



**City of Kingston
Report to Council
Report Number 18-204**

To: Mayor and Members of Council
From: Lanie Hurdle, Commissioner, Community Services
Resource Staff: Colin Wiginton, Cultural Director, Cultural Services
Date of Meeting: July 10, 2018
Subject: 2018 City of Kingston Arts Fund Grant Recommendations

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 2018 City of Kingston Arts Fund (CKAF). This funding program was first established in 2007 and has been administered by KAC on behalf of the City through a Service Level Agreement.

The Review Committees for both Operating Grants and Project Grants met earlier this year on May 30 and 31 and June 4 and 5, 2018 to review all the eligible submissions and to make recommendations regarding the appropriateness of funding. As a next step, the Board of Directors for KAC approved the Review Committees' recommendations on June 15, 2018 as part of a regularly scheduled Board meeting.

The recommendations submitted by KAC regarding the distribution of Operating Grants and Project Grants through the CKAF in 2018, for Council ratification, are attached to Report Number 18-204 as Exhibit A.

Recommendation:

That Council approve the Kingston Arts Council's recommendations for the distribution of Operating Grants and Project Grants from the 2018 City of Kingston Arts Fund as outlined in Exhibit A to Report Number 18-204.

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Options/Discussion:

City Council first established the CKAF in 2007 in the amount of \$500,000. Since that time, KAC has administered the fund on behalf of the City of Kingston through a Service Level Agreement. In 2018, the total funds available to be allocated through CKAF was \$575,000 with \$402,500 being allocated to support Operating Grants and \$172,500 being allocated to support Project Grants.

As in previous years, applications for review are submitted in two categories: Operating Grants and Project Grants. The two Review Committees met on May 30 and 31 and June 4 and 5, 2018 to make recommendations regarding the appropriateness of funding from CKAF and the Board of Directors for the KAC approved the recommendations made by the Review Committees on June 15, 2018.

Grant Review Committees

Council appointed Councillor Hutchison as a non-voting member to the Operating Grant Review Committee and Councillor Schell as a non-voting member to the Project Grant Review Committee. Colin Wiginton, Cultural Director, also participated in this process as a non-voting member.

In addition to the Councillors and City staff, members of the Operating Grant Review Committee (voting) included Rheni Tauchid, Mike Sheppard, Maggie Hulbert, Julia Stroud and Ashley-Elizabeth Best. KAC staff participated in a supporting role that was non-voting members including Danika Lochhead, Executive Director and Chair of the CKAF Grants Committee, Felix Lee, Grants Officer, and Diana Gore, Administrative and Communications Officer.

Members of the Project Grant Review Committee (voting) included Georgina Riel, Sunny Kerr, Sayyida Jaffer, Chantal Prud'homme and Su Sheedy. KAC staff participated in a supporting role that was non-voting members, including Danika Lochhead, Executive Director, Felix Lee, Grants Officer, and Diana Gore, Administrative and Communications Officer.

Funding Recommendations

In 2018, the total request for funding for Operating Grants was \$467,450 and the total grants recommended for approval is \$402,500. The total request for funding for Project Grants in 2018 was \$294,528 and the total grants recommended for approval is \$172,500. Therefore, the total request for funding in 2018 was \$761,978 and the total grants recommended for dispersal is \$575,000, or 75% of the total request, which shows an increase from 64% from the previous year.

The Funding Envelope and Funding Recommendations

The total amount of funding available for allocation through this program in 2018 included a small increase of 2.0% (or \$11,000). This increase was consistent with the increase approved in the previous year as part of the on-going implementation of the Kingston Culture Plan.

Recommendations regarding the distribution of Operating Grants and Project Grants from CKAF in 2018 are found in the 'Report Submitted by KAC Regarding the Adjudication of Applications

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to the 2018 City of Kingston Arts Fund' (Exhibit A). 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.

CKAF Impact Report

In recent years, KAC has committed to producing an annual Impact Report to demonstrate the effectiveness of the CKAF. 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.

In 2017, for the first time, KAC integrated the CKAF Impact Report as part of a larger annual report that highlighted the achievements of the organization as a whole. This inaugural annual report was released in September 2017 and can be found online through the [KAC website](#). KAC's 2016/2017 Annual Report highlights the 2015 CKAF program cycle and includes information, images and statistics that illustrate the impact and effectiveness of this municipal funding program.

It is anticipated that the CKAF Impact Report will continue to be integrated as part of KAC's Annual Report so the 2017/2018 edition to be released this fall will include information about the completed 2016 CKAF program cycle as well as a list of the 2017 CKAF recipients.

Next Steps

Once Council has ratified the recommendations that have been submitted, KAC will distribute the funds in accordance with the 2018 Administration Plan as well as the program guidelines. KAC will then initiate a review of the 2018 Administration Plan and make recommendations for improvements that will be shared with the Arts Advisory Committee for review and then with the Arts, Recreation and Community Policies Committee and Council for their approval in early 2019.

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:

Not applicable

Accessibility Considerations:

Not applicable

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Financial Considerations:

The funds available to support the CKAF in 2018 totaled \$575,000 and these funds were approved by Council as part of the operating budget for the Cultural Services Department. KAC is contracted under a Service Level Agreement to facilitate this program and it has been the practice each year to allocate the funding using a 70/30 split between Operating Grants and Project Grants. The KAC has also received a total of \$114,868 in funding in 2018 for services rendered as formalized in the Service Level Agreement executed in March 2018.

Contacts:

Lanie Hurdle, Commissioner, Community Services 613-546-4291 extension 1231

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

Other City of Kingston Staff Consulted:

Not applicable

Exhibits Attached:

Exhibit A Report from the Kingston Arts Council on the Adjudication of Applications to the 2018 City of Kingston Arts Fund



Report from the Kingston Arts Council on the Adjudication of Applications to the 2018 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 an arts service organization and the region's primary resource for arts information and support, 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 Cultural 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, individuals and organizations on how to revise the successive Plan for Administration.

For the 2018 CKAF program, the *Plan for Administration 2017* was reviewed in November 2017 by a Review Committee made up of past jurors, KAC staff, and city staff. The Committee reviewed 2017 jury recommendations as well as feedback and suggestions from the public and applicants.

Based on the work of the Review Committee, changes were made in the *Plan for Administration 2018*. Details of the changes in the *Plan for Administration 2018* are listed in **Attachment A**.

CKAF Review Committee Members:

- Kamille Parkinson, CKAF 2017 Jury, Chair
- Marjorie Sim, CKAF 2017 Operating Juror
- Virginia Clark, 2017 CKAF Operating Juror
- Marty Schlosser, 2017 Project Juror
- Colin Wiginton, Cultural Director, Cultural Services, City of Kingston
- Danika Lochhead, Executive Director, Kingston Arts Council
- Felix Lee, Grants Coordinator, Kingston Arts Council

The *Plan for Administration 2018* was presented to the KAC Board and approved on 23 November 2017. The *Plan for Administration 2018* was then presented to the City of Kingston Arts Advisory Committee and approved on 30 November 2017 and then to the Arts, Recreation and Community Policies Committee who approved it on 25 January 2018. Kingston City Council approved the *Plan for Administration 2018* on 6 February 2018. Following this, the KAC posted the *Plan for Administration 2018* on its website.



Dissemination of Information

On 28 February 2018, the KAC issued a press release announcing the 2018 City of Kingston Arts Fund program.

Information regarding CKAF Guidelines was widely distributed to the public by e-mail, the KAC and City of Kingston websites, the KAC's e-newsletter, through public relations and on social media. The 2018 CKAF Guidelines and Application Forms were made available for download on the KAC website and hard copies were available for pick-up during office hours at the KAC office.

The KAC conducted personalized outreach to applicants in the Operating Grant program, as well as past Project Grant applicants to let them know that the 2018 Guidelines and Application Forms were now available. The KAC also identified groups in the community that may be interested in the CKAF program but have not previously applied or were unsuccessful in the past and reached out to advise them of the program's details. In the outreach, 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, a CKAF information session, and a Grant Writing professional development workshop.

The Grants Coordinator held 15 one-on-one meetings with potential CKAF applicants during March and April 2018. The majority were first-time applicants or previously unsuccessful applicants. These meetings provided additional support for applicants in developing their application and understanding the submission process. The Grants Coordinator will use these meeting notes to develop plans for outreach and professional development workshop topics for 2019, as well as to assist in the revision of the CKAF Guidelines and Applications next year.

The KAC hosted a CKAF information session where potential applicants attended to learn more about the program, review CKAF documents in detail, and ask questions about their application. The event took place on Thursday 29 March from 6 pm - 7 pm at Kingston Community Health Centres and featured a presentation from the KAC Grants Coordinator. The presentation covered important changes to the 2018 CKAF Guidelines and Application Forms and reviewed the Assessment Criteria. The presentation also featured informative statistics on the CKAF program and helpful tips and trends of successful grant writing. At the event, the attendees were provided with hard copies of the Guidelines and Application Form.

To build the grant writing capacity of artists, collectives and organizations in Kingston, the KAC delivered a professional development workshop on how to write an impactful grant application. The workshop took place on Saturday 7 April from 1 pm - 4 pm in the Rehearsal Hall at the Tett Centre. Over 35 people attended the workshop, which was facilitated by Paulina O'Kieffe, a Toronto-based writer, performer, arts educator, producer, and grant writer. The workshop was designed to provide broad grant writing tips and skill building exercises that could be applied to various grants, but used the CKAF Project Grant application as a template and reference point.

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



Application Process

The KAC streamlined the application and administration process and improved the clarity and narrative style of the 2018 Operating and Project Grant Guidelines.

Edits to the Guidelines were made to more clearly and succinctly communicate important information to the applicants, as well as highlight key changes made in the *Plan for Administration 2018*. The KAC also changed the format of the Application Form from a Word document to a fillable PDF document, and also set word limits to answers to all questions.

The deadline for receipt of CKAF Operating and Project Grant applications was Wednesday 25 April 2018 by 5 pm. After applications were received and reviewed, the KAC Grants Coordinator contacted applicants for clarification of information submitted when necessary. Following review of the application and confirming the applicant's eligibility, the KAC submitted all applications and supplementary material to the jury for review.

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 character was achieved by ensuring that the jury members of the Grants Committee had no affiliation to either the City of Kingston or the KAC.

Peer assessment was accomplished by ensuring that the jury members of the committee 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 2018, 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 both types of funding was carried out at separate meetings with different jury members.

Composition of Grants Committee

The Grants Committees 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 Colin Wiginton, Cultural Director at the City of Kingston.

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 2018*. (F.1.e.) Quorum for the meeting was a majority of the jury members.



CKAF Grants Committee members for 2018 are listed in **Attachment B**.

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 2018*.

All shortlisted potential jury members were asked to submit a Juror Interest Form along with a CV that indicates involvement with all Kingston arts organizations over the past five years. The KAC reviewed all documents submitted to ensure that those selected 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 the 2018 CKAF applications, all members of each Grants Committee received a Grants Information Package that outlined jury and ex-officio responsibilities, conflict of interest rules and procedures, and CKAF Guidelines. All Grants Committee members were required to sign a Confidentiality Form and jury members signed a Juror Contract that outlined responsibilities.

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

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.

Adjudication Meetings

The Operating Grant adjudication meetings were held on Wednesday 30 May 2018 and Monday 4 June 2018 from 9:30 am to 12:30 pm and the Project Grant adjudication meetings were held on Thursday 31 May 2018 and Tuesday 5 June 2018 from 9:30 am to 12:30 pm. Both meetings took place at the Tett Centre 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

By signing a Confidentiality Form before receiving the 2018 applications, all Grants Committee members acknowledged that they read, understood and agreed to the rules of Confidentiality as it pertained to CKAF. As such, all members agreed that all information contained in the applications, support material, and in discussions during the meetings was strictly confidential.



Committee members were not permitted to discuss applications or funding decisions outside the meetings except with KAC staff or other members of the Grants Committee on which they sat.

Conflict of Interest

All members 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 asked to leave the room during discussions and decision-making related to that application.

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

Procedure

A spreadsheet was presented at the adjudication meetings, which included key information such as the total funding available for allocation, each applicant's CKAF request, last year's CKAF grant amount (where applicable), as well as juror scores and support data relating to the amount requested (i.e. CKAF as a percentage of an applicant's total budget). The spreadsheet was projected on a wall 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 left the 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 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.

Jurors were reminded that as per the Grant Size section of the *Plan for Administration 2018*:

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, which are:

- (i.) The need to allocate the funding to the maximum number of high quality applications that would be beneficial to the Kingston community; and
- (ii.) The awarding of grants is sufficient to make a substantial improvement in the operations of the receiving organization.



C.2.j. Grant Size

The maximum award for a Project Grant is \$20,000. The Jury has discretion with regard to the amounts awarded. Under the present guidelines the Jury is required to balance two requirements, which are:

- (i.) The need to allocate the funding to the maximum number of eligible, high quality applications that would be beneficial to the Kingston community; and
- (ii.) The awarding of grants are sufficient to make a substantial improvement in the operations of the receiving organization.

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 ranking 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 not receive any funding. After lengthy, insightful discussion at both meetings on the merits of each application, decisions were reached where the adjudication of funds directly reflected the jury's deliberation and scores.

For the Operating Grant Program, the 2018 CKAF Jury awarded grants to 11 organizations. No new organizations joined the program in 2018.

For the Project Grant Program, the 2018 CKAF Jury awarded grants to 14 projects.

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

Balance of Funds

As of 1 May 2018, the unallocated balance of CKAF funds was as follows:

Total 2018 City of Kingston Arts Fund	\$575,000
Interest earned in 2017	\$93.30
Unallocated funds 2017 The <i>Plan for Admin 2018</i> states "any unclaimed or returned funding would be made available to future CKAF granting programs" (Plan for Admin 2018, I.13)	\$138.36
Total Funds available for Operating Grants in 2018 (70%)	\$402,500
Total Funds available for Project Grants in 2018 (30%)	\$172,500
Other Funds	\$0.00



As of 6 June 2018, the allocated funds for CKAF 2018 was as follows:

Total Funds awarded to Operating Grants in 2018	\$402,500
Total Funds awarded to Project Grants in 2018	\$172,500
Amount Carried over from Operating Grants 2018 and allocated to Project Grants 2018	\$0.00
Other Funds	\$0.00
Remaining Funds* (2017 interested earned + 2017 unallocated funds)	\$231.66

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.

Adjournment

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

Improvements to Program and Procedures

The *Plan for Administration 2018* makes provisions toward improvement of the grants program. To this end, the Grants Committee members are asked to participate in an online survey to provide feedback for improving the process for both applicant and jury.

2018 marks the 12th year of the CKAF program and while the program has expanded and improvements have been made towards the process every year, the KAC and the City of Kingston will soon begin the process of a formal City of Kingston Arts Fund Review. This review will be led by a third-party that will be identified through a Request for Proposal issued from the City of Kingston. 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 Assessment 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 or 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 2018 CKAF Recipients

The *Report from the Kingston Arts Council on the Adjudication of Applications to the 2018 City of Kingston Arts Fund* is ratified by the KAC Board of Directors in June 2018 and then presented and ratified by Kingston City Council in July 2018. 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 document, 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 develops and disseminates a press release that announces the 2018 City of Kingston Arts Fund recipients and posts it on the KAC website.

REPORT

The Chair of the 2018 CKAF Grants Committees and the Kingston Arts Council staff respectfully submit this report to the KAC Board of Directors to be ratified by Friday 15 June 2018.

A handwritten signature in black ink, appearing to read 'D. Lochhead', enclosed in a light grey rectangular box.

Danika Lochhead

Executive Director, Kingston Arts Council

Chair, CKAF Operating and Project Grants Committee meetings

A handwritten signature in black ink, appearing to read 'F. Lee', enclosed in a light grey rectangular box.

Felix Lee

Grants Coordinator, Kingston Arts Council



ATTACHMENT A

Changes to the Plan for Administration 2018 were made to improve clarity of language and streamline the administrative process. Changes to the adjudication process, including the role of the KAC staff and membership of the Grants Committee, were included in the revisions to the Plan for Admin. These changes were made in order to better reflect the CKAF objectives and as a direct response to feedback from the 2017 annual review of the City of Kingston Arts Fund. Summary of the major changes to the *Plan for Administration 2018* is as follows:

- **Adjudication Criteria**, Page 11, D.1. (iii.) and Page 12, D.2. (iv.) – Added "artistic merit and quality of work and programs" as a criteria, to better reflect CKAF Objectives.
- **Responsibilities of the Kingston Arts Council (KAC)**, Page 13, F.1.e. – KAC staff (the Executive Director) will Chair the CKAF Adjudication meetings and receive administrative support from the KAC Grants Coordinator. Staff are ex-officio and do not participate in discussions about the applications or funding amounts. This change is in line with best practices.
- **Responsibilities of the Kingston Arts Council (KAC)**, Page 13, F.1.i. – As per CKAF's Guidelines, the KAC is responsible for reviewing and assessing applicant's Interim and Final Reports; this administrative process was added to the document.
- **Governance**, Page 14, F.3.g. – KAC Board of Directors will review final rankings of each application along with correlating funding amounts. This new process will increase oversight and ensure procedure is being followed.
- **Dispute Resolution**, Page 15, F.4.b. – A revision was made to reflect the new procedure, as the KAC Executive Director now acts as Chair. Complaints about the Chair will be addressed directly to the Chair of the KAC Board of Directors.
- **Grants Committee Membership**, Page 16, G.2.a. (i.) – Additional information was included about the responsibilities of the jury as part of the Grants Committee to help set expectations and transparency in the process.
- **Grants Committee Membership**, Page 17, G.2.b. (ii.) – Additional information was included about the responsibilities of the KAC Staff ex-officio members as part of the Grants Committee to set expectations and ensure transparency in the process.
- **Grants Committee Meetings**, Page 17, G.3. – Grants Committee meetings will take place over the course of two days (two days for Operating and two days for Project) rather than a single full day. This change was in response to previous juror feedback about workload.
- **Decisions**, Page 18, G.3.c. – Language around jury decision making was changed to better reflect the process. The jury makes decisions by consensus through peer review and rankings and as a result "voting" and "non-voting" language was removed. The adjudication amounts allocated are reflective of the application's ranking and it is a collective decision-making process undertaken by the jury.
- **Procedures with respect to Conflict of Interest Rules**, Page 21, G.7.c. (iii.) and (iv.) - Language changed to clarify how indirect conflict of interests are assessed and managed. Individuals with direct conflicts of interest will not serve on the CKAF Grants Committee. Individuals with indirect conflicts of interest will be managed by the Chair of the Grants Committee based on their ability to remain objective in assessing the application. Indirect conflicts of interest will be declared before the meetings in writing to the KAC and procedures will be followed.



- **Financial Plan of the KAC for CKAF Administration**, Page 23. I.8. – As per the KAC's Service Level Agreement with the City of Kingston, the KAC currently sends quarterly CKAF program and financial reports to the City of Kingston; this reporting process was added to the document.

ATTACHMENT B

2018 CKAF Committee Members

2018 CKAF Operating Grants Committee

Rheni Tauchid	Visual Artist, Arts Education Coordinator at Art Noise Studio, jury member
Mike Sheppard	Founder, Blue Canoe Productions and Juvenis Festival, Sales and Marketing Coordinator, CFRC, jury member
Maggie Hulbert	President of The Grad Club Board of Directors, Co-Chair, Medicine and Literature Club, jury member
Julia Stroud	Department Manager of Dan School of Drama and Music at Queen's University, jury member
Ashley-Elizabeth Best	Literary Artist, jury member
Colin Wiginton	Cultural Director, Cultural Services, City of Kingston, ex-officio member
Rob Hutchinson	Councillor, City of Kingston, ex-officio member
Danika Lochhead	Executive Director, KAC, and Chair, CKAF Grants Committee, ex-officio member
Felix Lee	Grants Coordinator, KAC, ex-officio member
Diana Gore	Administrative and Communications Officer, KAC, ex-officio member

CKAF Project Grants Committee 2018

Georgina Riel	Indigenous Cultural Consultant, Community, Music and Visual Artist, jury member
Sunny Kerr	Curator of Contemporary Art at Agnes Etherington Art Centre, jury member
Sayyida Jaffer	Non-Profit Program Manager, jury member
Chantal Prud'homme	Director of Centre culturel Frontenac, jury member
Su Sheedy	Visual Artist, jury member



Colin Wiginton	Cultural Director, Cultural Services, City of Kingston, ex-officio member
Liz Schell	Councillor, City of Kingston, ex-officio member
Danika Lochhead member	Executive Director, KAC, and Chair, CKAF Grants Committee, ex officio
Felix Lee	Grants Coordinator, KAC, ex-officio member
Diana Gore	Administrative and Communications Officer, KAC, ex-officio member



ATTACHMENT C

The following are the CKAF Conflict of Interest Rules and Procedures as per the Plan for Admin 2018.

Conflict of Interest Rules for Members of the Grants Committee (G.7)

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 2 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 application 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

2018 CKAF Operating Grant Results

Organization	2018 CKAF Grant
Agnes Etherington Art Centre	\$75,000.00
Cantabile Choirs of Kingston	\$26,650.00
Centre culturel Frontenac	\$15,730.85
H'art Centre	\$10,200.00
Kingston Canadian Film Festival	\$42,840.00
Kingston Symphony Association	\$75,000.00
Kingston WritersFest	\$38,120.30
Modern Fuel Artist-Run Centre	\$46,980.00
Reelout Queer Film Festival	\$20,978.85
Theatre Kingston	\$41,000.00
Union Gallery	\$10,000.00
TOTAL Operating Grant Funds Awarded in 2018	\$402,500.00



ATTACHMENT E

2018 CKAF Project Grant Results

Project	Organization/Collective	2018 CKAF Grant
2018 Kingston Hackathon	3 blind mice	\$10,795.57
2019 Juvenis Festival	Blue Canoe Productions	\$20,000.00
Electric Circuits Festival	Electric Circuits Collective	\$18,000.00
Early Music and Dance	Melos Choir and Period Instruments	\$6,708.75
Five Concert Season	Kingston Chamber Choir	\$10,000.00
Floating Archive	Corridor Culture	\$8,250.00
Fun House Concert Series	Kingston Punk Productions	\$4,460.00
King Con	King Con Collective	\$17,823.19
Kingston Multicultural Arts Festival	Kingston Community Health Centres	\$13,212.49
Live Wire Music Series	Live Wire Music Series	\$5,000.00
Skeleton Park Arts Festival	Skeleton Park Arts Festival	\$18,500.00



Solstice Celebration	Calliope Collective	\$18,000.00
Tone Deaf Festival and Satellite Concerts	Tone Deaf	\$18,000.00
What Happens at the Grad Club	Cellar Door Project	\$3,750.00
TOTAL Project Grant Funds Awarded in 2018		\$172,500.00



2018 CKAF Analysis of Grant Results

Operating Grant	2007	2008	2009*	2010	2011	2012	2013	2014	2015	2016	2017	2018
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
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
Applicants Requesting Funding	14	12	14	11	12	13	12	11	13	11	11	12
Applicants Recommended for Funding	8	9	9	9	10	10	10	10	10	10	11	11
Requests as a % of available funding	178%	142%	164%	125%	128%	134%	129%	120%	138%	114%	113%	116%



% of Applicants to receive funding	57%	75%	64%	82%	83%	77%	83%	91%	77%	91%	100%	92%
% of Applicants declined	43%	25%	36%	18%	17%	23%	17%	9%	23%	9%	0%	8%
% of Requested Funding granted	56%	71%	61%	80%	78%	75%	78%	83%	73%	88%	88%	86%
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



Project Grants	2007	2008	2009*	2010	2011	2012	2013	2014	2015	2016	2017	2018
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
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
Applicants Requesting Funding	32	32	36	23	30	27	32	28	31	30	27	22
Applicants Recommended for Funding	17	17	16	18	18	20	20	20	19	18	15	14
Requests as a % of available funds	287%	286%	297%	183%	249%	203%	226%	221%	242%	219%	230%	171%
% of Applicants to receive funding	53%	53%	44%	78%	60%	74%	63%	71%	61%	60%	56%	64%



% of Applicants declined	47%	47%	56%	22%	40%	26%	38%	29%	39%	40%	44%	36%
% of Requester Funding granted	35%	35%	34%	55%	40%	49%	44%	45%	41%	46%	44%	59%
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

*2009 was the final year applicants were able to receive both Operating and Project Grants in one year.