



**City of Kingston
Report to Council
Report Number 21-192**

To: Mayor and Members of Council
From: Peter Huigenbos, Commissioner, Business, Environment & Projects
Resource Staff: Colin Wiginton, Director, Arts & Culture Services
Date of Meeting: July 13, 2021
Subject: 2021 City of Kingston Arts Fund Grant Recommendations

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 Arts Council (KAC) in relation to the 2021 City of Kingston Arts Fund (CKAF) Operating Grants and Project Grants. This funding program was first established in 2007 and is administered by the KAC on behalf of the City through a Service Level Agreement (SLA).

Applications to the fund, for both Operating and Project Grants, were received in April 2021 and the KAC convened two Grants Committee meetings tasked with assessing the applications. The Grant Committees completed their assessments through meetings on Tuesday, May 25, 2021 (Operating Grants) and Thursday, May 27, 2021 (Project Grants) and the KAC Board of Directors approved their recommendations at a meeting on June 17, 2021. Council is now being asked to ratify these recommendations in accordance with the Kingston Arts Council Plan for Administration of Arts Funding for the Corporation of the City of Kingston in 2021, as approved by the Arts, Recreation & Community Policies Committee on December 2, 2020 through [Report Number ARCP-21-001](#) and by Council at its meeting on December 15, 2020 through [Report 10](#).

The recommendations submitted by the KAC regarding the distribution of Operating Grants and Projects Grants through the CKAF in 2021 are outlined in Exhibit A attached to Report Number

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21-192. A total of \$583,052 was available in 2021 that included the City's annual investment of \$569,050, an unawarded 2020 CKAF Project Grant of \$12,856, unallocated 2020 CKAF funds of \$1,073 and interest earned on 2020 CKAF funds of \$73.

For the benefit of Council, this report also includes an update on the additional City of Kingston Arts grant programs established in 2021 in recognition of the significant impact of COVID-19 on the arts sector. The Resiliency Grant and Adapt Grant were created by the KAC and staff following Council's allocation of an additional, one-time funding of \$200,000, to support artists and arts organizations. The framework for these funding programs was approved by Council on March 2, 2021 through [Report Number 21-088](#).

Recommendation:

That Council approve the recommendations submitted by the Kingston Arts Council with regard to the 2021 City of Kingston Arts Fund, in support of both Operating Grants and Project Grants, as outlined in the "CKAF Adjudication Report 2021", attached to Report Number 21-192 as Exhibit A; and

That Council direct the Kingston Arts Council to release the Operating and Project Grants, as approved, totaling \$583,052 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	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:

The City's annual investment in the CKAF provides critical support for arts organizations and collectives to foster creativity at all levels and enrich how Kingston residents experience and engage with the arts. City Council first established the CKAF in 2007 in the amount of \$500,000. The CKAF has two core streams:

1. Operating Grants that support incorporated non-profit arts organizations who exhibit high achievement in arts programming and fulfill a significant role in the Kingston community through the arts; and
2. Project Grants that support arts projects from collectives and incorporated non-profit organizations.

Since its inception in 2007, the City has invested \$7.5 million in the local arts sector. Since that time, the KAC has administered the fund on behalf of the City of Kingston through an SLA.

In 2021, the total City investment was \$569,050 reflecting a 5% reduction of \$29,950 from its 2020 allocation. This reduction was in response to City budgetary restraints due to the impact of the COVID-19 pandemic. Along with the annual investment by the City, unawarded 2020 CKAF Project Grants, unallocated 2020 CKAF funds and interest earned brought the total funding available to \$583,052. For 2021, 72% of the total funding was allocated to Operating Grants and 28% was allocated to Project Grants.

As in previous years, applications for review are submitted in two categories: Operating Grants and Project Grants. The Operating Grants Committee met on May 25, 2021, and the Project Grants Committee met on May 27, 2021. At these meetings, the Grants Committees assessed applications and determined allocation of funding from CKAF, which was subsequently approved by the Board of Directors for the KAC on June 17, 2021.

Grants Committees

Council appointed Councillor Chappelle as a non-voting member to the Grants Committee for Operating Grants and Councillor Neill as a non-voting member to the Grants Committee for Project Grants. Danika Lochhead, Manager, Arts and Sector Development, also participated in this process as a non-voting member.

In addition to the Councillors and City staff, members of the Operating Grants Committee (voting) included Christianne Wojcik, Sadaf Amini, Dinah Jansen, Jane Kirby and Nicholas Crombach. KAC staff participated in a supporting role that was non-voting and included Kirsi Hunnako, Executive Director and Chair of the CKAF Grants Committee; Felix Lee, Grants Coordinator; and Laura Chaignon, Programming and Communications Coordinator.

Members of the Project Grants Committee (voting) included Celine Klein, Danuta Sierhuis, Alex McLean and Caroline Kwok. KAC staff participated in a supporting role that was non-voting and included Kirsi Hunnako, Executive Director and Chair of the CKAF Grants Committee; Felix Lee, Grants Coordinator; and Laura Chaignon, Programming and Communications Coordinator.

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Funding Recommendations

In 2021, the total request for funding for Operating Grants was \$463,730 and the total grants recommended for approval is \$423,718. 11 Operating Grant applications were received and all were awarded funding. The total request for funding for Project Grants in 2021 was \$297,872 and the total grants recommended for approval is \$159,334. 23 Project Grant applications were received and 15 were awarded funding. Therefore, the total request for funding in 2021 was \$761,602 and the total grants recommended for dispersal is \$583,052, or 76.5% of the total request.

Recommendations regarding the distribution of Operating Grants and Project Grants from CKAF in 2021 are attached to this report as Exhibit A, Report Submitted by Kingston Arts Council on the Adjudication of Applications to the 2021 City of Kingston Arts Fund. The exhibit also provides detailed information regarding how the program was administered and how the funds were allocated along with an analysis of the CKAF funding allocations since 2007.

Update on CKAF Resiliency Grants and Adapt Grants

On January 28, 2021, Council passed a motion allocating an additional \$200,000 in one-time funding to support individual artists and arts non-profit organizations through the CKAF in recognition of the impacts of the COVID-19 pandemic. This investment was in addition to the funding allocated for Operating and Project Grants of \$569,050, bringing the total investment in the arts sector in 2021 to \$769,050.

The KAC and City staff worked together to develop a framework to administer this funding, establishing Resiliency Grants as an individual artist grant program for the first-time in the history of the CKAF program as well as Adapt Grants as a new project stream that supports ideas and projects that respond directly to how the pandemic has shifted the local arts ecology. The framework for these new one-time funding programs was approved by Council at its meeting on March 2, 2021 through [Report Number 21-088](#).

The [Resiliency Grant](#) program awards \$1,000 grants to individual professional artists on first come, first serve basis through two application intake periods. Through two intake periods, 274 eligible applications were received. Both intake periods have closed and \$100,000 has been awarded to 100 artists. The recipients represent a wide range of artistic disciplines, including dance, visual arts, sculpture, tattoo, theatre, circus arts and music. The KAC issued [news releases](#) to announce the recipients and a full list of the applicants can be found on the [KAC website](#).

Due to the high volume of applications to this program, and the demonstrated need identified through the applications, the KAC has launched a community fundraising campaign so the organization can administer a third intake period of Resiliency Grants in the fall. The KAC is a registered charitable organization and all donors will receive a charitable tax receipt and recognition on the KAC website. The fundraising campaign launched on June 24th and will close on August 31st.

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The [Adapt Grant](#) program launched on June 16, 2021. This program will provide \$100,000 to projects that address pandemic-related challenges through new ways of working and is open to individual professional artists and curators, artist collectives or ad-hoc groups, and non-profit arts organizations. Eligible projects will include the creation, presentation or adaptation of artistic work, building partnerships and creating innovation solutions for community needs. Applications submitted in relation to the Adapt Grant program will be reviewed by a peer jury and the funds awarded will range between \$4,000 and \$10,000. The peer jury's recommendations will be approved by the KAC Board of Directors and the grants are expected to be distributed in the fall of 2021.

To support this program, the KAC is hosting an 'Effective Grant Writing' online workshop on June 28, 2021, and an 'Adapt Grant' information webinar on June 30, 2021. Both of these events aim to build capacity within the local arts sector to successfully write grant applications.

CKAF and COVID-19

The COVID-19 pandemic and public health restrictions continued to have a significant impact on the CKAF program in 2021. In 2020, the KAC, with the assistance of City staff, developed a pandemic response strategy for the 2019 CKAF program and, after administering the 2020 CKAF program, continued to work with all recipients to ensure that groups comply with public health guidelines as well as CKAF guidelines.

In 2020, [Report Number 20-158](#) provided a detailed overview of the work completed in response to COVID-19 to-date. The groups and organizations supported through CKAF found innovative ways to pivot their activities to continue to support and pay local artists and to deliver and present arts programming, exhibitions and performances to Kingston residents. To-date, only one 2020 Project Grant recipient had to withdraw their application and cancel their activities as a result of public health restrictions.

In 2021, the KAC has worked to ensure all CKAF applicants created contingency plans that comply with the Province of Ontario's COVID-19 Response Framework. The KAC continues to plan for long-term response to COVID-19 and its impact on the CKAF program. The COVID-19 strategy for CKAF grant recipients, created in 2020, will continue to be implemented to help future recipients navigate ongoing public health restrictions if necessary.

CKAF Impact Report

Each year, the KAC produces an Annual Report that includes a CKAF Impact Report to demonstrate the effectiveness of the granting program. The purpose of the Impact Report is to show how Operating Grants have provided a crucial foundation for increased administrative capacities and professional and artistic development opportunities. It is also used to show how Project Grants help to connect diverse audiences with a range of arts activities across the City.

The [2019-2020 Annual Report](#) can be found online through the KAC website and it highlights the 2018 CKAF program cycle and includes information, images and statistics that illustrate the impact and effectiveness of this municipal funding program. The 2020-2021 edition is to be released this summer at the KAC's Annual General Meeting and will include information about

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the completed 2019 CKAF program cycle, a list of the 2020 CKAF recipients and an overview of the CKAF program to-date, which is going into its 16th year in 2022.

Next Steps

Once Council has ratified the recommendations as submitted through Report Number 21-192, the KAC will distribute the funds in accordance with the 2021 Administration Plan as well as the program guidelines. In the coming months, KAC will also initiate the annual review process that is a requirement of its SLA with the City of Kingston. This review process involves working with various stakeholders to identify potential improvements that may need to be made to the Administration Plan. That work will result in the development of a 2022 Administration Plan that will be shared with the Arts Advisory Committee for review and discussion in Q4 2021, and then with the Arts, Recreation & Community Policies Committee and Council for their approval in Q1 2022.

As previously reported, City staff are also in the process of initiating a large-scale review of both the CKAF and the City of Kingston Heritage Fund. The review of these two funding programs has been delayed several times due to shifting priorities but work has continued and the intent is to ensure the City of Kingston’s funding programs reflect municipal best practices as it relates to investment in the arts, heritage and culture. This work is scheduled to be completed by Q2 2022 and staff will report back to Council regarding potential changes that may need to be considered along with proposed timelines for implementation.

Existing Policy/By-Law:

The continuing administration of the CKAF aligns with recommendations identified in the Kingston Culture Plan, approved by Council in September 2010, and supports two priorities identified as part of Council’s Strategic Priorities. Those priorities include creating ‘artistic and cultural opportunities’ as well as continuing to implement the Kingston Culture Plan.

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

The funds available to support the CKAF in 2021 totaled \$569,050 and these funds were approved by Council as part of the operating budget for the Arts & Culture Services Department. A total of \$13,929 in unallocated CKAF funds from previous years as well as interest totalling \$73 meant that a total of \$583,052 in funding was available to be awarded. The KAC is also contracted under an SLA in 2021 to facilitate this program and has received a total of \$119,508 in funding for services rendered.

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Contacts:

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Other City of Kingston Staff Consulted:

Danika Lochhead, Manager, Arts and Sector Development, Arts & Culture Services

Exhibits Attached:

Exhibit A Report from the Kingston Arts Council on the Adjudication of Applications to the 2021 City of Kingston Arts Fund

Report from the Kingston Arts Council on the Adjudication of Applications to the 2021 City of Kingston Arts Fund

General Principles

The City of Kingston Arts Fund (CKAF) provides grants to local arts collectives and organizations to foster creativity at all levels and enrich how Kingston residents experience and engage with the arts. CKAF is administered by the Kingston Arts Council (KAC) to ensure that the fund supports and nurtures the capacity of Kingston's artists and the arts sector. As Kingston's umbrella arts service organization, the KAC has the necessary expertise and understanding of contacts and connections within the arts community to carry out the administration successfully. Two types of funding are made available through CKAF, specifically Operating Grants (70%) and Project Grants (30%). Each type of grant has specific eligibility requirements and guidelines.

Plan for Administration

The KAC submits a *Kingston Arts Council Plan for Administration of Arts Funding for the Corporation of the City of Kingston (Plan for Administration)* as part of a Service Level Agreement with the City of Kingston, through the Arts & Culture Services department. The KAC has a mandate to review the CKAF program on an annual basis and seek input from the arts community - including artists, collectives, and organizations - on how to revise the successive *Plan for Administration*.

In response to the pandemic in 2020, the KAC implemented an expanded consultation process as part of the Annual Review for the 2021 CKAF program. This consultation process engaged organizations, collectives, and artists to understand the needs, opportunities, and challenges they anticipated facing in the next year. This consultation process focused on analyzing the impacts of the pandemic and potential responsive changes to CKAF in 2021.

The consultation included four roundtables with nineteen attendees and a survey that generated twenty-eight responses. The survey asked artists, arts workers, and representatives of arts organizations to share how COVID-19 had impacted their arts practice, activities, and finances. At the roundtables, participants discussed changes to community impact and funding, as well as the type of support they would need to continue working in the next year. The KAC additionally consulted with other granting agencies across the province and City of Kingston staff. KAC staff received feedback from the City's Arts Advisory Committee at their meeting on 17 September 2020 and the KAC Board of Directors at a special meeting on 7 October 2020.

The Grants Review Committee Meeting took place on 15 September 2020 with three jurors in attendance, as well as KAC staff. The Committee discussed the adjudication procedure and scoring system, the application format, and the program objectives.

CKAF Review Committee Members:

- Andrea Haughton (Project juror)
- Dinah Jansen (Operating juror)
- Liam Karry (Operating juror)
- Kirsi Hunnako, Executive Director, Kingston Arts Council
- Felix Lee, Grants Coordinator, Kingston Arts Council
- Laura Chaignon, Programming and Communications Coordinator, Kingston Arts Council



Please note: One additional Operating juror, David Parker, provided his feedback through a separate one-on-one meeting. Feedback from this meeting was transcribed and included in the review.

Based on the feedback received through the consultation and the Review Committee meeting, revisions were made to the *Plan for Administration 2021* that included changes to the objectives for the program, eligible costs for applicants, potential reasons for grant reduction in the Operating program, the maximum and minimum grant amount in the Project program, and the adjudication criteria.

Details of the changes in the *Plan for Administration 2021* are listed in **Attachment A**.

The *Plan for Administration 2021* was presented to the KAC Board and approved on 26 October 2020. The Plan was then presented to the City of Kingston Arts Advisory Committee and approved on 5 November 2020 as well as the Arts, Recreation and Community Policies Committee, which approved the Plan on 2 December 2020. Kingston City Council approved the *Plan for Administration 2021* on 16 December 2020.

Additional Funds and New Grant Streams

On 28 January 2021, Kingston City Council passed a motion allocating an additional \$200,000 in one-time funding to individual artists and arts non-profit organizations through the City of Kingston Arts Fund in recognition of the impacts of the COVID-19 pandemic. The KAC and Arts & Culture Services developed a framework to administer this funding, which was reviewed by City Council on 2 March. Within this framework, the \$200,000 in one-time funding will be distributed through two new grant streams, separate from Operating and Project grants: Resiliency and Adapt.

The Resiliency stream awards \$1,000 grants to individual professional artists on a first-come, first-served basis. There are two rounds of funding: the first deadline was 4 May 2021 with \$80,000 available and the second deadline will be 15 June 2021 with \$20,000 available. Applicants must be individual professional artists living in the City of Kingston. Resiliency grants are intended to help artists continue to work and to work safely during the pandemic. Applicants are asked to identify themselves, to describe their artistic practice, and to describe the impact of COVID-19 on their work.

The Adapt stream will award grants between \$4,000 and \$10,000 to individuals, collectives, ad-hoc groups, and non-profit organizations to address COVID-19 related challenges. There will be \$100,000 in total available. It will have one deadline in July 2021 and applications will be evaluated by a jury of artists and arts professionals.

Dissemination of Information

On 17 February 2021, the KAC issued a press release announcing the 2021 City of Kingston Arts Fund program. Information regarding the CKAF Operating and Project streams was widely distributed to the public by e-mail, the KAC and City of Kingston websites, the KAC's e-newsletters, and through public relations and social media. The 2021 CKAF Operating and Project Guidelines and Application Forms were made available for download on the KAC website. The KAC revised and reorganized the website pages for CKAF to improve clarity and accessibility for the digital submission process.

Outreach began in November 2020 in anticipation of the 2021 CKAF program. The Grants Coordinator reached a targeted list of artists, collectives, and organizations by personalized email, promoting the CKAF program and upcoming professional development opportunities. Potential applicants were encouraged to book a one-on-one meeting with the Grants Coordinator.

The Grants Coordinator facilitated an event called “Introduction to Grant Writing” on 1 December 2020. This free Zoom webinar addressed the basics of grant application preparation as well as available community funding and resources, highlighting the CKAF program. ASL interpretation and captioning was offered. The workshop was intended for first-time applicants, emerging artists or inexperienced writers, and individuals looking to learn more about the grants process and resources available through the KAC. Twenty-five people attended.

Following the program launch in February 2021, the KAC conducted personalized outreach to returning applicants to the Operating Grant program and past Project Grant applicants to let them know that the 2021 Guidelines and Application Forms were available. The KAC also identified groups in the community that had not previously applied or were unsuccessful in the past and reached out to advise them of the program’s details. This outreach also included participants in the 2020 expanded consultation process, who had given input on the 2021 program. The KAC shared the various services offered this year to support potential applicants, which included one-on-one meetings with the KAC’s Grants Coordinator and free CKAF information sessions.

The Grants Coordinator held twenty-four one-on-one meetings with potential CKAF applicants between November 2020 and April 2021. These meetings provided additional support for applicants in developing their application and understanding the submission process. The Grants Coordinator will use feedback acquired through these meetings to develop plans for outreach and professional development workshop topics for 2022, as well as to assist in the revision of the CKAF Guidelines and Applications next year.

To address the more significant changes to the program this year, the KAC hosted two CKAF information sessions in 2021. Both were delivered as Zoom webinars and ran approximately an hour in length with live captions and an ASL interpreter. The first session took place on 4 March and targeted current and previous recipients of CKAF grants, as well as participants in the 2020 consultation. It highlighted the changes to the 2021 program, including revisions to the objectives, assessment criteria, and application forms. Fourteen people attended. The second information session took place on 18 March and it offered potential applicants the opportunity to learn more about the program, review the Guidelines and Application Forms in detail, and ask questions about their proposed application. This introductory session targeted new applicants and inexperienced grant writers. Eleven people attended.

The KAC Grants Coordinator also supported individual requests regarding CKAF on a case-by-case basis, by email and over the phone, and was available to discuss and answer questions and concerns about the application process and program.

Response to COVID-19

The COVID-19 pandemic and the subsequent public health advisories had a significant impact on the CKAF program for 2021, as it did in 2020. The KAC closed its public office at the Tett Centre for Creativity and Learning on 16 March 2020 and KAC staff have continued to work remotely, while remaining available to the public via email and video-call. The same week, the KAC launched a COVID-19 response page on its website with a broad list of resources, funding agencies, social safety nets, and information on working remotely.

In 2020, the KAC developed a COVID-19 response strategy for recipients of 2019 CKAF grants with Danika Lochhead, Manager, Arts and Sector Development, City of Kingston. This was rolled out on the organization's website and through targeted emails in late March 2020. This framework was intended to ensure all groups comply fully and completely with public health advisories without fear of financial penalty. 2019 Project grant recipients were asked to file a Postponement Request Form describing any change in activity or budget in response to COVID-19. As of the date of this report, thirteen of fourteen 2019 Project grant recipients have completed their work and successfully submitted a final report. One Project has been subject to significant delays and hopes to conclude within the year.

Public health measures continued into 2021 and impacted 2020 CKAF grant recipients. Groups are finding innovative ways to pivot their activities so they are both in alignment with their project's original goals and spirit, and with public health restrictions. As of the date of this report, only one 2020 Project grant has had to withdraw their proposal and cancel their activities as a result of public health restrictions. The other fourteen grant recipients are in conversation with the KAC about safely delivering their projects within the grant period.

The KAC encouraged all 2020 grant recipients and 2021 applicants to create contingency plans that comply with Ontario's COVID-19 Response Framework. This information was made available on the CKAF pages of the KAC website and sent by email to current recipients in February 2021. It is also included in the 2021 Guidelines and Application forms.

As in 2020, applicants in 2021 were assured that the CKAF Operating and Project programs would continue as planned without interruption in order to preserve continuity of funding and stability of the program. The application process was digital to allow for social distancing. Information sessions were offered for free through Zoom and support was offered by appointment through phone or video call. The 2021 Operating and Project application deadline proceeded without alteration or delay.

The KAC continues to plan for long-term response to COVID-19 and its impact on the CKAF program. The COVID-19 framework created for 2019 grant recipients will continue to be developed to help future recipients navigate ongoing public health restrictions if necessary.

Application Process

The KAC edited the 2021 Operating and Project Grant Guidelines documents to reflect changes to the 2021 Plan for Administration, improve clarity, and convey essential information in a succinct and accessible way. The Application Forms were developed as fillable PDF documents, as they have been since 2018. The Application Forms had limited space with locked answer boxes to remove the need for word counts. As in 2020, applicants submitted only digital copies of their application by email.

The deadline for receipt of CKAF Operating and Project Grant Applications was Wednesday, 21 April 2021 by 5 pm. The submission process was the same as it was in 2020 and applicants were not permitted to revise or alter their applications after the deadline.

Adjudication Process

The adjudication process was by peer assessment and at arms-length from both the City of Kingston and the KAC. The arms-length nature of this process was achieved by ensuring that the voting members of the jury had no affiliation with either the City of Kingston or the KAC.



Peer assessment was accomplished by ensuring that the jurors were “arts professionals, practitioners and/or persons who are knowledgeable in the arts with high standing within the arts community; representative of a wide range of artistic disciplines; knowledgeable and experienced in the arts, arts organizations and related issues; knowledgeable about the City of Kingston context and the broader arts environment beyond their area of expertise; able to articulate their opinions, and work in a group decision-making environment; good communicators; and reflective of Kingston’s gender, demographic and cultural diversity as much as possible.” (*Plan for Administration 2021, G.5.a-d*)

The peer assessment process ensured that the arts community had a voice in how funds were distributed and that artists and other experts with knowledge and experience of the specific art forms, art practices, and communities evaluated the applications.

Adjudication of grant applications for each type of funding was carried out at a separate meeting with different jury members.

The Executive Director of the KAC, an ex-officio member of the Grants Committee, acted as Chair for both the Operating and Project Grant program jury meetings, as per the *Plan for Administration 2021* (F.1.e.).

Composition of Grants Committee

The Grants Committee members for both the Operating and Project programs were appointed by the KAC. Jury members were chosen to represent a wide range of artistic disciplines and involvement in the arts as well as to reflect the gender demographic and cultural diversity of the city. Ex-officio members included KAC staff, City councillors and Danika Lochhead, Manager, Arts and Sector Development, City of Kingston.

The Chair of the Grants Committee led the Grants Committee meetings and the quorum for the meeting was a majority of the jury members.

CKAF Grants Committee members for 2021 are listed in **Attachment B**.

There were only four jurors for the Project jury as the fifth juror, Reena Kukreja, had to withdraw on 23 April 2021. As the *Plan for Administration* specified a “majority” of five jurors and there was not adequate time to replace her, the jury proceeded with four members. Councillor Neill was unable to attend as originally scheduled; however, City representation was achieved through the attendance of Danika Lochhead.

Selecting Jury Members of Grants Committee

Jury members of the Grants Committee were contacted by the KAC Grants Coordinator from a list of potential jurors chosen in accordance with the procedure described in the *Plan for Administration 2021*. All shortlisted potential jury members were asked to submit a Juror Interest Form along with a CV that indicated involvement with all Kingston and area arts organizations over the past five years. The KAC reviewed all submitted documents to ensure that the selected jurors met the juror eligibility requirements and to identify any potential conflicts of interest. On accepting to serve on the Grants Committee, all members were informed that their participation and any information they might become aware of as a result of being on the Committee was strictly confidential.

Adjudication Procedure

Before receiving 2021 CKAF applications, members of each Grants Committee were required to sign a Confidentiality Form and they received a Grants Committee Package and Juror Contract that outlined their responsibilities.

Grants Committee members were supplied with all applications and supplementary material three weeks prior to the meetings along with copies of the Grant Guidelines and Assessment Criteria. Voting members were provided with Assessment Forms on which they were asked to rank each application with a score of one through five.

These preliminary scores were collected by the KAC Grants Coordinator prior to the meeting and were compiled and recorded on a spreadsheet, which was used to facilitate ranking and discussion during the adjudication meetings.

All documents, including contracts, forms, applications, and scores, were shared between the KAC and committee members by email or private Dropbox folder. This allowed Grants Committee members to access the documents while observing social distancing.

Adjudication Meetings

The Operating Grant adjudication meeting was held on Tuesday 25 May and the Project Grant adjudication meeting was held on Thursday 27 May from 9am to 5pm. Both meetings took place remotely using the video conferencing platform Zoom and followed a similar agenda. After a welcome from the Chair, introductions were made around the table and the Chair reviewed the charge to the Grants Committee. The Chair outlined the responsibilities of the jury and ex-officio members, confidentiality and conflict of interest rules and procedures, and the adjudication process.

Confidentiality

Each member of the Operating and Project Grants Committees signed a Confidentiality Form before receiving the 2021 applications, acknowledging that they read, understood, and agreed to the rules of Confidentiality as it pertains to CKAF. As such, all members agreed that all information contained in the applications, support material, and in discussions during the meetings would remain strictly confidential. Committee members were not permitted to discuss applications or voting decisions outside the meetings except with KAC staff or other members of the Grants Committee on which they sat.

Conflict of Interest

Each member of the Operating and Project Grants Committees signed a Conflict of Interest Declaration Form in which they disclosed the applications with which they had any direct or indirect conflict of interest. Each form acted as the basis upon which the Chair required members of the Grants Committee to conform to the Conflict of Interest Rules and Procedures. During the meetings, any member with a conflict relating to an application was placed in the virtual “waiting room” for the Zoom meeting during discussions and decision-making related to that application. They could not hear, see, or interact with the other committee members during this time.

Conflict of Interest Rules and Procedures are listed in **Attachment C**.

Procedure

A spreadsheet with key information was presented at the adjudication meeting, which included the total funding available for allocation, each applicant’s CKAF request, last year’s CKAF grant amount (where applicable), as well as the jurors preliminary scores and support data relating to

the amount requested, including the applicant's requested CKAF amount as a percentage of their total budget. The spreadsheet was screenshared through Zoom so that all information could be made visible to all Grants Committee members during the meetings.

Discussions

The jury members on the Grants Committee assessed each application in detail based on the published assessment criteria and the objectives of CKAF. Members with declared conflicts of interest were placed in the Zoom "waiting room" for applications that they had a conflict with and were therefore not part of any discussion or in a decision-making position for the application in question. Jury members engaged in discussion and contributed opinions about the relative merits of each application as related to the criteria. As part of the discussion, jury members participated in a secondary scoring process. The secondary scoring structure of the applications was: 1 = below expectations, 2 = met expectations, and 3 = exceeds expectations. Half marks were also permitted. For the adjudication of funds, higher scores were prioritized over lower scores and only the jury members participated in reaching decisions on whether or not to fund an organization or project and to what amount; ex-officio, non-voting members did not participate in this process.

Jurors were reminded that as per the Grant Size section of the *Plan for Administration 2021*:

C.1.g. Grant Size

Operating Grants have a \$10,000 minimum and \$75,000 maximum. The Jury has discretion with regard to the amounts awarded. Under the present guidelines, the Jury is required to balance the following requirements when allocating and awarding funding, which are to:

- i. Support the maximum number of organizations that provide high-quality services and programming that would be beneficial to the Kingston community;
- ii. Make a substantial improvement in the operations of the receiving organization; and
- iii. Ensure the operations of the recipients are sustainable, viable, and accountable.

C.2.j. Grant Size

The maximum award for a Project Grant is \$15,000 and the minimum award is \$5,000. The Jury has discretion with regard to the amounts awarded. Under the present guidelines the Jury is required to balance the following requirements, when allocating and awarding funding, which are to:

- i. Support the maximum number of eligible, high quality projects that would be beneficial to the Kingston community;
- ii. Ensure project plans are viable, accountable, and responsive to community needs; and
- iii. Award grant amounts that are sufficient to enable success of the projects.

In both Grant Programs, the funds available for distribution were less than the total amount requested. It was agreed upon by the jury members that the applications with most merit and highest scores should receive substantial funding, even if it meant that some applications at the lower end of the merit list would not receive an increase in funding, would receive a reduction in funding, or would not receive any funding. After lengthy, insightful discussion at both meetings on the merits of each application, decisions were reached; the allocation of funds directly reflected the jury's deliberation and scores.

For the Operating Grant Program, the 2021 CKAF Jury awarded grants to all 11 organizations that applied. No new organizations joined the program in 2021. For the Project Grant Program, the 2021 CKAF Jury awarded grants to 15 projects out of 23 applications.

The results for Operating Grants are in **Attachment D** and those for Project Grants in **Attachment E**.

Balance of Funds

As of 1 May 2021, the unallocated balance of CKAF funds was as follows:

Total 2021 City of Kingston Arts Fund investment (100%)	\$569,050
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Percentage of total investment available for Operating Grants in 2021 (72%)	\$409,716
Unawarded 2020 Project Grant*	\$12,856
Unallocated 2020 Funds*	\$1,073
2020 City of Kingston Arts Fund Interest	\$73
Other Funds	\$0
Total Funds Available for Operating Grants in 2021	\$423,718

Percentage of total investment available for Project Grants in 2021 (28%)	\$159,334
Other Funds	\$0
Total Funds Available for Project Grants in 2021	\$159,344

*As per the Plan for Administration 2021 (I.14), the unallocated funds were made available as part of the total available CKAF fund in 2021. One 2020 Project grant recipient made the decision to cancel all activities and not receive their grant in January 2021; this amount was therefore included in the 2021 total funds available.

As of 7 June 2021, the allocated funds for CKAF 2021 was as follows:

Total Funds awarded to Operating Grants in 2021	\$423,718
Amount Carried over from Operating Grants 2021 and allocated to Project Grants 2021	\$0
Total Funds awarded to Project Grants in 2021	\$159,334
Other Funds	\$0
Remaining Funds	\$0



Surrender of Documents

Before the adjudication meetings were adjourned, Grants Committee members were reminded of confidentiality and asked to surrender all documents to KAC staff. All digital copies were to be deleted by the committee immediately. Files were removed from the shared Dropbox folder once the meetings concluded.

Adjournment

The KAC Executive Director, acting as Chair, thanked the jurors, Councillors, the City of Kingston, and KAC staff and adjourned the meetings.

Improvements to Program and Procedures

The *Plan for Administration 2021* makes provisions toward improvement of the grants program. To this end, the Committee members are asked both in the Adjudication meetings and through an online survey after the meetings to provide feedback for improving the process for both applicant and jury.

2022 marks the 16th year of the CKAF program. The program has expanded and improvements have been made towards the process every year. In 2017, it was identified that a review was necessary encompassing both the city of Kingston Arts Fund and the City of Kingston Heritage Fund. This review will be led by a third-party that will be identified through a Request for Proposal issued from the City of Kingston. While it has been delayed, work on this process has begun and the intent is to ensure the funding programs reflect best practices for investment in the arts, heritage, and culture. It has been identified that these programs must be accessible to all Kingston residents and it is anticipated attention will be paid to issues of diversity, equity, and inclusion. The review will actively solicit widespread community, applicant and juror feedback, research best practices of municipal funding models, and evaluate current CKAF practices, procedures and policies.

Dispute Resolution

All complaints and concerns relating to the adjudication, guidelines, and criteria for the allocation of funds pursuant to the CKAF should be addressed to the Executive Director of the KAC. The KAC will develop and forward a written report with respect to such complaints and concerns to the KAC Board of Directors. In the event that a complaint specifically involves/implicates the Chair, that complaint may be addressed directly to the Chair of the KAC Board of Directors. Any concerns or complaints regarding a potential undeclared conflict of interest of a member of the Grants Committee shall be made in writing to the Executive Director of the KAC. The City of Kingston will be notified by the KAC of all concerns and complaints received.

Announcement of 2021 CKAF Program

The *CKAF Adjudication Report 2021* is ratified by the KAC Board of Directors and then presented and ratified by Kingston City Council. Following this, the KAC notifies the recipients by email and then mails out a CKAF Grant Package that includes a notification letter, Terms and Conditions, and a Grant Agreement. Upon receiving a signed Grant Agreement and proof of insurance, the KAC disseminates the City of Kingston Arts Fund grant. For the Project Grant Program, there is a 10% holdback of the total grant that is released upon successful approval of a Final Report. Once the recipients have been notified, the KAC will develop and disseminate a press release that announces the 2021 City of Kingston Arts Fund recipients and posts it on the KAC website.



REPORT

The Chair of the 2021 CKAF Grants Committees and the Kingston Arts Council staff respectfully submit this report to the KAC Board of Directors to be ratified at a Board Meeting on 17 June 2021.

A handwritten signature in cursive script, appearing to read "Kirsi Hunnako".

Kirsi Hunnako
Executive Director, Kingston Arts Council
Chair, CKAF Operating and Project Grants Committee meetings

A handwritten signature in cursive script, appearing to read "Felix Lee".

Felix Lee
Grants Coordinator, Kingston Arts Council

ATTACHMENT A

Changes were made to the Plan for Administration 2021 in response to the expanded 2020 consultation process and current community needs. These revisions included changes to the objectives for the program, eligible costs for applicants, potential reasons for grant reduction in the Operating program, the maximum and minimum grant amount in the Project program, and the adjudication criteria.

The changes to the Plan for Admin 2021 in order of appearance are as follows:

Page 4, A. **Introduction and Overview** – Additional language has been added to describe the expanded consultation process in response to COVID19 and to clarify the approval process for the Plan for Admin.

Page 5, B. **Objectives for the City of Kingston Arts Fund** – This section has been reformatted in response to major themes from the consultation process, as well as long standing issues of clarity, concision, and alignment with other comparable funding programs. The City of Kingston objectives have been separated from the program objectives for clarity. The objectives for the program have been updated to reflect the impact of the pandemic and to ensure increased accountability, viability, and sustainability for grant recipients. The objectives have been rephrased to emphasize Kingston artists and community needs; collaboration and partnerships; arts access; and diversity, equity, and inclusion.

Page 6, C. **Scope – Categories of Funding** – Language has been added describing the funding streams.

Page 7, C.1.e. **Eligible Costs** – Two points have been added to eligible costs to ensure costs related to accessibility and minor equipment purchases to meet new health and safety standards are included.

Page 8, C.1.g. **Grant Size** – The requirements for allocating funding have been rephrased to reflect the language of the program objectives with a new emphasis on sustainability, viability, and accountability.

Page 8, C.1.h. **Grant Stability** – The possible reasons for grant reductions have been expanded to include inability to demonstrate viability or capacity to deliver and failure to meet CKAF objectives.

Page 9, C.2.b. **Term of Project Grants** – The requirements for allocating funding have been rephrased to reflect the language of the program objectives with a new emphasis on innovation, viability, and response to community need. A reference to F.7. Extensions regarding extending the term of project grants has been added.

Page 12, C.2.g. **Eligible Costs** – Three points have been added to eligible costs to ensure costs related to venues, accessibility, and minor equipment purchases to meet new health and safety standards are included.

Page 13, C.2.i. **Individual Artist Grants** – Language has been added to describe the ways in which individual artists may form a collective to apply for CKAF. Individual arts grants will not be offered in 2021.

Page 13, C.2.j. **Grant Size** – The maximum project grant has been lowered to \$15,000 and a minimum of \$5,000 has been added. The requirements for allocating funding have been rephrased to reflect the language of the program objectives with a new emphasis on viability, accountability, and response to community need.

Page 14, D. **Adjudication Criteria** – The adjudication criteria have been revised to strongly reflect the program objectives, with two new points added to address how organizations and collectives have committed to hiring local, professional artists and to compensating artists and other employees at industry standard rates. The emphasis on revenue generation has been removed and replaced with demonstration of effective use of CKAF funds to benefit the community in both the Operating and Project criteria.

Page 15, D.3. **Other Adjudication Criteria** – Applicants are now required rather than encouraged to demonstrate diversity, inclusion, and access according to the definitions provided.

Page 19, F.7.c. **Term of Project Grants** – Extensions beyond 120 calendar days to the term of project grants may be approved due to unforeseen circumstances. All extensions are granted at the discretion of the KAC Executive Director. Failure to submit required documentation by the original Final Reporting deadline may result in the grant being considered null and void.

Page 20, G.1.c. **General Principles for Fund Allocation** – Unawarded funds from the Operating stream may be allocated to the Project stream in the same year. This practice was already in place.

Page 21, G.2.b. **Ex-officio members** – The ex-officio members may attend the Grants Committee meeting as a resource for the jurors.

Page 26, H.7. **Funding** – The signed grant agreement and insurance or a request for extension must be received by KAC in advance of the project dates listed on the application.

ATTACHMENT B

2021 CKAF Grants Committee Members

2021 CKAF Operating Grants Committee

- Christianne Wojcik, Arts Volunteer and Non-profit Administrator
- Sadaf Amini, Musician
- Dinah Jansen, Station Manager at CFRC 101.9FM
- Jane Kirby, Circus Artist
- Nicholas Crombach, Visual Artist
- Felix Lee, Grants Coordinator of Kingston Arts Council, ex-officio member
- Laura Chaignon, Programming and Communications Coordinator of Kingston Arts Council, ex-officio member
- Kirsi Hunnako, Executive Director of Kingston Arts Council, ex-officio member
- Danika Lochhead, Manager, Arts and Sector Development, City of Kingston, ex-officio member
- Simon Chapelle, Councillor, City of Kingston, ex-officio member

2021 CKAF Project Grants Committee

- Céline Klein, Filmmaker, Proprietor of Jamstone Productions
- Danuta Sierhuis, Digital Development Coordinator, Agnes Etherington Art Centre
- Alex McLean, Curator and Program Support Officer, Fort Henry National Historic Site
- Caroline Kwok, Musician
- Felix Lee, Grants Coordinator of Kingston Arts Council, ex-officio member
- Laura Chaignon, Programming and Communications Coordinator of Kingston Arts Council, ex-officio member
- Kirsi Hunnako, Executive Director of Kingston Arts Council, ex-officio member
- Danika Lochhead, Manager, Arts and Sector Development, City of Kingston, ex-officio member

ATTACHMENT C

The following are the CKAF Conflict of Interest Rules and Procedures as per the Plan for Admin 2021.

Conflict of Interest Rules for Members of the Grants Committee (*G.7., 2021 Plan for Administration*)

There are two types of conflict of interest – direct and indirect. There are also two kinds of direct conflict of interest – financial and private.

G.7.a. Jury Conflict of Interest Rules

- i. A juror is in a **direct** conflict of interest with a particular application if he or she, or a member of the Juror's immediate family (spouse or equivalent, son or daughter, parent, sibling or member of the immediate household) has a financial interest in the success or failure of the application.
- ii. A juror is also in a direct conflict of interest with a particular application if he or she has a private interest in the success or failure of the application. Staff or board members of the organization applying for funds, or members of their immediate families (spouse or equivalent, son or daughter, parent, sibling or member of the immediate household) would be in direct conflict. For such applications a private interest also includes affiliations or activities that compromise or unduly influence decision-making.
- iii. Any reason that makes it difficult for a juror to evaluate an application objectively may create an **indirect** conflict of interest. For example an indirect conflict of interest may arise when a juror's record includes previous participation with an applicant.
- iv. All jurors are asked to sign forms to identify direct and/or indirect conflicts of interest as a means of documenting the integrity of the process. At the jury meeting, the KAC staff may answer any questions, facilitate a discussion on the juror's impartiality and decides how the situation will be managed.
- v. To prevent conflicts of interest and ensure the arms-length character of the peer jury, members of the Board of Directors and staff of the Kingston Arts Council and those employed by or under contract with the City of Kingston will not serve on the Jury.
- vi. Immediate family members of Kingston Arts Council and City of Kingston staff (spouse or equivalent, son or daughter, parent, sibling or member of the immediate household) serving as Jurors must declare an indirect conflict of interest.

G.7.b. Ex-Officio Conflict of Interest Rules

- i. City of Kingston members are subject to the same conflict of interest rules as the jury members. They are not permitted to take part in adjudication discussions (except as specified in section G.2.b.i. above).
- ii. KAC Staff are subject to the same conflict of interest rules as the jury members. They are not permitted to take part in adjudication discussions and in addition they have in their employment contracts the following clause(s):
 - a. That you will not take any action to either favour or prejudice any applications submitted to the CKAF (see Note 1 below);
 - b. That you will not participate in the writing of any application to the CKAF for another party (see Note 1 below);
 - c. That you will not hold a *primary role* with any organization applying to CKAF;
 - d. That you will not profit financially in any way from a successful CKAF application, Operation or Project Funding;

- e. That you will bring to the attention of the KAC Board of Directors any potential conflicts of interest arising from activities of the Kingston Arts Council.

In addition, City of Kingston members and KAC Staff may not be associated with any organization applying to or receiving funds from CKAF as board members, committee members, or in a paid consultancy role. However, other associations, such as being a member or volunteer, may be allowed.

Note 1: As part of the grant management process, providing information or clarification of application guidelines to applicants or potential applicants do not constitute participation in the writing of grant applications.

G.7.c. Procedures with respect to Conflict of Interest Issues

- i. All members of the Grants Committee must abide by the Conflict of Interest Rules set out in this document and as amended from time to time.
- ii. All potential disclosures of conflicts of interest must be submitted in writing to the KAC and will be retained as part of CKAF records.
- iii. Individuals who are in direct conflict of interest with any of the applications being assessed cannot serve on the Grants Committee. If a direct conflict of interest becomes apparent at any time before or during the assessment process, the jury member will be immediately released from their duties.
- iv. Individuals who have an indirect conflict of interest with any of the applications are managed based on their ability to remain objective in assessing the application. Individuals who declare an indirect conflict of interest that makes it difficult for them to evaluate an application objectively will be asked to leave the room.
- v. If any conflict of interest becomes apparent during the discussion of the relevant application, the Chair will ask the juror to leave the room immediately for the remainder of that discussion.
- vi. If a member of the Grants 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 Executive Committee of the KAC shall 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 KAC for the profit or benefit improperly realized.
- vii. The Chair will oversee compliance with conflict of interest rules pertaining to the Grants Committee adjudication meetings.
- viii. Any concerns or complaints regarding a potential conflict of interest of a member of the Grants Committee shall be made in writing to the Chair of the KAC Board of Directors.

ATTACHMENT D
2021 CKAF Operating Grant Results

Organization	2021 CKAF Grant
Agnes Etherington Art Centre	\$ 75,000.00
Cantabile Choirs of Kingston	\$ 28,630.00
Centre culturel Frontenac	\$ 15,000.00
H'art Centre	\$ 12,803.00
Kingston Canadian Film Festival	\$ 46,000.00
Kingston Symphony Association	\$ 75,000.00
Kingston WritersFest	\$ 43,500.00
Modern Fuel Artist-Run Centre	\$ 50,000.00
Reelout Queer Film Festival	\$ 22,555.00
Theatre Kingston	\$ 42,230.00
Union Gallery	\$ 13,000.00
TOTAL Operating Grant Funds Awarded in 2021	\$ 423,718.00

ATTACHMENT E
2021 CKAF Project Grant Results

Project	Organization/Collective	2021 CKAF Grant
Abolition City	Abolition City	\$8,000.00
Drumming Connections	Sistema Kingston	\$8,520.00
Electric Circuits Festival of Electronic Music, Performance, and Digital Art	Electric Circuits Collective	\$12,000.00
Festival of Live Digital Art (FOLDA) 2022	SpiderWebShow	\$11,250.00
Homegrown Live Concert Series	Homegrown Live Music Productions	\$7,314.00
KPP at 20	Kingston Punk Productions	\$7,200.00
Shortwave Theatre Festival	CFRC 101.9FM	\$13,500.00
Skeleton Park Arts Festival	Skeleton Park Arts Festival	\$14,300.00
The GroundUP Dance Festival	Movement Market Collective	\$7,500.00
The Juvenis Festival 2022	Blue Canoe Productions	\$12,000.00
The Longest Night Midwinter Celebration	Calliope Collective	\$12,750.00
The Makers and Shakers Society Audio Drama	Radioland Media Collective	\$11,250.00
The Storge Project	SweetnFab Collective	\$11,250.00
Tone Deaf 2021-2022 Festival and Satellite Concerts	Tone Deaf Collective	\$12,000.00
We're All in Jeopardy!	PeerLess Productions	\$10,500.00
TOTAL Project Grant Funds Awarded in 2021		\$159,334.00

2021 CKAf Analysis of Grant Results

Operating Grants	2007	2008	2009*	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Grants Requested	\$535,000	\$424,500	\$491,500	\$398,500	\$427,860	\$462,419	\$462,250	\$440,250	\$525,661	\$437,195	\$447,000	\$467,450	\$451,000	\$477,000	\$463,730
Grants Recommended	\$300,000	\$300,000	\$300,000	\$318,300	\$335,000	\$345,500	\$359,750	\$365,750	\$381,370	\$382,571	\$394,431	\$402,500	\$410,900	\$419,569	\$423,718
Applicants Requesting Funding	14	12	14	11	12	13	12	11	13	11	11	12	11	11	11
Applicants Recommended for Funding	8	9	9	9	10	10	10	10	10	10	11	11	11	11	11
Requests as a % of available funds	178%	142%	164%	125%	128%	134%	129%	120%	138%	114%	113%	116%	110%	113%	109%
% of Applicants to receive funding	57%	75%	64%	82%	83%	77%	83%	91%	77%	91%	100%	92%	100%	100%	100%
% of Applicants declined	43%	25%	36%	18%	17%	23%	17%	9%	23%	9%	0%	8%	0%	0%	0%
% of Requested Funding granted	56%	71%	61%	80%	78%	75%	78%	83%	73%	88%	88%	86%	91%	88%	91%
Average Grant	\$37,500	\$33,333	\$33,333	\$35,367	\$33,500	\$34,550	\$35,875	\$36,575	\$38,137	\$38,257	\$35,857	\$33,541	\$37,354	\$38,143	\$38,520

Project Grants	2007	2008	2009*	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Grants Requested	\$373,686	\$387,190	\$394,718	\$237,500	\$361,007	\$303,779	\$361,911	\$345,921	\$401,276	\$365,190	\$389,293	\$294,528	\$332,186	\$290,299	\$297,872
Grants Recommended	\$130,000	\$135,300	\$133,050	\$130,000	\$145,000	\$149,934	\$150,250	\$153,500	\$166,000	\$166,927	\$169,430	172,500	\$176,100	\$189,625	\$159,334
Applicants Requesting Funding	32	32	36	23	30	27	32	28	31	30	27	22	24	19	23
Applicants Recommended for Funding	17	17	16	18	18	20	20	20	19	18	15	14	14	15	15
Requests as a % of available funds	287%	286%	297%	183%	249%	203%	226%	221%	242%	219%	230%	171%	189%	153%	187%
% of Applicants to receive funding	53%	53%	44%	78%	60%	74%	63%	71%	61%	60%	56%	64%	58%	79%	65%
% of Applicants declined	47%	47%	56%	22%	40%	26%	38%	29%	39%	40%	44%	36%	42%	21%	35%
% of Requested Funding granted	35%	35%	34%	55%	40%	49%	44%	45%	41%	46%	44%	59%	53%	65%	53%
Average Grant	\$7,647	\$7,959	\$8,316	\$7,222	\$8,056	\$7,497	\$8,013	\$7,818	\$8,737	\$9,274	\$11,295	\$12,321	\$12,579	\$12,641	\$10,622

*2009 was the last year applicants could receive both Operating and Project grants.