



November 6, 2013

Megan Michie, Committee Clerk
Arts Advisory Committee
City of Kingston
216 Ontario St.
Kingston Ontario K7L 2Z3

RE: City of Kingston Arts Fund (CKAF)
Kingston Arts Council Plan for Administration of Arts Funding for
the Corporation of the City of Kingston in 2014.

Dear Megan:

The Kingston Arts Council has completed a review of the existing KAC Plan for the Administration of Arts Funding. Attached with this letter is a draft of the proposed revised KAC Plan for 2014.

I ask if you would put this item on the agenda of the Arts Advisory Committee for November 14th, and request the opportunity to speak to the committee to provide an update on changes to our Plan.

In September, a Review Committee convened to consider revisions to the Administration Plan in preparation for 2014. CKAF staff circulated a call out for feedback on the 2013 Administration Plan and received a number of comments and proposals from past applicants and interested parties. This Committee met on October 15 and October 28, 2013.

The Committee members were:

- Lin Bennett - KAC President, Juror 2010
- Diane Fittell - KAC Secretary, member Working Group - Arts Advisory Committee
- Colin Wiginton – Acting Cultural Director, Cultural Services
- Karen Dolan - Executive Director, member Arts Advisory Committee
- Craig Walker – Juror 2010, Chair 2010 – 2013
- Bill Penner – Juror 2010, 2011, 2012, 2013
- Michèle LaRose – Juror 2010, 2012
- Ted Worth – CKAF Grants Director
- Megan Sirett – CKAF Grants Officer

Part of the work revising our Plan for Administration was already done by a Working Group set up by the Arts Advisory Committee earlier in the year. This Working Group revised the Objectives of the CKAF grants program in to order to reflect the changing needs in the arts community and that CKAF align with the priorities of the City. The revised CKAF Objectives and Recommendations from the Working Group were passed by City Council last night (See attached Report No.124 - ARCP-13-020).



If I can review and answer questions on the revised Plan for Administration with the AAC and the Kingston Arts Council Board in November, I will be able to ask both groups to ratify the Plan in December. Then forward it to ARCP and City Council for final approval vote early in 2014.

Thank you very much for your help. Should you have any questions about my request, please contact me at the Kingston Arts Council.

Sincerely,

A handwritten signature in black ink, appearing to read "Ted Worth", is written over a light blue horizontal line.

Ted Worth, Grants Director
City of Kingston Arts Fund
Kingston Arts Council
253 Ontario Street, Suite #203
Kingston, ON
ted@artskingston.ca



kingston
arts council

**Kingston Arts Council Plan
for Administration of Arts Funding
for the Corporation of the City of Kingston in 2014**

Version 2014.6

**Approved by the Board of
The Kingston Arts Council**

**Approval by
City of Kingston:**

Arts Advisory Committee

Arts, Recreation and Community Policies Committee

City Council

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2014
CONTENTS**

A.	Introduction and Overview	4
B.	The City of Kingston Arts Fund	7
B.1.	Objectives	7
C.	Scope	7
C.1.	Operating Grants	7
C.1.a.	Purpose of Operating Grants.....	8
C.1.b.	Term of Operating Grants.....	8
C.1.c.	Eligibility.....	8
C.1.d.	Exclusions from Eligibility.....	8
C.1.e.	Eligible Costs.....	8
C.1.f.	Exclusions from Eligible Costs.....	9
C.1.g.	Grant Size.....	9
C.1.h.	Grant Stability.....	9
C.1.i.	Reporting Requirements.....	9
C.2.	Project Grants	10
C.2.a.	Purposes of Project Grants.....	10
C.2.b.	Term of Project Grants.....	10
C.2.c.	Eligibility	10
C.2.d.	Sponsors and Collectives	11
C.2.e.	Co-Projects/Joint Projects.....	11
C.2.f.	Individual Artist Grants.....	12
C.2.g.	Exclusions from Eligibility.....	12
C.2.h.	Exclusions from Eligible Costs.....	12
C.2.i.	Grant Size.....	12
C.2.j.	Reporting Requirements.....	12
D.	Adjudication Criteria	13
D.1.	Operating Grant Program.....	13
D.2.	Project Grant Program.....	13
E.	Procedures	14
F.	Responsibilities of the Kingston Arts Council	14
F.1.	General Principles.....	14
F.2.	Time Frame for Establishing the Grants Committee.....	15
F.3.	Governance.....	15
F.4.	Dispute Resolution.....	16
F.5.	Monitoring and Reporting Requirements of the KAC.....	16
F.6.	Application Periods and Receipt of Applications.....	17

F.7.	Incomplete or Inaccurate Applications.....	17
F.8.	General Principle for Fund Allocation.....	17
G.	Kingston Arts Council Grants Committee.....	17
G.1.	Grants Committee Membership.....	17
G.1.a.	Voting Members – the Jury.....	18
G.1.b.	Ex-Officio Non-voting Members.....	18
G.2.	KAC Grants Committee Meetings.....	18
G.2.a.	Quorum.....	18
G.2.b.	Confidentially and Conflicts of Interest.....	19
G.2.c.	Decisions.....	19
G.3.	Selection of Grants Committee Members.....	19
G.3.a.	All members of the Grants Committee.....	19
G.3.b.	Ex-officio members representing the City.....	20
G.3.c.	The Chair.....	20
G.3.d.	Jurors.....	20
G.3.e.	Potential Jurors.....	20
G.4.	Criteria for eligibility to be appointed as a Jury member..	20
G.5.	Terms of Appointment of Grants Committee Members....	20
G.6.	Conflict of Interest Rules for Grants Committee Members	21
G.6.a.	Jurors’ Conflicts of Interest.....	21
G.6.b.	Non-voting Members’ Conflicts of Interest.....	21
G.6.c.	Procedures with respect to Conflict of Interest Issues.....	22
G.7.	Confidentiality.....	23
H.	Funding	23
I.	Financial Plan of the KAC for Administrating the CKAF..	24
<u>Appendix A</u>	Policy Regarding Non-Profit Eligibility (Operating	26
<u>Appendix B</u>	Policy Regarding Non-Profit Eligibility (Project)	27
<u>Appendix C</u>	Glossary of Terms	30

Kingston Arts Council

Plan for Administration of Arts Funding in 2014

A. Introduction and Overview - The City of Kingston Arts Fund

CKAF provides grants to local arts groups and organizations to foster creativity at all levels and enrich how Kingston residents experience and engage with the arts. It is important that diverse identities, perspectives, languages, cultures and artistic practices are recognised, experienced and supported. It is acknowledged that this program should be accessible to all, and as the administrator the KAC will endeavour to ensure it is responsive to the needs identified by the community by facilitating CKAF to nurture the quality and capacity of the arts, artists and arts sector in Kingston.

On March 20, 2007 City Council approved the budget increase of \$400,000, coupled with transferring \$100,000 from the Healthy Community Fund Grant Program, to create the City of Kingston Arts Fund (hereafter referred to as the CKAF). City Council asked the Kingston Arts Council (hereafter referred to as the KAC) to submit a Business Plan for administration of the CKAF which was subsequently approved. The approved plan includes a requirement to review the plan annually with a view to improving it in light of experience gained. This document is the proposed plan revised and re-titled for 2014.

Since its inception in 2007, the CKAF has provided a mechanism for the City to invest in the arts and arts organizations. As part of this program the KAC submits a Plan for Administration of Arts Funding (originally titled the Business Plan) on an annual basis as part of a Service Level Agreement with the City. At the outset \$500,000 was committed to support a combination of project and operating grants, generally allocated as a 30/70 split.

Based on recommendations contained in the Kingston Culture Plan it is also anticipated that the total funding to be made available through CKAF will increase to \$5.00 per capita over five years and that core funding to the KAC will also increase by 2% per year over five years, pending Council approval on an annual basis.

These public funds are transferred to the KAC as an investment in Kingston's cultural capital to foster cultural vitality and also to increase the capacity of the arts community to create and produce artistic work of importance. It enhances the community's cultural life and cultural economy, and helps promote financial stability and sustainability, but as noted above, CKAF Program funding for each year is contingent on City Council budget decisions.

As Kingston's umbrella arts organization, the KAC has the necessary expertise, understanding of, and contacts within the arts community to carry out the administration successfully. It is able to draw on the arts community to provide jurors for the *peer assessment* required. The model described in this Plan for Administration is consistent with models in other municipalities. It has been developed and revised after extensive

consultation and discussion with other granting agencies, City of Kingston staff and consideration of input from artists, arts organizations and the jurors involved in the decision making for this program over the past seven years.

Applications are reviewed and administered, in a City-wide context, by *peer assessment* through the Jury component (hereafter referred to as the Jury) of the KAC Grants Committee (hereafter referred to as the Grants Committee) The jury members will be representative of the arts, arts professionals, practitioners and/or persons who are knowledgeable in the arts with high standing within the arts community, knowledgeable about the City of Kingston context and the broader arts environment and, where possible, reflective of the gender, demographic and cultural diversity of the City of Kingston. Conflict of interest rules have been established for all members of the Grants Committee and other KAC volunteers and staff associated with administration of the CKAF). These rules, committee membership and responsibilities are described in detail later in this document.

Funding provided by the City under this program, as administered by the KAC, must be used to further the applicant's non-profit activities and may not be used to further a profit venture or *for-profit partner*. It must also not be intended or used for major capital purposes including but not restricted to the purchase of land, equipment, fixtures or physical facilities.

As part of its agreement with the City, the KAC will provide the Cultural Services department with a quarterly financial report on the state of the CKAF Account and an annual report of the allocation of funds pursuant to the CKAF.

Successful applicants will acknowledge the City of Kingston and the KAC in a manner acceptable to the City's Corporate Communications, Legal Services and Cultural Services Departments, and to the legal advisors of the KAC. Acknowledgement protocols will be specified by the KAC at the time of application.

The KAC reviews the guidelines and effectiveness of the administrative procedure of the CKAF program annually. If there are substantive amendments recommended they will be referred to the KAC Board of Directors and thence to the Kingston City Council for approval.

Please find the following:

- The KAC Plan for the Administration of Arts Funding for the Corporation of the City of Kingston in 2014;
- Appendix A: Policy Statement Regarding Non-Profit Eligibility (Operating);
- Appendix B: Policy Statement Regarding Non-Profit Eligibility (Project);
- Appendix C: Glossary of Terms (Note – Terms that appear in *italics* in this document are defined in the Glossary).

B. The City of Kingston Arts Fund

B1. Objectives

The objectives of CKAF are to nurture the capacity of the arts, artists and the arts sector in Kingston while fostering creativity, encouraging social cohesion, enhancing quality of life and stimulating economic development through direct investment.

B.1.a. Objectives: City of Kingston;

- (i) Foster creativity within the Kingston Community at all levels;
- (ii) Enrich how all Kingston residents experience and engage with the arts to encourage awareness, understanding, appreciation, participation, inclusion, diversity and access;
- (iii) Leverage arts and culture to assert Kingston's distinctiveness and to stimulate economic development and tourism;
- (iv) Ensure that arts funding aligns with that of comparable municipalities; and
- (v) Bring provincial, national and international recognition to Kingston as a centre for the arts and culture.

B.1.b. Objectives: Arts Sector;

- (i) Leverage municipal investments in the arts sector to increase their profile, capacity, quality, professionalism, impact, relevance and sustainability;
- (ii) Foster innovation, collaboration and excellence among emerging and established professional practices across a spectrum of artistic disciplines and modes of expression;
- (iii) Seek professional development opportunities that benefit the arts sector and that impact the community at different levels;
- (iv) Pursue projects, programming and operations that are both creative and well managed and that align with the City of Kingston's strategic objectives;
- (v) Ensure that projects, programming and operations foster inclusion, diversity and access within the arts; and
- (vi) Emphasize partnership building with other sectors and orders of government to encourage diversity in terms of access and funding.

C. Scope

Categories of Funding

At this time, the CKAF is comprised of two funding categories, Operating Grants and Project Grants.

C.1. Operating Grants Program

The amount allocated to this pool is normally 70% of total available funds.

C.1.a. Purpose of Operating Grants

The Operating Grants Program is intended to foster sustainability among leading arts organizations through support for operating and programming expenses in keeping with the CKAF objectives as stated.

C.1.b. Term of Operating Grants

At this time, Operating Grants are for a one-year term. Organizations that have received an Operating Grant are eligible to reapply for the following year. Access to multi-year Operating Grants may be available in the future. See C.1.h below.

C.1.c. Eligibility – (see also Appendix A):

In order to be eligible to apply for an Operating Grant, organizations must meet all of the following criteria. Applicants must:

- (i) be located in the City of Kingston;
- (ii) be a *non-profit arts organization*;
- (iii) have been incorporated for a minimum of two years by the end of the calendar year in which the grant application is made;
- (iv) exhibit high achievement in arts programming;
- (v) fulfill a significant role in the Kingston community through the arts;
- (vi) demonstrate efficient planning and administrative practices which meet professional standards.

A policy statement concerning arts organizations that have non-profit status through being a division of a larger corporation is contained in Appendix A.

C.1.d. Exclusions from Eligibility:

- (i) Academic units of educational institutions;
- (ii) schools, conservatories and other organizations the primary mission of which is training or education. (The presence of education or training as an ancillary part of an organization's mandate will not result in an exclusion from eligibility.)

C.1.e. Eligible Costs:

- (i) artistic production, presentation and dissemination costs;
- (ii) artists' fees;
- (iii) utilities, staffing, office expenses, rent, minor equipment (i.e. current expenses);

C.1.f Exclusions from Eligible Costs:

CKAF funding may not be used:

- (i) for major capital purposes including but not restricted to the purchase of land, equipment, fixtures or physical facilities;

- (ii) to further a profit venture or advantage a *for-profit partner*.

C.1.g. Grant Size:

The Jury has discretion with regard to the amounts awarded but Operating Grants normally range between \$10,000/annum and \$75,000/annum. The issue of limits to funding is re-examined each year to determine if set criteria should be instituted. Under the present guidelines the Jury is required to balance the following requirements:

- (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 that are sufficient to make a substantial improvement in the operations of the receiving organization.

C.1.h. Grant Stability:

CKAF endeavours to provide a measure of stability in its Operating Grant Program.

Each year a minimum funding increase, based on inflation (CPI Index), will be allocated by the Grants Committee following its assessment of all Grant Applications provided that additional funding is allocated by the City of Kingston as part of its annual support of CKAF.

If an organization has maintained its activities as outlined in its Grant Application, the Jury will not recommend a reduction of more than 20% in that organization's Operating Grant. Notwithstanding the above statement, a Grant reduction may be made for one or more of the following reasons:

- (i) a shortfall in available funds,
- (ii) an increase in the number of high quality applicants,
- (iii) evidence of inadequate performance,

Should a reduction be recommended, the Grants Committee will provide an explanation in its notification letter.

This new system came into effect in 2011, based on 2010 Grant levels.

C.1.i. Reporting Requirements:

- (i) All organizations receiving Operating Grant funding from the CKAF will be required to submit an Interim Report by the 31st December of the year the grant is received.
- (ii) For organizations which receive a CKAF Operating Grant in any year and reapply to the Operating Grant program the following year, the Final Report will be integrated as part of the subsequent application form.
- (iii) Organizations which receive a CKAF Operating Grant in any year and choose not to reapply to the Operating Grant program the following year will

be required to indicate those intentions and submit a Final Report no later than the following year's application deadline.

C.2. Project Grants

The amount allocated to this pool is normally 30% of total available funds.

C.2.a. Purpose of the Project Grants Program:

The purpose of the Project Grants Program is to support the creation and presentation of arts projects that reflect the objectives of CKAF.

C.2.b. Term of Project Grants

Project Grants are awarded for a term of one year.

Applications for projects that recur must be submitted annually and will be adjudicated based on the following:

- (i) success of the project in the previous year;
- (ii) innovation within the project; and
- (iii) availability of funds in the context of the priorities for funding;

C.2.c. Eligibility (see also Appendix B):

In order to apply for an *eligible arts project* groups must be located in the City of Kingston and be one of the following:

- (i) an incorporated *non-profit arts organization*;
- (ii) a *charitable arts organization*;
- (iii) an incorporated *non-profit organization*;
- (iv) an unincorporated *artist collective* (defined as 3 or more individuals) using an eligible sponsor;
- (v) an unincorporated *community collective* (defined as 3 or more individuals) using an eligible sponsor;
- (vi) an unincorporated *artist collective* agreeing to and meeting all conditions listed in C.2 d;
- (vii) an unincorporated community collective agreeing to and meeting conditions listed in C.2.d.

Each organization or collective may apply for support for one project each year.

C.2.d. Sponsors and Collectives

- (i) In the case of collectives, in order to satisfy the CKAF requirements for proof of insurance, reports and financial statements, any incorporated non-profit or *charitable organization* in Kingston, other than the KAC, may agree to sponsor a collective's application to CKAF. It is the responsibility of the unincorporated collective that wishes to receive CKAF funding through this sponsor to complete the application. The Sponsor will also sign the application and include a letter of support for the project that identifies the Sponsor's support and financial agreement if any, with the collective. The KAC may look to the partnering *sponsor* for final reports on the project should the collective not provide them as required.
- (ii) The sponsoring organization may apply for its own project in addition to one sponsored project in each grant cycle.
- (iii) Organizations receiving CKAF Operating Funds may *sponsor artist or community collectives* for Project Grants in the same year.
- (iv) In the case of collectives applying directly to CKAF without support of a sponsor, the applicants must all be listed on and sign the application and grant agreement. In addition the applicants must submit two letters of reference from individuals who can speak to the collective's ability to execute the proposed project as set out in the application.
- (v) Collectives, as described in (iv) above are also required to satisfy the CKAF requirements for proof of insurance and reports and to establish or to possess a bank account in the name of the collective. Payment of the grant cheque will not be issued to any individual member within the collective.
- (vi) Collectives, as described in (iv) above may be required as part of their CKAF agreement to provide additional communication reports to the CKAF staff in order to provide sufficient accountability on the use of funds.

C.2.e. Co-Projects/Joint Projects

- (i) Applicants that co-produce or otherwise work with a project partner (either non-profit or for-profit) will be required to identify the lead partner, state the terms of the *co-project*, and the manner in which the duties and responsibilities will be shared.
- (ii) Applicants will also be required to identify the division of project costs or budget responsibilities, as well as the distribution of any potential project *surplus or deficit*.
- (iii) The jury may require a copy of the partners or co-producers agreement prior to the delivery of the CKAF grant.
- (iv) As a general rule, it is expected that either the non-profit applicant would assume all responsibility for any *surplus or deficit* generated by the project, OR the project partners involved would share any *surplus or deficit* proportional to their contributions to the project as defined in (i) above.

C.2.f. Individual Artist Grants:

There are no Individual Artist Grants available as part of the CKAF Program.

C.2.g. Exclusions from Eligibility:

Normally, the following organizations will not be eligible for Project Grants.

- (i) academic units of educational institutions;
- (ii) schools, conservatories and other organizations the primary mission of which is training or education. (The presence of education or training as an ancillary part of an organization's mandate will not result in an exclusion from eligibility.)

C.2.h. Exclusions from Eligible Costs:

CKAF Project funding may not be used:

- (i) for major capital purposes including but not restricted to the purchase of land, equipment, fixtures or physical facilities;
- (ii) to further a profit venture or advantage a *for-profit partner*.

Organizations receiving CKAF Operating Funds in any given year are not eligible for Project Grants in the same year. However, organizations may apply for both.

C.2.i. Grant Size

The Jury has discretion with regard to the amounts awarded, but normally the maximum award for a Project Grant will be \$20,000. In 2013 the average grant was \$8,000.

C.2.j. Reporting Requirements

- (i) For all organizations receiving Project Grant funding from the 2014 CKAF program, an Interim Report will be required by 31st December 2014.
- (ii) For organizations that receive a CKAF Project Grant in any year and reapply to the Project Grant Program the following year, a second Interim Report will be integrated as part of the subsequent application form.
- (iii) A Final Report is required 60 days after project completion.
- (iv) If a funded project is not completed by Dec 31, 2015, the organization must file a second Interim Report along with a request for an extension of the Final Report deadline.

D. Adjudication Criteria

D. 1. Operating Grant Program:

The Jury will consider the degree to which the organization demonstrates:

- (i) compatibility of the organization's objectives with those of CKAF;
- (ii) the ability and effectiveness of the organization to achieve its own mandate and objectives;
- (iii) effectiveness in administrative and financial procedures, including appropriate compensation and professional practices in the management of artists and staff;
- (iv) initiative and success in generating revenue outside of the CKAF;
- (v) the ability to measure and report on the success of its activities and programs on an ongoing basis.

D. 2. Project Grant Program:

The Jury will consider the degree to which the proposed project demonstrates:

- (i) compatibility of the project's objectives with those of CKAF;
- (ii) clarity of the project objectives and plan;
- (iii) the capacity to realize the proposed project;
- (iv) the ability to make efficient use of existing resources;
- (v) a commitment to the development of artists and the art form, and
- (vi) a commitment, where appropriate, to engage *professional artists*.

D. 3. Other Adjudication Criteria

As part of CKAF it is important that applicants ensure that operations, programs and projects foster inclusion, diversity and access within the arts. Applicants are encouraged to present their own definitions of these terms in relation to their submission for the benefit of the jurors who will be adjudicating the applications.

E. Procedures

- E.1.** Each year's grant allocation for the CKAF is subject to approval annually by City Council through its budget process and will be provided for distribution purposes to the KAC on approval of the annual budget.
- E.2.** To be considered for funding, organizations or collectives must submit a grant application to be received at the KAC office by or before the appropriate published deadline.
- E.3.** The KAC will provide an annual report to the City of Kingston Cultural Services Department following the distribution of funds under the CKAF. This report will

identify successful applicants, their request for funding, the dollar value of each of the requests received and details of all allocations. The report will also specify the number of unsuccessful applicants and the total amount of funds requested. This report is intended to be brought forward to City Council as part of the City's annual budget process.

- E.4.** The application form, submission process and dates will be determined by the KAC Grants staff in consultation with the KAC Board and Grants Committee Chair.

F. Responsibilities of the Kingston Arts Council

F.1. General Principles

The KAC will be responsible for the overall administration of the CKAF, subject to the approval of the City of Kingston. This will include the following tasks:

- F.1.a.** ensuring that the administration and adjudication of applications are consistent with the CKAF's objectives;
- F.1.b.** developing the application submission process, application forms, dates and administrative criteria including, but not limited to:
- (i)** determining and confirming terms of eligibility for the CKAF;
 - (ii)** establishing a complaints review process;
- F.1.c.** appointing the *peer assessment* Jury for the purpose of adjudicating applications and allocating the CKAF;
- F.1.d.** enacting and overseeing compliance with the terms of reference for the KAC Grants Committee including, but not limited to:
- (i)** the number of Jury members,
 - (ii)** representation on and composition of the Jury including the appointment of a chair,
 - (iii)** rules pertaining to conflict of interest,
 - (iv)** length of service,
 - (v)** reporting requirements of the Grants Committee to the KAC Board;
- F.1.e.** providing administrative support to the Grants Committee by hiring administrative staff;
- F.1.f.** awarding honoraria to CKAF jurors in recognition of their work on the program;
- F.1.g.** distributing funding to successful applicants;

- F.1.h.** Reviewing the CKAF Program and formulating recommendations for future funding.

F.2. Time Frame for Establishing the Grants Committee

The KAC will establish the Grants Committee annually with reference to the deadlines for receipt of grant applications.

F.3. Governance

- F.3.a.** The Chair of the Grants Committee will be assisted by the KAC Grants Administrator(s) at all meetings of the Grants Committee.
- F.3.b.** The KAC will facilitate the selection of members for the Grants Committee in accordance with the outline for membership contained in section G.
- F.3.c.** The KAC will be responsible for implementing the guidelines and terms for the allocation of funds pursuant to the CKAF.
- F.3.d.** The KAC, through the Chair of the Grants Committee, will be responsible for ensuring that all members of the Grants Committee are aware of the terms of this document, and adhere to the rules and guidelines for adjudicating applications and allocating funds.
- F.3.e.** The KAC Board of Directors will not be involved with the decision making function of the Jury.
- F.3.f.** The Chair of the Grants Committee and the Grants Administrator(s) will report to the KAC Board on an ongoing basis.
- F.3.g.** The proposed distribution of funds and a report will be presented for ratification to the KAC Board by the Chair of the Grants Committee.
- F.3.h.** Application forms and guidelines are established by the KAC in accordance with the principles described in this document.
- F.3.i.** Decisions of the Jury are final. Discretionary feedback concerning Grants Committee comments on applications will be provided by the KAC Grants Administrator(s), when requested by the designated contact person for the applicant.
- F.3.j.** It is understood that, in order to respect the decisions of the Jurors, the KAC Board will support decisions made by the Jurors so long as they comply with

the current KAC Plan for Administration of Arts Funding for the Corporation of the City of Kingston.

F.4. Dispute Resolution

- F.4.a.** All complaints and concerns relating to the adjudication, guidelines and criteria for the allocation of funds pursuant to the CKAF will be forwarded to the Chair of the Grants Committee by the complainant. The Chair will then forward a written report with respect to such complaints and concerns to the President of the KAC.
- F.4.b.** The City of Kingston will be notified by the KAC of all concerns and complaints received.

F.5. Monitoring and Reporting Requirements of the KAC

- F.5.a.** Once approved by Kingston City Council the Report of the Chair of the Grants Committee will be a matter of public record and available through the KAC office. Prior to that approval, the Grants Committee Report is confidential.
- F.5.b.** The Report of the Grants Committee to the KAC Board is subject to the provisions of the applicable Municipal Freedom of Information and Protection of Privacy legislation. Any application pursuant to the applicable Municipal Freedom of Information and Protection of Privacy legislation will be restricted to information pertaining to the specific applicant.

F.6. Application Periods and Receipt of Applications

There will be two application deadlines; one for Operating Grants and one for Project Grants. All applications will be date stamped and numbered when received. Applicants will receive a notification that their application has been received and will be forwarded to the jury. A file copy of this notification will also be retained in the KAC Grants Department files.

F.7. Incomplete or Inaccurate Applications

After review of the applications by the KAC Grants Administrator(s) together with the Chair of the Grants Committee, the Chair will instruct the Grants Administrator(s) to contact applicants to ask for any required missing information or to seek clarification of items in the application. There will be strict time limits set for the receipt of responses to these requests.

F.8. General Principle for Fund Allocation

- F.8.a.** As a general principle all sectors of the arts should be funded to ensure that the grants portfolio is balanced at the end of each year. However there will not be any specific allocation percentage made to each sector of the arts, as the quality and range of the applications received will also influence this element of the Jury's decision-making process.
- F.8.b.** A Jury may decide, in exceptional circumstances, not to award all the monies available for the Operating or Project Grant Program.
- F.8.c.** Any unawarded grant funds or grant funds returned to the KAC will be allocated to the following year's grants programs at the discretion of the Grants Administrator(s) in consultation with the Chair of the Grants Committee.

G. Kingston Arts Council Grants Committee

G.1. Grants Committee Membership

There are two categories of membership in the Grants Committee, voting members and non-voting members.

G.1.a. Voting Members - the Jury

The voting members are the Jurors who are responsible for adjudicating the applications and allocating funding in accordance with CKAF guidelines and criteria. Voting members include:

- (i) the Chair of the Grants Committee (who may vote only to break a tie vote);
- (ii) five Jurors appointed according to the process described below.

G.1.b. Ex-Officio Non-voting Members

There are two categories of ex-officio non-voting members as follows:

(i) City of Kingston representatives:

two City of Kingston Councillors, and the Cultural Director of the City of Kingston and/or his/her delegate.

These members bring broader community perspectives to the discussions and are present also to ensure transparency and fairness in the process. They participate in discussions about applications but are not permitted to vote.

(ii) KAC Grants Administrator(s)

The KAC Grants Administrator(s) are present to act as Executive Secretaries and resource persons. At the discretion of the Chair, they may be asked for information concerning factual details. They are not permitted to participate in discussion unless requested to do so by the Chair, and only within the conflict of interest parameters specified in their contract(s), as set out elsewhere in this document. They are not permitted to vote.

G.2. KAC Grants Committee Meetings

Normally, there will be two separate Grants Committee meetings, one for Operating Grant applications and one for Project Grant applications. The Chair and the non-voting members may be the same for both meetings but the Jurors will be different for each meeting.

G.2.a. Quorum

A quorum shall consist of a majority of the voting members (The Chair is considered a voting member for the purposes of establishing a quorum). A schedule of meetings will be established for the Grants Committees at the beginning of the adjudication process. There must be at least a 48-hour notice of changes of meeting dates to all members of the Grants Committee.

G.2.b. Confidentiality and Conflicts of Interest

Each member of the Grants Committee (Voting and Ex-Officio) is required to fill out and sign:

- (i)** A Confidentiality Form, acknowledging that they have read, understand, and agree to the rules of Confidentiality as described later in this document;

- (ii) A Conflict of Interest Declaration Form, in which they disclose the applications with which they have any direct or indirect conflict of interest. This form is the basis upon which the Chair will require members of the Grants Committee to conform to the Conflict of Interest Rules and Procedures as described in sections 6.a. and 6.c. below.

G.2.c. Decisions

Jurors are required to assess applications in accordance with CKAF objectives, the application guidelines and assessment forms provided.

After discussion within the Grants Committee the Jurors will decide on the allocation of grant funding. Decisions will usually result from consensus but, should a vote be required, only the Jurors may vote. In the event of a tie the Chair will vote to arrive at a decision. Thus the decisions are at arms length from the KAC and the City, and are adjudicated by independent *peer assessment*.

Decisions of the Jurors, together with a report of the meetings, will be brought forward to the KAC Board of Directors for ratification. Thereafter a report listing successful applications and details of amounts awarded will be forwarded to city staff, to be ratified by Kingston City Council.

G.3. Selection of Grants Committee Members

G.3.a. All members of the Grants Committee will:

- (i) have an understanding, interest and appreciation of the arts and their diversity;
- (ii) bring vision, open-mindedness and generosity of spirit to the deliberations;
- (iii) declare conflicts of interest;
- (iv) provide fair and objective opinions in their assessment of applications in accordance with the CKAF Objectives.

G.3.b. Ex-officio members representing the City are appointed by City Council.

G.3.c. The Chair is appointed by the Executive Committee of the Board of Directors of the KAC.

G.3.d. Jurors are chosen and appointed from a list of potential jurors by the CKAF Jury Selection Committee composed of the Chair of the Grants Committee, Grants Administrator(s) and the Executive Committee of the KAC, or their designates.

G.3.e. Potential Jurors: To be included on the list of potential jurors all interested parties will be asked to submit an Expression of Interest Form and a CV to the CKAF Jury Selection Committee which will review these to ensure that those selected meet the juror eligibility requirements.

G.4. Criteria for eligibility to be appointed as a Jury member

Jury members must be:

G.4.a. 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;

G.4.b. knowledgeable about the City of Kingston context and the broader arts environment beyond their area of expertise;

G.4.c. able to articulate their opinions, and work in a group decision-making environment; good communicators;

G.4.d. reflective of Kingston's gender, demographic and cultural diversity as much as possible.

G.5. Terms of Appointment of Grants Committee Members

G.5.a. Terms of appointments of the City of Kingston representatives are at the discretion of City Council.

G.5.b. Appointment of the Chair is normally for a term of 2 years. The Chair may not serve more than 3 consecutive terms.

G.5.c. Appointment to a Jury component of the Grants Committee is for a term of 1 or 2 years. Each successive Jury should have at least two new members (i.e. jurors who have not served on the previous Jury) in order to ensure that diverse perspectives are brought into play over time. To provide continuity, ideally, at least two and not more than three members should continue on a Jury for a second year.

G.5.d. A voting member of a Jury may not serve more than 4 consecutive years.

G.6. Conflict of Interest Rules for Members of the Grants Committee

The KAC is particularly concerned with potential conflicts of interest. 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.6.a. Jurors' Conflicts of interest

- (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. The KAC will request potential Grants Committee members to identify present and past membership or participation in Kingston arts organizations over the previous 2 years.
- (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 Chair answers any questions, facilitates a discussion on the juror's impartiality and decides how the situation will be managed.

G.6.b. Non-voting Members' Conflicts of Interest

- (i) **City of Kingston members (Ex-officio)**
Only the jurors make decisions about which applications to fund and by what amounts, but because City of Kingston ex-officio members may participate in discussing applications during the adjudication meetings they are subject to the same rules pertaining to conflicts of interest as are jury members.
- (ii) **KAC Grants Administrator(s) (Ex-officio)**
The KAC Grants Administrator(s) who act as Executive Secretaries and resource people to the Grants Committee 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.1.b.ii., above), and in addition they have in their employment contracts the following clause(s):

"To avoid conflicts of interest while you are employed as a Grants Director or Administrator by the KAC you will agree to the following:

- that you will not take any action to either favour or prejudice any applications submitted to the CKAF (see Note 1 below);
- that you will not participate in the writing of any application to the CKAF for another party (see Note 2 below);
- that while serving as an Executive Secretary on the Grants Committee you will abide by the Conflict of Interest Rules for that Committee.

Note 1: As part of the grant management process, informing the Chair of the Grants Committee about incomplete or inaccurate applications and, at the direction of the Chair, requesting information and clarification from the applicant, do not constitute favouring or prejudicing applications.

Note 2: 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.6.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 disclosures of conflicts of interest must be submitted in writing to the Chair of the Grants Committee, and will be retained as part of CKAF records.
- (iii) The course of action to be taken in a direct or indirect conflict of interest shall be that the member will be required to leave the meeting and therefore not be party to discussion or voting on the application in question.
- (iv) If any conflict of interest becomes apparent during the discussion of the relevant application, the Chair of the Grants Committee will ask the juror to leave the room immediately for the remainder of that discussion.
- (v) 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.
- (vi) The Chair of the Grants Committee will oversee compliance with conflict of interest rules pertaining to the Grants Committee adjudication meetings.
- (vii) Any concerns or complaints regarding a potential conflict of interest of a member of the Grants Committee shall be made in writing to the President of the KAC.

G.7. Confidentiality

- G.7.a.** No Grants Committee member may divulge to any person or use in any way not directly related to the activities of the KAC the information contained in the applications for funding, unless an applicant has given express written consent to such disclosure.
- G.7.b.** Any information pertaining to the CKAF obtained during a meeting of the Grants Committee, or a meeting of the KAC Board of Directors or Executive Committee, or from reading any minutes of a meeting of the KAC Board of Directors, Executive Committee, or Grants Committee, is considered confidential.
- G.7.c.** Communication of Jury results and relevant Jury comments will be made via the CKAF Administrator's office only.
- G.7.d** Prior to the ratification by Kingston City Council, results are confidential.
- G.7.e** In order to maintain independence in decision-making, Jury members of the Grants Committee shall not disclose that they have been selected until their names are published when the decisions regarding the allocation of funds are ratified by Kingston City Council.

H. Funding

- H.1.** The KAC Board of Directors anticipates that the amount allocated by the City of Kingston pursuant to the CKAF will increase to \$5.00 per capita over five years for a total of \$586,000 as recommended in the Kingston Culture Plan.
- H.2.** The Fee for Service for administration of the fund is accounted for as part of the Service Level Agreement between the City and the KAC. Based on the recommendations contained in the Kingston Cultural Plan it is anticipated that the Fee for Service will increase by 2% per year over five years, pending Council approval on an annual basis.
- H.3.** The funds received from the City of Kingston for allocation pursuant to the CKAF will be deposited and managed in a separate bank account from which the allocations will be made. Withdrawals from this account must be supported by approved applications for funding and must bear the signatures of two signing officers of the KAC. See below for details regarding financial arrangements.
- H.4.** Allocations of funds are decided by the Grants Committee Juries. After ratification by the KAC, the Report on the Adjudication of Applications to the

CKAF will be forwarded to City Council for ratification of the distribution of CKAF funds.

- H.5. Upon City Council ratification of the 2014 Report on the Adjudication of Applications to the CKAF, KAC will draw up an agreement with each recipient organization of the 2014 CKAF as decided by the Grants Committee Juries.
- H.6. An officer of each organization and/or collective receiving a CKAF grant will be required to sign an agreement, recognizing the organization's and/or collective's obligations regarding the use of the funds and reporting requirements. Once the agreements have been signed by both KAC and the recipient organization, KAC will issue a cheque for 100% of their 2014 grant. Evidence of \$5 million liability insurance coverage naming the Kingston Arts Council and the City of Kingston as additional insureds will be required from the organization or collective before the funds are released.
- H.7. Applicants will not be eligible to receive further CKAF funding until all required reports have been submitted to and accepted by the KAC.
- H.8. A grant recipient in default of its grant agreement may be required to return funds to the KAC and may be judged to be ineligible for future grants.

I. Financial Plan of the KAC for administrating the CKAF

- I.1. Responsibility for the financial arrangements rests with the elected Treasurer of the KAC.
- I.2. A separate bank account shall be set up at the Kingston Community Credit Union in the name of the Kingston Arts Council, designated as the City of Kingston Arts Fund (CKAF) Account and used solely for receiving and disbursing grant funds.
- I.3. The signing officers on the CKAF Account shall be the same as for the existing KAC Operating and Bingo accounts, and will normally be the President, the Treasurer, the Executive Director and one other director to be chosen by the KAC Executive. Two signatures shall be required on all grants cheques.
- I.4. The KAC Operating Grant and the Fee for Service, paid by the City of Kingston under the terms of their Service Level Agreement, shall be deposited in the KAC Operating Account, to be used at the discretion of the KAC Treasurer and Board.

- I.5. Cheques shall be written on the authority of the Grants Director or Administrator(s), based on the decisions of the Juries and upon approval of the KAC Board and City Council.
- I.6. The KAC bookkeeper will be the bookkeeper for the CKAF Account, and will keep records and provide reports for the Treasurer.
- I.7. Cheques on the CKAF Account will be commercially printed and the details written directly from the accounting software.
- I.8. For each grant approved, a cheque will be written for 100% of the total. Applicants will not be eligible to apply for further funding until all required reports have been submitted to and accepted by the KAC.
- I.9. Bank fees for the maintenance of the CKAF Account shall be paid from the KAC Operating Account.
- I.10. The bookkeeper will submit invoices for services to the CKAF Program, which will be paid from the KAC Operating Account.
- I.11. The KAC will arrange to have its annual financial report audited. The auditor for the Grants Account and related papers shall be the same as the auditor for the KAC accounts.
- I.12. Auditor's fees will be paid from the KAC Operating account.
- I.13. Any funding unclaimed or returned by grant recipients will be made available to future CKAF granting programs.
- I.14. Upon approval by City Council of the Plan for Administration of Arts Funding for the Corporation of Kingston (as amended for 2014), the City of Kingston will enter in to Service Level Agreement with the KAC. Once that contract is signed by both parties, the City will provide a cheque for 100% of funds allocated by the City of Kingston for grants through the CKAF. Other payments by the City to the KAC will be paid out according to the terms of the Service Level Agreement.

APPENDIX A

Policy Regarding Non-Profit Eligibility (Operating)

Policy Statement on the Definition of “*Non-profit Arts Organization*” in the CKAF Operating Grant Guidelines

In order to be considered a “*non-profit arts organization*” under the CKAF Operating Grant Guidelines, applicant organizations must meet all the following criteria.

1. The applicant organization mandate or mission must focus on artistic endeavour (either creation or presentation) as the primary objective of the organization.
2. The activities of the applicant organization must be consistent with the artistic focus of the mandate or mission;
3. The applicant organization must be non-profit in orientation.
4. The applicant organization must be either:
 - a. incorporated as a *non-profit arts organization* in and of itself for a period of at least two years; **or**
 - b. a distinct and discrete arts organization, other than an academic unit of a educational institution (see Note 1, below), which has been in operation for at least two years within a parent institution which has been incorporated as a *non-profit organization* for a period of at least two years (see Note 2, below).

Note 1: Normally, academic units of educational institutions will not be eligible.

Note 2: In the case of 4.b. (above), the applicant organization should submit its own discrete audited/reviewed year end financial statements as specified in the guidelines. If the applicant organization is unable to provide these discrete statements in an audited/reviewed form, but the parent organization has audited/reviewed year-end financial statements that include the financial records of the applicant organization, then these will be accepted, provided that the applicant organization also provides a separate schedule detailing its own discrete records as included in the audited statements. (This schedule must consist of financial statements applicable to the revenues and expenses of the applicant organization; or if a multi-purpose organization is involved, the applicant organization must provide a fully segregated and itemized authorized financial statement accompanied by the financial statement of the multi-purpose organization in which the applicant operations are specifically identified.)

APPENDIX B

Policy Regarding Non-Profit Eligibility (Project)

Policy Statement on the Definition of “*Non-profit Organization*” in the CKAF Project Grant Guidelines

In order to be considered a “*non-profit organization*” under the CKAF Project Grant Guidelines, applicant organizations must meet all the following criteria.

1. The applicant organization must:
 - a. have a component which has an ongoing mandate or mission focussing on artistic endeavour (either creation or presentation) as an objective; **or**
 - b. engage *professional artist(s)* in a *community arts project*.
2. The applicant organization must be non-profit in orientation.
3. The applicant organization must be either:
 - a. incorporated as a *non-profit organization* in and of itself; **or**
 - b. a distinct and discrete arts organization, other than an academic unit of an educational institution (see Note 1, below), within a parent organization which is incorporated as a *non-profit organization* (see Note 2, below).

Note 1: Normally, academic units of educational institutions will not be eligible.

Note 2: In the case of 3b (above), the applicant organization should submit its own discrete audited/reviewed year end financial statements as specified in the guidelines. If the applicant organization is unable to provide these discrete statements in an audited/reviewed form, but the parent organization has audited/reviewed year-end financial statements that include the financial records of the applicant organization, then these will be accepted, provided that the applicant organization also provides a separate schedule detailing its own discrete records as included in the audited statements. (This schedule must consist of financial statements applicable to the revenues and expenses of the applicant organization; or if a multi-purpose organization is involved, the applicant organization must provide a fully segregated and itemized authorized financial statement accompanied by the financial statement of the multi-purpose organization in which the applicant operations are specifically identified.)

APPENDIX C

Glossary of Terms

NOTE:

Terms such as innovation, collaboration, excellence, inclusion, diversity and access can have multiple interpretations. For the purposes of the Plan for Administration of CKAF these terms have not been defined to allow applicants to present their own definitions and the juries to interpret and assess their meaning on a case by case basis as part of the adjudication process.

Artist collective: A group of three or more artists who have come together for the purposes of artistic creation and presentation in a collective artistic endeavour. Collectives are not normally incorporated. Collectives may apply to CKAF through an **eligible sponsor** or apply directly for CKAF funding providing they meet the requirements of the program set out in clause **C.2 Project Grants**. See also **community collective**.

Charitable arts organization: A **charitable organization** whose mandate or mission is focused primarily on artistic creation and presentation.

Charitable organization: To be considered as charitable an organization's purposes must be exclusively and legally charitable and it must be established for the benefit of the public or a sufficient segment of the public. It must also be registered with the Canada Revenue Agency as having charitable status under The Income Tax Act. Organizations so registered are able to issue tax receipts for charitable donations.

Community arts project: Broadly defined, a community arts project involves a collaborative creative process between a professional practicing artist and a community. It is a collective method of art-making, engaging *professional artists* and self-defined communities through collaborative, artistic expression. It is as much about process as it is about the artistic product or outcome. A community arts project provides a unique way for communities to express themselves and enables artists, through financial and other support, to engage in creative activity with communities. This broad definition identifies three elements which separate community arts projects from other methods of art-making:

- the co-creative relationship between artist and community;
- a focus on process as an essential tool for collective, collaborative, mutually-beneficial results;
- the active participation of artists and community members in the creative process.

The source of this definition is Community Arts Ontario. See also **eligible arts project**.

Community collective: A group of three or more individuals who have come together for a specific purpose involving a clearly defined endeavour. Collectives may apply to CKAF through an **eligible sponsor** or apply directly for CKAF funding providing they meet the requirements of the program set out in clause **C.2 Project Grants**. See also **artist collective**.

Co-project: see **joint project**

Deficit: An excess of expenditure over revenue. See also **surplus**.

Eligible arts project: In order to be an **eligible arts project**, a project must fulfill the criteria outlined in section C.2. of this document. Of particular interest is the paid involvement of *professional artists* in the planning, direction, and execution of the project.

Eligible sponsor: Any non-profit or charitable entity located in Kingston, Ontario may act as a *sponsor* to the CKAF Project Grant Program. See also **Sponsor**.

Festival: An organized and regularly recurring period or program of cultural performances, exhibitions, or competitions (often in one place) involving a number of entities (e.g. performing groups, performers, presenters, exhibitors, competitors) focused on a specific cultural or artistic activity.

For-profit partner: A for-profit enterprise collaborating in a project with an eligible non-profit group. See also **surplus** and **deficit**.

Joint Project: A project in which the applicant co-produces a project in an administrative, financial, or artistic manner. Typically, a *joint project* involves each partner taking on a substantial amount of responsibility, though one partner may be the lead partner. A *joint project* may involve both non-profit and for-profit entities, but in order to be eligible to apply to the CKAF, the lead partner or one equal partner must be a non-profit or charitable entity.

Non-profit arts organization: A **non-profit organization** whose mandate or mission is focused primarily on artistic creation and presentation.

Non-profit organization: An organization not conducted or maintained for the purpose of making a profit. Instead, it operates to serve a public good. *Non-profit organizations* are specifically incorporated as such. Any **surplus** generated by a *non-profit organization* is used by the organization for the purposes for which it was established.

Peer assessment: CKAF jury members are arts professionals, practitioners and/or persons who are knowledgeable in the arts with high standing within the arts community. These jurors evaluate funding requests and make decisions to CKAF on who gets grants and in what amounts. *Peer assessment* ensures that the arts

community has a voice in how funds are distributed, and that applications are evaluated by artists and other experts with knowledge and experience of the specific art forms, art practices and communities involved.

Professional artist: Someone who has developed skills through training and/or practice, *and* is recognized as such by artists working in the same artistic tradition, *and* has a history of public presentation or publication, *and* seeks payment for his or her work *and* actively practices his or her art. Short breaks in artistic history are allowed. The source of this definition is the Ontario Arts Council.

Sponsor: A *sponsor* is defined as any non-profit or charitable entity located in Kingston, Ontario, other than the KAC, that may agree to support an artist or community collective that wishes to apply for funding through the CKAF Project Grant Program. As part of the agreement between sponsor and collective the *Sponsor* will receive and disburse project funds on behalf of the applicant/collective. A *Sponsor* may also assist the applicant by securing insurance coverage and agrees to file a final report on a CKAF Project Grant if the collective involved does not provide reports as required. In this scenario the *Sponsor* shares some responsibility for the successful management of the CKAF Project Grant and is expected to provide professional advice and mentorship to the applicant as needed. A *Sponsor* is not intended to gain financially from this agreement but may be reimbursed for out of pocket expenses directly related to the management of the CKAF Project Grant. If otherwise qualified, a *Sponsor* may also apply to receive funding through the CKAF Project Grant Program within the same grant cycle.

Surplus: The amount of money gained from the execution of a project after payment of all eligible expenses. See also **deficit**. In the case of a **joint project**, as a general rule, we would expect that either:

- the non-profit applicant would assume all responsibility for any *surplus* or *deficit* generated by the project; *or*
- the project partners involved would share any *surplus* or *deficit* proportional to their contributions to the project.



CITY OF KINGSTON

**REPORT TO ARTS, RECREATION AND
COMMUNITY POLICIES COMMITTEE**

Report No.: ARCP-13-020

TO: Chair and Members of Arts, Recreation and Community Policies Committee

FROM: Cynthia Beach, Commissioner, Corporate & Strategic Initiatives

RESOURCE STAFF: Colin Wiginton, Acting Cultural Director

DATE OF MEETING: October 24, 2013

SUBJECT: A Recommendation to Update the Objectives of the City of Kingston Arts Fund (CKAF) and to Initiate a Multi-year Review of this Funding Program

EXECUTIVE SUMMARY:

In February 2013, the Arts Advisory Committee passed a motion to create a working group to review the objectives of the City of Kingston Arts Fund (CKAF). The need to create a CKAF Review Working Group was prompted by discussions that emerged in the fall of 2012 as part of the annual review of the CKAF Administration Plan facilitated by the Kingston Arts Council (KAC). This review process resulted in the articulation of 10 recommendations related to CKAF as well as a revision of the CKAF objectives as currently defined to ensure the continuing relevance and responsiveness of this arts funding program. The purpose of this Report is to advise the Arts, Recreation and Community Policies Committee of the work completed to date and to seek approval of the recommendations and revision as proposed.

RECOMMENDATION:

THAT the Arts, Recreation and Community Policies Committee recommend to Council the following:

THAT Council direct the Kingston Arts Council to include the revised CKAF objectives, as outlined in the CKAF Review of Working Group, Summary Report, attached as Exhibit A to Report ARCP-13-020, as part of the Plan for Administration of Arts Funding for the Corporation of the City of Kingston in 2014; and

THAT Staff engage the Arts Advisory Committee, the Kingston Arts Council and other community stakeholders to assess the remaining nine recommendations as outlined in Exhibit A to Report 13-020, to determine the feasibility of implementation, for the short, mid and long term; and

**October 24, 2013
- Page 2 -**

THAT Staff report back to the Arts, Recreation and Community Policies Committee, on an annual basis, to provide recommendations and updates to the City of Kingston Arts Fund.

AUTHORIZING SIGNATURES:

ORIGINAL SIGNED BY COMMISSIONER _____ Cynthia Beach, Commissioner, Corporate & Strategic Initiatives
ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER _____ Gerard Hunt, Chief Administrative Officer

CONSULTATION WITH THE FOLLOWING COMMISSIONERS:

Lanie Hurdle, <i>Community Services</i>	√
Denis Leger, <i>Transportation, Facilities & Emergency Services</i>	N/R
Jim Keech, <i>President and CEO, Utilities Kingston</i>	N/R

(N/R indicates consultation not required)

October 24, 2013
- Page 3 -

OPTIONS/DISCUSSION:

In February 2013, the Arts Advisory Committee approved a recommendation to create a working group to review the objectives of the City of Kingston Arts Fund (CKAF). At the time it was acknowledged that CKAF - introduced in 2007 - is being well administered by the Kingston Arts Council and that the Fund has emerged in the intervening years as a model granting program that has impacted the level of arts activity in Kingston and benefited numerous arts groups and arts organization in relation to their overall stability and effectiveness.

Funding levels for the CKAF Grants was established based on other similar sized Ontario municipalities.

The need to create a CKAF Review Working Group was prompted by discussions that emerged in the fall of 2012 as part of the annual review of the CKAF Administration Plan facilitated by the Kingston Arts Council. At the time, it was recognized that many of the issues that emerged within the context of the annual review had less to do with the administration of the fund and more to do with its objectives overall.

Among the issues raised were questions related to the relevance and responsiveness of this important arts funding program as well as the need to clarify some of the terminology used as part of the administration plan. Questions were also raised related to best practices in other municipalities as well as other levels of government and further questions were raised related to the need for program expansion.

Given the range of issues that came to light as part of the annual review process, it was determined that the time had come to consider a large scale review of CKAF. Members of the Arts Advisory Committee also felt the time was right given the fact the program had not changed significantly since its introduction in 2007. It was the consensus of the Committee members that a regular review of the program should be undertaken every few years to ensure its continuing relevance and effectiveness.

As part of this discussion it was also identified that the Arts Advisory Committee should not only participate in, but lead the review process being proposed given its mandate, the composition of its membership and its function as an advisory committee to the Arts, Recreation & Community Policies Committee.

The Mandate of the CKAF Review Working Group

The decision to create a CKAF review working group was determined to be consistent with the mandate of the Arts Advisory Committee, which includes responsibility to report to Council on issues in the following areas:

- The impact and effectiveness of the City of Kingston arts programs;
- Making recommendations regarding existing programs and new initiatives; and
- Making staff and Council aware of changing conditions and opportunities in the arts.

**October 24, 2013
- Page 4 -**

The establishment of a CKAF Review Working Group also provided a logical “next step” in terms of work the Arts Advisory Committee had already initiated. In 2012, the Arts Advisory Committee submitted a Report Card to the ARCP Committee providing an overview of how the arts in Kingston have changed and been strengthened in the previous five years since the Committee itself was created and the CKAF was established.

As part of the Report Card submitted to the ARCP Committee it was identified that the arts sector within Kingston has undergone a transformation in recent years and that that transformation has come about in large part due to the establishment of the City of Kingston Arts Fund (CKAF). The Report Card also identified the creation of a dedicated Cultural Services Department within the City of Kingston and the approval of the Kingston Culture Plan (KCP) as contributing factors but it also highlighted the fact that a number of challenges remain. In spite of the progress made, the Report Card emphasized that accessibility, engagement and inclusivity are all issues that require particular attention moving forward.

Issues of Concern

Accessibility, engagement and inclusivity were also topics of concern that emerged during the annual review of the CKAF Administration Plan and that were further discussed during the regular meeting of the Arts Advisory Committee held on November 8, 2012. These same issues continued to be discussed over the next few months until the CKAF Review Working Group was established in February 2013 and a mandate articulated:

- to review and assess the existing CKAF objectives;
- to review and assess the community and political landscape;
- to reinforce what is being done well and to suggest changes; and
- to articulate a series of recommendations and to develop a framework within which to implement these changes.

In addition, it was recognized that the recommendations to be articulated by the Working Group should include:

- recommendations that could be implemented in the short- term;
- recommendations that would require additional work and a longer timeline; and
- recommendations that would be addressing “bigger picture” conceptual ideas and that would require a more comprehensive review over a longer period of time.

At the time it was also assumed that it would be desirable to see immediate action taken in some areas—particularlry in relation to the CKAF objectives—so that change could be affected right away, and within the context of the annual review process scheuled to take place starting in September 2013.

The Process of the CKAF Review Working Group

In the ensuing months the CKAF Review Working Group met five times and included representatives from the Arts Advisory Committee as well as City staff and invited members representing the broader arts community in Kingston, including the following:

**October 24, 2013
- Page 5 -**

- Brett Christopher, Chair, Arts Advisory Committee
- Karen Dolan, Member, Arts Advisory Committee
- Lynne Kenney, Member, Arts Advisory Committee
- Gary Rasberry, Member, Arts Advisory Committee
- Colin Wiginton, Manager, Cultural Services
- Diane Fitsell, community member
- Jason-Emery Groen, community member

The need to involve community members was identified as a priority. Every effort was made to ensure the Working Group included a diverse membership, though it was also determined that grant recipients also be included given their familiarity with the program and its strengths, challenges and impacts.

As an outcome of the five meetings that were held, the CKAF Review Working Group developed a Summary Report that has been attached to this Report as Exhibit 'A'. This Summary Report outlines a series of 10 recommendations related to CKAF and, more urgently, it also includes proposed revisions to the CKAF objectives as currently defined.

As directed in the recommendation approved by Council on September 10, 2013 City staff will research the support of deaf and disabled artists within the larger context of accessibility and make recommendations to ARCP from this review.

The Proposed Revisions to the City of Kingston Arts Fund (CKAF) Objectives

Since CKAF was first established in 2007, a number of municipal policy and planning documents have been produced by the City of Kingston that aim to foster creativity, cultural vitality, social cohesion and economic development. These include the Sustainable Kingston Plan that articulates the four pillars of sustainability as well as the Kingston Culture Plan and the City of Kingston Strategic Plan, 2011-2014. Included in these documents are a series of strategic objectives that allow the City of Kingston to leverage the arts and culture in ways that benefit the community, as well as objectives that support the development of the sectors as well.

The creation of a Cultural Services Department has also made it possible for the City of Kingston to play a role in relation to community cultural development. These changes have signaled a significant evolution in approach on the part of the City and it is the opinion of the CKAF Review Working Group that the CKAF objectives must be updated in a way that reflects these changes.

As a result, the Summary Report prepared by the Working Group proposes a revised set of CKAF objectives that recognize the need for this arts funding program to support the objectives of both the City of Kingston and the arts sector, for their mutual benefit. The Working Group has also proposed that the CKAF objectives as revised be approved by Council immediately so they can be incorporated right away as part of the ' Plan for Administration of Arts Funding for the Corporation of the City of Kingston in 2014' to be prepared by the Kingston Arts Council later

October 24, 2013
- Page 6 -

this year. The revised CKAF objectives are attached to this Report as Exhibit A and the current objectives have been excerpted and are attached as Exhibit B.

The Proposed Multi-year Review of the City of Kingston Arts Fund (CKAF)

In addition to the proposed changes to the CKAF objectives, the Working Group has also assembled a list of 10 recommendations to be pursued in the short, mid and long-term. These recommendations have been assembled based on the findings outlined in the 2012 Report Card. They also take into consideration recommendations identified within the Kingston Culture Plan and integrate the concerns raised as part of the annual review of the CKAF Administration Plan in 2012.

Of particular concern in the short-term is a desire to ensure that CKAF continue to be administered by the Kingston Arts Council. Within the Summary Report it is identified that this arrangement has helped to strengthen the Kingston Arts Council while keeping the process arms-length and embedded within the community. The Working Group also recognized the need for an expanded program of professional development opportunities related to CKAF and, more importantly, the need to review and revise the CKAF Administration Plan to ensure inclusivity.

The issue of inclusivity provided a major point of discussion both for the CKAF Review Working Group and for the Arts Advisory Committee itself. It was prompted in part by concerns raised within the context of the CKAF annual review but also out of awareness that access to and participation in the arts remains limited in Kingston. Inclusivity is an issue of great significance being explored by funding agencies across Canada and best practices are emerging that the Working Group recognized need to be reference in order to ensure that CKAF remains relevant and effective. This includes *Exploring the Arts: Deaf and Disability Arts – Access and Equity Strategy* authored by the Canada Council in 2012 and referenced by the ARCP Committee in the motion passed at their regular meeting on August 15, 2013 and subsequently passed by Council on September 10, 2013.

The Summary Report prepared by the CKAF Review Working Group includes an additional six recommendations to be pursued in the mid and long-term that address a range of issues related to best practices, reporting, multi-year funding, core operating funding, program expansion and a regular cycle of review. These recommendations are well thought through and staff are recommending the Summary Report be used to provide the basis for immediate action and that it inform the development of a multi-year review process to be considered as part of the evolving work plan of the Cultural Services Department over the next three to five years.

EXISTING POLICY/BY LAW:

Every year the City of Kingston enters into a Service Level Agreement with the Kingston Arts Council (KAC) that requires them to manage the City of Kingston Arts Fund (CKAF) on behalf of the City of Kingston. This SLA is signed each year based on an annual review and submission of a CKAF Administration Plan that is approved by Council.

**October 24, 2013
- Page 7 -**

NOTICE PROVISIONS:

N/A

ACCESSIBILITY CONSIDERATIONS:

N/A

FINANCIAL CONSIDERATIONS:

Funding for the City of Kingston Arts Funding (CKAF) is approved each year by Council as part of the regular budget cycle. It is incorporated as part of the operating budget for Cultural Services and is paid out to the Kingston Arts Council which, in turn, distributes the funds in the form of operating and project grants to successful applicants. This funding program was first established in 2007 and has evolved in more recent years in response to recommendations identified within the Kingston Culture Plan. The initiation of a multi-year review process as proposed is not expected to have financial implications in the short term but may require additional investment in the long-term, depending upon the outcome of the review process and the viability of multi-year funding, core operating funding and/or program expansion.

The Cultural Plan targeted an increase in funding to develop the arts sector with increasing grants over time that will leverage additional resources from other levels of government and private sectors of the Kingston community.

CONTACTS:

Colin Wiginton, Acting Cultural Director, Cultural Services 613-546-4291, ext. 1357

OTHER CITY OF KINGSTON STAFF CONSULTED:

Julie Salter-Keane, Manager, Accessibility & Customer Engagement

EXHIBITS ATTACHED:

- Exhibit A: CKAF Review Working Group, Summary Report (August 8, 2013)
- Exhibit B: Objectives, excerpted from 'KAC Plan for Arts Funding- CKAF Final Version 2013
- Exhibit C: Arts Advisory Committee: Report Card 2012

CKAF Review Working Group, Summary Report
A Working Group of the Arts Advisory Committee
(August 8, 2013)

Positioning Statement

Many municipalities administer funding programs that support the arts. They are critical to the development and sustainability of the local sector and make it possible for artists, arts groups and arts organizations to leverage this funding to secure additional support from higher levels of government and the private sector.

The City of Kingston Arts Fund (CKAF) has now been in existence since 2007. It has helped to strengthen the arts and culture in Kingston in very tangible ways and has been expertly administered by the Kingston Arts Council. It has effectively used a peer jury model to assess both project and operating grants on an annual basis and, as a result, has fostered a range of emergent arts activities, supported an assortment of arts-based projects across numerous disciplines and provided much needed stability to arts organizations through operating grants.

CKAF has emerged as a highly regarded funding program that other communities look to as a model. It is the opinion of the CKAF Review Working Group, however, that the objectives must evolve over time to remain relevant and to reflect the changing needs of the arts community and the community as a whole. It is especially important that CKAF align with the priorities of the City of Kingston that have evolved since the Kingston Culture Plan was approved three years ago.

Within this context, the arts have gained attention in relation to creativity, cultural vitality, social cohesion and economic development. They are vital to the quality of life to be enjoyed in our community, fundamental to long-term economic prosperity and key to building Kingston's reputation as a creative city. It is imperative that we continue to help fund artists, arts groups and arts organizations so they can continue to function in ways that benefit residents and enhance Kingston and its reputation.

It is the opinion of the CKAF Review Working Group that the CKAF objectives be revised at this time and we also wish to identify a series of recommendations we feel need to be addressed, in the short-term, mid-term and long-term.

Recommendations, SHORT-TERM

1. Revise CKAF objectives immediately:

It is recommended that the CKAF Objectives be amended immediately to ensure they align with the objectives of the City of Kingston as they have evolved and so they reflect how the arts and culture are changing within the city. The CKAF Review Working Group is proposing a new set of objectives for CKAF (see attached, Appendix A) and recommend they be considered as part of a public meeting hosted by the Arts, Recreation and Community Policies Committee in September 2013 so they can be approved by the community, ratified by Council and implemented as part of the 2014 funding cycle.

2. Ensure the Kingston Arts Council continues to administer CKAF:

It is recommended that the Kingston Arts Council (KAC) continue to administer CKAF on an annual basis as part of a service level agreement with the City of Kingston. This arrangement has helped to strengthen the KAC, ensures the process is kept arms-length and embeds the program within the community itself.

3. Require that the Kingston Arts Council provide an expanded program of professional development opportunities related to CKAF:

It is recommended that the Kingston Arts Council (KAC) continue to provide grant writing workshops and that it also consider developing an expanded program of professional development opportunities related to CKAF, especially as it relates to insurance, strategic planning, fundraising, governance, Board development and performance measurement.

4. Review and revise the CKAF Administration Plan to ensure inclusivity

It is recommended that the Kingston Arts Council (KAC) review and revise the CKAF Administration Plan for 2014 to insure the language and definitions used are inclusive and foster access and diversity. As part of this process it is recommended that the KAC look at best practices employed by other granting agencies by way of example.

Recommendations, MID-TERM

5. Ensure CKAF reflects best practices in relation to other arts funding programs:

It is recommended that the Kingston Arts Council (KAC) work with representatives from the City and the community to ensure CKAF reflects best practices in relation to other arts funding programs. This review is

required to determine if CKAF is keeping pace with funding practices employed by other municipalities and levels of government and/or that it be promoted as a model of practice for other municipalities to emulate.

6. Review and improve the CKAF reporting process:

It is recommended that the Kingston Arts Council (KAC) work with representatives from the City and the community to review and improve the CKAF reporting process based on best practices. This would include the inclusion of indicators/performance measures along with “emotional narratives” to demonstrate more clearly how CKAF impacts and benefits both the sector and the community.

Recommendations, LONG-TERM

7. Assess the possibility and impact of introducing multi-year funding:

It is recommended that the introduction of multi-year funding be considered as outlined in the Kingston Culture Plan (Recommendation #45).

8. Assess the possibility and impact of introducing core operating funding:

It is recommended that the introduction of core operating funding be considered as outlined in the Kingston Culture Plan (Recommendation #46). It is also recommended that the possible introduction of core operating funding be implemented as a new funding stream so as not to impact the current project and operating grant programs.

9. Consider the introduction of additional funding streams:

It is recommended that the review of best practices be used to determine the feasibility of introducing new funding streams such as education and outreach to ensure CKAF remains relevant and continues to meet the needs of the City of Kingston, the arts sector and the community as a whole.

10. Ensure that CKAF is reviewed at least every four years and within 12 to 18 months of the start of a new term of Council (and after strategic priorities have been set):

It is recommended that Council continue to support CKAF on an annual basis and that the CKAF objectives be reviewed at least every four years to ensure the program continues to be administered effectively, that it remains valid in

relation to how the arts and culture are changing in Kingston and that it continues to benefit the community as a whole.

Appendix A – CKAF Review Working Group Summary Report - Revisions to the CKAF Objectives as proposed by the CKAF Review Working Group for Implementation in 2014

Objectives

The objectives of CKAF are to nurture the capacity of the arts, artists and the arts sector in Kingston while fostering creativity, encouraging social cohesion, enhancing quality of life and stimulating economic development through direct investment.

Objectives: City of Kingston

- Foster creativity within the Kingston community at all levels;
- Enrich how all Kingston residents experience and engage with the arts to encourage awareness, understanding, appreciation, participation, inclusion, diversity and access;
- Leverage arts and culture to assert Kingston's distinctiveness and to stimulate economic development and tourism;
- Ensure that arts funding aligns with that of comparable municipalities; and
- Bring provincial, national and international recognition to Kingston as a centre for the arts and culture.

Objectives: Arts Sector

- Leverage municipal investments in the arts sector to increase their profile, capacity, quality, professionalism, impact, relevance and sustainability;
- Foster innovation, collaboration and excellence among emerging and established professional practices across a spectrum of artistic disciplines and modes of expression;
- Seek professional development opportunities that benefit the arts sector and that impact the community at different levels;
- Pursue projects, programming and operations that are both creative and well managed and that align with the City of Kingston's strategic objectives;
- Ensure that projects, programming and operations foster inclusion, diversity and access within the arts; and
- Emphasize partnership building with other sectors and orders of government to encourage diversity in terms of access and funding.

B. The City of Kingston Arts Fund

B1. Objectives

The objectives of CKAF are to nurture the capacity and quality of the arts in Kingston while fostering artistic excellence, stimulating economic development related to the arts, enhancing Kingston's quality of life for its citizens and attractiveness as a community, and aligning Kingston's arts funding with that of comparable cities.

By providing financial assistance to *non-profit arts organizations* and *collectives* within the Kingston arts community, the CKAF will:

- B.1.a.** support excellence across a spectrum of artistic disciplines;
- B.1.b.** encourage public awareness, understanding and appreciation of the arts in the City of Kingston and beyond;
- B.1.c.** increase access to quality local arts programming;
- B.1.d.** encourage community engagement with the arts;
- B.1.e.** encourage diversity;
- B.1.f.** encourage innovation;
- B.1.g.** cultivate a range of artistic endeavours and resources for the enhancement of the arts sector and for the benefit of the City as a whole.
- B.1.h.** bring provincial, national and international recognition to Kingston as a centre for the arts.

C. Scope

Categories of Funding

At this time, the CKAF is comprised of two funding categories, Operating Grants and Project Grants.

C.1. Operating Grants

The amount allocated to this pool is normally 70% of total available funds.



CITY OF KINGSTON
**INFORMATION REPORT TO THE ARTS,
RECREATION AND COMMUNITY POLICIES
COMMITTEE**

Report No.: ARCP 12-012

TO: Chair and Members of the Arts, Recreation and Community Policies Committee

FROM: Cynthia Beach, Commissioner, Sustainability and Growth

RESOURCE STAFF: Brian McCurdy, Director, Cultural Services

DATE OF MEETING: October 25, 2012

SUBJECT: Arts Advisory Committee: Report Card 2012

EXECUTIVE SUMMARY:

As identified in Committee By-law 2010-205, the mandate of the Arts Advisory Committee is to serve as an avenue of communication and consultation between the arts community and the municipal government. In that capacity the members of the Arts Advisory Committee have developed and approved for the first time an Arts Advisory Committee report card in an effort to provide both the Arts, Recreation and Community Policies Committee and Council with an overview of how the arts in Kingston have changed and been strengthened over the past five years.

Since the Arts Advisory Committee was established in 2007, the arts in Kingston have been transformed by a combination of community-based advocacy and the support shown by Council. The Arts Advisory Committee: Report Card 2012 outlines this transformation by summarizing the impact of the strategic changes that have been made since 2007, including the establishment of the City of Kingston Arts Fund (CKAF), the creation of a dedicated Cultural Services Department and the approval of the Kingston Culture Plan (KCP). It also identifies a set of indicators for measuring the on-going health and vitality of the arts in Kingston's and offers a parallel series of goals that are needed to ensure the continuing growth and well-being of this sector.

The Arts Advisory Committee: Report Card 2012 highlights the fact that a number of challenges remain, particularly in the areas of accessibility and engagement. Inclusivity is an issue of particular concern as is the ability of stakeholders within the arts sector to work together to deliver a variety of opportunities for Kingston residents to engage with culture in ways that suit them. This is a point also made within the KCP and an issue that the Cultural Services

October 25, 2012
- Page 2 -

Department is focusing on through its own work and strategic planning as it redefines its role as a community cultural development agency.

In addition, the Arts Advisory Committee: Report Card 2012 identifies that Council continues to play a vital role in the continuing development of Kingston as a hub of cultural and creative vitality. Council support is as crucial as it ever was in order to ensure the implementation of the KCP as well as a long-term commitment to arts funding, both of which are required to achieve a range of outcomes and impacts that benefit the arts sector directly and the Kingston community more broadly.

RECOMMENDATION:

This report has been provided for information purposes only.

AUTHORIZING SIGNATURES:

Cynthia Beach, Commissioner, Sustainability & Growth Group

Gerard Hunt, Chief Administrative Officer

CONSULTATION WITH THE FOLLOWING COMMISSIONERS:

Lanie Hurdle, <i>Community Services</i>	N/R
Denis Leger, <i>Transportation, Properties & Emergency Services</i>	N/R
Jim Keech, <i>President and CEO, Utilities Kingston</i>	N/R

(N/R indicates consultation not required)

October 25, 2012
- Page 3 -

OPTIONS/DISCUSSION:

The mandate of the Arts Advisory Committee (AAC) is to serve as an avenue of communication and consultation between the arts community and the municipal government. In that capacity the members of the AAC have developed and approved for the first time an Arts Advisory Committee Report Card in an effort to provide both the Arts, Recreation and Community Policies Committee and Council with an overview of how the arts in Kingston have changed and been strengthened over the past five years.

The impetus to develop the Report Card came about earlier this year as a result of a priority setting workshop. This workshop was held during the regular meeting of the AAC on March 8, 2012 and led to the development of a series of short-term and long-term priorities relevant to the mandate of the AAC. Another outcome was the recognition that the development of a report card would be useful as a way to provide Council and staff with an assessment of the arts in Kingston and to focus attention around priorities for policy, action and change.

The Arts Advisory Committee: Report Card 2012 itself was developed as a result of two consecutive brainstorming sessions held during the regular meetings of the AAC on June 14 and July 12, 2012. Out of this process a number of top line priorities were identified, including the need to help artists prosper in Kingston, a desire to engage the wider Kingston community and the issue of funding. A number of short-term and long-term ambitions were also identified that led to the development of an overall vision for the arts and culture in Kingston, which recognized the value of partnerships and audience development as well as a desire to position Kingston as a “creative hub” ideally located between three of Canada’s largest cities.

Following these brainstorming sessions a Report Card Working Group was appointed consisting of AAC members who agreed to develop a draft report card based on the work done to date. This draft report card was tabled at the regular meeting of the AAC on September 13, 2012 and approved at the regular meeting of the AAC on October 11, 2012 with the following recommendation:

THAT the Arts Advisory Committee approves the Arts Advisory Committee Report Card 2012 as presented; and,

THAT a copy of the Arts Advisory Committee Report Card 2012 be forwarded to the Arts, Recreation and Community Policies Committee and then to Council to advise Council on the current status of the arts in Kingston.

The Arts Advisory Committee: Report Card 2012 was forwarded to the Chair and Members of the Arts, Recreation and Community Policies Committee as an attachment to the Report of the Arts Advisory Committee dated October 11, 2012.

Briefly, the Arts Advisory Committee: Report Card 2012 summarizes the transformation that has taken place within the arts in Kingston since 2007, the year the Arts Advisory Committee was

**October 25, 2012
- Page 4 -**

created. It identifies that this transformation has come about in large part due to the establishment of the City of Kingston Arts Fund (CKAF), the creation of a dedicated Cultural Services Department and the approval of the Kingston Culture Plan (KCP). It also identifies a set of indicators for measuring the on-going health and vitality of the arts in Kingston's and offers a parallel series of goals that are needed to ensure the continuing growth and well-being of this sector.

The Arts Advisory Committee: Report Card 2012 highlights the fact that a number of challenges remain, particularly in the areas of accessibility and engagement. Inclusivity is an issue of particular concern as is the ability of stakeholders within the arts sector to work together to deliver a variety of opportunities for Kingston residents to engage with culture in ways that suit them. This is a point also made within the KCP and an issue that the Cultural Services Department is focusing on through its own work and strategic planning as it redefines its role as a community cultural development agency.

In addition, the Arts Advisory Committee: Report Card 2012 identifies that Council continues to play a vital role in the continuing development of Kingston as a hub of cultural and creative vitality. Council support is as crucial as it ever was in order to ensure the implementation of the KCP as well as a long-term commitment to arts funding, both of which are required to achieve a range of outcomes and impacts that benefit the arts sector directly and the Kingston community more broadly.

EXISTING POLICY/BY LAW:

The Arts Advisory Committee: Report Card 2012 has been developed in response to Committee By-law 2010-205, which identifies that the mandate of the Arts Advisory Committee is to serve as an avenue of communication and consultation between the arts community and the municipal government.

NOTICE PROVISIONS:

N/A

ACCESSIBILITY CONSIDERATIONS:

N/A

FINANCIAL CONSIDERATIONS:

There are no financial considerations associated with this report.

CONTACTS:

Brian McCurdy, Director, Cultural Services
Colin Wiginton, Manager, Cultural Services

(613) 546-4291 ext. 1354
(613) 546-4291 ext. 1357

**October 25, 2012
- Page 5 -**

OTHER CITY OF KINGSTON STAFF CONSULTED:

N/A

EXHIBITS ATTACHED:

Exhibit A – Arts Advisory Committee Report Card 2012

Arts Advisory Committee: Report Card 2012

1. EXECUTIVE SUMMARY
2. INTRODUCTION
3. INDICATORS
4. PROGRESS
5. GOALS
6. CONCLUSION

1. EXECUTIVE SUMMARY

The creation of the Arts Advisory Committee (AAC) in 2007 has had a transformative impact on the visibility of the arts in Kingston, amplifying the voices of Kingston's arts communities at the City level while enhancing mutual understanding and collaboration within and among City departments and local arts organizations. The City of Kingston Arts Fund (CKAF) has had a profound effect on the health of the arts in Kingston, delivering critical support to strengthen the Kingston Arts Council (KAC) while cultivating a proliferation of arts-based programming and practice fostering professionalism and innovation. Key markers include:

- ▲ An increase in municipal arts funding from \$93,000 to \$500,000 per year, 2006-2012.
- ▲ \$3.4 million spent by arts groups and projects funded in part by CKAF 2008-2009.¹
- ▲ 600 public arts activities offered in Kingston by CKAF-funded organizations and projects in 2008-2009.²
- ▲ 68,000 people attending CKAF-funded events in 2008-2009.³

Notwithstanding these striking developments, challenges remain, particularly in the areas of accessibility and engagement. Further resources are required to ensure that the City's support for arts and culture is inclusive, delivering a variety of opportunities for people to engage with culture in the ways that suit them, as articulated in the Kingston Culture Plan (KCP): as audience members, co-creators and creators.

Education programs and local festivals are making headway in these areas, but greater support is needed for grassroots arts organizations and community-based initiatives that increase and diversify the nurturing, welcoming, accessible, affordable and safe spaces available for experiencing, appreciating, and creating art. It is these types of projects and programs that turn our neighborhoods into inviting, engaging, healthy, safe and attractive communities.

Through the ongoing implementation of the KCP, and a long-term commitment to a sustainable level of arts funding in Kingston, City Council has a crucial role to play in the development of Kingston as a hub of cultural and creative vitality.

1 City of Kingston Arts Fund Impact Report, 2011

2 *Ibid.*

3 *Ibid.*

2. INTRODUCTION

The AAC serves as an avenue of communication and consultation between the arts community and the municipal government, it being understood that the arts involve creative expression in all media, including visual and media arts, performing arts such as theatre, music and dance, literature, film and craft. Composed of artists, arts administrators and city-appointed members of the public drawn from diverse disciplines in the community, the AAC's mandate includes:

- ⤴ Monitoring the impact and effectiveness of the City of Kingston arts programs;
- ⤴ Providing recommendations regarding existing programs and new initiatives;
- ⤴ Making staff and Council, through the Arts, Recreation and Community Policies Committee, aware of changing conditions and opportunities in the arts; and
- ⤴ Advising Council and staff, through the Arts, Recreation and Community Policies Committee, of the present and potential impact of non-art programs and policies on the arts sector.

As the AAC enters its sixth year, it takes this opportunity to measure municipal progress in fostering cultural vitality through the arts in our city.

3. INDICATORS

AAC members have identified the following indicators for measuring the health and vitality of Kingston's arts community. They have been organized sequentially to emphasize the need for financial investment and resource development that is required to achieve a range of outcomes and impacts that benefit the arts sector directly as well as the Kingston community more broadly.

1. **Municipal support:** Local government funding for and recognition of the arts as a critical component of a healthy, sustainable community.
2. **Multi-level funding:** Access to a range of governmental and non-governmental funding opportunities for arts projects, groups and organizations.
3. **Cultural Mapping:** Comprehensive, accessible information on local arts resources.
4. **Recognition:** Validation of artists, arts organizations and arts educators who demonstrate excellence in their fields; opportunities for professional artists to earn a living wage.
5. **Spaces:** Affordable housing, studios and venues for artists to practice and showcase their work; safe and welcoming spaces for youth and the public at large to engage with the arts.
6. **Partnerships:** Open communication, information-sharing and teamwork between and among city departments/committees and local organizations, institutions, businesses and community groups on initiatives involving the arts.
7. **Networking:** Building connections to artists and arts projects in other communities.
8. **Education:** Programs and projects engaging and mentoring youth and emerging artists; access for all to learning opportunities that foster arts appreciation and empower creativity.

9. **Inclusion:** Accessible, affordable opportunities to experience and create art that recognize and are inclusive of differences in physical, intellectual, economic, and creative abilities.
10. **Diversity:** A thriving "cultural ecosystem" that includes arts organizations, collectives and individuals operating across a spectrum of levels of professionalism and innovation.
11. **Engagement:** Broad public participation and investment in the arts
12. **Growth:** The economic benefits of increased arts and cultural activity such as festivals, performances and exhibitions are reflected in increases in tourism, in opportunities for meaningful employment and in support for local businesses.

4. PROGRESS

2006:

A dearth of resources to support the arts in Kingston led to a critical situation. In response to a perceived lack of "positive engagement" with the arts community, the Advocacy Committee of the Kingston Arts Council petitioned the Arts, Recreation and Community Policy Committee for a "coherent, rational and forward-looking arts policy"⁴

Problems had been addressed by municipal bodies in isolation and in response to crises. Both the Advocacy Committee and FOCUS Kingston recommended the creation of a community-based advisory committee for arts and culture, as well as "an immediate audit of existing arts services and funding".⁵

The Healthy Community Fund (HCF), administered by the Community Foundation of Greater Kingston (CFGK),⁶ distributed \$93,000 for the arts in Kingston each year. Arts organizations and groups relied heavily on provincial, federal and foundation grants to compensate for a lack of local resources being directed toward the arts, yet were placed at a disadvantage in competition for these funds by the absence of municipal support.⁷ Lack of operating funds undercut promotion and advertising of programs, and limited organizations' abilities to provide educational programming, thereby restricting public engagement. The Advocacy Committee described "gross erosion of the social and physical infrastructure" needed for the arts in Kingston, citing deterioration of the JK Tett Centre as a prime example.⁸

Despite these significant problems, positive steps were being taken. The establishment of the Kingston Prize and the Nan Yeomans grant, administered through the KAC, marked new opportunities for artist recognition. Renewal of the Grand Theatre began as part of the "Group

4 Delegation of the Advocacy Committee of the Kingston Arts Council to the Arts, Recreation and Community Policies Committee, April 2006

5 FOCUS Kingston Community Strategic Plan 2000-2006 Progress Report, August 2006

6 Report from Lance Thurston to the Arts, Recreation and Community Policies Committee, May 2008

7 Advocacy Committee, April 2006

8 Advocacy Committee, April 2006

of 7" community priority projects. Further, the critical challenges facing local artists and arts organizations brought together individuals who may otherwise have operated in isolation, enhancing dialogue and providing an impetus to research arts infrastructure in other municipalities.

2010:

The establishment of the CKAF in 2007 quadrupled municipal funding for the arts. Administering the fund in partnership with the KAC enabled the City to provide core funding to the KAC, strengthening its infrastructure and capacity. Administration of the HCF was transferred to the United Way in 2007.⁹ The CFGK evolved into the Community Foundation for Kingston and Area (CFKA). Now 3 local bodies demonstrated support for arts and culture initiatives in Kingston, allowing local groups to further leverage provincial, federal and foundation grants. In 2008-2009, KAC reported that \$3.4 million was spent by arts groups and projects funded in part by CKAF.¹⁰

Availability of both operating and project funding nurtured a diverse array of local groups and projects, ranging from the collective of emerging artists living and working at the Artel, to artists with disabilities practicing at the H'art School. Nearly 600 public arts activities were offered in Kingston by CKAF-funded organizations and projects in 2008-2009.¹¹ New and improved local festivals emerged, including the Kingston Multicultural Arts Festival and an expanded Kingston WritersFest. Enhanced resources for promotion and infrastructure increased participation: in 2008-2009, attendance at CKAF-funded events totaled more than 68,000.¹² Nonetheless, comprehensive, quantitative evaluation of growth in Kingston's arts community was limited by the lack a "cultural map" providing detailed data on arts resources.¹³

At the municipal level, the AAC was established in 2007 to provide community consultation on the arts, delivering key input for the development of the KCP and the redevelopment of the JK Tett Centre. The consultative processes leading to completion of the KCP and the Tett Centre redevelopment plan brought various city departments and committees together with local stakeholders, opening new channels of communication while identifying areas where greater coordination was required. The City launched an Education and Community Engagement program offering new learning opportunities in city-owned spaces for students, educators and the public at large; and in 2008 re-opened the Grand Theatre as a venue for the performing arts. The City also forged new partnerships with Queen's University to launch the artignite festival and construction of the Isabel Bader Centre for the Performing Arts.

Kingston continued to turn to other cities for examples of sustainable arts development. In 2007, KAC hosted Ontario Conference on Regional Development for the Arts. Development

9 Lance Thurston, May 2008

10 City of Kingston Arts Fund Impact Report, 2011

11 *Ibid.*

12 *Ibid.*

13 Community Foundation for Kingston and Area's Vital Signs, 2010

of the KCP furthered research on models of arts and culture support in other municipalities.

2012:

Municipal funding for the arts in Kingston continues to grow, with the CKAF awarding nearly \$500,000 in operating and project funding in 2012. Kingston arts groups and organizations leverage this municipal support into broader-based funding from provincial and federal levels as well as local, regional and national foundations and individual donors.

Increased opportunities for funding have cultivated a proliferation of arts-based groups and organizations, fostering innovation and professional development. Kingston offers a never-before-seen number of public festivals and activities, from Culture Days and Open Doors Kingston to Youth Arts Week and the Kingston Jazz Festival. Affordable and accessible learning opportunities such as conferences, workshops and classes have increased. The naming of Eric Folsom as Kingston's first Poet Laureate in 2011 provided the city with an official spokesperson for literary arts. The JK Tett Centre redevelopment is anticipated to provide new opportunities for tenants to enhance partnerships, programming and memberships.

The AAC is working to dissolve silos between groups involved in arts and culture initiatives, sharing knowledge and delivering input on issues affecting the arts community, ranging from by-law enforcement to public art policy. The AAC is strategizing the most appropriate means of increasing stakeholder input and community engagement.

The KAC is strengthening information-sharing and reach within the arts community, through its on-line Interactive Arts Portal and events that draw together local artists, such as Cultural Kaleidoscope, Building Arts Communities in Kingston and Pecha Kucha.

Kingston has turned a corner, from looking to other municipalities for leadership, toward drawing artists from afar to engage with the city's thriving arts scene, through projects and groups including Corridor Culture, X-Curated Curatorial Collective, the Multicultural Arts Festival and ModernFuel Artist Run Centre's Vapours concert series. Further, Kingston artists are earning recognition on a national and international scale, from the purchase of Mike Bayne's paintings by the Art Gallery of Ontario, to the naming of Paul Saulnier as one of the "Top 100 Guitarists of All-Time" by SPIN magazine.

Nonetheless, challenges remain in the areas of promotion, public engagement, partnership building and accessibility. The proliferation of arts programs and events delivers an increasing number of choices for the public, while technology fundamentally alters traditional modes of communication and engagement with the arts, posing challenges to organizers and creating new avenues as well as barriers to accessibility and affordability. Not all individuals, neighbourhoods and groups have equal access to arts activities and opportunities in our city. Barriers exist particularly for youth and people with disabilities. These issues are beginning to be addressed through initiatives such as the creation of a youth strategy for Kingston, but much work remains to be done toward realizing a healthy "cultural ecosystem" in Kingston.

In progress but still incomplete, the cultural mapping project outlined in the KCP and the Kingston Cultural Resource Mapping plan has been identified as a priority by the AAC and City Council. It's successful implementation will fulfill a key step toward evaluating local arts initiatives to develop a strategy for increased access to and engagement with the arts.

5. GOALS:

1. **Municipal support:** Continue to increase funding for CKAF on an annual basis, while exploring options for multi-year funding and core funding as recommended in the KCP.¹⁴
2. **Multi-level funding:** Encourage local artists and arts organizations to leverage funding from the City into support from other levels of government, charitable foundations and private sources. Support the KAC's work to distribute information on funding opportunities.
3. **Cultural Mapping:** Complete the cultural mapping project by 2014, to create a centralized inventory of arts and culture resources, as recommended by FOCUS Kingston, the Advocacy Committee of the Kingston Arts Council, the KCP and the AAC. Utilize this resource to enhance public awareness of Kingston's vital arts communities, and to facilitate data collection and evaluation on the state of the arts.
4. **Recognition:** Facilitate the development and implementation of a Mayor's Arts Awards by the KAC as identified in the KCP,¹⁵ while maintaining and strengthening other recognition programs. Support conditions that allow professional artists to earn a living wage through employment opportunities related to their artistic practice and specialized skills.
5. **Spaces:** Ensure that the Cultural Services and Recreation and Leisure departments work together to increase access to arts and cultural programming in underserved communities, while the AAC monitors completion and opening of new venues at the JK Tett Centre and the Isabel Bader Centre for the Performing Arts. Prioritize increased access to live-work space, studio-rehearsal space and affordable housing in zoning matters.
6. **Partnerships:** Continue to explore ways of dissolving silos and enhancing information exchange within City departments and between community stakeholders and the City concerning the arts. Streamline committees and departments overseeing arts and culture initiatives. Increase incentives for teamwork and collaboration between local arts groups.
7. **Networking:** Position Kingston as a "cultural hub," encouraging collaborations and projects that invite touring and visiting artists to engage with our communities. Capitalize on Kingston's location along the travel corridor for artists touring between Ottawa, Toronto, Montreal, and beyond.
8. **Education:** Support opportunities for children and youth to access arts education and programming, fostering arts appreciation while empowering creativity. Prioritize projects and programs that create teaching, mentoring and training opportunities for established artists.
9. **Inclusion:** Work to ensure that venues and programs provide accessible opportunities for experiencing and creating art, inclusive of differences in physical, intellectual, economic, and creative abilities. Support conditions that allow grassroots, amateur and educational organizations and artists to gain access to opportunities related to their artistic practices.

14 Recommendations #44-26, Kingston Culture Plan, 2010

15 Recommendation #41, Kingston Culture Plan, 2010

10. **Diversity:** Focus on engagement with marginalized constituencies, creating a nurturing environment for arts development as an integral part of a healthy "cultural ecosystem." Support new and underserved projects that cultivate innovation and emerging talent.
11. **Engagement:** Emphasize marketing, promotion and information-sharing in multiple formats and targeted to different populations to enhance accessibility and attract greater participation in the arts. Support arts activities in underserved neighbourhoods through the creation of Community Cultural Hubs, as recommended in the KCP.¹⁶
12. **Growth:** Engage with stakeholders in the community (businesses, non-profit organizations, academic institutions, community groups) to develop a blueprint for maximizing and measuring the beneficial economic impacts of arts and cultural activity on tourism, employment, and business.

6. CONCLUSION

The support of the City of Kingston through investment in the CKAF, creation of a dedicated Cultural Services department and the establishment of the AAC has led to an unprecedented flourishing of arts and culture: a phenomenal development that we may take pride in. At the same time, rapid growth leaves local arts groups and organizations vulnerable without sustained effort on key issues:

- ⤴ **Funding:** A long-term, sustainable model including core funding for key organizations.
- ⤴ **Cultural Mapping:** A comprehensive inventory identifying arts and culture resources.
- ⤴ **Spaces:** Affordable housing, studio-rehearsal space and venues for artists.
- ⤴ **Partnerships:** Dissolving silos within the City and between the City and community.
- ⤴ **Inclusion:** Accessible, affordable and welcoming programs and events.
- ⤴ **Engagement:** Enhanced promotional and communications tools for the arts.

The AAC looks forward to continuing its support for the City's work on these matters through the fulfillment of its mandate that includes the ongoing monitoring of the impact and effectiveness of the City of Kingston arts programs; providing recommendations regarding existing programs and new initiatives; making staff and Council aware of changing conditions and opportunities in the arts; and advising Council and staff of the present and potential impact of non-art programs and policies on the arts sector.

16 Recommendation #22, Kingston Culture Plan, 2010