



**City of Kingston
Report to Council
Report Number 21-007**

To: Mayor and Members of Council

From: Peter Huigenbos, Commissioner, Business, Environment & Projects

Resource Staff: Colin Wiginton, Cultural Director, Cultural Services

Date of Meeting: December 1, 2020

Subject: Approval of the Project and Operating Grant
Recommendations for the 2020-2021 City of Kingston Heritage Fund as Administered by the Kingston Association of Museum, Art Galleries and Historic Sites

Council Strategic Plan Alignment:

Theme: 4. Strengthen economic development opportunities

Goal: 4.2 Foster Innovative arts, culture and social enterprises

Executive Summary:

The purpose of this report is to ask Council to ratify the funding recommendations submitted by the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) with regard to the 2020-2021 City of Kingston Heritage Fund (CKHF) in support of both Operating and Project Grants. This funding program was first established in 2013 and is administered by KAM on behalf of the City through a Service Level Agreement (SLA).

Applications to the fund, for both Operating and Project Grants, were received in September 2020 and KAM convened two Grant Committees tasked with assessing the applications received in each stream. The Grant Committees completed their assessments in September 2020 and the KAM Board of Directors approved their recommendations on October 13, 2020. Council is now being asked to ratify these recommendations in accordance with the Administrative Plan, City of Kingston Heritage Fund, 2020-2021, previously approved by Council in June 2020 through [Report Number 20-148](#).

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The recommendations submitted by KAM regarding the distribution of Operating Grants and Project Grants through the CKHF in 2021, for Council ratification, are attached to Report Number 21-007 as Exhibit A.

For the benefit of Council, this report also includes an update on the funds distributed as part of the 2019-2020 grant cycle, the contingency plans that have been implemented in response to COVID-19, and the operational and project impacts of the COVID-19 pandemic in Kingston.

Recommendation:

That Council approve the recommendations submitted by the Kingston Association of Museums, Art Galleries and Historic Sites with regard to the 2020-2021 City of Kingston Heritage Fund, in support of both Operating and Project Grants as outlined in the 'CKHF Adjudication Report 2020-2021', attached to Report Number 21-007 as Exhibit A; and

That Council direct the Kingston Association of Museums, Art Galleries and Historic Sites to release the Operating and Project Grants, as approved, totaling \$331,972.18 to the successful applicants.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Peter Huigenbos, Commissioner,
Business, Environment &
Projects**

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
Brad Joyce, Commissioner, Corporate Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:

The City's annual investment in the CKHF provides critical support for museums, heritage projects, cultural groups and historical societies to expand and improve how Kingston's stories are being shared. Operating Grants help provide a stable base of funding for museums and heritage organizations in Kingston to support their on-going viability and long-term sustainability as well as capacity building. Project Grants nurture and support cultural heritage initiatives in Kingston and help to expand the histories being represented. Since its inception, 69 grants have been awarded through this program and \$1.5 million in funding has been allocated as of 2019. Operating Grants have helped to develop eight museums and heritage organizations in Kingston and 21 organizations have been supported through Project Grants.

CKHF is important because it provides a consistent and reliable form of funding that benefits the heritage sector and it also helps foster innovative arts, culture and social enterprises that is a Council Strategic Priority. This municipal investment has an amplifying affect as well in terms of audience engagement and revenue generated. Each year, the funding the City invests means more people engage with local history and it also helps generate additional revenue from other sources through admission and program fees and helps attract investment from higher levels of government.

Update Regarding 2019-2020 Fund Recipients, COVID-19 and the 2020-2021 Grant Cycle

Community museums, historic sites, art galleries and cultural heritage projects are essential to Kingston's cultural sector, ensuring it remains vibrant by preserving cultural heritage and providing products and experiences that benefit residents and serve the hospitality and tourism markets. These organizations, spaces and projects help build community by creating meaningful, human connections between local history, heritage sites and collections that strengthen Kingston's identity.

As the impacts of the COVID-19 pandemic on the cultural sector continue to reveal themselves, the operational and project funding provided through CKHF is even more critical as a means to help ensure the viability and sustainability of the local heritage sector in the short-term. While some organizations and sites that received Operating Grants in 2020 have been able to alter their operations to deliver content and experiences in-person and online, others have had to remain closed and have redirected their resources to support much-needed internal work while also preparing for their re-emergence as circumstances allow. KAM, as the administrator of CKHF, has been staying in regular contact with these organizations and are tracking changes through a combination of interim and final reports being submitted.

Heritage groups that have received Project Grants have also been supported as they altered and amended projects that were impacted by the COVID-19 pandemic. Of the six projects that received funding through the 2019-2020 CKHF funding cycle, four were completed with modifications to timelines and operations while two requested project deferrals into 2021. These deferrals have been reviewed and approved by KAM working in consultation with City staff. Deferred projects have been adjusted so that they can be completed by year end 2021 and

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continue to be tracked using standardized reporting forms and interim and final reports. The projects with approved deferrals are detailed in Table 1.

Table 1: City of Kingston Heritage Fund 2019-2020 COVID-19 Pandemic Project Deferrals

Project	Organization	Grant Value	New Project Completion Deadline
The "Lost" Burial Ground – Inventory and Recording (Phase 2)	Lower Burial Ground Restoration Society	\$15,214.12	December 31, 2021
Re-building Indigenous Culture and Language Around Good Food: Cooking in the Nest	Loving Spoonful	\$18,008.52	August 31, 2021

City of Kingston Heritage Fund 2020-2021

As part of its 2020 SLA with the City, KAM was asked to develop and submit an Administrative Plan for the 2020-2021 CKHF. The review of the Administrative Plan was largely finalized prior to the start of the COVID-19 pandemic; however, as part of the 2020-2021 application process, applicants were asked to consider the ongoing impacts of the COVID-19 pandemic on their operations or on their proposed projects and to include that information as part of their applications. Applicants were also informed they would be required to provide contingency plans to be reviewed by KAM, in consultation with City staff, in the event of future government-imposed shutdowns and/or restrictions.

The 2020-2021 Administrative Plan for CKHF was approved by Council on June 16, 2020 through [Report Number 20-148](#) and a total of \$396,000 was also approved as part of the 2020 operating budget for the Cultural Services Department to support CKHF in 2020-2021. Earned interest and unallocated funds from previous years, totalling \$153.58, was also added to the available funds as per the Administrative Plan, bringing the total amount available to be allocated as part of the 2020-2021 funding cycle to \$396,153.58.

Grant Review Committees

Two separate Grant Committees were convened by KAM in September 2020 to assess the applications received. Rodney Carter served as the Chair of both Grant Committees. Jennifer Campbell, Manager Cultural Heritage, Cultural Services, also participated as an ex-officio, non-voting member of the Committees as did Jamie McKenzie-Naish (Grants Officer, CKHF, KAM Managing Director) and Deborah Holdich (Grants Assistant CKHF, KAM Coordinator).

To serve on the Operating and Project Grant Committees, Council appointed Councillor Robert Kiley and Councillor Jim Neil respectively to participate as ex-officio, non-voting members.

Voting members of the Operating Grant Committee were Michael Murphy, Veronica Steinburg, Cameron Smith and Emily Harmsen. Voting members of the Project Grant Committee were Peter Gower, Paula Antonakos, Danielle Marshall, Elizabeth Nelson and Efan Oguz.

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Funding Recommendations

In total, ten eligible grant applications were received in 2020, representing a total request of \$422,017. Among the ten eligible grant applications received, five applications were for Full Operating Grants, two were for Investment Operating Grants and three were for Project Grants. By comparison, 16 grant applications were received in 2019, representing a total request of \$531,688. The reason for this decrease in applications in 2020 is two-fold. As previously noted, two project grants awarded as part of the 2019-2020 funding cycle have now been deferred to 2021 due to the impacts of the COVID-19 pandemic. Also, several groups that had previously expressed interest in applying for project funding for 2021 did not apply, preferring instead to delay their project proposals for at least a year, or until issues associated with the COVID-19 pandemic have been resolved.

As outlined in the 2020-2021 CKHF Administrative Plan, funding between the Operating and Project grant streams is officially split 75/25 and grant funds that are not awarded in either stream are held by KAM to be allocated in the following year. This practice meant that \$297,115.18 was available to support the Operating Grants stream and \$99,038.40 was available to support the Project Grants stream, totaling \$396,153. Of that amount, KAM is recommending that \$331,972.18 be allocated at this time, leaving \$64,181.40 unallocated in support of the Project Grants stream for the reasons outlined above. The intent is that the remaining amount will be carried forward for distribution as part of the 2021-2022 funding cycle with KAM holding those funds in a separate interest-bearing account as is required as part of its SLA with the City.

Funding Recommendations, Operating Grants

Operating Grants are intended to assist in providing stable base funding for key cultural heritage organizations in Kingston and, by so doing, to enhance their sustainability and to encourage capacity building and growth. They are also intended to support core operating expenses as well as program-related costs. In response to the needs of the community, the Administrative Plan includes two different levels of support: (1) Full Operating Grants and (2) Investment Operating Grants. Full Operating Grants are designed to support larger, well-established organizations that operate year-round to a maximum of \$75,000 annually. Investment Operating Grants are designed to support smaller scale organizations that operate on a seasonal or otherwise limited basis to a maximum of \$5,000 annually.

The total request for Operating Grants in 2020 was \$385,000 (as compared to \$375,897 requested in 2019) from seven eligible applicants and the total amount recommended to be awarded in this stream in \$297,115 as outlined in Table 2.

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Table 2: Operating Grants, Recommended Funding Allocations, City of Kingston Heritage Fund 2020-2021

Applicant	Full or Investment Operating Grant	Award Approved in 2020	Award Proposed for Approval in 2021	% of Organizations Total 2021 Operating Budget
Museum of Health Care at Kingston	Full Operating	\$50,847.47	\$59,036.56	21% (15% in 2020)
Kingston Historical Society for the Murney Tower	Full Operating	\$49,787.13	\$57,916.45	51% (46% in 2020)
Frontenac County Schools Museum	Full Operating	\$45,404.38	\$57,652.89	66% (62% in 2020)
Marine Museum of the Great Lakes at Kingston	Full Operating	\$49,150.92	\$56,928.11	35% (26% in 2020)
Beyond Classrooms Kingston	Full Operating	\$51,554.36	\$59,036.56	47% (37% in 2020)
Kingston Regional Heritage Fair	Investment	\$3,170.45	\$3,672.21	38% (25% in 2020)
Kingston Scouts Museum	Investment	\$1,000	\$2,871.40	51% (75% in 2020)
Total Operating Grants	-	\$254,232.35	\$297,115.18	-

Funding Recommendations, Project Grants

Project Grants are designed to encourage the development and creation of innovative cultural heritage programming and initiatives that promote cultural vitality in a more focused way. As previously noted, there were three Project Grant applications submitted and approved to receive funding.

The total funding request for Project Grants in 2020 was \$37,017 compared to \$155,771 in 2019. As previously noted, the decrease in Project Grant applications in 2020 is related to the ongoing impacts of COVID-19 and because some groups who were considering making project applications this year did not do so due to restrictions and uncertainties related to the COVID-19 pandemic. The total amount recommended to be awarded as part of the 2020-2021 funding cycle is \$34,857, leaving a balance of \$64,181.40 in funding to be carried forward to award as part of the 2021-2022 funding cycle.

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Table 3: Project Grants, Recommended Funding Allocation, City of Kingston Heritage Fund 2020-2021

Project	Applicant	Award Proposed for Approval in 2021
"Kingston, the Limestone City: A Study of Stone Buildings in the Kingston Region"	Frontenac Heritage Foundation	\$12,000.00
"The Spire: Telling our Stories"	Friends of the Spire Inc.	\$7,200.00
"Threads of History through the Limestone City (Phase 1)"	Kingston Handloom Weavers and Spinners	\$15 657.00
Total Project Grants		\$34,857.00

Anticipated Updates to the 2021-2022 CKHF Administrative Plan

This year, an issue emerged for the first time during the adjudication of the Operating Grants program that has highlighted the need to revise the 2021-2022 CKHF Administrative Plan. It was noted during the adjudication process that one of the previously funded organizations applying for a Full Operating Grant had incurred a deficit in 2019 and was projecting a sizeable deficit in 2020 and again in 2021. While deficit budgets are not prohibited as part of the CKHF Administrative Plan, neither are they encouraged because of the risks it creates.

The organization in question scored high overall based on the strength of their application and its alignment to the goals of the Fund. The Grant Committee noted the organization demonstrated a good understanding of the need to adapt and are pursuing increased engagement opportunities online and through take home activities. It was agreed the organization deserves funding through CKHF in support of its on-going activities, but the Grant Committee also identified the need for specific actions to be taken in response to the particulars of this situation.

1. The Grant Committee agreed it was appropriate that conditions be applied in this case given Section 3.1.2 of the CKHF Administrative Plan states funds awarded cannot be used to fund deficits or shortfalls. As a result, the Grant Committee has asked that language be added to the Grant Agreement to be administered by KAM that states "funds will not be used to cover the cost of an existing deficit". The applicant will also be required to submit a deficit management plan to KAM and KAM, in turn, will only release the recommended funding in four equal payments upon receipt of quarterly financial reports that is an additional condition the Grant Committee agreed to impose.
2. As a result of the discussions that took place, it was also identified the 2021-2022 CKHF Administrative Plan will need to be revised to include clearer information and guidelines regarding deficit budgeting including its potential impacts on eligibility.

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The need to revise the Administrative Plan related to deficit budgets has been noted by KAM and City staff will ensure that issue is addressed as part of the annual review process. The resulting revisions, along with other changes that will be required, will be submitted to Council for review and consideration through a staff report as is the current practice.

Next Steps

In accordance with the 2020-2021 CKHF Administrative Plan, the KAM Board of Directors approved the two Grant Committees' recommendations on October 13, 2020. Council is now being asked to ratify these recommendations so the funding amounts being recommended can be distributed at the beginning of 2021. Once the funds have been awarded, KAM will start work to review of the Administrative Plan for 2021-2022 as is required as part of the SLA it has signed with the City.

In response to the on-going COVID-19 pandemic, it is anticipated the upcoming review of the CKHF Administrative Plan will be much more robust as was the case with the recent review of the City of Kingston Arts Fund lead by the Kingston Arts Council. City staff will work alongside KAM to ensure the review process engages as many stakeholders as possible. City staff will also ensure the review process not only takes into account the impacts of the COVID-19 pandemic on the heritage sector but also the need for increased accountability related to the use of public funding at this time.

This review process will provide a critical opportunity to hear from people and organizations within the heritage sector that have been impacted by the COVID-19 pandemic and to help establish a basis for moving forward in 2021 and beyond. In tandem with this review process, City staff will also be finalizing and issuing an RFP seeking support to pursue the long-delayed review of both the CKHF and the City of Kingston Arts Fund. This review process will be key as a way to link the annual fund reviews required of organizations like KAM and the Kingston Arts Council and to connect that work to the review of the two municipal funding programs they administer to develop strategies that support a post-pandemic recovery for the cultural sector while also continuing to provide funding through programs that reflect best practices for how municipalities invest in the arts, heritage and culture.

It has become increasingly apparent these funding programs need to move through a process of response, adaptation and evolution. This is critical to ensure support in the face of what is happening now while also evolving an approach to cultural funding that continues to support content creators, sector development and cultural tourism alongside fostering innovative arts, cultural and social enterprise that is a Council Strategic Priority.

Existing Policy/By-Law:

On-going investment in the CKHF aligns with several recommendations identified in the Kingston Culture Plan, approved by Council in September 2010. It also helps to fulfill various City-approved strategies and plans as well as Council's Strategic Priorities that include fostering innovative arts, cultural and social enterprise. It also aligns with the work emerging in relation to the Integrated Economic Development Strategy that is forthcoming that emphasizes creative

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industries, including museums, galleries and heritage, as an area for investment and growth in Kingston.

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

The funds available to support the CKHF in 2021, totalling \$396,000 were approved as part of the 2020 operating budget for the Cultural Services Department. In addition, earned interest and unallocated funds from previous years totalling \$153.58 were added to the available funds as per the Administrative Plan, bringing the total amount available to be allocated in the 2020-2021 fund cycle to \$396,153.58. The total amount being recommended for allocation in the 2020-2021 fund is \$331,972.18 with \$64,181.40 being carried forward for allocation through the Project Grants stream in 2021-2022 as per the Administrative Plan.

Contacts:

Colin Wiginton, Cultural Director, Cultural Services 613-546-4291 extension 1357

Other City of Kingston Staff Consulted:

Jennifer Campbell, Manager, Cultural Heritage, Cultural Services

Exhibits Attached:

Exhibit A CKHF Adjudication Report 2020-2021

CKHF ADJUDICATION REPORT 2020-2021

The Kingston Association of Museums, Art Galleries and Historic Sites, Inc. (KAM) is pleased to submit an Adjudication of Applications Report for the City of Kingston Heritage Fund (CKHF) 2020-2021 grant cycle.

December 2020

Ratified by the Kingston Association of Museums, Art Galleries and Historic Sites Board of Directors on October 8th 2020.



GENERAL PRINCIPLES

The Kingston Culture Plan (2010) identified the establishment of a heritage fund as a priority to help develop the sector and to enrich the cultural experiences available to Kingston residents and visitors. This fund was also identified as a way to support capacity building while, at the same time, stimulating economic development and cultural tourism related to Kingston's tangible, intangible and natural heritage.

The City of Kingston Heritage Fund (CKHF) was established in 2013 and provides grants to museums, heritage projects, cultural groups and historical societies. The CKHF provides three types of grants: Full Operating, Investment Operating and Project, through two core-funding streams: Operating and Project. Each type of grant has specific eligibility requirements and guidelines. An annual Service Level Agreement between the City of Kingston and the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) identifies KAM as the manager of the CKHF on behalf of the City of Kingston, in accordance with an administrative plan. As Kingston's umbrella cultural heritage organization, KAM has the necessary expertise to carry out the management of this grant program successfully.

ADMINISTRATIVE PLAN

KAM submits an annual Administrative Plan - City of Kingston Heritage Fund: 2020-2021 (Admin Plan) - as part of a Service Level Agreement (SLA) with the City of Kingston, through the Cultural Services Department. The Admin Plan provides detailed information on the nature of the grants, outlines application processes, responsibilities, adjudication procedures, and outlines the delivery model for the distribution of both project and operating grants. KAM has a mandate to review the CKHF program on an annual basis and to seek input from the community and stakeholders.

In early 2020, the 2020-2021 Administrative Plan was revised, and the new 2020-2021 Administrative Plan was presented to the KAM Board and approved on April 14th 2020, and in turn was presented to the Kingston City Council and approved June 16th, 2020. Following this, KAM posted the Admin Plan on its website: www.kingstonmuseums.ca/CKHF

MARKETING STRATEGY

KAM redeveloped their marketing strategy for the 2020-2021 CKHF grant cycle to include more visual and legacy assets and to develop better use of social media and other digital engagements. The Grants Review Officer developed an informational video about the CKHF grant program, entitled "A Brief Introduction to the CKHF" to replace the in-person information sessions previously offered by KAM staff. The Grants Review Officer also developed an infographic poster entitled: "A Short Guide to the CKHF" (see **Attachment A**) – which was distributed through social media (Twitter and Facebook), email, as well as posted to the CKHF

webpage within the KAM website (<https://www.kingstonmuseums.ca/ckhf>). New contacts were made with local media outlets such as The Kingston Local to promote not only the CKHF 2020-2021 grant cycle itself, but to feature 2020 grant recipients as a means to show demonstrated community value and impact of the grant program.

KAM also hosted two free, online (through ZOOM) Grant Writing Workshops- one for Project Grants on July 16th 2020 and one for Operating Grants on July 23rd 2020 – both facilitated by the Grants Review Officer. Each session explored the grant writing process as a whole and the skills associated with this process, and then more specifically at the CKHF program itself. Participants registered through Eventbrite (see **Attachment B**). On an unexpected note, these sessions included international registrants, as well as local Kingston ones. To support these sessions, the Grants Review Officer also developed an infographic entitled: “Top Tips for Grant Writing.” This infographic was shared through the KAM website, as well as over social media (see **Attachment C**).

APPLICATION PROCESS

The CKHF 2020-2021 grant cycle launched June 23rd 2020. Digital applications, as well as grant guidelines, were available from the CKHF webpage within the KAM website. Throughout the period prior to submission deadlines, the Grants Review Officer offered one-on-one appointments to discuss questions and concerns about the application process and the program over Zoom. The CKHF Grants Officer also supported individual requests regarding CKHF by email and over the phone.

Deadlines for submission of CKHF applications was September 8th 2019 for Operating Grants and September 15th 2019 for Project Grants. All applications were submitted digitally to the KAM office. The Grants Officer reviews the applications for completion upon receipt, organizes and makes them available to the Grants Committee Members for adjudication.

ADJUDICATION PROCESS

The CKHF adjudication is a peer-assessment process, at arms-length from the City of Kingston. There is a separate adjudication committee for each core-funding stream. The adjudication committee members consist of voting and non-voting members. This arms-length character is achieved by ensuring that the voting members of the jury had no affiliation to the City of Kingston. Voting members of the committee are composed of cultural heritage professionals, practitioners, and/or community persons who are knowledgeable about cultural heritage, with high standing and strong connections within the sector. Other criteria for voting members described in the 2020-2021 Admin Plan include:

- representative of a wide range of disciplines and interests within the cultural heritage sector; knowledgeable and experienced in cultural heritage, cultural heritage organizations, and cultural heritage issues;

- knowledgeable about the City of Kingston context as it relates to cultural heritage; knowledgeable about the broader cultural heritage environment beyond their area of expertise;
- able to articulate their opinions, work in a group decision-making environment, and have good communication skills.

Assuming a peer assessment approach to adjudication ensures that the cultural heritage community has a voice in how funds are distributed and that those with knowledge and experience evaluate the applications. CKHF Operating Grant applications are considered separately from CKHF Project Grant applications; each adjudication committee includes different voting jury members.

CHOOSING VOTING MEMBERS FOR THE GRANTS COMMITTEE

Previous years' jurors were contacted first regarding their interest and eligibility to return to the adjudication committees. All new, potential jury members for the 2020-2021 grant cycle were asked to submit a completed *Juror Interest Form* along with a *CV*, indicating the extent to their involvement in Kingston and area heritage organizations. KAM reviewed all documents submitted to ensure that those selected met the juror eligibility requirements. One juror retired from the adjudication process, having completed three full cycles; eight jurors returned from the 2019-2020 cycle; and two new jurors were recruited. The Grants Review Officer presented the KAM Board with a final list of recommended jurors for the 2020-2021 grant cycle over email in August 2020; this list was formally ratified by the Board on September 8th 2020. The CKHF 2020-2021 Grants Committee members are listed in **Attachment D**.

MEETINGS

Each adjudication committee met twice within a two-week period to discuss and assess the applications. Due to COVID-19 restrictions and associated health and safety protocols, all jury meetings took place over ZOOM and followed established agendas. The Operating Grant adjudication meetings were held at 4 p.m. on September 14th and September 21st, 2020. The Project Grant adjudication meetings were held at 4 p.m. on September 22nd and September 30th 2020.

Confidentiality Agreement and Conflict of Interest: All jurors, both new and returning, were required to submit a signed and dated *Confidentiality Agreement and Conflict of Interest Declaration* prior to adjudication, acknowledging they read, understood and agreed to the rules of Confidentiality as it pertained to CKHF. As such, all members agreed that all information contained in the applications, support material, and in discussions during the meetings was strictly confidential. Committee members were not permitted to discuss applications or voting decisions outside the meetings except with CKHF Grant Review Officers or other members of the Adjudication Committee on which they sat. All jurors were also required to disclose any

personal or pecuniary interest in any application submitted, and agree to conform to the conflict of interest rules and procedures as cited in the CKHF Administration Plan.

In previous years, jurors completed this form in person at the first adjudication meeting. Due to the shift to a digital engagement format, jurors made a verbal declaration, witnessed by the Adjudication Chair and Grants Review Officer, and submitted their signed form over email to the Grants Review Officer following the first meeting. One ex-officio, non-voting member on the Operating Adjudication committee indicated a personal connection to one application; however, no voting members of either Adjudication Committee identified a conflict of interest for the 2020-2021 grant cycle.

Procedure: Prior to the first meeting, all committee members, voting and non-voting, were supplied with the appropriate zoom meeting links, meeting agendas, a copy of the 2020-2021 Admin Plan, the CKHF Juror's Guide, and a CKHF Confidentiality Agreement and Conflict of Interest Declaration form. In a separate email communication, the Committee Chair supplied jurors with a digital file link to KAM CKHF project management database, where jurors had access to all documents previously emailed, a list of meeting dates and process timelines, as well as the appropriate 2020-2021 grant applications and scoring matrix templates.

The CKHF Chair explained and clarified the adjudication processes and protocols during the first adjudication meeting, and each application was discussed within the group. Key information was presented at the first adjudication meeting, which included the total funding available for allocation, each applicant's CKHF request, last year's CKHF grant (where applicable), as well as support data relating to the amount requested, including percentage of total budget. Following this meeting, jurors scored each application independently, and returned their scoring matrices to the CKHF Grants Review Officer for aggregation and funding allocation calculation – according to the new model implemented in the 2020-2021 grant cycle. The second adjudication meeting reviewed the aggregated scores and associated funding allocations, and discussed any relevant funding conditions.

Discussions: Committee members assessed each application in detail based on the published assessment criteria. Committee members, both voting and non-voting engaged in discussion and contributed opinions about the relative merits of each application. The scoring structure of the applications was a zero-to-ten measure. For the adjudication of funds, only the voting members participated on reaching funding decisions as per the guidelines in the 2020-2021 Admin Plan.

Adjournment: The Chair thanked the jurors, Councillors, the City of Kingston and KAM then adjourned the meetings.

Evaluation of Adjudication Process: Following the final adjudication committee meeting, all members of the committee, voting and non-voting were sent an electronic link to a digital survey, asking them evaluative questions about the jury process and the CKHF grant program

in general. This feedback will assist in reviewing protocols and processes for the next grant cycle.

ALLOCATION OF FUNDS

2020-2021 Operating Grant Stream: seven organizations applied for operating funding in total - five Full Operating Grant applications and two Investment Operating Grant application. All were returning applicants from the previous cycle. The seven applicants requested a total amount of \$385, 000, exceeding the available funds by 130% or by \$87, 885. On average, the requested operating fund amount constituted 22% upwards to 90% of applicants’ total operating budgets. The 2020-2021 CKHF Operating Jury committee awarded grants to seven organizations for a total allocated amount of \$297, 115, with \$0.00 carry-over into 2022.

2020-2021 Project Grant Stream: three organizations applied for project funding - two previous applicants and one new applicant. Total applicants for project funding declined in this year’s cycle (in comparison to the previous years’ eight applicants) and the project stream was undersubscribed. This decline can be explained due to the circumstances surrounding COVID-19 and its impacts on the Kingston community – particularly in terms of community fatigue in responding to and implementing new and often- changing health and safety protocols. We anticipate increased community interest in applying to the CKHF Project stream in future cycles recovery phases from COVID-19 progress. The three applicants requested a total amount of \$37, 017.00, undersubscribing the available funds by 63% or by \$62, 021. The 2020-2021 CKHF Project Jury committee awarded grants to three projects for a total allocated amount of \$34, 857.00, with \$64, 181.40 carry-over into 2022. Of note, the Project Adjudication Committee awarded additional funds to one project application, with the condition that the additional funding be used to increase the hourly wage of graduate research assistants to a comparable market rate. The results for both funding streams are available in **Attachment E**.

BALANCE OF FUNDS

As of September 30th, 2020, the unallocated balance of CKHF funds was as follows:

Area of Allocation	Amount of Funds
2020-2021 City of Kingston Heritage Fund	\$396, 000
Unallocated and returned funds made available to future CKHF	\$0.00
Interest Earned in 2020 to date	\$153.58
Total 2020-2021 CKHF Funds available for distribution	\$ 396, 153.58
<i>Portion of Funds available for Operating Grants in 2020-2021 (75%)</i>	<i>\$ 297, 115.18</i>
<i>Portion of Funds available for Project Grants in 2020-2021 (25%)</i>	<i>\$ 99, 038.40</i>

As of October 1st, 2020, the allocated funds for CKHF 2020-2021 were as follows:

Area of Allocation	Amount of Funds
Total Funds awarded to Operating Grants in 2020-2021	\$ 297, 115.18
Total Funds awarded to Project Grants in 2020-2021	\$34, 857.00
Remaining Unallocated Funds available to future CKHF (Project Grant)	\$64, 181.40

DISPUTE RESOLUTION

Any complaints and concerns relating to the adjudication, guidelines and criteria for the allocation of CKHF funding, are forwarded in writing to the Chair of the CKHF grant committees by the complainant, within thirty (30) days of notification of the Jury decision. The Chair will then forward a written report with respect to such complaints and concerns to the Chair of KAM's Board. KAM notifies the City of Kingston of all concerns and complaints received.

ANNOUNCEMENT OF THE 2020-2021 CKHF PROGRAM RESULTS

Upon ratification of the CKHF Adjudication Report 2020-2021 by the KAM Board of Directors, this report will be submitted to Cultural Services, and ultimately will be presented for ratification by Kingston's City Council. Following this, KAM notifies all applicants of the jury's decision regarding their application. Successful applicants are sent a digital grant package, which includes a Notice of Award, a Grant Agreement contract, reporting templates and appropriate logo files and guidelines for use. In order to receive their grant funds, recipients must submit a signed copy of their Grant Agreement contract and provide proof of insurance. Once the recipients have been notified, KAM will release a press release that announces the 2020-2021 City of Kingston Heritage Fund recipients and publicly posts the information on the KAM website. Due to COVID-19 restrictions, KAM will not be hosting an in-person cheque presentation ceremony, but rather will produce an awards video, which will be posted online for public access in January 2021, featuring each successful recipient and a presentation from Mayor Paterson.

I respectfully submit this report.



Rodney Carter
Chair, City of Kingston Heritage Fund 2020-2021 Grants Committee

ATTACHMENT A: "A SHORT GUIDE TO THE CKHF"

City of Kingston Heritage Fund 2020-2021 Cycle Closed -- stay tuned for news about the successful grant awards!



The CKHF supports cultural heritage organizations and initiatives in their efforts to share Kingston's stories and histories.



**\$396,000 available for
2020-2021!**

- \$297,000 for Operating Grants
- \$99,000 for Project Grants

Over \$1.5 Million dollars
invested in the
community since 2013.

Submission Deadlines

- The 2020-2021 submission deadlines have passed.
- Please keep up to date for news and events with our successful grant recipients on our social media feeds!



For further information visit:
www.kingstonmuseums.ca

ATTACHMENT B: GRANT WRITING WORKSHOPS

40 YEARS kingston association of museums art galleries + historic sites

How Do I?... CKHF Project Funding 2020 and Beyond - On-line Grant Writing Workshop

CKHF Project Funding 2020 and Beyond

- I'm getting a plan...
 - Purpose?
 - Research?
 - Structure?
- People are interested...
 - Risk Summary?
 - Marketing?
- How do I pull it together?
 - Budget?
 - Impact?
- I have an idea...
 - Voice?

KINGSTON

40 YEARS kingston association of museums art galleries + historic sites

How Do I?... CKHF Operating/ Investment Funding 2020 and Beyond - OnLine Grant Writing Workshop

CKHF Operating / Investment Funding 2020 and Beyond

- Strategic Planning
 - Governance
 - Mission / Vision
- Project Planning
 - Staffing / Volunteers
 - Collections / Outreach
- Risk Assessment
- Audience Marketing
- How do I pull it together?
 - Financials
 - Impact
- Kingston's Stories

KINGSTON

ATTACHMENT C: “TOP TIPS FOR GRANT WRITING”



TOP TIPS FOR GRANT WRITING

TIP #1



Do Your Research.

Are you a right fit for the grant program? Is the grant program the right fit for you?

TIP #2



Be Clear, Concise and Convincing.

This is your chance to tell your story, and why it matters.

TIP #3



Focus on Deliverables.

What are your **OUTCOMES** (what you want to do) and your **OUTPUTS** (what you will do to achieve them).

TIP #4



Emphasize Impact.

Don't talk about what the grant money will do for you, but what you will be able to do for the community with the grant money.

WWW.KINGSTONMUSEUMS.CA

ATTACHMENT D: GRANT ADJUDICATION COMMITTEE **MEMBERSHIP**

CKHF OPERATING GRANT COMMITTEE – 2020-2021

Name of Juror	Description of Role
Rodney Carter	Chair of the Committee. Archivist, RHSJ St. Joseph Region Archives.
Michael Murphy	Voting juror. SSHRC Doctoral Fellow, Political Science, UOttawa and member of Kingston Historical Society
Veronica Steinburg	Voting juror. Curator, Archivist, Sisters of Providence of St. Vincent de Paul
Cameron Smith	Voting juror. Quartermaster, Fort Henry National Historic Site
Emily Harmsen	Voting juror. Graduate Student, Cultural Studies, Queen's University
Robert Kiley	Non-voting ex-officio. Councillor, City of Kingston.
Jennifer Campbell	Non-voting ex-officio. Manager of Cultural Heritage, City of Kingston
Jamie McKenzie-Naish	Non-voting ex-officio. Grants Officer, CKHF. KAM Managing Director.
Debbie Holdich	Non-voting ex-officio. Grants Assistant, CKHF. KAM Coordinator.

CKHF PROJECT GRANT COMMITTEE – 2020-2021

Name of Juror	Description of Role
Rodney Carter	Chair of the Committee. Archivist, RHSJ St. Joseph Region Archives.
Peter Gower	Voting juror. Tour Guide, St. George's Cathedral.
Paula Antonakos	Voting juror. Board of Directors, Secretary Greek Community of Kingston
Danielle Marshall	Voting juror. Chair of the PaCE committee (KAM)
Elizabeth Nelson	Voting juror. PhD Candidate, Geography, Queen's University
Efkan Oguz	Voting juror. Graduate Student, Cultural Studies, Queen's University.
Jim Neill	Non-voting ex-officio. Councillor, City of Kingston.
Jennifer Campbell	Non-voting ex-officio. Manager of Cultural Heritage, City of Kingston.
Jamie McKenzie-Naish	Non-voting ex-officio. Grants Officer, CKHF. KAM Managing Director.
Debbie Holdich	Non-voting ex-officio. Grants Assistant, CKHF. KAM Coordinator.

ATTACHMENT E: GRANT ALLOCATION RECOMMENDATIONS

CKHF 2020-2021 OPERATING GRANT RESULTS

Full Operating Grant Recipient	CKHF Grant	% of total operating budget
Beyond Classrooms Kingston	\$59,036.56	47%
Frontenac County Schools Museum	\$57,652.89	66%
Marine Museum of the Great Lakes at Kingston	\$56,928.11	35%
Kingston Historical Society – Murney Tower	\$57,916.45	51%
Museum of Health Care	\$59,036.56	21%
TOTAL Full Operating Funds Awarded: \$290,570.57		

Investment Operating Grant Recipient	CKHF Grant	% of total operating budget
Kingston Regional Heritage Fair	\$3,672.21	38%
Kingston Scouts Museum	\$2,872.40	51%
TOTAL Investment Operating Funds Awarded: \$6,544.61		

CKHF 2020-2021 PROJECT GRANT RESULTS

Project Title	Organization	Amount
“Kingston, the Limestone City: A Study of Stone Buildings in the Kingston Region”	Frontenac Heritage Foundation	\$12,000.00
“The Spire: Telling our Stories”	Friends of the Spire Inc.	\$7,200.00
“Threads of History through the Limestone City (Phase 1)”	Kingston Handloom Weavers and Spinners (KHWS)	\$15,657.00
TOTAL Project Funds Awarded: \$ 34,857.00		