flash drive, along with supporting materials by the deadline to:

Operating Grants  
City of Kelowna Cultural Services Branch  
Capri Centre  
#133 - 1835 Gordon Drive  
Kelowna, BC V1Y 3H4

*Trouble finding us? Cultural Services is located near the main entrance to Extra Foods, situated between Itto Sushi and the Medical Clinic at the Capri Centre Mall. There is no access to the Cultural Services office from inside the mall.*

## 2012 Arts, Culture & Heritage Operating Grants

The City of Kelowna allocates annual grant funding to arts, culture and heritage organizations which provide arts, culture and/or heritage based programming and activities for the benefit of Kelowna residents.

This support acknowledges that the work of these organizations contributes to Kelowna's quality of life, identity and economy, and is extended to recipients who demonstrate vision, accountability and a spirit of community services in their operations.

Note that these grants have an operating focus - organizations may also be eligible to apply for a Project Grant in the same year via a separate process. Eligibility criteria and forms are available at [kelowna.ca/culture](http://kelowna.ca/culture) or by contacting Cultural Services.

**OPERATING GRANT DEADLINE: December 9, 2011 at 3:00pm PST**

*Note re: deadline - Funding is intended to support operating expenses during the calendar year beginning January 1, 2012.*

For more information, contact:

Cultural Services Branch  
[culture@kelowna.ca](mailto:culture@kelowna.ca) / 250 469-8811



## Eligibility

Applicants must, in their applications, demonstrate that they meet the following adjudication criteria:

- Be incorporated and in good standing as a British Columbia non-profit society. Charitable status is not required;
- Be active as an incorporated non-profit society for at least one full year prior to the application deadline;
- Be an independent organization with a clear mandate which includes the provision of public programs and services with an arts, culture and/or heritage focus;
- Be directed by recognized arts/cultural/heritage professionals and/or experienced volunteers;
- Carry out the majority of their work (e.g. performances, exhibitions, events, programs, rehearsals, administrative activity, membership) in the City of Kelowna;
- If arts based, create, produce or present work primarily by local artists/performers/artisans (amateur and/or professional) - the program may include some artists who are not local
- If heritage based, create, provide or facilitate events, materials, communications and/or services which interpret and convey the human history of Kelowna to residents and visitors;
- Demonstrate an inclusive, diverse and welcoming approach in their operations and activities;
- Demonstrate financial need;
- Be fiscally responsible (e.g. diversified revenue base, annual budgeting process, proper financial records and reports, support from an accredited bookkeeper/financial advisor); and
- Have a sound governance model which provides for staff/volunteer/board recruitment and development, planning, committees and partnerships.

*Operating grants are not to be used for:*

- Start-up costs
- Seed money for projects or events
- Construction, renovation, property purchase or major equipment purchases
- Deficit reduction
- Supporting organizations primarily focused on sports, politics, education, religion, healthcare, ethnicity, social service and/or seek to attract only a special interest audience.

### **Multiple Applications for Operating & Project Grants**

Organizations receiving Operating Grants may also apply for one Project Grant within the same calendar year in which they receive operating funding.

Organizations which benefit from City of Kelowna Cultural Facility Grants or Professional Arts Grants are not eligible to apply for Operating Grants but will be eligible to apply for Project Grants.

## **Adjudication & Notification Process**

All grants will be adjudicated by a panel of professional qualified peer and community representatives convened by an arm's length contracted agency in consultation with City of Kelowna staff.

Panelists are invited to participate based on their experience, merit and familiarity with granting processes 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 reflected 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 and facilitators during the adjudication process, but will not be active participants.

The adjudication panel will, within 30 days of the application deadline, provide its recommendations to the contracted agency, which in turn will present the recommendations to Kelowna City Council for approval.

Subject to Council approval, the recommendations of the adjudication panel are final.

Funds will be disbursed as soon as possible after Council approval. The objective is to have all funds disbursed by the end of February 2012.

Grants are awarded on an annual basis, based on the merits of the application and the program criteria. Applicants must re-apply each year. Continued funding is not guaranteed.

Cultural Services staff are available to review applications prior to submission and to provide feedback after the review process is complete.

## **Grant Recognition & Acknowledgement**

Grant recipients must acknowledge the financial assistance of the City of Kelowna on all communications and promotional materials relating to the organization (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.

City of Kelowna logo files and usage standards will be provided to successful applicants. Failure to acknowledge the City's support may result in the inability of an organization to obtain grant support in future years.

## **Reporting**

Successful applicants will provide year-end reports in a prescribed format to the City of Kelowna Cultural Services Branch. Receipt of these reports is a pre-condition for consideration of an organization's future grant applications in any category and will be part of the review panel resources in future grant application reviews.

A grant recipient seeking to make significant changes to its operations, as outlined in an application, should consult with Cultural Services staff prior to implementation.

## Completing & Submitting Applications

- The application form is available as a Word (recommended) and PDF form online at [www.kelowna.ca/culture](http://www.kelowna.ca/culture). Information should be typewritten - handwritten forms will not be accepted.
- Cultural Services staff are available to review your application prior to submission, and to provide feedback after the review process is complete.
- Applications which are late or incomplete are ineligible for adjudication.
- Answer all questions on the form concisely, and include all of the requested supporting materials - use the provided checklist to ensure that your application is complete.
- Support materials are welcome on the understanding that they will not be returned or retained.
- Information about an applicant's operations is collected for the purpose of adjudicating the application and for administrative purposes. It is collected under the authority of the *Local Government Act*, RSBC 1996, c323, *Community Charter*, SBC 2003, c26 and the *Freedom of Information and Protection of Privacy Act*, RSBC 1996 c165. Questions about the collection of this information are to be directed the Cultural Services Manager, [skochan@kelowna.ca](mailto:skochan@kelowna.ca), 250-469-8935
- Mail or deliver completed and signed application form and a digital copy (PDF or Word) on disc, along with supporting materials by the deadline to:

Operating Grants  
City of Kelowna Cultural Services Branch  
Capri Centre  
#133 - 1835 Gordon Drive  
Kelowna, BC V1Y 3H4

### **Deadline: December 9, 2011 at 3:00pm PST**

Directions: The Cultural Services office is located near the main entrance to Extra Foods, situated between Itto Sushi and the Medical Clinic at the Capri Centre Mall. There is no access to the office from inside the mall.



Recreation & Cultural Services  
 Cultural Services Branch  
 #133 – 1835 Gordon Drive  
 Kelowna, BC V1Y 3H4  
 kelowna.ca/culture



## 2012 Operating Grant Application

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**Submission Deadline: December 9, 2011 at 3:00pm PST**  
 Late applications will not be accepted.

Mail or deliver completed and signed application form and a digital copy (PDF or Word document) on CDROM or flash drive, along with supporting materials by the deadline to:

Operating Grants  
 City of Kelowna Cultural Services Branch  
 Capri Centre  
 #133 - 1835 Gordon Drive  
 Kelowna, BC V1Y 3H4

### Declaration

Note: This declaration is to be signed by two signing officers of your organization.

*I certify to the best of my knowledge that the information provided in this application is accurate, complete and endorsed by the group I represent. Information about an applicant's operations is collected for the purpose of adjudicating the application and for administrative purposes. It is collected under the authority of the Local Government Act, RSBC 1996, c323, Community Charter, SBC 2003, c26 and the Freedom of Information and Protection of Privacy Act, RSBC 1996, c165.*

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Title

\_\_\_\_\_  
 Name (please print)

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Title

\_\_\_\_\_  
 Name (please print)

\_\_\_\_\_  
 Date

Organization Name: \_\_\_\_\_

For Staff Use Only:							
Date/Time Rec'd	Complete?	Sent to COF	Adjudication Complete	Recommend Amount	Notification Letter, Logo	Payment Made	Final Report Rec'd

## Applicant Information

Organization Name:	
Address:	
Phone:	Fax:
Website:	Email:
<input type="checkbox"/> Registered Non-Profit Society	Society No.:
	Date of Incorporation:
See Checklist on Pg. 7 for Society documents to be submitted with your application.	
Contact Name:	Title:
Phone:	Email:
Alternative Contact (optional):	Title:
Phone:	Email:

- New Applicant     
  Previous Applicant  
*(Your organization has applied for a City arts grant in previous years)*

1. Are you applying for a project grant in addition to an operating grant?

- Yes     
  No

*Note: Applicants may apply for an Operating Grant and a Project grant within a single calendar year. You must complete a separate application if applying for a project grant.*

2. Briefly describe the history of your organization. Include key highlights, and mission & vision statements. For previous applicants, are there any changes from last year?

## Grant Request

3. Total Operating Grant Request: \$\_\_\_\_\_ Percentage of Total Operating Budget: \_\_\_\_\_%
4. Amount of most recent grant request (if applicable): \$\_\_\_\_\_ Year: \_\_\_\_\_  
Amount received: \$\_\_\_\_\_ Year: \_\_\_\_\_

Grant recipients will be required to complete a follow-up report in a prescribed format for the City of Kelowna Cultural Services Branch. Receipt of these reports is a precondition for consideration of an organization's future grant applications, in any category.

## Audience & Community Impact

5. Describe your target audience.

6. How does your organization benefit the community as a whole and the arts/culture/heritage community specifically?

7. How do you plan to reach the broader community? Does your organization plan to undertake initiatives to make arts/culture/heritage more accessible? Please provide examples including any successful initiatives your organization has used to diversify or increase your audience in the last year.

8. Please describe partnerships and collaborations which your organization has engaged in, in the last year. Please provide letters of agreement or support, if appropriate.

9.

Number of volunteers (board and non-board)	
Volunteer hours per year	
Number of voting members (excluding board)	

10. Does your organization have committees in place to tackle specific initiatives or challenges (for example: marketing committee, fundraising committee, etc.)? Please describe.

**Programming**

11. What is your organization’s primary area of activity? If more than one applies, please apply a percentage to each category in the table below. You may add additional notes to clarify the information.

Dance	Music	Theatre	Literary	Visual Arts	Heritage	Design/New Media	Film/Photo	Multi-discipline	Other (specify)

12. Attach a list of proposed activities (performances, exhibitions, events, fundraisers, etc.) for the coming year. Whenever possible provide dates, locations, expected attendance.

13. Please provide support materials [programmes, images or audio/video (on CD Rom or flash drive)] that reflect the type and quality of programming created, produced or presented by your organization in the last year.

14. Arts Based Organizations: What percentage of your activities are created, produced and presented by local artists?

15. Heritage Based Organizations: What percentage of your activities (events, communications, or services) interprets and conveys the human history of Kelowna to residents and visitors?

### Planning & Financial Statements

16. Please include, as supporting materials, any current business plan or strategic plan for your organization.

17. What other sources of funding are you currently pursuing? Identify any groups, agencies, or businesses that you have approached or secured as contributors to your organization.

18. If the amount requested is not fully granted, how will this affect your operations? What changes would you have to make to the plan indicated in question 16?

19. Attach, in your own format:

- A budget which includes your previous fiscal year, current fiscal year & forecasted revenues and expenditures for next fiscal year. Please include revenues from other grant sources and fundraising activities.
- A balance sheet current as of your most recent fiscal year end.

*Please refer to the eligibility section of the guidelines to ensure grant monies are not requested or used for ineligible costs.*



20. If you have a deficit, what is your plan to address it?

21. Use the space below to note any line variances of more than 20% between budget years and attach additional pages if necessary.

### Self Assessment

22. What goals and objectives did your organization have for the previous year and what are your objectives for the coming year? Please describe your progress in fulfilling these objectives.

23. What are your organization's strengths? Share some of your recent successes that demonstrate this.

24. Has your organization engaged in professional development, strategic planning or analysis? Please describe the professional development activities and who participated (staff, board, volunteers). If you engaged in any organizational analysis, where do you think your organization can improve?

25. What challenges or obstacles does your organization face? How do you minimize the impact of these threats?

## Checklist

### *All Applicants*

- Completed application - Signed original, plus electronic copy on CDROM or flash drive
- List of Current Board of Directors & Key Staff
- Organizational Chart
- Resumes of key managerial & programming staff
- List of proposed activities for the coming year
- Support materials from the previous year (programmes, audio/visual, etc.)
- Letters of support from community partners
- Organization Business or Strategic Plan
- Organization's Operating Budget & Balance Sheet
- Most recently filed BC Ministry of Finance Form 11 (Annual Society Report)
- Minutes from the last AGM
- Financial Statements presented at last AGM

### *New Applicants*

- Certificate of Incorporation (*if new applicant*)
- Society Constitution & Bylaws (*if new applicant or if bylaws have changed*)

*If any of the above is missing, your application will not be accepted.*

*We invite applicants to contact Cultural Services staff for a review of your draft application prior to the submission deadline (December 9, 2011).*

*Applicants will also be able to receive feedback from the grant application review panel after the grant decisions have been made.*



## 2012 Project Grant GUIDELINES & APPLICATION

APPLICATION DEADLINE: December 9, 2011 at 3:00pm PST

Mail or deliver completed and signed application form and a digital copy (PDF or Word document) on disc, along with supporting materials by the deadline to:

Project Grants  
City of Kelowna Cultural Services Branch  
Capri Centre  
#133 - 1835 Gordon Drive  
Kelowna, BC V1Y 3H4

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## 2012 Project Grants

The City of Kelowna allocates annual grant funding to community organizations which intend to provide a festival, event or project featuring arts, culture and/or heritage based elements for the benefit of Kelowna residents. Eligible organizations need not be from the arts, culture or heritage sector. Innovation and collaboration across sectors and interests is encouraged.

Project Grant funds may be requested for up to 50% of the total cost of a project, to a maximum of \$10,000. Please review the eligible uses for funding within this package for further information.

This support acknowledges that:

- New initiatives often need 'seed money' to get started and ongoing support to become established;
- Community events build social connectedness and engagement;
- Successful events and projects which include creative, cultural or historical content can be initiated by individual or collaborative groups whose primary mandates may be unrelated to arts, culture and heritage; and
- The work of community organizations and the availability of arts, culture and heritage activities, contributes to Kelowna's quality of life, identity and economy.

Note that these grants have a project focus - organizations may also be eligible to apply for an Arts, Culture & Heritage Operating Grant in the same year via a separate application process. Eligibility criteria and forms are available at [kelowna.ca/culture](http://kelowna.ca/culture) or by contacting Cultural Services.

**PROJECT GRANT DEADLINE: December 9, 2011 at 3:00pm PST**

*Note re: deadline - Funding is intended to support project expenses for projects occurring between March 2012 and December 2012. For projects occurring prior to March 2012, please talk to staff.*

For more information and/or to receive an application form, contact:

Cultural Services Branch  
[culture@kelowna.ca](mailto:culture@kelowna.ca) / 250 469-8811

## **Definitions**

**Project** - a special initiative which may be one-time, and may be characterized by:

- New or unconventional collaboration between/across genres, disciplines or sectors
- Creation of new work or materials
- Emphasis on new or emerging technologies, media, techniques and practices.

**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

**Event** - an organized performance, gathering, activity or cluster of activities which occurs on a single day.

**Art** - includes all genres within the following disciplines (list is not exhaustive and two or more genres or disciplines may be combined):

- Performance (music/dance/theatre/spoken word/improvisation)
- Visual (2 and 3 dimensional/performance/fine or artisanal craft/site specific or temporary installation)
- Literary (poetry/prose)
- Media/new media (film/video/still photography)
- Design (fashion/graphic/industrial/interior)

**Culture & Heritage** - broadly conceived to include both tangible and intangible characteristics of the following elements, with activities and expression which explore, interpret and celebrate:

- Human diversity including First peoples/ethnicity/different abilities and orientations/gender and age
- Human and natural history
- Ecology & environment (as themes for artistic practice or historical interpretation)
- Heritage buildings, sites (including neighbourhoods, gardens, views), collections, archives, documentation, interpretation
- Storytelling, narratives, traditions and values, artisanal methods

## Eligibility

In order to be eligible for Project Grants, all festivals, events and projects as defined above must:

- Be open and/or accessible to the public; reach beyond the organization's members and artists to the broader community
- Offer a unique experience not duplicated by other ongoing organizations and their activities;
- Be a one-time or new initiative, or if existing, demonstrate expansion and growth (e.g. a trend of increase in audience, participation and activity)
- Be supported by budgets which are distinct from regular operating budgets of the lead organization; and
- Prominently feature art, cultural or heritage content.

Applicants must, in their applications, demonstrate fulfillment of the following adjudication criteria:

### **Festival/Event/Project Criteria:**

- Evidence of community need
- Evidence of community support (levels of commitment from volunteers, donors, partners)
  - Provide letters of support with the application (*Letters of support from the Mayor, Kelowna City Councillors and City staff will not be accepted*).
- Evidence of financial need, and ability to fund from other sources, at least 50% of the project costs. Project grants are limited to a maximum of \$10,000 and cannot exceed 50% of the total project costs. See 'Eligible Uses for Funding' on page 5 for further details.
- Uniqueness of project (not duplicated by any other initiative or organization)
- Innovation of project (for example original new work, new approaches, new collaborations)
- Inclusive, accessible, diverse and welcoming approach to a broad audience within the community
- A viable business plan which outlines clear, measurable objectives, actions and outcomes, including budgets and potential economic impact
- Evidence of responsible and experienced project leadership and management (personnel, planning, records and controls)
- If an existing initiative, evidence of a growth trend in audience, participation and activity
- Potential to attract a non-resident audience (from the Okanagan region or beyond)
- Sensitivity to and minimization of any environmental impacts arising from the initiative
- Festival/Event/Project must be complete by December 2012.

### **Applicant Criteria:**

- Be incorporated and in good standing as a British Columbia non-profit society. Charitable status is not required. Organizations and commercial enterprises without non-profit status can be involved as supporters, collaborators and partners but cannot be a primary applicant. If the project involves a collaboration of several organizations, one eligible non-profit organization must be designated as the primary applicant and project lead;
- Be active as an incorporated non-profit society for at least one full year prior to the application deadline;
- Be an independent organization with a clear mandate which authorizes the activities and initiatives included in the application. Applicants do not need to have a primary mandate relating to arts, culture or heritage;
- Be directed by recognized professionals and/or experienced volunteers;
- Carry out the majority of their work (e.g. events, services, programs administrative activity, membership) in the City of Kelowna;
- Demonstrate an inclusive, diverse and welcoming approach in their operations and activities;
- Be fiscally responsible (e.g. diversified revenue base, annual budgeting process, proper financial records and reports, support from an accredited bookkeeper/financial advisor); and
- Have a sound governance model which provides for staff/volunteer/board recruitment and development, planning, committees and partnerships.

## Eligible Uses for Funding:

### *Project grants are intended to be used for:*

- Fees for licenses, permits, insurance and security;
- 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/creators/performers/presenters;
- Design, production and distribution of non-commercial (no advertising content) information materials relating to arts, culture or heritage. Materials can be in printed or other media and must be suitable and available at no charge for a public audience - examples include brochures, interpretive signage, maps and video. Websites, promotional items (ads, posters, handbills) and way finding signage are excluded;
- Volunteer recruitment, training and support;
- Research or feasibility studies to a maximum of \$1500.00, on the condition that completed studies are released to the City of Kelowna on an unrestricted basis.

Project grants cannot exceed 50% of the total project costs, to a maximum of \$10,000. Applicants must self-fund or seek other sources of funding for at least 50% of the total project costs.

### *Project grants are NOT TO BE USED FOR:*

- Initiatives which already receive financial or in kind support from other City of Kelowna sources for the same purpose;
- Ongoing operating or administration expenses;
- Research or feasibility studies except as above;
- Costs of purchased advertising;
- Décor, food and beverage costs;
- Costs relating to fundraising (projects are not eligible if they are fundraising events);
- Retroactive funding for events which have already occurred;
- Construction, renovation, property purchase or major equipment purchases;
- Deficit reduction;
- Supporting events or activities which are politically partisan or primarily focused on sports, commercial activity (tradeshow, conferences), competition, education, religion, healthcare, social service, and/or seek to attract a special interest audience.

### **Important Note re: Limitation of Eligibility**

Depending on fulfillment of all criteria, including financial need, recipients of Project Grants may re-apply for funding of the same initiative in each of 2 consecutive years, but after 3 consecutive years of funding are no longer eligible to apply for support of the same initiative. This ensures that the group of organizations and initiatives benefiting from these grants is refreshed on an ongoing basis.

## **Multiple Applications for Operating & Project Grants**

Some organizations receiving Project Grants may also be eligible for Arts, Culture & Heritage Operating Grants within the same calendar year. A separate application is required.

Organizations which benefit from City of Kelowna Cultural Facility Grants or Professional Arts Grants are each eligible to apply for one Project Grant per calendar year. Their applications will be adjudicated on the same criteria as other applicants.

## **Adjudication & Notification Process**

All grants will be adjudicated by a panel of professional qualified peer and community representatives convened by an arm's length contracted agency in consultation with City of Kelowna staff.

Panelists are invited to participate based on their experience, merit and familiarity with granting processes 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 reflected 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 and facilitators during the adjudication process, but will not be active participants.

The adjudication panel will, within 30 days of the application deadline, provide its recommendations to the contracted agency, which in turn will present the recommendations to Kelowna City Council for approval.

Subject to Council approval, the recommendations of the adjudication panel are final.

Funds will be disbursed as soon as possible after Council approval. The objective is to have all funds disbursed by the end of February 2012.

Grants are awarded on an annual basis, based on the merits of the application and the program criteria. Applicants must re-apply each year. Continued funding is not guaranteed.

Cultural Services staff are available to review applications prior to submission and to provide feedback after the review process is complete.

## **Grant Recognition & Acknowledgement**

Grant recipients must acknowledge the financial assistance of the City of Kelowna on all communications and promotional materials relating to the festival/event/project (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.

City of Kelowna logo files and usage standards will be provided to successful applicants. Failure to acknowledge the City's support may result in the inability of an organization to obtain grant support in future years.



## Reporting

Successful applicants will provide a final report within 60 days of completion of the project, in a prescribed format, to the City of Kelowna Cultural Services Branch. Receipt of these reports is a pre-condition for consideration of an organization's future grant applications in any category and will be part of the review panel resources in future grant application reviews.

A grant recipient seeking to make significant changes to its initiatives as outlined in an application should consult with Cultural Services staff prior to implementation. If the changes result in the cancellation or a significant delay in the completion of the initiative, the applicant will, after consultation with staff, be required to return to the City all Project Grant funds paid for that year.

## Completing & Submitting Applications

- Application forms are available (in PDF or Word format) by contacting the Cultural Services Branch at 250-469-8811 or by email at [culture@kelowna.ca](mailto:culture@kelowna.ca). Information should be typewritten - handwritten forms will not be accepted.
- Cultural Services staff are available to review your application prior to submission, and to provide feedback after the review process is complete.
- Applications which are late or incomplete are ineligible for adjudication.
- Answer all questions on the form concisely, and include all of the requested supporting materials - use the provided checklist to ensure that your application is complete.
- A project budget, separate from the organization's budget, is required.
- Support materials are welcome on the understanding that they will not be returned or retained.
- Information about an applicant's operations is collected for the purpose of adjudicating the application and for administrative purposes. It is collected under the authority of the *Local Government Act*, RSBC 1996, c323, *Community Charter*, SBC 2003, c26 and the *Freedom of Information and Protection of Privacy Act*, RSBC 1996 c165. Questions about the collection of this information are to be directed the Cultural Services Manager, [skochan@kelowna.ca](mailto:skochan@kelowna.ca), 250-469-8935
- Mail or deliver completed and signed application form and a digital copy (PDF or Word) on disc, along with supporting materials by the deadline to:

Project Grants  
City of Kelowna Cultural Services Branch  
Capri Centre  
#133 - 1835 Gordon Drive  
Kelowna, BC V1Y 3H4

## **Deadline: December 9, 2011 at 3:00pm PST**

Directions: The Cultural Services office is located near the main entrance to Extra Foods, situated between Itto Sushi and the Medical Clinic at the Capri Centre Mall. There is no access to the office from inside the mall.



Recreation & Cultural Services  
 Cultural Services Branch  
 #133 – 1835 Gordon Drive  
 Kelowna, BC V1Y 3H4  
 kelowna.ca/culture



## 2012 Project Grant Application

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**Submission Deadline: December 9, 2011 at 3:00pm PST**  
 Late applications will not be accepted.

Mail or deliver completed and signed application form and a digital copy (pdf or Word document) on CDROM, along with supporting materials by the deadline to:

Project Grants  
 City of Kelowna Cultural Services Branch  
 Capri Centre  
 #133 - 1835 Gordon Drive  
 Kelowna, BC V1Y 3H4

### Declaration

Note: This declaration is to be signed by two signing officers of your organization.

*I certify to the best of my knowledge that the information provided in this application is accurate, complete and endorsed by the group I represent. Information about an applicant's operations is collected for the purpose of adjudicating the application and for administrative purposes. It is collected under the authority of the Local Government Act, RSBC 1996, c323, Community Charter, SBC 2003, c26 and the Freedom of Information and Protection of Privacy Act, RSBC 1996, c165.*

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Title

\_\_\_\_\_  
 Name (please print)

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Title

\_\_\_\_\_  
 Name (please print)

\_\_\_\_\_  
 Date

Organization Name: \_\_\_\_\_

Project Name: \_\_\_\_\_

#### For Staff Use Only:

Date/Time Rec'd	Complete?	Sent to COF	Adjudication Complete	Recommend Amount	Notification Letter, Logo	Payment Made	Final Report Rec'd

## Applicant Information

Organization Name:	
Address:	
Phone:	Fax:
Website:	Email:
<input type="checkbox"/> Registered Non-Profit Society	Society No.:
	Date of Incorporation:
See Checklist on Pg. 8 for Society documents to be submitted with application.	
Contact Name:	Title:
Phone:	Email:
Alternative Contact (optional):	Title:
Phone:	Email:

- New Applicant     
  Previous Project Grant Applicant  
                                 
  Year 2       Year 3

1. Have you also applied for an operating grant?  
 Yes       No

*Note: Some applicants may be eligible to apply for an Operating Grant and a Project grant within a single calendar year. You must complete a separate application for each grant.*

2. Provide a brief description of your organization including key managerial & programming staff (or volunteers).

## Grant Request

3. Total Grant Request: \$\_\_\_\_\_ Percentage of Total Event/Project Budget: \_\_\_\_\_% (no more than 50%)  
(Maximum \$10,000)

4. Please indicate what you are applying to use the grant monies for (refer to definitions on page 3 of the guidelines):

Festival     Event     Project

5. Indicate the focus of your project:

Arts     Culture & Heritage

6. If applicable, have you contacted Outdoor Events (250-469-8853 or 250-469-8409) to review the requirements of your project?

Yes     No

## Event/Project Description

7.

Proposed Project/Event Name:

Proposed Date & Time:

Proposed Location:

8. Describe your initiative. What is the purpose or objective?

What makes it unique and innovative?

Who is the primary target audience and what level of attendance/participation do you expect? How do you plan to reach your target market? Attach a list of marketing strategies (For example: If you plan to attract tourists, what marketing strategies will you use to reach them?).

Describe how this initiative complements other existing events & activities in the community. (Festivals, events and projects may complement each other by linking with one another, building on and/or leveraging off of one another)

Describe how this initiative makes arts/culture/heritage more accessible to the community. Does it provide access to those who may not otherwise have the opportunity to engage in arts/culture/heritage activities? Is it welcoming and inclusive?

Attach a planning timeline for your initiative, and any supporting materials such as promotional material, and programmes. Please attach a project business plan, sponsorship package, and other planning documents if available.

Please provide additional information in the space below.

9. Is this a new project or expansion of an existing initiative?

- New                       Expansion of Existing

10. If this is an existing initiative:

How many years has it been operating?

What changes are you proposing to make to the initiative this year? What is staying the same?

Describe how the initiative is growing. Has attendance, audience participation or activity increased? Is there increased interest from other partners, organizations, artists, and/or sponsors?

Describe how the grant will enable the expansion or improvement of the initiative. (Will it enable a new feature to be added, expansion in the duration or size of the event/project/festival, expansion in the reach to the community?)

### **Key Personnel & Partners**

11. Who are the members of the planning committee? Please describe each committee member's role and their background and experience as it relates to the project and their connection to the community.

12. Has your organization and/or the members of the planning committee successfully developed a project of similar magnitude to the one proposed? Please describe this experience.

13. Please describe any partnerships or collaborations involved in creating and producing the initiative. Please provide contact information for each partner and attach letters of support.

Partner Organization:	Contact Name:	Phone:
Describe the role of this partner:		
Partner Organization:	Contact Name:	Phone:
Describe the role of this partner:		
Partner Organization:	Contact Name:	Phone:
Describe the role of this partner:		

*Please attach additional sheets if more space is required.*

14. Outline the number of volunteers needed to run the initiative and what their roles and responsibilities will be.

--

15. Describe any training that you will provide to the volunteers.

--

## Planning & Financial Information

16. How will the grant money be spent in your project? Please be specific.

17. What other sources of project funding are you currently pursuing? Identify any groups, agencies, or businesses that you have identified or approached as donors or sponsors for this initiative.

18. Please outline how this initiative will be continued in future years. *(recipients of Project Grants may be able to re-apply for funding for the same initiative, if there is evidence of a growth trend, in each of 2 consecutive years, but after 3 consecutive years of funding, the initiative will no longer be eligible)*

19. If the amount requested from the City of Kelowna is not fully granted, how will you proceed differently with this project (e.g. seek more sources of alternative funding, cancel certain aspects of the program, run the initiative from a different venue, etc.)?

20. If you have a deficit, what is your plan to address it?

21. Please identify any other challenges or issues facing the proposed initiative. Please describe how these risks will be mitigated and any contingency planning that your organization has done.

Complete the financial information form on the next page, or provide a more detailed Project income statement in your own format. Project financial statements must be separate from your organization's operating financial statements.

*Funds dispersed through 2012 City of Kelowna Operating and Project Grants must be spent, according to the submitted plan, by December 2012. If the funds are not spent, they must be returned. If you are facing challenges carrying out your project, please contact Cultural Services staff.*

Revenues And Expenses

Revenues & Contributions	Details	Cash Revenues	Volunteer Contribution
Other non-city Grants			
Ticket Sales			
Cash Donations			
Cash Sponsorships			
Volunteer hours (\$10/hr)*			
<b>TOTAL CASH REV FROM OTHER SOURCES</b>		(1) \$	
<b>TOTAL VALUE OF VOLUNTEER HRS</b>			(3)
<i>*Volunteer time from individuals who are not paid staff of the applicant or organization</i>			
Ineligible Expenses	Details	Cash Costs	In Kind Donations (Estimated Value)
Decorations			
Food & Beverage/Catering			
Marketing			
Other (please specify)			
Eligible Expenses	Details	Cash Costs	In Kind Donations (Estimated Value)
Artist & Performer Fees			
Other external contracted fees			
Venue Costs (rental, equipment, etc)			
Design, Production, Fabrication & Installation costs			
Volunteer Recruitment, training and support			
Permits, insurance, security			
Other (research/feasibility studies if applicable)			
<b>TOTAL CASH COSTS</b>		(2)	
<b>TOTAL IN KIND DONATIONS</b>			(4)
<b>CITY OF KELOWNA GRANT REQUEST- max 50% of (2)</b>		\$	
<b>To double check your eligibility for this grant, complete the following:</b>	Total cash revenues from other sources (1)	\$	
	<u>Less total cash costs (2)</u>	-	
	<b>= Demonstrated financial need</b>	<b>= \$</b>	
<i>(this amount must at least 50% of the total project cost)</i>	Total cash revenues from other sources (1)	+	
	+ total value of volunteer hours (3)	+	
	<u>+ total in-kind donations (4)</u>	+	
	<b>Demonstrated community support</b>	<b>= \$</b>	



## Evaluation & Reporting

22. How will you evaluate this initiative? How will you determine whether it has been successful? What measureable outcomes will you use in your evaluation? If you received a grant in 2011, how will you compare the initiative from year to year? (Qualitative measures may include: an audience survey, suggestion box, social media feedback, etc. Quantitative measures may include: ticket sales, revenues, donations, sponsorships, # of returning performers or ticket buyers, # of local vs. out of town participants, etc.)

Grant recipients will be required to complete a follow-up report in a prescribed format for the City of Kelowna Cultural Services Branch. Receipt of these reports is a precondition for consideration of an organization's future grant applications, in any category. Your final report will be used in analysis of future grant applications.

## Checklist

### All Applicants:

- Completed application -Signed original, plus electronic version on CDROM
- Most recently filed BC Ministry of Finance Form 11 (Annual Society Annual Report)
- Financial Statements presented at last AGM
- List of Marketing Strategies
- Planning/Activity Schedule or Timeline
- Project Business Plan (if available)
- Other Supporting materials (if available)
- Letters of support from community partners (*Letters from the Mayor, Kelowna City Councilors, and City staff will not be accepted.*)

### New Applicants:

- Certificate of Incorporation (*new applicant*)
- Society Constitution & Bylaws (*new applicant or change in bylaws*)

*If any of the above is missing, your application will not be accepted.*

*We invite applicants to contact Cultural Services staff for a review of your draft application prior to the submission deadline (December 9, 2011).*

*Applicants will also be able to receive feedback from the grant application review panel after the grant decisions have been made.*

APPENDIX C

SUMMARY OF CULTURAL SERVICES BRANCH OPERATING & PROJECT GRANTS 2009-2011					
CULTURAL GRANT PROGRAMS	2009 applications	2009 grant awards	2010 applications	2010 grant awards	2011 applications & awards
OPERATING GRANTS \$80,000 available in 2009/2010	21 applications for total of \$159,447	15 awards total \$77,000  \$3,000 used to pay grant admin	15 applications for total of \$133,200	12 awards total \$77,500  \$2,500 used to pay grant admin	<b>NOTE: \$110,000 available in 2011</b> 21 applications for total of \$177,700**  16 awards total \$95,200  \$14,657.81 used to pay grant admin
PROJECT GRANTS \$70,000 available (new in 2010)	n/a	n/a	28 applications for total of \$292,274.00	15 awards total \$67,500  \$2,500 used to pay grant admin	22 applications for total of \$134,825  <b>NEW: maximum of \$10,000 per grant award</b>  12 awards total \$70,000
	Grant review contracted to Arts Council of the Central Okanagan \$3,000		Total value of 43 applications \$425,474  Grant review contracted to Central Okanagan Foundation \$13,000*  Ratio of contract cost to value of applications: 3.1%	Total of 27 awards with value of \$145,000  Ratio of contract cost to awards: 9%	Total value of 43 applications \$312,525 Total funding available: \$180,000 Total awarded: \$165,200 (28 orgs)  Grant review contracted to Central Okanagan Foundation \$13,000  Ratio of contract cost to value of applications: 4.2%  Ratio of contract cost to funding available: 7.2%

**\*\*NOTES:**

Operating grants - number of applications increased from 15 (2010) to 21 (2011) and value of applications increased from \$133,200 (2010) to \$177,700 (2011) - overall increase of approximately 30% in demand for operating funding.

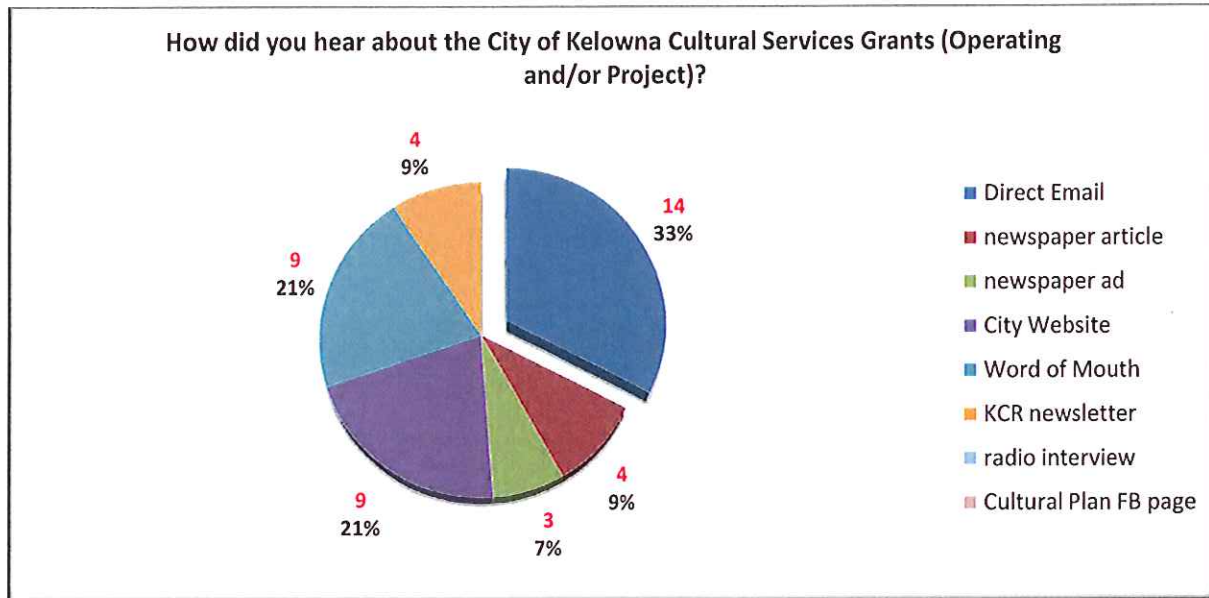
## Appendix D: Summary of Responses to Questionnaire on 2011 Grant Process 2011 Arts, Culture & Heritage Operating & Project Grants

Questionnaires were sent to all grant applicants via email, and through standard mail, along with the notice of their grant application approval or decline. Recipients were asked to return completed questionnaires via (email, mail or drop off) by April 30, 2011. Reminder emails, with the questionnaire attached, were sent to all applicants in the last week of April and again in early May in order to encourage as many responses as possible. Nineteen of 36 questionnaires were submitted. (Note: There were a total of 22 applications for Operating Grants and 22 applications for Project Grants. Eight organizations applied for both a Operating and a Project Grant, and therefore there are 36 organizations that received questionnaires.)

1. How did you hear about the City of Kelowna Cultural Services Grants (Operating and/or Project Grant)?

Check all that apply.

Direct Email	newspaper article	newspaper ad	City Website	Word of Mouth	KCR newsletter	radio interview	Cultural Plan FB page
14	4	3	9	9	4		



2. How would you like to be notified of grant opportunities in the future?

Direct Email	Comments:
19	other methods useful to bring in new applicants and as a reminder

**Information Workshop**

3. Did you attend a Grant Information Workshop at the Rotary Centre for the Arts on October 6, 2010?

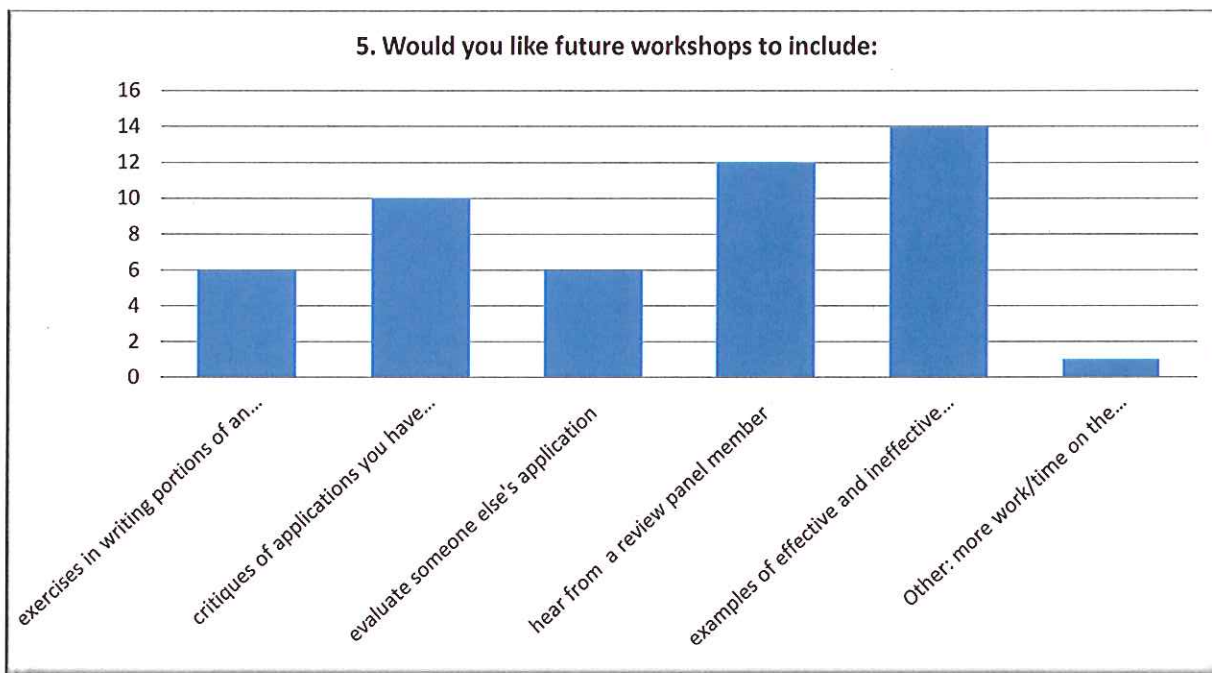
Yes	No	Comments:
12	7	attended previous years
		Unable to attend as I was out of town
	2 responses	unable to attend
		missed it by a day but was able to meet with Stephanie personally
	2 responses	was not aware of it
		I have applied for many grants in the past and felt it was not needed.

4. If you attended the workshop, did you find the workshop infomative?

Yes	No	Comments:
11	1	While the content is well presented and informative, I did not hear anything new.

5. Would you like future workshops to include:

6	exercises in writing portions of an actual application
10	critiques of applications you have submitted in the past
6	an opportunity to be an evaluator of someone else's application
12	an opportunity to hear from someone who has served as a review panel member
14	examples of effective and ineffective applications
1	Other: more work/time on the financial section



6. Was there enough time between the workshop and the application deadline to complete the application?

Not Enough Time	Adequate Time	More Than Enough Time	
1	6	6	

## Grant Application

7. Which grant did your organization apply for?

Operating	Project	Both	Did not apply	
9	6	5		

8. Were the eligibility criteria and guidelines clear?

unclear	somewhat clear	very clear	Comments:
	7	13	How does one justify the need for an operating grant?

9. Were the questions on the application clear?

unclear	somewhat clear	very clear	
	8	12	

10. Did you seek assistance from Cultural Services staff prior to submitting your application?

yes	No	Comments:
14	6	prior experience
		the application process was clear enough not to seek assistance
		not enough time, we were late in applying - however, we did have some phone conversations just prior to submitting
		a little - found out about the opportunity relatively late and was not aware that assistance was available.
		This was the second time we had applied and were fairly familiar with the process

*\*\* Although the opportunity for assistance is promoted at the information session, this information could also be included on the website and within the application and guidelines.*

11. Was the assistance helpful?

not helpful	somewhat helpful	very helpful	
	2	13	

## Feedback on Your Submitted Application

12. Did you meet with Cultural Services staff following the review panel process for feedback on your application?

yes	no	Comments:
11	9	will suggest to incoming president that he consider attending
	2 responses	was not aware this was an option
		we did speak going forward but not specific to the application
		we were successful and felt we did a good job but will attend future workshops
		didn't know I could. I would love to meet with them to see what they deemed an effective part of my application and what they deemed as a negative part of the application

*\*\*All applicants were given the opportunity to receive feedback on their applications. This invitation was extended through their notification email and letter. In addition, organizations that were not approved for funding, and those for whom the panel had very specific feedback and guidance for future applications, were contacted specifically via email and telephone to give them an opportunity to receive feedback.*

If yes, did you come away from the meeting with a better understanding of what the review panel was looking for and how you could improve your application?

yes	no	Comments:
11		

13. If you were not successful in obtaining a grant, will you apply again next year?

yes	no	Reason:
3		

Were you able to run your organization or project without the grant funds?

yes	no	unsure	
2	1		

14. Please provide additional comments and feedback on how we can improve the granting process for the coming year:

current process works well - very efficient
we think that the overall application process is robust, fair and well thought out. The council should be pleased with the way in which the Recreation & Cultural Services department handled the complete process and collaborated with the Central Okanagan Foundation in forming a panel from the arts and culture environment to evaluate the grant applications.
simplify and encourage participants to seek assistance for writing from the committee
the feedback process was exceptionally useful
the process is so well organized that it is a pleasure to apply. Even when you do not get what you want there is follow up and an opportunity to learn for next year.
Everything seems great right now. This is my first year. The only thing I can think of is a mass email to everyone three months prior to when it is due, so we can get a jump on getting the application in way before the deadline.
shorten the application form - duplication of questions
I found the info session and feedback sessions very clear and informative. At the moment I cannot think of any way to improve the process. You have made it as user friendly as one could hope for.
I think the process is well thought out and implemented.
I wonder if some of the background documents could be kept on file rather than re-submitted each year - such as Society registration form, etc. <i>**this the current process</i>
would be nice if the applications were available sooner
you can tell that the City of Kelowna has put a great deal of effort inot the application, and the process. The city has also done an excellent job of looking for feedback and input from the community. The time of year made it a little difficult to get in the application on time. I might suggest the end of November, so as not to interfere with Christmas holidays. The turn-around time was very quick, and this is a great benefit to charities in planning their year. Again, we appreciate the support so much. It has meant the difference between success and the possible folding of our society.



This agreement dated September 1, 2011

**Memorandum of Understanding  
between**

**City of Kelowna Cultural Services Branch (CSB)  
#133 - 1835 Gordon Drive  
Kelowna, BC V1Y 3H4  
Attention: Sandra Kochan, Cultural Services Manager**

and

**Central Okanagan Foundation (COF)  
#217 - 1889 Springfield Road  
Kelowna, BC V1Y 5V5  
Attention: Cheryl Miller, Grants Manager**

To adjudicate and administer the

**City of Kelowna 2011 Arts, Culture, Heritage Operating Grants Program ('Operating Grants')**

and

**City of Kelowna 2011 Community Festivals, Events & Project Grants Program ('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 September 1, 2011 to August 31, 2012.
2. COF will:
  - a) In consultation with CSB recruit two Grants Advisory committees (one per program) each consisting of six to eight qualified volunteers to adjudicate the grant applications and make recommendations for grant awards. COF will convene, orient and manage the Advisory committees.
  - b) Facilitate an orientation session for each Grants Advisory committee member and provide a manual outlining the process and how the grants are to be evaluated. The orientation session is tentatively scheduled for November 24, 2011.
  - c) After the grant application deadline of December 9, 2011, in partnership with CSB review submitted grant applications to determine that enough information is in the application for the Grants Advisory committees to make an informed and responsible decision. If minor gaps are identified, CSB staff will contact applicant organizations to offer them an opportunity to fill in the gaps/ answer questions.
  - d) Provide to each Committee member an evaluation package containing an agenda, assessment tool and vetted applications for review. The tentative date for delivery of evaluation packages to Committee members is by December 22, 2011.
  - e) Convene and facilitate a meeting of each Committee to review each application as a group and formulate recommendations for grant awards. Meetings are tentatively scheduled for January 16 (Operating) and January 17 (Project), 2012.

- f) Ensure that comprehensive Minutes are recorded by a qualified secretarial service at each Grants Advisory committee meeting, documenting the discussion and rationale for recommendations. Any costs associated with recording of minutes are to be paid by COF.
- g) Prepare Minutes from each Grants Advisory committee meeting for distribution to and approval by the Grants Advisory committee members. Upon approval by the Committee, the Minutes will be provided to CSB.
- h) Working with CSB, create and present to City Council a report in a format acceptable to CSB containing the Grants Advisory committees' 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, 2012.
- i) Return all the original grant applications submitted in the current year to Sandra Kochan, Cultural Services Manager, City of Kelowna.

3. CSB will:

- a) Review with City Council the guidelines, applications, criteria and processes for 2012 Operating and Project Grants. This review is tentatively scheduled for September 19, 2011.
- b) Upon completion of Council review, prepare, post and promote Operating and Project Program guidelines and applications.
- c) Organize and facilitate information workshops for interested grant applicants. The workshops are tentatively scheduled for October 13, 2011.
- d) Be the primary point of contact for inquiries from grant applicants prior to the application deadline of December 9, 2011.
- e) Upon completion of the Grants Advisory committee adjudication process and receipt of the Committee Minutes, inform grant applicants in writing of the committee recommendations pending approval by City Council.
- f) Upon approval by City Council, facilitate payment of grant awards to successful applicants by February 29, 2012.
- g) Be the primary point of contact for any applicants seeking more information about the adjudication process or the Committees' recommendations.
- h) Track and manage submission of final reports, per the Operating and Project guidelines.

4. CSB will pay \$13,000.00 inclusive of any applicable taxes to COF to adjudicate the 2012 Operating and Project Grants Programs. Payment will be made upon receipt of an invoice from COF after completion of the adjudication process and report to Council. Costs and expenses, up to \$1,500, associated with the participation of Grant Advisory committee members from outside the Okanagan Valley will be paid by COF. Any costs and expenses exceeding \$1,500 for out-of-town committee members will be paid by CSB.

5. Both parties agree that it is their intention to receive and adjudicate applications, and disburse both Operating and Project Grants by February 29, 2012 and will cooperate to this end.

6. This agreement may be renewed, with amendments as needed, for future years.

We agree to the conditions outlined in this Agreement.

\_\_\_\_\_  
 Leanne Hammond Komori, Executive Director  
 Central Okanagan Foundation

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Sandra Kochan, Cultural Services Manager  
 City of Kelowna

\_\_\_\_\_  
 Date



Name of Applicant: \_\_\_\_\_ Name of Evaluator: \_\_\_\_\_  
 Amount Requested: \_\_\_\_\_  
 Amount Recommended: \_\_\_\_\_

*The goal of the Operating Grant Program is to support as many eligible organizations as possible.*

*Please complete both sides of this form for each application and bring a copy with you to the adjudication panel meeting.*

<b>Score</b>	<b>SECTION 1: How does the organization enhance arts/culture/heritage opportunities in the Kelowna area?</b>
	Does the applicant benefit the community at large and arts/culture community specifically?
/5	Comment: _____
	Does the organization plan to undertake initiatives to make arts/culture/heritage more accessible?
/5	Comment: _____
	Does the organization collaborate with other arts/culture/heritage groups?
/3	Comment: _____
	Is there evidence of strong community support and interest?
/3	Comment: _____
/16	<b>SECTION 1 TOTAL</b>
	<b>SECTION 2: Capacity</b>
	Does the applicant have the human resource capacity to deliver the organization's mandate & plan (staff & volunteers)?
/5	Comment: _____
	Does the budget reflect a diversity of revenue sources & a reasonable level of expenditure?
/5	Comment: _____
	Does the applicant have a skilled board of directors & reasonable administration?
/2	Comment: _____
	Is the applicant's track record consistent with the plan? Have they delivered as promised in the past?
/2	Comment: _____
/14	<b>SECTION 2 TOTAL</b>

	<b>SECTION 3: Self Assessment</b>	
	Has the applicant honestly & clearly evaluated their strengths and weaknesses, and identified areas that need improvement?	
/5	Comment:	
/5	SECTION 3 TOTAL	
	<b>SECTION 4: Bang for Buck</b>	
	Does the impact on the arts/culture/heritage community warrant the grant dollars requested?	
/5	Comment:	
	If the full amount of the request is not granted does the organization have a plan to address a reduction in expected funding?	
/3	Comment:	
/8	SECTION 4 TOTAL	
	<b>Overall Impression:</b>	
/43	Comment:	

Concerns:

Strong Points:

## Appendix F: 2012 Project Grants Assessment Scorecard

Name of Applicant: \_\_\_\_\_ Name of Evaluator: \_\_\_\_\_

Amount Requested: \_\_\_\_\_

Amount Recommended: \_\_\_\_\_ (max .amount: \$10,000)

Previous Recipient: _____	Year: _____	Amount: _____
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*Please complete both sides of this form for each application & bring a copy with you to the adjudication panel meeting.*

Score	SECTION 1: Will the project enhance arts/culture/heritage opportunities in the Kelowna area?	
	Does the project offer a unique experience?	
/5	Comment:	
	Does the project complement other existing events and activities in the community?	
/2	Comment:	
	Does the project make arts/culture/heritage more accessible?	
/5	Comment:	
	Does the project address issues/needs/objectives in a new way?	
/4	Comment:	
	For existing projects: Is there growth or enhancement? Has the applicant demonstrated how the grant money will be used to address this? <i>Score a 3 for new projects .</i>	
/3	Comment:	
<b>/19</b>	<b>SECTION 1 TOTAL</b>	
	<b>SECTION 2: Capacity</b>	
	Does the applicant have the capacity to manage the project?	
/2	Comment:	
	Does the applicant have the financial capability to manage the project?	
/3	Comment:	
	Does the applicant have the skilled board/committee & reasonable administration to undertake the project?	
/2	Comment:	
	Do the mission and track record of the applicant have credibility to manage the proposed project?	
/3	Comment:	
	Does the planning committee have the experience and knowledge for the proposed project?	
/1	Comment:	

	Has the applicant identified key partnerships that will enhance the project?
/2	Comment:
	Is there a reasonable expectation of the number of volunteers required and is there a plan to recruit and train these volunteers?
/1	Comment:
	Has the applicant identified other sources of funding or have the funding to cover the portion of expenses not covered by the grant request? (Is there a contingency plan if the full request is not granted?)
/3	Comment:
/17	SECTION TOTAL
	<b>How will the Success of the Project be Determined?</b>
	Is there an effective evaluation plan for how the success of the project will be measured?
/3	Comment:
	Will all stakeholders be involved in the evaluation (staff, volunteers, participants)?
/1	Comment:
/4	SECTION TOTAL
	<b>Bang for Buck</b>
	Does the expected level of attendance warrant the grant dollars requested (either the number impacted or the significance of the impact)?
/2	Comment:
	Level of achievement or excellence
/3	Comment:
/5	SECTION TOTAL
	<b>Overall Impression:</b>
	Does the project benefit the community at large and arts/culture community specifically?
/5	Comment:

         /50 Total Score

Concerns:

Strong Points:

2012 Arts, Culture & Heritage Operating Grant Recipients  
Final Report & Evaluation

**Submission Deadline: November 1, 2012**

You will not be able to apply for a 2013 grant in any category, if we have not received your completed final report. The information in this report may be used in the review of future grant applications.

Mail or deliver final reports to: 2012 Operating Grant Final Report  
City of Kelowna Cultural Services Branch  
#133, 1835 Gordon Dr.  
Kelowna, BC V1Y 3H4

Date Submitted:	
Name of Recipient Organization:	
Grant \$ Received:	% of budget:

**Declaration**

Note: This declaration is to be signed by two signing officers of your organization.  
*I certify to the best of my knowledge that the information provided in this application is accurate, complete and endorsed by the group I represent. Information about an applicant's operations is collected for the purpose of adjudicating the application and for administrative purposes. It is collected under the authority of the Local Government Act, RSBC 1996, c323, Community Charter, SBC 2003, c26 and the Freedom of Information and Protection of Privacy Act, RSBC 1996, c165.*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Date

**Please attach the following documents to this report:**

- List of activities and events over the past year including the number of attendees or participants, and the number of volunteers. Use the form provided or provide in your own format.
- Comparative financial statements showing budget versus actual for the 2012 fiscal year.
- Samples of Marketing Materials and Programmes demonstrating the required use of the City of Kelowna logo to acknowledge the funding received. Please ensure that any references to "Arts Foundation" are discontinued in your materials.

*Please Note: The information in your Final Report may be referred to in the review of future grant applications.*

*Please refer back to your original application in your responses to the questions below.*

1. Please describe the most significant achievement for your organization in the last year.
2. Please describe your progress toward achieving the objectives you set for your organization over the past year and toward achieving longer range goals.
3. Based on your responses to the questions in the Self Assessment section of the Operating Grant Application how would you rate the development of your organization over the past year (capitalizing on strengths, working on areas needing improvement, etc.).
4. Please provide an example of a significant obstacle or challenge that your organization faced and was able to overcome.
5. Please describe any professional development or training that your staff, board or volunteers participated in over the past year.
6. How would you rate the financial health of your organization (poor, average, good, excellent) and what initiatives are being undertaken to sustain or improve this rating?
7. How did the City of Kelowna funding benefit your organization? Was there a particular area of expense to which this funding was applied?
8. Please share a story about community outreach or impact of your programs/service on participants. This may be a letter that you received about a participant's experience or it may be something that you have witnessed. We are collecting stories about the impact of arts and culture. Names of the individuals may be removed.
9. Please provide any additional comments about the success or progress of your organization over the past year.
10. Will you request an operating grant from the city again next year? If so, what amount do you anticipate requesting?

11. Are you planning to make any significant changes to your organization and/or programs in the coming year? If so, please describe and provide additional information (for example, we will be reducing our staff and programming due to reductions in our grant funding from other sources)

Any other information or feedback you would like to provide:





2012 Arts, Culture & Heritage Project Grant Recipients  
Final Report & Evaluation

**Submission Deadline: 60 Days after project completion**  
**Or November 1, 2012** (whichever comes first)

You will not be able to apply for a 2013 grant in any category, if we have not received your completed final report. Check your confirmation letter for the submission date specific to your project. The information in this report may be used in the review of future applications.

Mail or deliver final reports to: 2012 Project Grant Final Report  
City of Kelowna Cultural Services Branch  
#133, 1835 Gordon Dr.  
Kelowna, BC V1Y 3H4

Date Submitted:	
Name of Project:	
Name of Recipient Organization:	
Date of Event or Project Completion:	
Grant \$ Received:	% of project budget:

**Declaration**

Note: This declaration is to be signed by two signing officers of your organization.  
*I certify to the best of my knowledge that the information provided in this application is accurate, complete and endorsed by the group I represent. Information about an applicant's operations is collected for the purpose of adjudicating the application and for administrative purposes. It is collected under the authority of the Local Government Act, RSBC 1996, c323, Community Charter, SBC 2003, c26 and the Freedom of Information and Protection of Privacy Act, RSBC 1996, c165.*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Date

**Please attach the following documents to this report:**

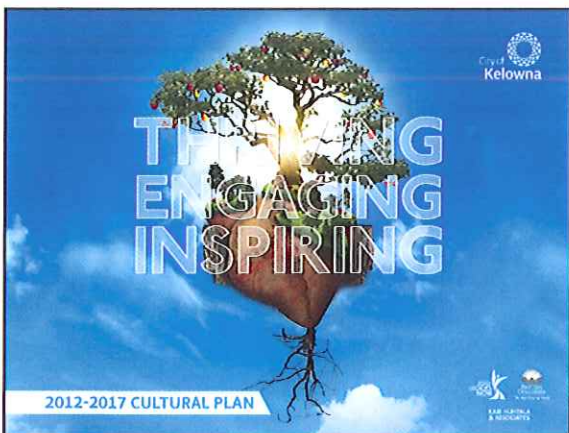
- Comparative revenue and expense statement showing budget versus actual. May be provided in your own format.
- Samples of Marketing Materials and Programmes demonstrating the required use of the City of Kelowna logo to acknowledge the funding received. Please ensure that any references to "Arts Foundation" are discontinued in your web and print materials.
- Photos from your project (digital photos preferred). Please confirm that the City of Kelowna may use these photos for future promotional purposes by initialing here:  Photo Credit(s):

*Please note: The information in your Final Report may be referred to in the review of future grant applications.*

*Please refer back to your original application in your responses to the questions below. Specifically, look at what might be different from what you wrote in your application versus what actually occurred and the methods you had indicated would be used to measure the success of the project.*

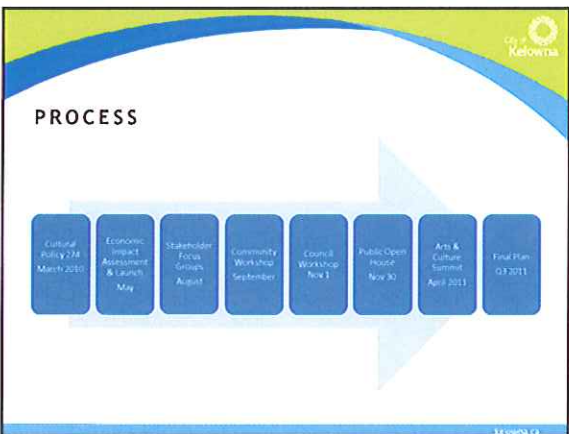
1. Please provide a brief summary of your project highlighting successes & achievements.
2. What was the grant money used for? Please be specific.
3. How did the grant money contribute to the overall experience of the audience and/or participants?
4. Did your project meet or exceed the projected revenue and expenses? How can you explain your results?
5. Did you make changes to the event from what you had originally planned? What were these changes and why were they made?
6. If this was an existing event or festival, was there an increase in attendance in 2012? Please provide a comparison of attendance numbers and information on whether your event/festival was able to attract a new audience. If your audience changed, what factors contributed to this?
7. Did your initiative draw non-resident participants or audience? How many non-resident participants were in attendance?
8. If you collected feedback from participants, please describe how you did this and provide a sample of responses and a summary of all the responses received (for example: 75% of attendees indicated that they would attend next year).
9. Did the project/event reach its overall objective(s)? If yes, what do you feel contributed to this success?  
If not, why not?

10. If your project was a collaboration with other partners, please describe the role that each partner played and how this contributed to the success of the project and the overall experience for participants.
11. Were you successful in recruiting an adequate number of volunteers for your project? Please describe how the volunteers contributed to the success of your event/project.
12. What marketing tactic was most successful for you in reaching your audience and promoting your initiative?
13. Will you repeat the event/project again next year?
14. Will you request a project grant from the City again next year? If so, what amount do you anticipate requesting?
15. What changes will you make?



### CULTURAL PLAN 2012-2017 COUNCIL WORKSHOP AUG 22/11 AGENDA

- ▶ Background & process
- ▶ Plan overview - findings, vision and goals
- ▶ Council feedback
- ▶ Next steps



### COMMUNITY CONSULTATIONS

- ▶ 180 attendees May 2010 events
- ▶ 60 attended Stakeholder Focus Groups (Aug)
- ▶ 50 attended public workshop (Sept)
- ▶ 100+ at Open House (Nov)
- ▶ 532 followers on Facebook
- ▶ 331 respondents to 2 surveys

**TOTAL: over 1,250 interactions**

Also: 8-member City liaison team with representation from Communications, Land Use Management, Infrastructure Planning, Real Estate & Building Services, Policy & Planning, Strategic Initiatives and Recreation & Cultural Services

### KEY FINDINGS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>▶ Excellent facilities</li> <li>▶ Quantity and diversity of programs</li> <li>▶ Community attracts high-level professionals</li> <li>▶ Good level of municipal investment</li> <li>▶ Sound framework for various types of support</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>▶ Lack of public awareness</li> <li>▶ Youth is not involved or engaged</li> <li>▶ Community diversity not reflected</li> <li>▶ High costs and lack of affordable production space</li> <li>▶ Heritage under-represented</li> </ul>
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### KEY FINDINGS

<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▶ Cultural tourism</li> <li>▶ Enhanced festival &amp; event dev't/support</li> <li>▶ Collaboration with business community</li> <li>▶ Downtown revitalization</li> <li>▶ 'Making the case' for culture</li> <li>▶ Recognition that community leads the way enabled by gov't support</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>▶ Instability &amp; uncertainty re: prov &amp; fed funding</li> <li>▶ Demographics</li> <li>▶ General unaffordability for young artists to live and work here</li> <li>▶ Aging facilities</li> <li>▶ Balancing competing priorities</li> </ul>
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**THE CULTURAL PLAN WILL:**

- Be a guide for City of Kelowna planning and budgeting
- Cross boundaries internally & externally
- Establish workplan priorities for Recreation & Cultural Services
- Provide ideas and inspiration for community action & collaboration

**GOALS VS STRATEGIES:**

<p><b>GOALS</b></p> <ul style="list-style-type: none"> <li>▶ 10 goals are a 'roadmap'</li> <li>▶ Upon council approval, goals become guides for the next 5 years</li> <li>▶ City will have a role in overseeing achievement of goals, but community is ready to play its part</li> <li>▶ Goals come from the community and have community support</li> </ul>	<p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>▶ Strategies are starting point ideas for reaching goals</li> <li>▶ They will shift and change depending on partnerships, resources and emerging priorities</li> <li>▶ Many strategies can be acted on by anyone</li> <li>▶ Clear community direction re: 'seeding' and sharing the ideas</li> <li>▶ Many strategies can be implemented with existing resources</li> <li>▶ Strategies needing add'l City resources or direction will be brought back to Council</li> </ul>
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**GOALS 1-6: CULTURAL VITALITY**

<ul style="list-style-type: none"> <li>▶ 1. Enhance existing support programs</li> <li>▶ 2. Optimize existing cultural facilities</li> <li>▶ 3. Find more &amp; different kinds of affordable cultural spaces</li> </ul>	<ul style="list-style-type: none"> <li>▶ 4. Integrate heritage as part of cultural vitality</li> <li>▶ 5. Enhance cultural vitality at street level</li> <li>▶ 6. Build cultural citizenship &amp; creative fitness</li> </ul>
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**GOAL 7: CULTURAL IMPACT**

- ▶ 7. Improve data collection & issue a cultural 'report card'

**GOALS 8-10: CULTURAL ECOSYSTEM**

- ▶ 8. Capitalize on culture for tourism & the economy
- ▶ 9. Convene and connect the cultural community
- ▶ 10. Integrate culture into plans & processes

**LETTERS OF SUPPORT**

- ▶ Kelowna Community Resources
- ▶ Arts Council of the Central Okanagan
- ▶ Kelowna Art Gallery
- ▶ Rotary Centre for the Arts
- ▶ Kelowna Museums Society
- ▶ The Habitat
- ▶ Festivals Kelowna
- ▶ And more on the way

**IMPLEMENTATION PHASE ONE**

- ▶ Presentation of final plan to council
- ▶ KCT Business Plan to council for review & approval
- ▶ 2012 Budget submissions
- ▶ Culture Days Sept 30 - Oct 2
- ▶ Vital Signs - Oct 4
- ▶ Establish working group
- ▶ Community forum on marketing
- ▶ Festival & Event Unit

**ONGOING COMMUNICATIONS & FEEDBACK**

- ▶ Publication of Cultural Plan 'mini' report for distribution in community
- ▶ Working group
- ▶ Regular updates to council and community
- ▶ First cultural report card 2014

**COUNCIL FEEDBACK**

- ▶ Are we on the right path?
- ▶ Additional cultural items that should be included?
- ▶ What items in the Plan would Council identify as top priorities?

**THANK YOU!**

