



**City of Kingston
Arts, Recreation & Community Policies Committee
Meeting Number 05-2023
Agenda**

**Thursday, October 19, 2023 at 6:00 p.m.
Hosted at City Hall in Council Chamber**

Please provide regrets to Iain Sullivan, Committee Clerk at 613-546-4291, extension 1864 or isullivan@cityofkingston.ca

Committee Composition

Councillor Chaves, Chair
Councillor Amos
Councillor Boehme
Councillor Osanic
Councillor Ridge
Councillor Stephen

- 1. Meeting to Order**
- 2. Approval of the Agenda**
- 3. Confirmation of Minutes**
 - a) **That** the minutes of Arts, Recreation & Community Policies Committee Meeting Number 04-2023, held Thursday, June 22, 2023, be approved.
- 4. Disclosure of Pecuniary Interest**
- 5. Delegations**
- 6. Briefings**

7. Business

a) Update – Review of the City of Kingston Arts Fund

The Report of the Commissioner of Community Services (ARCP-23-011) is attached.

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Recommendation:

This report is for information only.

8. Motions

9. Notices of Motion

10. Other Business

11. Correspondence

12. Date of Next Meeting

The next meeting of the Arts, Recreation & Community Policies Committee is scheduled for Wednesday, December 13, 2023 at 6:00 p.m.

13. Adjournment



City of Kingston
Information Report to Arts, Recreation & Community Policies Committee
Report Number ARCP-23-011

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

From: Jennifer Campbell, Commissioner, Community Services

Resource Staff: Colin Wiginton, Director, Arts & Culture Services

Date of Meeting: October 19, 2023

Subject: Update - Review of the City of Kingston Arts Fund

Council Strategic Plan Alignment:

Theme: Corporate business

Goal: See above

Executive Summary:

The purpose of this Information Report is to provide the members of the Arts, Recreation & Community Policies Committee with an update regarding the status of the planned review of the City of Kingston Arts Fund (CKAF). This work is set to begin in October 2023 after an extended delay. The intent of the review is to ensure that CKAF continues to be responsive to and meet the needs of Kingston-based artists, arts groups, collectives and arts organizations, all of whom contribute to the vitality, richness and diversity of the local arts ecology in Kingston. The review is also intended to assess how the CKAF is administered in accordance with best practices and to ensure the City of Kingston's investment in arts and culture is being effectively managed in ways that benefit the sector as well as Kingston residents.

An external consultant is currently being contracted and the first phase of the review is targeted for completion by year end 2023.

The consultation and public engagement phases of the project are expected to be completed in Q1 2024 with draft recommendations prepared and a public validation process being facilitated in Q2 2024. A final report and presentation will then be shared with the members of the Arts,

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Recreation & Community Policies Committee for consideration in Q3 2024 to allow time for a Plan for Administration to be developed and approved by Q4 2024 for implementation in 2025.

Recommendation:

This report is for information only.

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Options/Discussion:

The CKAF exists as a mechanism for direct municipal investment in the arts and culture at a local level. It provides consistent and critical funding to local arts organizations, arts groups, artist-led collectives and individual artists that allows them to fulfill their mandates and pursue their creative work in ways that help to sustain and grow the local arts ecology while enriching how Kingston residents experience and engage with the arts.

From the beginning, the purpose of the CKAF has been to sustain and nurture arts and culture within Kingston while also fostering social cohesion, enhancing the quality of life and stimulating economic development through direct investment. The program includes two funding streams, Operating Grants and Project Grants, that have historically been allocated according to a 70/30 split.

The CKAF was first established in 2007 with an initial investment of \$500,000, that included \$100,000 drawn from the Healthy Community Fund Program, along with an additional investment of \$400,000 in new funding approved by Kingston City Council. Investment in the CKAF has grown over the years, mostly by inflationary amounts, and in 2023, the total City investment was \$597,844. To date, \$9.4 million has been directly invested.

From the outset, the Kingston Arts Council (KAC) was contracted by the City of Kingston to administer the CKAF. The KAC developed an administrative structure influenced by the work of the Ontario Arts Council and utilized a peer jury system to assess applications. The objectives of the CKAF at the time were 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.

The role of the KAC in relation to the CKAF is outlined through a Service Level Agreement that is approved and renewed by Council on an annual basis. The KAC is responsible for all administrative aspects of the CKAF, including issuing a call for applications, promoting the CKAF and generating new applications, selecting and managing a professional jury to assess and select the grant recipients, and distributing grant funding in accordance with contracts. The KAC regularly reports to the City on the status of the CKAF through quarterly activity and financial reports, and publicly through its [Annual Report](#) that captures the impact of the CKAF through established metrics.

In its role as the administrator of the CKAF, the KAC also completes an annual review process that helps to develop the Plan for Administration for the following grant cycle. The feedback received is incorporated as part of a revised Plan for Administration each year that is also subject to a rigorous review and approval process involving the KAC's own Board of Directors as well as the City of Kingston's Arts Advisory Committee before being submitted to the Arts, Recreation & Community Policies Committee and Kingston City Council itself for final approval.

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The annual review process includes an extensive amount of consultation with individuals closely associated with the program such as grant recipients, applicants, artists and jury members. Over the years, and because of the annual review process, the KAC has made administrative changes to the program to improve the application process and to ensure the program objectives align with evaluation criteria, and to prioritize objectives of equity, diversity, inclusion and accessibility.

Over time, the KAC has also documented and tracked more significant, structural changes identified through the annual review process that are more appropriate to be considered as part of a larger and substantial assessment of the program's objectives, impact and administration. This includes the need for multi-year operating funding, core funding for major arts organizations and the need for additional funding streams to be established.

The need for a larger review to be completed was first identified several years ago and is now set to begin following a series of delays due to resourcing, organizational changes and the COVID-19 pandemic. The intent of this larger review is to reassess the objectives of this critical municipal funding program to ensure it continues to meet the needs of the local arts and culture sectors while also considering issues of access and diversity, especially as it relates to individuals, groups and/or organizations within the community who may face barriers to accessing this program. This larger review is also intended to result in identifying actions that may be needed to ensure the CKAF aligns with current Council and community priorities, and to ensure that equity and sustainability are central to the City's investment and role as an arts funder.

CKAF Review, Project Scope

The scope of the CKAF Review will include an assessment of the existing program, including its administration, granting streams, eligibility, impacts and relevance, and to identify gaps in service, as well as opportunities for growth. It is expected that the CKAF Review will consider the program mandate, objectives and outputs as well as the reporting and evaluation mechanisms alongside other potential changes such as an expansion beyond the current focus on Operating and Project Grants.

The CKAF Review will be rooted in community and involve broad public consultation. It will be done from a place that prioritizes equity, diversity and inclusion and applies the City of Kingston's IIDEA lens (Indigenization, Inclusion, Diversity and Accessibility) to all phases of the work required and especially as it relates to any recommendations that are made. The CKAF Review will also consider the impacts of the COVID-19 pandemic, as well as other challenges and trends facing the arts sector, and how the CKAF can be leveraged in a way that helps support continued recovery and long-term sustainability.

The project will be led by an external consultant, to be hired by the City of Kingston through an Invitational Request for Quotations (RFQ) process. Staff previously issued a Request for

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Proposal, posted on Biddingo, in July 2022, but that initial call did not generate any successful submissions. The procurement process was reassessed and an Invitational RFQ was subsequently distributed via email, on July 19, 2023. The Invitational RFQ was sent to a targeted group of 15 consulting firms and practitioners who provide similar services to municipalities and who have demonstrated experience related to arts funding programs, including their reviews and assessments. Efforts were made to identify and include local consulting firms and practitioners. The Invitational RFQ closed on September 1, 2023, and five submissions were received. City staff have since finalized the assessment of the submissions received, have identified a successful proponent and expect to have an executed contract by the end of October 2023, with the project initiation shortly thereafter.

As outlined in the Invitational RFQ that was issued, the CKAF Review will include four phases of work:

- **Phase 1: Project Initiation and Program Review (October - December 2023)**
This first phase of work includes a review of best practices and an assessment of trends in municipal funding across relevant jurisdictions. It will also include an in-depth review of the current CKAF program and background materials, as well as an analysis of previous annual grant program reviews.
- **Phase 2 – Consultation and Public Engagement (January - March 2024)**
This second phase of work is the most critical in terms of ensuring the success of the CKAF Review process and will focus on engaging with a broad cross-section of people with a vested interest in the CKAF and arts funding in Kingston more broadly. During this phase of work, the consultant will be required to engage with the KAC staff and Board of Directors as well as past jury members and those who have been part of the annual review process before. Additionally, past CKAF recipients, applicants, artists, arts workers and residents will be consulted, and special attention will be given to engaging with equity deserving groups, including Indigenous, Black, other racialized individuals, Francophone, recent immigrants, the Deaf and Disabled, and the 2SLGBTQIA+ communities.
- **Phase 3 – Draft Report Preparation (April - May 2024)**
The information and insights gathered during the first two phases of work will then be used to draft recommendations to be assessed initially by City staff and the KAC to determine their viability. The draft recommendations will then be shared with those who participated in the public engagement phase of the project, as well as the broader community, to provide additional opportunities for input and validation.
- **Phase 4 – Final Report and Presentation (June - July 2024)**
The final phase of work will result in the preparation of a final set of recommendations, along with an implementation plan, that are needed to establish a revitalized, relevant, accessible and impactful CKAF. The final report is expected to include an updated program mandate and set of objectives along with the identification of the most appropriate and effective granting streams needed. It is also expected to include updated eligibility criteria, investment levels, reporting and evaluation frameworks, program

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governance, administrative processes and resources, budget implications, an implementation strategy and a transition plan.

It is at this point that the final report will be presented to the Arts, Recreation & Community Policies Committee for review, discussion and approval before moving to Council for final consideration and approval.

Given the in-depth nature of the work required, and given the CKAF funding cycles currently in place, it is anticipated that any recommended changes resulting from the CKAF Review will be implemented in 2025. This timeline accounts for the time required for a 2025 Plan for Administration to be finalized and approved based on the recommendations in the final report, and to ensure that there is no interruption of funding to grant recipients. It may also be necessary to consider how recommended changes may impact budgets with any potential new investments being brought forward for approval as part of the 2025 budget process.

Existing Policy/By-Law:

Ongoing investment in the CKAF aligns with several recommendations identified in the Kingston Culture Plan, approved by Council in September 2010. It also helps to fulfill various City-approved strategies and plans, including the investment in creative industries, as well as Council's Strategic Priorities as it relates to fostering culture, history, education, arts and recreation (CHEAR).

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

Sufficient funds have been previously approved in the capital budget to complete the CKAF Review.

Contacts:

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Other City of Kingston Staff Consulted:

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

Brent Funnell, Manager, Procurement, Financial Services

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Exhibits Attached:

None