



**City of Kingston
Report to Council
Report Number 21-159**

To: Mayor and Members of Council
From: Paige Agnew, Commissioner, Community Services
Resource Staff: Jennifer Campbell, Director, Heritage Services
Date of Meeting: June 1, 2021
Subject: Approval of the 'Plan for Administration of the City of Kingston Cultural Heritage Fund in 2021-22' prepared by the Kingston Association of Museums, Art Galleries and Historic Sites

Council Strategic Plan Alignment:

Theme: Corporate business

Goal: 4.2 Foster Innovative arts, culture and social enterprises

Executive Summary:

The purpose of this report is to seek Council approval of the 'Administrative Plan, City of Kingston Heritage Fund: 2021-2022' prepared by the Kingston Association of Museum, Art Galleries and Historic Sites (KAM) so a "Call for Submissions" can be issued in July 2021 with submission deadlines in September 2021.

The purpose of the City of Kingston Heritage Fund (CKHF) is to provide a sustainable source of funding that allows the cultural heritage sector to leverage municipal investments in museums, heritage projects, cultural groups and historical societies, to increase their profile, capacity, impact, relevance and sustainability. Each year, the City of Kingston enters into a Service Level Agreement with KAM to administer the Heritage Fund and KAM is required to review and revise how the Heritage Fund is administered on an annual basis.

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The review of the Heritage Fund includes ongoing consultation with fund recipients, Grants Committee members, City of Kingston Cultural Services staff as well as KAM's Board of Directors and in consideration of strategic planning documents.

The review of the Administrative Plan has been completed and the revised version for use in 2021-2022 was approved by KAM's Board of Directors on April 23, 2021. Council approval is now being sought, along with the appointment of two Councillors and a City staff member to participate as part of the jury review process in 2021. The dates of these jury meetings have been confirmed for September 20th and September 28th to review Project Grants and September 14th and September 21st to review Operating Grants. These review meetings typically last 1-3 hours and the timing of these meetings will be coordinated with jury members once the members of these committees are confirmed.

For the benefit of Council, this report also includes a review of the continued impacts of COVID-19 on the Cultural Heritage Sector in Kingston and how contingency planning has been incorporated into the CKHF application/allocation process.

Recommendation:

That the Administrative Plan, City of Kingston Heritage Fund: 2021-2022, attached as Exhibit A to Report Number 21-159, be approved as proposed so that a "Call for Submission" can be issued in July 2021 with submission deadlines in September 2021; and

That Council appoint Councillor _____ and the Director, Heritage Services or her designate, to participate in the Review Committee (Project Grants) on September 20 and September 28, 2021; and

That Council appoint Councillor _____ and the Director, Heritage Services or her designate, to participate in the Review Committee (Operating Grants) on September 14 and September 21, 2021.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Paige Agnew, Commissioner,
Community Services**

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
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Brad Joyce, Commissioner, Corporate Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:

As outlined in the Kingston Culture Plan, the establishment of a heritage fund was identified to help develop the cultural heritage sector and to enrich the cultural experiences available to Kingston residents and visitors. It was also identified as a way to support capacity building while stimulating economic development and cultural tourism related to Kingston's tangible, intangible and natural heritage.

The CKHF was established in 2013 and has been administered by KAM through a Service Level Agreement with the City of Kingston. Each year, Council approves an Administrative Plan in support of the CKHF prepared by KAM that, in 2021, will make funding available through Large and Small Operating Grants, Community Cultural Heritage Project Grants and Cultural Heritage Development Project Grants as outlined in Exhibit A.

Annual Review and Revision of the Heritage Fund Administrative Plan

In recent months, KAM has taken the lead to review and revise the Administrative Plan as part of its obligation under the terms of its Service Level Agreement with the City of Kingston. This annual process is designed to ensure the Heritage Fund continues to meet the needs of the sector based on input from various stakeholders.

Under KAM's leadership, and with assistance from Cultural Services staff, input was gathered through various mechanisms, including:

1. A survey of past grant recipients who reviewed the 2020-2021 Heritage Fund process;
2. Input solicited from the 2020-2021 Heritage Fund Grants Committee;
3. Feedback from KAM staff who worked directly with applicants;
4. Input from meetings between KAM Board members, the 2020-2021 Committee Chair, and the Manager, Cultural Heritage, as the designate of the City of Kingston's Cultural Director;
5. Review of the outputs of the 'Your Stories, Our Histories' community consultation to build a cultural heritage strategy; and
6. Review of the Kingston Integrated Destination Strategy.

In addition to minor editorial updates, the central changes made to the Administrative Plan for 2021-2022 include the renaming of the Operating Grant and Project Grant streams, the addition of a new grant category within the Project Grants, updates to provide clear guidelines around deficit budgeting and CKHF eligibility and an ability for a past juror to take on the role of Committee Chair. These changes are summarized in the sections that follow.

Operating Grants

- The Operating Grants continue to be divided into two streams, now referred to as "Large Operating Grants" and "Small Operating Grants". This replaces the previous structure that included "Full Operating Grants" and "Investment Operating Grants". The rationale for this renaming is meant to reflect more accurately how these two grant streams are

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being used. Originally, Investment Operating Grants were meant to be transitional with applicants eventually seeking Full Operating Grants. In practice, that is not how it has functioned as some smaller organizations have made it clear they prefer to pursue lower dollar operating grants year over year. Renaming these two grant streams is meant to resolve the confusion that exists and to focus on the sustainable development of both small and large cultural heritage organizations.

Project Grants

- Project Grants are now to be split into two grant streams: (1) Community Cultural Heritage Project Grants and (2) Cultural Heritage Development Grants. The Community Cultural Heritage Project Grants will function as the regular Project Grants have in previous fund cycles. The Cultural Heritage Development Grants provide a new grant stream supporting projects that respond to identified thematic gaps or support product readiness. This new grant stream responds to community and sector needs identified through both the ‘Your Stories, Our Histories’ community consultation as well as through the Kingston Integrated Destination Strategy. The intent is the focus of this new grant stream will change from year to year to highlight specific thematic gaps and/or market readiness challenges. For the inaugural cycle in 2021-2022, this grant stream will focus on “Bilingual Exhibition and Program Development” and the fund will support sites in developing French language content through translation of exhibition and/or program text as well as the development of marketing collaterals or consumer focused products. These Cultural Heritage Development Grants will be open to organizations and sites that apply to and receive support through the Operating Grants stream as well as to community heritage organizations and groups as a standalone grant.

Division of Funds between Grant Streams

- In previous years, the available heritage funding has been divided between the Operating and Project streams following a 75% and 25% split. In 2021, the available heritage funding was reduced by 5% due to the continued financial impacts of the COVID-19 pandemic. In-order to minimize the impacts of this reduction, the 75/25 split will not be applied in the 2021-2022 cycle and the funds available will be applied as follows:
 - **Operating Grants**
 - \$302,940, compared to \$297,115 awarded during the 2020-2021 cycle
 - **Project Grants**
 - \$149,321, that equals the 2020-2021 contribution of \$85,140 along with an additional \$64,181 in Project Grant funding not awarded in 2020-2021
 - Community Cultural Heritage Project Grants, \$99,321
 - Cultural Heritage Development Grants, \$50,000
 - **Total Grants**
 - \$452,261

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Grant Allocations

- The grant allocations in 2021-2022 will be as follows:
 - **Operating Grants**
 - Small Operating Grants, \$5,000 maximum
 - Large Operating Grants, \$75,000 maximum
 - **Project Grants**
 - Community Cultural Heritage Project Grants, \$20,000 maximum
 - Cultural Heritage Development Grants, \$5,000 maximum

Adjudication of Project Grants

- The Community Heritage Project Grants will be adjudicated in accordance with the process used for Project Grants in previous fund cycles. The Cultural Heritage Development Grants, as a new stream within the Project Grants, will follow a modified version of the previous Project Grant adjudication process with a focus on project merit, impacts and reach, and viability.

Deficit Budgeting Eligibility Details/Financial Statements

- The 2021-2022 Administration Plan has been updated to clarify the City of Kingston Heritage Fund is not intended to support organizations that are operating on a deficit basis. This includes changes to the guidelines around budgeting and eligibility and the relevant section now reads “[A] CKHF Operating Grant will not be awarded to an applicant that budgets on a deficit basis and/or successively operates on a deficit basis”. The Administration Plan has also been updated to clarify that organizations with operating budgets less than \$30,000 are able to submit a ‘compilation statement’ as an acceptable year-end financial statement.

Grants Committee Chair

- As part of the 2021-2022 Administration Plan, the selection of a Grants Committee Chair has been expanded to include a previous juror who has participated in at minimum three previous cycles of fund adjudication. This is due to past challenges in selecting a Committee Chair from among existing KAM Board members and will only be pursued when an appropriate KAM Board member is not available.

The 2021-2022 Administration Plan was approved by KAM’s Board of Directors on April 23, 2021 and the final version of the ‘Administrative Plan, City of Kingston Heritage Fund: 2021-2022’ is attached as Exhibit A.

The final version of the Administrative Plan was also shared with Heritage Kingston ([Report Number HK-21-030](#)) to allow staff the opportunity to consult with Committee members regarding this funding program.

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At the regularly scheduled meeting of Heritage Kingston on May 19, 2021, staff were able to provide an overview of the Administrative Plan that included specific information regarding the changes made in response to the review process. There was also some discussion about process and feedback provided by Committee members has been considered by staff.

COVID-19 and the City of Kingston Heritage Fund 2021-2022

Community museums, historic sites, art galleries and cultural heritage projects are essential contributors to Kingston's vibrant community and frontline products within the tourism and hospitality markets. These organizations, spaces and projects build community by creating meaningful and human connections between heritage sites, history and identity.

As the impacts of the COVID-19 pandemic on the cultural heritage sector continue to reveal themselves, the operational and project funding provided through the CKHF remains an essential means of ensuring sustainability within the local heritage sector. While some organizations and sites have been able to alter their operations to deliver content and experiences as part of a phased reopening, others have had to remain closed and have directed their resources to preparing for a more stable re-emergence of the tourism, cultural and creative economies in Kingston.

Recipients of CKHF grants are required to report on operational changes as a result of the pandemic through interim and final reports submitted to KAM. Many sites have turned their focus to collections care, reviewing and revising site offerings, updating exhibitions and assessing their product readiness in anticipation of re-opening and delivery of modified visitor experiences.

Heritage groups that received Project Grants continue to be supported as they alter and amend projects impacted by the COVID-19 pandemic. In 2020, 2 of 6 CKHF funded projects requested project deferrals into 2021. These deferrals were reviewed and approved by KAM staff as well as City staff. Deferred projects were adjusted to be completed by the end of 2021 and continue to be tracked using standardized reporting forms and interim and final reports. The projects with approved deferral dates are detailed in Table 1.

Table 1: City of Kingston Heritage Fund 2019-20 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

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As part of the 2021-2022 grant cycle, applicants will be asked to consider the ongoing impacts of COVID-19 on their operations and on their projects as proposed. In the event of future emergency shutdowns or gathering restrictions, grant recipients will be asked to provide contingency plans for approval, outlining project postponements, operational changes and/or service interruptions.

The intent is the 2021-2022 grant cycle will continue to support the sustainability of the cultural heritage sector and the tourism sector with which it intersects. The not-for-profit sites, organizations and community groups that receive operating and project grant support through this program remain vital to Kingston's cultural ecology and overall economy and are essential to what is expected to be a slow and phased recovery of the local tourism and hospitality sectors.

Existing Policy/By-Law:

A Service Level Agreement between the City of Kingston and KAM, signed in March 2021, identified that KAM be required to manage the CKHF on behalf of the City of Kingston in accordance with the Administrative Plan as approved.

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

None

Contacts:

Jennifer Campbell, Director, Heritage Services 613-546-4291 extension 1377

Other City of Kingston Staff Consulted:

None

Exhibits Attached:

Exhibit A Administrative Plan, City of Kingston Heritage Fund: 2021-2022



kingston
association
of museums
art galleries +
historic sites

Administrative Plan

City of Kingston Heritage Fund: 2021-2022

APPROVAL:

Kingston Association of Museums, Art Galleries and Historic Sites, Inc.
Board of Directors
April 23, 2021

Corporation of the City of Kingston
City Council
Insert Date

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2. BACKGROUND

The need for the development of standardized City support for the cultural sector was formally identified during the development of the City's Culture Plan. Municipal grants are investments in community, which are critical to organizations' ability to leverage funding from provincial, federal and private sources.

The City of Kingston Heritage Fund (CKHF) was created in 2013 as a recommended in the Kingston Culture Plan with an initial allocation of \$100,000 to support project grants only. In June 2014, Council approved the administration plan prepared by the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) for an expanded Heritage Fund that included project and operating grants.

This 2021-2022 CKHF Administrative Plan outlines the delivery model for the distribution of annual project and operating support for museums, heritage projects, cultural groups and historical societies, and reflects the stated needs of the sector.

3. CITY OF KINGSTON HERITAGE FUND: 2021-2022

3.1 OVERVIEW

A total of **\$452,261** is available through the 2021-2022 City of Kingston Heritage Fund (CKHF). The CKHF application and adjudication process will occur in 2021. The actual CKHF project/operation period will run for the following calendar year, however, so that each full grant cycle will be approximately 18 months in duration. For the 2021-2022 grant cycle, it is anticipated that funds will be awarded in January 2022, and CKHF projects will be completed by December 31, 2022.

Following Council ratification of the 2021-2022 Administrative Plan for the CKHF the notice of funding availability will be made public. The CKHF grant guidelines and applications will be distributed online (in-print upon request) and a public meeting will be held to explain the CKHF application and adjudication processes. KAM will also provide a grant writing workshop for potential applicants.

As detailed in this *Administrative Plan*, adjudication of grant applications will be undertaken by a CKHF peer review Jury recruited from the cultural heritage sector by KAM.

3.2 OBJECTIVES

Several municipal policy and planning documents contain both broad principles and detailed objectives for community investment in the cultural heritage sector, and to animate Kingston's motto of "*where history and innovation thrive*". These documents include:

- [Kingston's Strategic Plan 2019-2022](#);
- [City of Kingston Culture Plan \(2010\)](#);

Principal objectives which appear in the documents above include objectives that allow the City of Kingston to leverage cultural heritage in ways that support the local cultural and hospitality tourism economies, share cultural heritage with the Kingston Community, and support the development of the cultural heritage sector itself.

3.2.1 City of Kingston Objectives

- (i) Culture and creativity are important sources of wealth creation and are being leveraged to develop community vitality;
- (ii) align tourism marketing and attraction strategies, creating greater return-on-investment and refocusing marketing strategies;
- (iii) create awareness and civic pride in our history and heritage;
- (iv) heritage and culture are key to a vibrant community and are economic drivers for the local economy;
- (v) enhance Kingston's distinctive identity, enrich the cultural life of residents and attract newcomers, audiences and visitors from around the world;
- (vi) build the creative experiences that are the basis of an authentic tourism strategy;
- (vii) embrace Kingston's powerful historical narrative, built heritage, and natural heritage features, as unique resources that can be used to tell Kingston's stories;
- (viii) use cultural heritage to enhance the reputation of the City of Kingston as a community where history and innovation thrive; and
- (ix) support initiatives that align with the City's strategic objectives for promotion of heritage and cultural vitality.

3.2.2 Cultural Heritage Sector Objectives

- (i) leverage municipal investments in museums, heritage projects, cultural groups and historical societies, to increase their profile, capacity, impact, relevance, and sustainability;
- (ii) encourage the development and creation of innovative cultural heritage programming and initiatives that promote cultural vitality;
- (iii) increase access to quality local cultural heritage activities;
- (iv) support and promote the preservation, protection, documentation and conservation of significant Kingston artifacts and archival materials;
- (v) develop the means of organizing, collecting, and interpreting Kingston's stories, both tangible and intangible, and engaging the community at all levels of the process;
- (vi) encourage collaboration with other orders of government, and the business and community sectors;
- (vii) seek professional development opportunities that benefit the cultural heritage sector, in collaboration with other stakeholders; and
- (viii) nurture the capacity and quality of heritage in Kingston, while fostering excellence.

4. SCOPE

4.1 OPERATING GRANTS

The City of Kingston Heritage Fund (CKHF) Operating Grants provide support to non-profit, cultural heritage organizations. Based on comments received from the cultural heritage sector, and in compliance with CKHF objectives, two levels of operating grants are available in the 2021-2022 grant cycle: Large Operating Grants and Small Operating Grants – this is a modification from previous years when the streams were described as ‘Investment’ and ‘Full’ grants. Of the total funds available through the City of Kingston Cultural Heritage Fund 2021-22, **\$302,940** shall be distributed through as Operating Grants.

4.1.1 Purpose of Operating Grants

CKHF operating grants are intended to assist organizations with operational stability and enable development and delivery of cultural heritage programming and services in the community. Cultural heritage includes activities that present the traditions and historical practices of the community. Operating grants will support core operating expenses and programming costs, in line with CKHF objectives.

4.1.2 Term of Operating Grants

CKHF operating grants will provide funding in single-year increments. Those organizations in receipt of a CKHF operating grant will be eligible to reapply in the following year. No grant will be made retroactively, or to fund deficits or shortfalls.

4.1.3 Eligibility for Operating Grants

To be eligible to apply for a CKHF **Large Operating Grant**, organizations must meet **all** the criteria listed below:

- (i) be in the City of Kingston, with the majority of related activities of the organization taking place within the City of Kingston;
- (ii) be a non-profit organization, whose fundamental focus is cultural heritage, with a mandate to serve the public;
- (iii) have been incorporated for a minimum of two years by the end of the calendar year in which the grant application is made;
- (iv) have previously been in receipt of a CKHF Project Grant and/or Operating Grant; and
- (v) provide latest year-end financial statements. (see: Note on Financial Statements p.15-16).

To be eligible to apply for a CKHF **Small Operating Grant**, organizations must meet **all** the criteria listed below:

- (i) must be in the City of Kingston, with the majority of related activities of the organization taking place within the City of Kingston;
- (ii) be a non-profit organization, whose fundamental focus is cultural heritage (e.g. collection, conservation, presentation, etc....) with a mandate to serve the public; and

- (iii) provide current year-end financial statements (see: Note on Financial Statements p.15-16).

Prior to the first jury meeting, the CKHF Grants Officer(s) and the Chair will review all applications for completeness and eligibility, in cases where eligibility is uncertain the grants officer(s) and the Chair will work with the City of Kingston Cultural Services Director (or their designate) to make decisions regarding eligibility.

Successful applicants will be required to provide proof of \$5 million liability insurance coverage prior to awarding of CKHF funds, naming the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) and the City of Kingston as additional insured.

4.1.4 Exclusions from Operating Grant Eligibility

Normally, the following organizations will not be eligible for CKHF Operating Grants:

- (i) academic units of publicly or privately funded educational institutions (Universities, Colleges, training centres, etc....);
- (ii) organizations and activities outside the City of Kingston;
- (iii) for-profit organizations; and
- (iv) cultural heritage institutions that are wholly owned and operated by senior levels of government.
- (v) A CKHF Operating Grant will not be awarded to an applicant that budgets on a deficit basis.

Organizations currently receiving grant funding from the City of Kingston through sources other than CKHF are deemed ineligible to receive funding through CKHF for the duration of the grant agreement. In addition, City of Kingston Cultural Services and/or KAM permanent or contract staff may not hold a *primary role* with an organization applying to CKHF.

4.1.5 Eligible Operating Grant Expenses

The following expenses are deemed eligible for funding under the CKHF Operating Grant stream:

- (i) rent, lease, or mortgage and utility costs;
- (ii) financial management;
- (iii) staff salaries and wages;
- (iv) liability insurance;
- (v) office supplies;
- (vi) exhibit and program development costs;
- (vii) professional development costs; and
- (viii) property maintenance, security, and cleaning.

4.1.6 Exclusions from Operating Grant Eligible Expenses

CKHF Operating Grant funding may not be used for the following:

- (i) seed money for projects or events;

- (ii) major capital expenses including, but not restricted to: land purchase, facility renovations, fixed equipment;
- (iii) to benefit a for-profit venture;
- (iv) bursaries or scholarships;
- (ii) built heritage preservation projects.

4.2 PROJECT GRANTS

In 2021, Project Grants will be further broken into two streams, the Community Cultural Heritage Project Grant and the Cultural Heritage Development Grant. The Community Heritage Project Grants will operate as the Project Grants have in previous fund cycles while the Cultural Heritage Development Grants are a new fund stream that targets project funds to respond to identified thematic gaps or product readiness challenges within the cultural heritage sector in Kingston. For the inaugural cycle of this project fund stream the identified product readiness challenge/thematic gap is “Bilingual Exhibition and Program Development”.

The new Cultural Heritage Development Grants are open to organizations and sites that apply to and receive support through the Operating Grants stream, as well as to community heritage organizations and groups more broadly. Of the total funds available through the City of Kingston Cultural Heritage Fund in 2021-22, **\$149,321** shall be distributed through Project Grants.

Of the fund \$149,321 available for distribution in the Project stream in the 2021-22 fund cycle, \$99,321 is allocated for distribution to Community Cultural Heritage Projects and \$50,000 is allocated for distribution to Cultural Heritage Development Grants.

4.2.1 Project Grant Eligibility

To be eligible to apply for a CKHF **Project Grant** in either stream (Community Cultural Heritage Project Grant and the Cultural Heritage Development Grant), organizations must meet **all** the criteria listed below:

- (i) be in the City of Kingston;
- (ii) the applicant organization must be either:
 - a. incorporated as a non-profit cultural heritage organization; or
 - b. incorporated as a distinct and discrete non-profit entity organization created solely to support a cultural heritage organization or initiative. Examples of eligible supporting organizations include “Friends of...”; or
 - c. incorporated as a non-profit, whose fundamental focus may not be cultural heritage exclusively, but whose project application is culturally or heritage based; and
- (iv) provide latest year-end financial statements. (see: Note on Financial Statements p.15-16).

* Organizations applying for a Community Cultural Heritage Project Grant and/or a Large or Small Operating Grants may ALSO apply for a Cultural Heritage Development Grant.

The following grant combinations are possible:

- Large/Small Operating Grant plus Cultural Heritage Development Grant
- Community Cultural Heritage Project Grant plus Cultural Heritage Development Grant

Prior to the first jury meeting, the CKHF Grants Officer(s) and the Chair will review all applications for completeness and eligibility, in cases where eligibility is uncertain the grants officer(s) and the Chair will work with the City of Kingston Cultural Services Director (or their designate) to make decisions regarding eligibility.

Successful applicants will be required to provide proof of \$5 million liability insurance coverage prior to awarding of CKHF funds, naming KAM and the City of Kingston as additional insured.

4.2.2 Collaborative Projects

Collaborative projects involving multiple partners and organizations will be considered for CKHF Project Funding. To meet CKHF funding requirements, any incorporated non-profit or charitable organization (except for KAM) may agree to serve as the lead agency or sponsoring partner for a collaborative project. The following eligibility criteria must be met for all collaborative project applicants:

- (i) all project collaborators must be in the City of Kingston;
- (ii) applications must identify the lead organization/sponsoring partner (responsible for signing and submitting the application), list partner agencies, and provide letters of support for the project from the partners;
- (iii) applications must state the terms of the collaborative project, and the way the duties, and responsibilities for the project will be shared;
- (iv) applications must identify the division of project costs and budget responsibilities, in addition to the distribution of any potential project deficit; and
- (v) the lead organization/sponsoring partner assumes ultimate responsibility for providing proof of insurance, financial management, and for meeting the reporting requirements for the collaborative project.

4.2.3 Exclusions from Project Grant Eligibility

Normally, the following will not be eligible for CKHF Project Grants:

- (i) academic units of publicly or privately funded educational institutions (colleges, universities, training institutions, etc....);
- (ii) organizations and activities outside the City of Kingston;
- (iii) individuals;
- (iv) for-profit organizations; or
- (v) cultural heritage institutions that are wholly owned and operated by senior levels of government.
- (vi) A CKHF Project Grant will not be awarded to an applicant that budgets on a deficit basis.

Each organization may apply for support for one Community Cultural Heritage Project Grant and one Cultural Heritage Development Grant per grant cycle. Organizations awarded a CKHF Operating Grant (Large or Small) are not eligible to receive a Community Cultural Heritage Project Grant in the same year but they are eligible to receive a Cultural Heritage Development Grant in addition to an Operating Grant (Large or Small). Organizations may submit applications to all CKHF funding streams, on the understanding that should their application to the Operating Grant stream be successful, their Community Cultural Heritage Project Grant application will automatically be removed from consideration (if the application to the Operating Grant stream is not successful, the Community Cultural Heritage Project Grant application will proceed for due consideration). In order to facilitate this consideration Operating Grants are adjudicated prior to Project Grants. Organizations currently receiving grant funding from the City of Kingston through sources other than CKHF are deemed ineligible to receive funding through CKHF for the duration of the grant agreement. In addition, City of Kingston Cultural Services and/or KAM permanent or contract staff may not hold a *primary role* with an organization applying to CKHF.

4.2.4 Term of Project Grants

CKHF Project Grants are awarded for a term of one calendar year. No grant will be made retroactively, or to fund deficits or shortfalls. Applications for projects, which recur or are phased, must be submitted annually and will be adjudicated based on the following criteria:

- (i) success of the project in the previous grant cycle;
- (ii) availability of funds, in the context of the priorities for funding;
- (iii) relevance to the applicant's audience, residents of Kingston, and Kingston's historical narrative.

4.2.5 Exclusions from Project Grant Eligible Costs

CKHF Project Grant funding may not be used for the following:

- (i) major capital projects including, but not restricted to, the purchase of land, facility renovations, fixed equipment;
- (ii) to benefit a for-profit venture;
- (iii) built heritage preservation projects;
- (iv) refreshments;
- (v) for fundraising events and/or to recover the cost of a deficit;
- (vi) to fund bursaries and/or scholarships;
- (vii) retroactive funding for projects that have already occurred; or
- (viii) to pay staff salary related to the daily operations of a site/venue.

5. PROCESS

The City of Kingston Heritage Fund's (CKHF) annual grant cycle allocation is subject to approval by City Council through its annual budget process. Funds are provided to the Kingston

Association of Museums, Art Galleries and Historic Sites (KAM) for distribution following ratification of the CKHF Jury recommendations by City Council.

5.1 APPLICATIONS

5.1.1 Application Schedule and Timeline

The application schedule and CKHF grant cycle timeline are determined by the KAM Board in consultation with KAM Grants Officer(s), the CKHF grant committees' Chair and the City of Kingston Cultural Services Director (or their designate) and is made available as part of the CKHF application package.

To be considered for funding, organizations and collaborators must submit relevant grant applications to KAM's CKHF Grants Officer, on or before published deadlines. There will be two application deadlines: one for Operating Grants and one for Project Grants. All applications will be date stamped when received. Applicants will receive two notifications; the first that their application was received, and the second that it was deemed eligible to be forwarded to the Jury. A copy of the applicant notification will be retained in KAM's CKHF grant program files.

The application process, from the application deadline to the notification of funding typically takes up to four months. The CKHF Jury reviews and makes recommendations within two weeks of the application deadline, usually in September. The review of jury recommendations by the KAM Board and the forwarding of the recommendation report to City Council occurs within three months of the application deadline. Finally, the review and approval of CKHF Jury recommendations by City Council occurs within four months of the application deadline, usually in December of the application year.

5.1.2 Incomplete or Inaccurate Applications

Applications received in advance of the deadline will be reviewed for completeness and the Chair and/or the Grants Officer(s) may contact the applicant to ask for missing information. The applicant can submit additional materials up to the application deadline. Once the deadline has passed, additional materials will not be accepted, and the submission will be assessed as submitted.

5.2 ADJUDICATION

After applications have been reviewed for eligibility, the jurors receive electronic copies of applications to read through.

The first adjudication meeting includes:

- (i) Overview of applications and available funds
- (ii) Overview of scoring matrix, and matrix provided to jury
- (iii) General discussion about each application among jury

Jurors then complete the scoring matrix independently and submit their matrices to the KAM Grants Officer(s) for aggregation.

The second adjudication meeting includes:

- (i) Presentation of aggregate scores.
- (ii) Discussion of each application.

- (iii) Determination of final rankings.
- (iv) Proposal for the allocation of funds.

Once adjudication is complete, the Grant Committees' Chair submits a recommendation report regarding the allocation of funds to the KAM Board of Directors for ratification. Once ratified by the KAM Board of Directors the final recommendations are submitted for ratification by City Council.

5.2.1 Adjudication of CKHF Large Operating Grants

The grant committee will consider the degree to which the applicant organization demonstrates:

- (i) compatibility of the organization's objectives with those of the CKHF;
- (ii) that it fulfills a significant role in Kingston's cultural heritage;
- (iii) success in generating revenue from diverse sources in addition to CKHF;
- (iv) that it is governed by appropriately experienced and qualified directors;
- (v) that it is operated by qualified cultural/heritage professionals and/or experienced volunteers;
- (vi) high standards in cultural heritage resource management;
- (vii) delivery of diverse activities and/or services that interpret and convey the cultural heritage of Kingston;
- (viii) a clear understanding of the organization's target audience and its needs;
- (ix) commitment to the development and delivery of accessible activities and services;
- (x) appropriate advertising and marketing strategies to engage target audience;
- (xi) feasible strategic objectives that are in alignment with mandate;
- (xii) that it effectively measures the success of its activities and services on an ongoing basis;
and
- (xiii) satisfactory completion of all reporting requirements required under the prior CKHF funding stream.

5.2.2 Adjudication of CKHF Small Operating Grants

The grant committee will consider the degree to which the applicant organization demonstrates:

- (i) compatibility of the organization's objectives with those of the CKHF;
- (ii) that it fulfills a significant role in Kingston's cultural heritage;
- (iii) that it is operated by qualified cultural/heritage professionals and/or experienced volunteers;
- (iv) high standards in cultural heritage resource management;
- (v) delivery of diverse activities and/or services that interpret and convey the cultural heritage of Kingston;

- (vi) a commitment to the development and delivery of accessible activities and services; and
- (vii) organization's strategic objectives are feasible and in alignment with mandate.

5.2.3 Adjudication of CKHF Project Grants - Community Cultural Heritage

To determine the merit of CKHF Community Cultural Heritage Grant applications, the CKHF Jury will base their recommendations on consideration of the degree to which the applicant organization's proposed project demonstrates:

- (i) alignment of the project's objectives with those of the CKHF;
- (ii) deliverables that are accessible and inclusive;
- (iii) benefits to the target audience are well defined;
- (iv) a project plan that includes all key activities and human resources required for project's success, in the available timeframe;
- (v) clear and measurable project objectives/outcomes;
- (vi) that the project staff/volunteers, including collaborators, have the required qualifications/experience to successfully complete project;
- (vii) a project budget that reflects diversified funding (in-kind contributions qualify); and
- (viii) a project budget that reflects sufficient resources to achieve project objectives.

5.2.4 Adjudication of CKHF Project Grants - Cultural Heritage Development

To determine the merit of CKHF Cultural Heritage Development Grant applications, the CKHF Jury will base their recommendations on consideration of the degree to which the applicant organization's proposed project responds to the annually identified thematic gap(s) and or product readiness challenges within the cultural heritage sector in Kingston. For the inaugural cycle of this project fund stream the identified product readiness challenge is "**Bilingual Exhibition and Program Development**". The jury assessment will consider the following criteria:

- (i) **Merit:** Based on the applicant's quality of work, the organization's mandate/statement of purpose, the project description and supporting materials.
- (ii) **Impact and Reach:** Based on the development of the applicant organization, or on the anticipated audience or community for whom the project is intended.
- (iii) **Viability:** Based on the budget, the planning process and objectives of the project, the timeline, communication and marketing plan;

5.3 ALLOCATION

The maximum Community Cultural Heritage Project Grant will not be more than \$20,000, the maximum Cultural Heritage Development Grant will not be more than \$5,000. The maximum Large Operating Grant will not be more than \$75,000 and the maximum Small Operating Grant will not be more than \$5,000.

Grant funds that are not awarded, or grant funds returned to KAM, will be allocated to the following year's CKHF program and within the stream from which they originated. For example, if \$25,000 in Operating Funds remain unawarded or are returned to KAM these funds will be added to the Operating Funds available for award in the following year.

5.3.1 Allocation of CKHF Large and Small Operating Grant Funds

Operating funding (both Large and Small) will be merit-based, allocated according to application score and proportionate to funds available.

The individual scores of each operating grant application will be aggregated into a single score, and a percentile ranking calculated. For example, if an application received a total of 729 points out of a total possible score of 800, this application would receive a percentile ranking of 91%, and the applicant would be initially allocated 91% of their requested grant amount. For example, if an applicant requested \$75,000, they would be initially allocated an amount of \$68,343.75.

However, if the amount of applicant requests/merit-based allocations exceed the total funds available, this initially allocated amount will be made proportionate to the total funds available. Using the example above, if the total available operating funds are \$254,080, the initial allocation of \$68,343.75 would be made proportionate to this number, using the equation that follows:

Total Amount of Funds Available x (percentile ranked allocation/total amount of percentile ranked allocations)

OR

254,080 x (68,343.75/328,207.51)

The final allocated amount to this recipient would therefore be \$52,907.93.

Should a grant recipient decline their operating grant, the remaining available funds will be disbursed proportionately to the remaining operating grant recipients, up to the amount of their initial percentile ranking.

5.3.2 Allocation of CKHF Project Funds - Community Cultural Heritage and Cultural Heritage Development Grants

After applications have been scored, each applicant is then ranked relative to the other applications. Applications must receive a minimum score of 60% in order to receive funds from the Project Grant stream. The highest ranked application will be discussed first, and funds are allocated at the discretion of the jury. All other applications are discussed in their rank order until all the available funds have been allocated.

For the Community Cultural Heritage Grants, 10% of the awarded funds are held back until the project is satisfactorily completed, and the final report is submitted.

5.4 REPORTING REQUIREMENTS

5.4.1 CKHF Grant Recipients

The following reporting requirements are mandatory for all organizations in receipt of CKHF grant funding:

- (i) Interim Report; to be submitted by July 15, 2022;
- (ii) Final Report; to be submitted by March 15, 2023.

CKHF grant recipients must use the provided reporting templates, both for the Interim Report and the Final Report.

Interim reports will include progress on key milestones and measurables. Changes in project scale, activities and timeframes must be reported promptly to the Grant Review Officer and approved before proceeding.

Final Reports will report on overall achievements, as well as reflect upon outcomes, impacts, indicators of success and other performance indicators (visitor data, programming and outreach, professional development, market readiness, etc.). Operating grant recipients will also reflect on the overall sustainability of the organization, and diversification of revenue streams. A detailed budget versus actual report is required, and any unspent portion of grant allocation remaining by December 31, 2021 must be returned with Final Report.

Project Grant recipients in the Community Cultural Heritage Grants stream will receive a payment representing the 10% holdback upon successful completion of final reporting requirements.

5.4.2 A Note on Financial Statements:

- A. For grant awards greater than \$30,000, **financial statements must be independently audited, and a signed auditors' report (by a CA, CGA or CMA) must be submitted to KAM.**
- i. If an organization has an operating budget between \$30,000 and \$50,000, a **Review Engagement is acceptable to fulfill the request for year-end financial statements.**
 - ii. If the organization has an operating budget greater than \$50,000 but less than \$250,000 they can, as an organization, choose to **submit either an Audit OR a Review Engagement is acceptable to fulfill the request for year-end financial statements.**
 - iii. If the organization has an operating budget greater than \$250,000 they are **required to submit an Audit to fulfill the request for year-end financial statements.**
- B. For grant awards less than \$30,000, a **compilation statement** will be deemed an acceptable year-end financial statement. Compilation is the process by which unaudited financial information is compiled to produce financial statements that are based on information provided by the organization.

Non-compliance with project guidelines, late and/or missing reports, are to be reported to the grant committees' Chair by a KAM Grants Officer, and may be referred to the City of Kingston's designate for resolution.

5.4.3 KAM Reporting

KAM will provide an annual report to the City of Kingston. This report will include a Report of the Chair of the CKHF grant committees, which identifies successful CKHF applicants. The report will also include a brief outline of the requests for funding, the dollar value of each of the requests received, and details of the allocations. The report will also specify the number of unsuccessful applicants, the total value of funds requested, and an outline of the adjudication process.

The CKHF Report will be brought forward to Council, as part of a City of Kingston report. Once considered by Council, the Report will be a matter of public record, and available through the KAM office. Prior to that approval, the Report and its contents are confidential.

6. CKHF GRANT COMMITTEES

6.1 GRANT COMMITTEE MEMBERSHIP

There are separate CKHF grant committees for operating and project grants. As such, the CKHF Operating Grant applications will be considered separately from CKHF Project Grant applications. The Chair and the non-voting members in attendance may be the same for all committees, however; separate peer review jury panels will be developed for each funding stream.

6.1.1 Selection of Members for Grant Committees

Members of the CKHF grant committees will be drawn from the Kingston community. All members of the committees will:

- (i) be committed to excellence in cultural resource management;
- (ii) be committed to fiscal responsibility;
- (iii) be committed to the development of Kingston's cultural resources;
- (iv) have an understanding, interest, and appreciation of cultural heritage in all its diverse forms;
- (v) bring vision, open-mindedness, and generosity of spirit to all deliberations;
- (vi) declare conflicts of interest; and
- (vii) provide fair and objective opinions.

6.1.2 The Grant Committees' Chair

A CKHF Grant Committee Chair will be appointed by KAM's Board of Directors to oversee all CKHF adjudication. Only KAM Board members, who do not present with conflicts of interest or association with current CKHF applications, may be selected for appointment as CKHF Chair. If an appropriate Board member is not available, a previous juror who has participated in at minimum 3 previous cycles of adjudication may be selected as Chair.

6.1.3 Grant Committee Jurors

Jurors are chosen and appointed from a list of potential jurors by the CKHF Jury Selection committee, composed of:

- (i) the Chair of the grant committees;
- (ii) KAM Grant Officer(s); and
- (iii) the President of the KAM Board or designate.

All potential jurors are required to submit an *Expression of Interest Form* and their curriculum vitae to the CKHF Jury Selection Committee. Based on submitted documentation, and following the Committee's consideration of jury applicants' eligibility, a potential jury list will be struck. If there are concerns regarding any apparent conflicts of interest regarding potential jurors the CKHF Grants Officer(s) and the chair will review jurors *Expression of Interest Forms* and may contact the potential juror for clarification on the matter of concern. If concerns persist, the grants officer(s) and the chair will work with the City of Kingston Cultural Services Director (or their

designate) to make decisions regarding juror eligibility. Conflicts that arise with jurors once the applications have been circulated for review are addressed in section 6.6.1 of this document.

6.1.4 Grant Committee Juror Eligibility

The CKHF peer review jury members should be reflective of Kingston's diversity in age, gender, demography and culture. This peer review jury must be composed of cultural heritage professionals, practitioners, and/or persons who are knowledgeable about cultural heritage, with high standing within the sector. Other criteria include:

- (i) representative of a wide range of disciplines and interests within the cultural heritage sector;
- (ii) knowledgeable and experienced in cultural heritage, cultural heritage organizations, and cultural heritage issues;
- (iii) knowledgeable about the City of Kingston context as it relates to cultural heritage;
- (iv) knowledgeable about the broader cultural heritage environment beyond their area of expertise;
- (v) able to articulate their opinions and have good communication skills; and
- (vi) work in a group decision-making environment;

6.2 VOTING

A key principle of the CKHF granting process is that all decisions regarding the awarding of funding will be made by independent peer assessment, at arm's length from the City of Kingston. For this reason, there are two categories of membership in the CKHF grant committees: voting and non-voting.

6.2.1 Voting Grant Committee Members

The voting members of the CKHF grant committees are the Jurors who are responsible for adjudicating applications and allocating funding in accordance with CKHF guidelines. Voting members include:

- (i) the Chair of the Grant Committees, who may vote only in the case of a tie vote;
- (ii) five Jurors appointed per the described process.

6.2.2 Non-voting Grant Committee Members

The grant committees also have two categories of ex-officio, non-voting members:

- (i) *City of Kingston Representatives:* Ex-officio members of the CKHF grant committees representing the City of Kingston will be appointed by Council to include a City of Kingston Councillor for each fund stream, and the Director of Cultural Services, City of Kingston or their delegate. They may participate in discussions about applications but are not permitted to vote.
- (ii) *KAM Grants Officers:* KAM's Grant Officers are present to act as the grant committees' secretary and to serve as a committee resource. At the discretion of the Chair, the Officer(s) may be asked for information regarding factual details. They may participate in discussion if requested to do so by the Chair but are not permitted to vote.

6.3 GRANT COMMITTEE MEETINGS

A schedule of meetings will be established for the CKHF grant committees at the beginning of the adjudication process. All CKHF grant committee members will receive a reasonable notice of a change to previously scheduled meeting dates/times or venues.

6.3.1 Forms

Each member of the grant committees, both voting and non-voting, is required to complete and sign:

- (i) a *Confidentiality Form*, acknowledging that the member has read, understands, and agrees to abide by the rules of confidentiality ascribed to the grant committees; and
- (ii) a *Conflict of Interest Declaration Form*, in which the member discloses the applications with which they have any direct or indirect conflict of interest.

6.3.2 Quorum

A quorum will consist of a simple majority of the voting members. The Chair of the grant committees is considered a voting member for establishing a quorum.

6.3.3 Decisions

Jurors are required to assess applications in accordance with CKHF objectives, the application guidelines and scoring matrix. After discussion within the grant committees, Jurors will decide on the allocation of grant funding. Should a vote be required, only Jurors may vote. The Chair may vote in the event of a tie.

Once adjudication is complete, the Grant Committees' Chair submits a recommendation report regarding the allocation of funds to the KAM Board of Directors for ratification. Once ratified by the KAM Board of Directors the final recommendations are submitted in a report to City staff and are then included in a City staff report brought forward for ratification by City Council.

6.4 TERMS OF APPOINTMENT

Terms of appointment by the City of Kingston representatives are at the discretion of City Council.

- (i) Appointment of the Chair of the CKHF grant committees is usually for two grant cycle terms. The Chair may not serve as chair for more than three consecutive terms.
- (ii) Peer review jury members are appointed for one grant cycle terms. At least two jurors should have previous experience in a similar process. A jury member may not serve as juror for more than four consecutive grant cycles.

6.5 CONFIDENTIALITY

Communication of CKHF allocation results and relevant jury comments will only be made via the CKHF Grant Review Officer through the KAM administrative offices. Grant committees' members may not divulge, or use information regarding applications to the CKHF gleaned in their role as a committee member, without the express written permission of the applicant. In order to ensure independence in decision-making, the names the CKHF Grant Committee members will not be disclosed until the report to Kingston's City Council is published

Any information pertaining to the CKHF obtained during the meeting of a grant committee, a meeting of KAM's Board of Directors or Executive Committee, or from reading any minutes of a

meeting of KAM's Board of Directors, Executive Committee, or grant committees, is considered confidential.

6.6 CONFLICT OF INTEREST

KAM is particularly concerned with transparency of the granting process, and subsequently with potential conflicts of interest. Issues of direct (both financial and private) and indirect conflict of interest are considered below.

6.6.1 Conflict of Interest for Jurors

All Jurors are asked to sign forms identifying direct or indirect conflicts of interest, as a means of documenting the transparency of the CKHF grant awarding process. KAM will request that potential CKHF grant committees' members identify present and past memberships or participation in Kingston cultural heritage organizations during the preceding two-year period. If a conflict is identified, at the relevant grant committee meeting the Chair of the grant committees will answer any questions, facilitate a discussion of juror impartiality, and decide how potential conflict situations will be managed.

A Juror is in a direct conflict of interest if:

- (i) They or a member of the Juror's immediate family (spouse or equivalent, son or daughter, parent, sibling, or other member of the Juror's immediate household) has a financial interest in the success or failure of a CKHF application;
- (ii) They have a private interest in the success or failure of a CKHF application. Staff, board members of the organization applying for funds, or members of their immediate families (spouse or equivalent, son or daughter, parent, sibling, or other member of the Juror's immediate household) are deemed to be in direct conflict. Private interest also includes affiliations or activities that compromise or unduly influence decision making related to a specific application; and/or
- (iii) They have any relationship or prior connection with an applicant organization, which would make it difficult for a Juror to evaluate an application objectively, may create an indirect conflict of interest.

6.6.2 Conflict of Interest for Non-Voting Members

- (i) *City of Kingston Members (Ex-officio)* – Only Jurors make decisions about which applications will be funded by the CHKF, and by what amount. City of Kingston ex-officio members may participate in the discussion of applications during the adjudication meetings, however, they are also subject to the same rules pertaining to conflict of interest as Jury members.
- (ii) *KAM Grants Officers (Ex-officio)* – KAM Grants Officers who act as resource staff to the grant committees are subject to the same rules pertaining to conflict of interest as Jury members. Grants Officers(s) are not permitted to take part in adjudication discussions unless requested to do so by the Chair.

6.6.3 Procedures for Conflict of Interest

- (i) All members of the peer review CKHF Jury must abide by the Conflict of Interest rules set out in this document, and as amended from time to time.
- (ii) All disclosures of conflicts of interest must be submitted in writing to the Chair of the grant committees and will be retained as part of CKHF records.

- (iii) The course of action to be taken in a direct or indirect conflict of interest will be that the member will be required to leave the meeting and will therefore not be party to discussion or voting on the application in question.
- (iv) If any conflict of interest becomes apparent during the discussion of the relevant application, the Chair of the grant committees will ask the juror to leave the room immediately, for the remainder of that discussion.
- (v) If a member of a grant committee failed to make proper prior disclosure of his or her conflict(s) of interest, and that omission resulted in a profit or benefit to the member or member's family, the KAM Board of Directors and City of Kingston representative will review the circumstances, and if satisfied that the member failed to comply with the applicable Conflict of Interest rules, then the member may be required to compensate the City of Kingston Heritage Fund for the profit or benefit improperly realized.
- (vi) The Chair of the grant committees will oversee compliance with conflict of interest rules pertaining to the adjudication meetings.
- (vii) Any concerns or complaints regarding a potential conflict of interest of a member of the grant committees will be made in writing to the President of KAM's Board of Directors.

6.7 DISPUTE RESOLUTION

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

7. HERITAGE FUND ADMINISTRATION

7.1 GENERAL PRINCIPLES

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) will be responsible for the overall administration of the City of Kingston Heritage Fund (CKHF), subject to the approval of the City of Kingston. This will include the following tasks:

- (i) Ensure that the administration and adjudication of applications are consistent with CKHF objectives.
- (ii) Develop the application submission process, application forms, dates and administrative criteria in accordance with the principles described in this document, including but not limited to:
 - a. determining and confirming terms of eligibility for CKHF funding; and
 - b. establishing a complaints review process.
- (iii) Appoint the peer assessment Jury for adjudicating applications, and allocating CKHF funding.
- (iv) Enact and oversee compliance with the terms of reference for the CKHF grant committees, including but not limited to:

- a. the number of Jury members;
 - b. composition of the juries;
 - c. appointment of a Chair;
 - d. rules pertaining to conflict of interest; and
 - e. rules pertaining to length of service;
- (v) reporting requirements between the grant committees and KAM's Board of Directors.
 - (vi) Provide administrative support to the grant committees, through the hiring and supervision of administrative staff.
 - (vii) Promote and raise awareness of the CKHF within Kingston's heritage sector.
 - (viii) Facilitate grant writing mentoring for applicants, as needed.
 - (ix) Distribute funding to successful applicants.
 - (x) Review the CKHF Program annually and formulate recommendations for future funding.

7.2 GOVERNANCE

- (i) The Chair of the CKHF grant committees will be assisted by the KAM Grants Officer(s) at all meetings of the grant committees.
- (ii) KAM, through the Chair of the grant committees, will ensure that all members of the grant committees are aware of the terms of this document and adhere to the rules and guidelines for adjudicating applications and allocating funds.
- (iii) The Chair of the grant committees and the Grants Officer(s) will report on the progress of the grant committees to KAM's Board on an ongoing basis.
- (iv) A written report outlining the proposed distribution of CKHF will be presented for ratification to the KAM Board of Directors, by the Chair of the grant committees.
- (v) Decisions of the Jury are final. Constructive feedback from the CKHF peer review Jury on applications will be prepared by the KAM Grants Officer(s) and reviewed by the grant committees' Chair. When requested by the designated contact person for the applicant, this feedback will be provided in writing to both Jurors and designated contact person.

7.3 FINANCIAL CONSIDERATIONS

- (i) A separate bank account will be maintained in the name of the Kingston Association of Museums, Art Galleries, and Historic Sites, Inc., designated as the City of Kingston Heritage Fund (CKHF) Account, and used solely for receiving and disbursing grant funds.
- (ii) The signing officers on the CKHF Account will be the same as for the existing KAM operating and savings account, and will normally be the President, Vice President, Secretary and Treasurer. Two signatories are required for all CKHF grant cheques.
- (iii) Cheques will be written on the authority of the KAM Treasurer, based on the decisions of the Juries and upon approval of KAM's Board.
- (iv) The KAM bookkeeper will be the bookkeeper for the CKHF Account, and will keep records and provide reports for the Treasurer. Bookkeeping services for the CKHF Program will be paid from the KAM operating account.

- (v) Cheques on the CKHF Account will be commercially printed and the details written directly from the accounting software.
- (vi) For each operating grant approved, a cheque will be written for 100% of the total, unless otherwise stipulated by the CKHF Operating Grant Committee.
- (vii) For each project grant approved, a cheque will be written for 90% of the total, unless otherwise stipulated by the CKHF Project Grant Committee. The 10% holdback will be released when all CKHF reporting requirements have been satisfied.
- (viii) Bank fees for the maintenance of the CKHF Account will be paid from the KAM operating account.
- (ix) KAM will arrange to have its annual financial report audited. The auditor for the Grants Account and related documents will be the same as the auditor for KAM accounts, and auditor's fees will be paid from the KAM operating account.
- (x) Any unawarded funding and/or funding returned by grant recipients will be made available as part of the subsequent CKHF cycle.

APPENDIX A: GLOSSARY OF TERMS

Accessibility: physically, intellectually, economically and socially inclusive.

Built Heritage: unique and irreplaceable architecture, which merits preservation.

Capital Expenses: Major Capital: real property; fixed assets.

Minor Capital: removable, non-fixed assets.

Compilation: Compilation is the process by which unaudited financial information is compiled to produce financial statements that are based on information provided by the organization. A compilation does not provide any assurances as to the accuracy or veracity of the financial statements since there has been no audit or review engagement done.

Cultural Heritage: heritage sites and collections of objects; traditions or living expressions inherited and passed on, such as oral traditions, performing arts, social practices, rituals, and festive events.

Cultural Resource: elements of tangible and intangible cultural heritage.

Financial Sustainability: the ability to operate consistently in a manner where expenses do not exceed revenue.

Large Operating Grants: grants designed to support cultural heritage organizations that operate on a year-round basis with day-to-day running costs.

Intangible Cultural Heritage: non-physical aspects of a culture, maintained by social customs; may include social values and traditions, customs and practices, aesthetic and spiritual beliefs, artistic expression, language and other aspects of human activity.

Small Operating Grants: grants designed to support cultural heritage organizations that operate on a seasonal or otherwise limited basis, in developing their potential.

Museum: A building, place, or institution devoted to the acquisition, conservation, study, exhibition, and educational interpretation of objects having scientific, historical, or artistic value.

Natural Heritage: features include distinctive units such as wetlands, woodlands, valley lands, habitats of endangered and threatened species, areas of scientific interest, and unique or representative visual landscapes.

Operating Grants: support for the day-to-day costs of running an organization.

Peer Review: the evaluation of a body of work by others in the same field, based on a series of benchmarks.

Primary Role: Someone who occupies an executive position and/or decision-making staff or board position within an organization.

Product: in the case of a cultural heritage organization, product can refer to any tangible means by which the mission and mandate of the organization is presented to the public (i.e. exhibits, displays, programming, events, and publications).

Project Grants: support for a specific, finite activity.

Sponsoring Partner: An organization that assumes the financial and reporting responsibilities on a collaborative project grant application. This organization must meet the base eligibility requirements for grant application.

Tangible Cultural Heritage: physical aspects of a culture, including but not limited to buildings, monuments, landscapes, books, works of art, and artifacts.

Tourism: for this document, tourism is interpreted in its broadest context, to include any casual visitor.