



**City of Kingston
Report to Council
Report Number 25-158**

To: Mayor and Members of Council
From: Jennifer Campbell, Commissioner, Community Services
Resource Staff: Kevin Gibbs, Director, Heritage Services
Date of Meeting: June 17, 2025
Subject: Approval of the Plan for Administration of the City of Kingston
Heritage Fund in 2025-2026

Council Strategic Plan Alignment:

Theme: Corporate business

Goal: 5.7 Foster culture, history, education, arts and recreation (CHEAR).

Executive Summary:

The purpose of this report is to seek Council approval of the 'Administrative Plan, City of Kingston Heritage Fund: 2025-2026 so that a Call for Submissions can be issued in late June 2025 with submission deadlines in September 2025.

The purpose of the City of Kingston Heritage Fund (CKHF) is to provide a sustainable source of funding that allows the cultural heritage sector to leverage municipal investments in museums, heritage projects, cultural groups and historical societies, to increase their profile, capacity, impact, relevance and sustainability. Each year, the City of Kingston enters into a Service Level Agreement (SLA) with the Kingston and Area Association of Museums, Art Galleries & Historic Sites (KAM) to administer the Heritage Fund.

KAM annually reviews the CKHF, including consultation with fund recipients, Grants Committee members, City of Kingston Heritage Services staff as well as KAM's Board of Directors and in consideration of strategic planning documents.

The Administrative Plan for 2025-2026 was approved by KAM's Board of Directors on May 29, 2025. Council approval of the Plan is now being sought.

June 17, 2025

Page 2 of 7

Adjudication of CKHF applications is carried out by two Review Committees, one for Operating Grants and one for Project Grants. The dates of jury meetings have been scheduled for September 29th and October 6th to review Operating Grants and October 1st and October 8th to review Project Grants. These review meetings typically last 1-3 hours and the timing of these meetings will be coordinated with jury members once the members of these committees are confirmed. Each Review Committee can include one Member of Council. Any Council members interested in joining either the Operating Grant or Project Grant Review Committee can indicate their interest to the Director, Heritage Services, by July 1, 2025. Positions will be filled on a first come first served basis. If no member of Council expresses interest by July 1, 2025, then the review panel can proceed without a Member of Council.

Recommendation:

That Council approve the Administrative Plan, City of Kingston Heritage Fund: 2025-2026, attached as Exhibit A to Report Number 25-158, so that a “Call for Submission” can be issued in late June 2025 with submission deadlines in September 2025.

June 17, 2025

Page 3 of 7

Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Jennifer Campbell,
Commissioner, Community
Services**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Growth & Development Services	Not required
Neil Carbone, Commissioner, Corporate & Emergency Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Ian Semple, Acting Commissioner, Transportation & Infrastructure Services	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	

June 17, 2025

Page 4 of 7

Options/Discussion:

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

The fund was established in 2013 and has been annually administered by KAM through a SLA with the City of Kingston. Each year, Council approves an Administrative Plan in support of the CKHF. The 2025-2026 Administrative Plan continues to make funding available through Large and Small Operating Grants, Community Project Grants and Development Project Grants as outlined in Exhibit A.

Review of the Heritage Fund Administrative Plan

KAM continues to review and revise the Administrative Plan as part of its services under the terms of its SLA with the City of Kingston. This annual process is designed to ensure the CKHF continues to meet the needs of the heritage sector based on input from various participants and partners.

Under KAM's leadership, and with assistance from Heritage Services staff, input has been gathered through various mechanisms including:

1. Input solicited from past grant recipients about previous Heritage Fund processes;
2. Input solicited from the 2024-2025 Heritage Fund Grants Committee;
3. Feedback from KAM staff who worked directly with applicants;
4. Input from meetings between KAM Board members, the Committee Chair and the City of Kingston's Director of Heritage Services;
5. Review of how the CKHF aligns with strategic commitments to advance Indigenization, inclusion, diversity, equity and accessibility (IIDEA) within Kingston; and
6. Review of the Kingston Integrated Destination Strategy.

Operating Grants

The Operating Grants continue to be divided into two streams, referred to as Large Operating Grants and Small Operating Grants. Having two Operating Grant options provides opportunities for sustainable development of both small and large cultural heritage organizations.

Project Grants

Project Grants are intended to fund cultural heritage projects. Project Grants are further broken into two streams, Community Project Grants and Development Project Grants. Community Project Grants fund cultural heritage projects identified by applicants while Development Project Grants are a fund stream that targets project funds to respond to identified thematic gaps or product readiness challenges within the cultural heritage sector in Kingston. For the current fund

June 17, 2025

Page 5 of 7

cycle the Development Project Grant fund stream will accepted submissions addressing either of two identified themes. The first is “Accessibility” which encourages making museums, programs and exhibitions more accessible. The second theme is “Sustainability”, which encourages reducing waste in museum programming and exhibitions, or other projects that promote sustainability and green initiatives as they relate to cultural heritage programming.

Division of Funds Between Grant Streams

For the 2025-2026 CKHF grant cycle, the available funds will be distributed as follows:

- **Operating Grants**
 - \$260,000
- **Project Grants**
 - \$110,863
 - Community Project Grants: \$80,863
 - Development Project Grants: \$30,000
- **Total Grant Funding Available in 2025-2026**
 - Combining the amounts allocated for Operating and Project Grants results in a total of \$370,863 for the current grant fund cycle.

Grant Allocations

The maximum grant allocations available to organizations in each funding stream will be as follows:

- **Operating Grants**
 - Small Operating Grants, \$5,000 maximum
 - Large Operating Grants, \$75,000 maximum
- **Project Grants**
 - Community Project Grant, \$20,000 maximum
 - Development Project Grant, \$5,000 maximum

Adjudication of Grants

Grants will be adjudicated in accordance with the process previously used for the 2024-2025 fund cycle and as outlined in Exhibit A.

Adjudication of applications is carried out by two Review Committees, one for Operating Grants and one for Project Grants. The dates of jury meetings have been scheduled for September 29th and October 6th to review Operating Grants and October 1st and October 8th to review Project Grants. These review meetings typically last 1-3 hours and the timing of these meetings will be coordinated with jury members once the members of these committees are confirmed. Each Review Committee can include one Member of Council. Any Council members interested in joining either the Operating Grant or Project Grant Review Committee can indicate their interest to the Director of Heritage Services, by July 1, 2025. Positions will be filled on a first come first

June 17, 2025

Page 6 of 7

served basis. If no member of Council expresses interest by July 1, 2025, then the review panel can proceed without a Member of Council.

Deficit Budgeting Eligibility Details/Financial Statements

As in the 2024-2025 Administrative Plan, the current Plan maintains that the CKHF is not intended to support organizations that are operating on a deficit basis. For grant awards greater than \$30,000, an organization will be required to submit annual financial statements that are subject to an independent review or audit engagement, depending on the size of the organization's budget. For grant awards less \$30,000, an organization can submit a 'compilation statement' as an acceptable year-end financial statement.

KAM Board Approval

The 2025-2026 Administrative Plan (Exhibit A) was approved by KAM's Board of Directors on May 29, 2025.

The 2025-2026 grant cycle will continue to support the sustainability of the cultural heritage sector and the tourism sector with which it intersects. The not-for-profit sites, organizations and community groups that receive operating and project grant support through this program remain vital to Kingston's cultural ecology and overall economy and are essential to the continued recovery and hoped for growth of the local tourism and hospitality sectors.

Existing Policy/By-Law:

A SLA between the City of Kingston and KAM, signed March 26, 2025, identified that KAM be required to manage the CKHF on behalf of the City of Kingston in accordance with the Administrative Plan, as approved.

Financial Considerations:

Funding for the 2025-2026 CKHF grant cycle, in the amount of \$340,000, was included as part of the 2025 operating budget for the Heritage Services Department. Per the current and previous Administrative Plans, accrued interest, unallocated funds and returned funds from previous grant cycles are carried forward to the next grant cycle. The current carry-forward amount is \$30,863, resulting in \$370,863 available for allocation in the 2025-2026 CKHF grant cycle. Any interest generated by the CKHF account will be added to the fund for allocation in the next grant cycle.

Contacts:

Kevin Gibbs, Director, Heritage Services, 613-546-4291 extension 1354

Melanie Banks, Manager, Heritage Programming, Heritage Services, 613-546-4291 extension 1358

June 17, 2025

Page 7 of 7

Exhibits Attached:

Exhibit A Administrative Plan, City of Kingston Heritage Fund: 2025-2026

Administrative Plan

City of Kingston Heritage Fund: 2025-2026

APPROVAL:

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

Corporation of the City of Kingston
City Council

1. PREAMBLE

The need for standardized City of Kingston support for the cultural sector was formally identified during the development of the City's Culture Plan (2010). In 2013, the City of Kingston Heritage Fund (CKHF) was established to provide financial support for cultural heritage projects and in 2014 was expanded to provide operational funding to museums, historic sites and other cultural heritage organizations.

This Administrative Plan provides an overview of the CKHF and outlines the funding structure, adjudication process and timelines.

2. CITY OF KINGSTON HERITAGE FUND

2.1 OBJECTIVES

Municipal investment in cultural heritage organizations supports the local cultural and hospitality tourism economies, allows organizations to share and promote cultural heritage with the Kingston community, and directly supports the further development of the cultural heritage sector itself.

The CKHF supports the realization of a number of City of Kingston and sector-specific objectives:

2.1.1 City of Kingston Objectives

- (i) support tourism economy;
- (ii) build the creative experiences that are the basis of an authentic tourism strategy;
- (iii) align tourism marketing and attraction strategies, creating greater return-on-investment and refocusing marketing strategies;
- (iv) build capacity and organizational resiliency;
- (v) encourage community vitality around history, identity and civic pride;
- (vi) enhance Kingston's distinctive identity, enrich the cultural life of residents and attract newcomers, audiences and visitors from around the world;
- (vii) increase access and inclusivity;
- (viii) embrace Kingston's powerful historical narrative, built heritage, and natural heritage features, as unique resources that can be used to tell Kingston's stories;

- (ix) use cultural heritage to enhance the reputation of the City of Kingston as a community where history and innovation thrive; and
- (x) support initiatives that align with the City's strategic objectives for promotion of heritage.

2.1.2 Cultural Heritage Sector Objectives

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

3. SCOPE

3.1 GENERAL RESTRICTIONS

The CKHF has two grant streams: Operating Grants and Project Grants.

Organizations cannot receive both an Operating Grant and a Community Project Grant during the same CKHF funding cycle. Organizations may submit applications to both Operational and Community Project CKHF funding streams, on the understanding that should their application to the Operating Grant stream be successful, their Community Project Grant application will automatically be removed from consideration. If the application to the Operating Grant stream is not successful, the Community Project Grant application will proceed for due consideration. To facilitate this consideration

Operating Grants are adjudicated prior to Project Grants. Note that organizations can receive both an Operating Grant and a Development Project Grant.

City of Kingston Heritage Services and/or KAM permanent or contract staff may not hold a primary role with an organization applying to CKHF. A primary role includes an executive position, board position or a position with decision-making responsibilities.

Organizations currently receiving grant funding from the City of Kingston through sources other than CKHF are deemed ineligible to receive Operating or Project Grant funding through CKHF for the duration of the existing grant agreement. An exception to this restriction may be made if an organization is serving as a sponsoring partner on a collaborative project but will not be receiving any of the CKHF funds or be actively involved in the development or implementation of the project. In cases where eligibility is uncertain the grants officer will work with the City of Kingston's Director of Heritage Services (or their designate) to make decisions regarding eligibility.

3.2 OPERATING GRANTS

Operating grants are annual grants to support non-profit, cultural heritage organizations. Operating grants assist with operational stability and enable development and delivery of cultural heritage programming and services in the community. Operating grants over \$5000 are considered Large Operating Grants and operating grants \$5000 or less are considered Small Operating Grants.

3.2.1 Term of Operating Grants

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

3.2.2 Eligibility for Operating Grants

To be eligible to apply for a CKHF Operating Grant, organizations must meet the following criteria:

- (i) be in the City of Kingston, with the majority of related activities of the organization taking place within the City of Kingston;
- (ii) be a non-profit organization, whose fundamental focus is cultural heritage, with a mandate to serve the public;
- (iii) provide latest year-end financial statements. (see: Note on Financial Statements p.15-16).

For applications in excess of \$5000 (Large Operating Grants), organizations must additionally meet the following criteria:

- (iv) have been incorporated for a minimum of two years by the end of the calendar year in which the grant application is made;

- (v) have previously been in receipt of a CKHF Project Grant and/or Operating Grant.

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

3.2.3 Exclusions from Operating Grant Eligibility

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

- academic units of publicly or privately funded educational institutions (universities, colleges, training centres, etc.);
- organizations and activities outside the City of Kingston;
- for-profit organizations;
- cultural heritage institutions that are wholly owned and operated by senior levels of government; and
- organizations that budget on a deficit basis.

3.3 ELIGIBLE OPERATING GRANT EXPENSES

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

- rent, lease, or mortgage and utility costs;
- financial management;
- staff salaries and wages;
- liability insurance;
- office supplies;
- exhibit and program development costs;
- professional development costs; and
- property maintenance, security, and cleaning.

3.3.1 Exclusions from Operating Grant Eligible Expenses

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

- seed money for projects or events;
- major capital expenses including, but not restricted to: land purchase, facility renovations, fixed equipment;
- to benefit a for-profit venture;
- bursaries or scholarships;
- built heritage conservation or restoration projects.

3.4 PROJECT GRANTS

Project Grants are intended to fund cultural heritage projects. They support specific work within a defined time period. Project Grants are further broken into two streams, Community Project Grants and Development Project Grants. Community Project Grants fund cultural heritage projects identified by applicants while Development Project Grants fund projects that respond to identified thematic gaps or product readiness challenges within the cultural heritage sector in Kingston.

Applicants can only apply for one Development Project Grant in any fund cycle. Development Project Grants are open to organizations and sites that apply to and receive support through the Operating Grants stream, as well as to community heritage organizations and groups more broadly.

3.4.1 Project Grant Eligibility

To be eligible to apply for a CKHF Project Grant organizations must meet the criteria listed below:

- (i) Be based in the City of Kingston;
- (ii) Be one of the following:
 - a. incorporated as a non-profit cultural heritage organization; or
 - b. incorporated as a distinct and discrete non-profit entity organization created solely to support a cultural heritage organization or initiative. Examples of eligible supporting organizations include “Friends of...” organizations; or
 - c. incorporated as a non-profit, whose fundamental focus may not be cultural heritage exclusively, but whose project application is cultural heritage based; and
- (iii) provide latest year-end financial statements.

Organizations applying for a Community Project Grant and/or a Large or Small Operating Grants may also apply for a Development Project Grant.

The following grant combinations are possible:

- Large or Small Operating Grant plus Development Project Grant
- Community Project Grant plus Development Project Grant

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

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

3.4.2 Collaborative Projects

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

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

3.4.3 Exclusions from Project Grant Eligibility

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

- academic units of publicly or privately funded educational institutions (colleges, universities, training institutions, etc.);
- organizations and activities outside the City of Kingston;
- individuals;
- for-profit organizations;
- cultural heritage institutions that are wholly owned and operated by senior levels of government;
- organizations that budget on a deficit basis.

3.5 TERM OF PROJECT GRANTS

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

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

3.5.1 Exclusions from Project Grant Eligible Costs

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

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

4. PROCESS

The City of Kingston Heritage Fund's (CKHF) annual grant cycle allocation is subject to approval by City Council through its annual budget process. Funds are provided to the Kingston and Area Association of Museums, Art Galleries and Historic Sites (KAM) for distribution following ratification of the CKHF Jury recommendations by City Council.

Application submission and adjudication take place in the calendar year preceding the start of the grant term.

4.1 APPLICATIONS

4.1.1 Application Schedule and Timeline

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

To be considered for funding, organizations and collaborators must submit relevant grant applications to KAM's CKHF Grants Officer, on or before published deadlines.

There will be two application deadlines: one for Operating Grants and one for Project Grants. All applications will be date stamped when received.

Applicants will receive two notifications; the first that their application was received, and the second that it was deemed eligible to be forwarded to the Jury. A copy of the applicant notification will be retained in KAM's CKHF grant program files.

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

Council occurs within four months of the application deadline, usually in December of the application year.

4.1.2 Incomplete or Inaccurate Applications

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

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

4.2 ADJUDICATION

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

The first adjudication meeting includes:

- Overview of applications and available funds;
- Overview of scoring matrix;
- General discussion about each application among jury.

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

The second adjudication meeting includes:

- Presentation of aggregate scores;
- Discussion of each application;
- Determination of final rankings;
- Proposal for the allocation of funds.

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

4.3 ADJUDICATION OF CKHF OPERATING GRANTS

For all Operating Grants, the grant committee will consider the degree to which the applicant organization demonstrates:

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

For Operating Grants in excess of \$5000 (Large Operating Grants) the grant committee will additionally consider the degree to which the applicant organization demonstrates:

- (i) success in generating revenue from diverse sources in addition to CKHF;
- (ii) that it is governed by appropriately experienced and qualified directors;
- (iii) a clear understanding of the organization's target audience and its needs;
- (iv) appropriate advertising and marketing strategies to engage target audience;
- (v) that it effectively measures the success of its activities and services on an ongoing basis; and
- (vi) satisfactory completion of all reporting requirements required under the prior CKHF funding stream, if applicable.

4.3.1 Adjudication of CKHF Project Grants - Community

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

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

4.3.2 Adjudication of CKHF Project Grants - Development

To determine the merit of CKHF Development Project Grant applications, the CKHF Jury will base their recommendations on consideration of the degree to which the applicant organization's proposed project responds to the annually identified thematic gap(s) and or product readiness challenges within the cultural heritage sector in Kingston. The jury assessment will consider the following criteria:

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

5. ALLOCATION

5.1 Overview

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

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

5.1.1 Allocation of Operating Grant Funds

Operating Grant funding will be merit-based, allocated according to application score, and proportionate to funds available.

The individual scores of each operating grant application will be aggregated into a single score, and a percentile ranking calculated. For example, if an application received a total of 720 points out of a total possible score of 800, this application would receive a percentile ranking of 90%, and the applicant would be initially allocated 90% of their requested grant amount. For example, if an applicant requested \$75,000, they would be initially allocated an amount of \$67,500.

However, if the amount of applicant requests/merit-based allocations exceed the total funds available, this initially allocated amount will be made proportionate to the total funds available. Using the hypothetical example above, if the total available operating funds are \$250,000 and the total of merit-based allocations amounted to \$350,000, the initial allocation of \$67,500 would be made proportionate to this number, using the equation that follows:

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

OR

250,000 x (67,500/350,000)

The final allocated amount to this recipient would therefore be \$48,214.

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

For Operating grants, 20% of the awarded funds are held back until submission and acceptance of the Final Report by the Grant Review Officer.

5.1.2 Allocation of CKHF Project Funds

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

For the Community Project Grants, 10% of the awarded funds are held back until the project is satisfactorily completed, with acceptance of the Final Report by the Grant Review Officer.

5.2 REPORTING REQUIREMENTS

5.2.1 CKHF Grant Recipients

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

- (i) Interim Report; to be submitted by July 15 of the year the work is being completed (the work year);
- (ii) Final Report; to be submitted by January 30 of the year following the work year;
- (iii) Externally audited financial statements covering the period of the grant (if required) must be submitted no later than April 1 of the year following the work year.

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

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

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

Operating Grant recipients will receive a payment representing the 20% holdback upon successful completion of final reporting requirements.

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

5.2.2 A Note on Financial Statements:

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

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

5.3 KAM REPORTING

KAM will provide an annual report to the City of Kingston. This report will include a Report of the Chair of the CKHF grant committees, which identifies successful CKHF

applicants. The report will also include a brief outline of the requests for funding, the dollar value of each of the requests received, and details of the allocations. The report will also specify the number of unsuccessful applicants, the total value of funds requested, and an outline of the adjudication process.

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

6. CKHF GRANT COMMITTEES

6.1 GRANT COMMITTEE MEMBERSHIP

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

6.1.1 Selection of Members for Grant Committees

Members of the CKHF grant committees will be drawn from the Kingston and/or cultural heritage community. All members of the committees will:

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

6.1.2 The Grant Committees' Chair

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

6.1.3 Grant Committee Jurors

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

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

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

6.1.4 Grant Committee Juror Eligibility

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

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

6.2 VOTING

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

6.2.1 Voting Grant Committee Members

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

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

6.2.2 Non-voting Grant Committee Members

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

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

6.3 GRANT COMMITTEE MEETINGS

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

6.3.1 Forms

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

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

6.3.2 Quorum

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

6.3.3 Decisions

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

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

6.4 TERMS OF APPOINTMENT

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

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

6.5 CONFIDENTIALITY

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

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

6.6 CONFLICT OF INTEREST

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

6.6.1 Conflict of Interest for Jurors

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

A Juror is in a direct conflict of interest if:

- (i) They or a member of the Juror's immediate family (spouse or equivalent, son or daughter, parent, sibling, or other member of the Juror's immediate household) has a financial interest in the success or failure of a CKHF application;

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

6.6.2 Conflict of Interest for Non-Voting Members

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

6.6.3 Procedures for Conflict of Interest

- (i) All members of the peer review CKHF Jury must abide by the Conflict of Interest rules set out in this document, and as amended from time to time.
- (ii) All disclosures of conflicts of interest must be submitted in writing to the Chair of the grant committees and will be retained as part of CKHF records.
- (iii) The course of action to be taken in a direct or indirect conflict of interest will be that the member will be required to leave the meeting and will therefore not be party to discussion or voting on the application in question.
- (iv) If any conflict of interest becomes apparent during the discussion of the relevant application, the Chair of the grant committees will ask the juror to leave the room immediately, for the remainder of that discussion.
- (v) If a member of a grant committee failed to make proper prior disclosure of his or her conflict(s) of interest, and that omission resulted in a profit or benefit to the member or member's family, the KAM Board of Directors and City of Kingston representative will review the circumstances, and if satisfied that the member failed to comply with the applicable Conflict of Interest rules, then the member may be required to compensate the City of Kingston Heritage Fund for the profit or benefit improperly realized.
- (vi) The Chair of the grant committees will oversee compliance with Conflict of Interest rules pertaining to the adjudication meetings.

- (vii) Any concerns or complaints regarding a potential conflict of interest of a member of the grant committees will be made in writing to the President of KAM's Board of Directors.

6.7 DISPUTE RESOLUTION

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

7. HERITAGE FUND ADMINISTRATION

7.1 GENERAL PRINCIPLES

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

- (i) Ensure that the administration and adjudication of applications are consistent with CKHF objectives.
- (ii) Develop the application submission process, application forms, dates and administrative criteria in accordance with the principles described in this document, including but not limited to:
 - a. determining and confirming terms of eligibility for CKHF funding; and
 - b. establishing a complaints review process.
- (iii) Appoint the peer assessment Jury for adjudicating applications and allocating CKHF funding.
- (iv) Enact and oversee compliance with the terms of reference for the CKHF grant committees, including but not limited to:
 - a. the number of Jury members;
 - b. composition of the juries;
 - c. appointment of a Chair;
 - d. rules pertaining to conflict of interest; and
 - e. rules pertaining to length of service;
- (v) reporting requirements between the grant committees and KAM's Board of Directors.
- (vi) Provide administrative support to the grant committees.
- (vii) Promote and raise awareness of the CKHF within Kingston's heritage sector.
- (viii) Facilitate grant writing mentoring for applicants, as needed.
- (ix) Distribute funding to successful applicants.

- (x) Review the CKHF Program annually and formulate recommendations for future funding.

7.2 GOVERNANCE

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

7.3 FINANCIAL CONSIDERATIONS

- (i) A separate bank account will be maintained in the name of the Kingston Association of Museums, Art Galleries, and Historic Sites, Inc., designated as the City of Kingston Heritage Fund (CKHF) Account, and used solely for receiving and disbursing grant funds.
- (ii) The signing officers on the CKHF Account will be the same as for the existing KAM operating and savings account, and will normally be the President, Vice President, Secretary and Treasurer. Two signatories are required for all CKHF grant cheques.
- (iii) Cheques will be written on the authority of the KAM Treasurer, based on the decisions of the Juries and upon approval of KAM's Board.
- (iv) The KAM bookkeeper will be the bookkeeper for the CKHF Account and will keep records and provide reports for the Treasurer. Bookkeeping services for the CKHF Program will be paid from the KAM operating account.
- (v) Cheques on the CKHF Account will be commercially printed and the details written directly from the accounting software.
- (vi) For each operating grant approved, a cheque will be written for 80% of the total, unless otherwise stipulated by the CKHF Operating Grant Committee. The 20% holdback will be released when all CKHF reporting requirements have been satisfied.
- (vii) For each project grant approved, a cheque will be written for 90% of the total, unless otherwise stipulated by the CKHF Project Grant Committee. The 10% holdback will be released when all CKHF reporting requirements have been satisfied.

- (viii) Bank fees for the maintenance of the CKHF Account will be paid from the KAM operating account.
- (ix) KAM will arrange to have its annual financial report audited. The auditor for the Grants Account and related documents will be the same as the auditor for KAM accounts, and auditor’s fees will be paid from the KAM operating account.
- (x) Any unawarded funding and/or funding returned by grant recipients will be made available as part of the subsequent CKHF cycle.

8. 2025-2026 CKHF GRANT CYCLE

The CKHF application and adjudication process will occur in 2025. The actual CKHF project/operation period will run for the following calendar (2026) year. It is anticipated that funds will be awarded in January 2026 and CKHF projects will be completed by December 31, 2026.

For the 2025-2026 CKHF Grant cycle a total of \$370,863 is available for distribution. Funding for the 2025-2026 CKHF grant cycle, in the amount of \$340,000, was included as part of the 2025 operating budget for the Heritage Services Department. An additional \$30,863 in unspent, accrued interest and returned project funds from previous years has been added to this amount in accordance with the previous Administrative Plan, bringing the total available in 2025-2026 to \$370,863.

Of the total funds available through the 2025-2026 CKHF grant cycle, \$260,000 will be distributed as Operating Grants and \$110,863 will be distributed as Project Grants.

Grant Stream	CoK Contribution	Unspent	Returned	Total
Operations	\$260,000	0	0	\$260,000
Projects – Comm	\$76,749.13	0	\$4114.35	\$80,863.48
Project – Dev	\$3,250.87	\$24,0005	\$2744.13	\$30,000
				\$370,863.48

8.1 2025-2026 DEVELOPMENT PROJECT GRANT THEMES

For the 2025-2026 fund cycle there are two identified themes in the Development Project Grant fund stream. The first is “**Accessibility**” which encourages making museums, programs and exhibitions more accessible to the public. The second theme is “**Sustainability**”, which could include projects that encourage reducing waste in museum programming and exhibitions, or other projects that promote sustainability as it relates to cultural heritage programming.