



**City of Kingston
Arts, Recreation & Community Policies Committee
Meeting Number 01-2024
Agenda**

**Wednesday, December 13, 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 05-2023, held Thursday, October 19, 2023, be approved.
- 4. Disclosure of Pecuniary Interest**
- 5. Delegations**

6. Briefings

- a) Danika Lochhead, Acting Director, Arts & Culture Services, will be present and introduce Nicole Daniels, Executive Director, Kingston Arts Council who will speak to the Committee regarding the Approval of the Kingston Arts Council Plan for Administration of Arts Funding for The Corporation of the City of Kingstin in 2024 Report.
- b) Danika Lochhead, Acting Director, Arts & Culture Services, will be present and introduce Kristian Roberts and Caitlin Cross, Nordicity, who will speak to the Committee regarding the Approval of Kingston Music Strategy and Implementation Plan Report.

7. Business

- a) **Approval of the Kingston Arts Council Plan for Administration of Arts Funding for The Corporation of the City of Kingston in 2024**

The Report of the Commissioner of Community Services (ARCP-24-005) is attached.

Schedule Pages 1 – 41

Recommendation:

That the Arts, Recreation & Community Policies Committee recommend to Council:

That the ‘Plan for Administration of Arts Funding for The Corporation of the City of Kingston Arts Fund in 2024’, attached to Report ARCP-24-005, be approved.

- b) **Update to the Sports Field Allocation Policy**

The Report of the Commissioner of Community Services (ARCP-24-001) is attached.

Schedule Pages 42 – 84

Recommendation:

That the Arts, Recreation & Community Policies Committee recommend to Council:

That Council approve the Sports Field Allocation Policy and Guideline updates, attached as Exhibit A to Report ARCP-24-001.

c) Community Garden Policy Update

The Report of the Commissioner of Community Services (ARCP-24-004) is attached.

Schedule Pages 85 – 150

Recommendation:

That the Arts, Recreation & Community Policies Committee recommend to Council:

That Council approve the Community Garden Policy updates, attached as Exhibit A to Report Number ARCP-24-004.

d) Approval of Kingston Music Strategy and Implementation Plan

The Report of the Commissioner of Community Services (ARCP-24-002) is attached.

Schedule Pages 151 – 202

Recommendation:

That the Arts, Recreation & Community Policies Committee recommend to Council on December 19, 2023:

That the Kingston Music Strategy, attached to Report Number ARCP-24-002 as Exhibit A, be approved as presented; and

That the City, through the Arts & Culture Services Department, enter into an Amending Agreement to the existing Service Level Agreement with Tourism Kingston to support the implementation of the Kingston Music Strategy; and

That subject to the Tourism Kingston Amending Agreement being finalized to the satisfaction of the City Solicitor, that the Mayor and Clerk be authorized to execute the Amending Agreement; and

That the City transfer \$200,000 from funds previously approved in the capital budget of the Arts & Culture Services Department to Tourism Kingston to support the implementation of the Kingston Music Strategy and the services as agreed to by the City of Kingston and Tourism Kingston through the proposed Amending Agreement; and

That Council direct staff to report back to Council by Q1 2025 with updates on the implementation of the Kingston Music Strategy and to develop funding strategies in partnership with Tourism Kingston to continue the Music Officer position and the Music Office beyond 2024.

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 Thursday, February 22, 2024 at 6:00 p.m.

13. Adjournment



City of Kingston
Report to Arts, Recreation & Community Policies Committee
Report Number ARCP-24-005

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

From: Jennifer Campbell, Commissioner, Community Services

Resource Staff: Danika Lochhead, Acting Director, Arts & Culture Services

Date of Meeting: December 13, 2023

Subject: Approval of the Kingston Arts Council Plan for Administration of Arts Funding for The Corporation of the City of Kingston in 2024

Council Strategic Plan Alignment:

Theme: 5. Drive Inclusive Economic Growth

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

Executive Summary:

The purpose of this report is to seek the approval of the Arts, Recreation & Community Policies Committee for the 'Plan for Administration of Arts Funding for The Corporation of the City of Kingston in 2024' ("Plan for Administration") prepared by the Kingston Arts Council (KAC). The Plan for Administration guides the management of the City of Kingston Arts Fund (CKAF) that has provided public funding for the arts since 2007, nurturing and contributing to the vibrant and dynamic arts community in Kingston. To-date, the CKAF has provided \$9.1 million in Operating and Project Grant funding that benefits local arts organizations, arts groups, artist collectives and artists. In 2023, a total of \$619,345 in CKAF funding was administered by the KAC and Council ratified the 2023 CKAF Grant Recommendations at its meeting on July 11, 2023 ([Report Number 23-194](#)). Through these grants, the City supports cultural vitality in Kingston and supports the sustainability of and community access to the arts.

Each year, the Plan for Administration is reviewed and revised by the KAC who administers the CKAF on behalf of the City, which is outlined through a Service Level Agreement (SLA) that is

December 13, 2023

Page 2 of 6

renewed annually. A more modest KAC-led review was completed this year and no significant changes, other than housekeeping, are being proposed for the 2024 Plan for Administration (Exhibit A with the proposed changes highlighted). The minimal changes recommended for 2024 are because a major, City-led review of CKAF is now underway and will be completed in Q3 2024 with any proposed changes and recommendations to CKAF set for 2025, pending Council approval. Staff shared an update on the City-led review of CKAF with the Arts, Recreation & Community Policies Committee at its meeting on October 19, 2023 ([Report Number ARCP-23-011](#)).

The updated 2024 Plan for Administration was approved by the KAC Board of Directors on October 22, 2023, and by the Arts Advisory Committee on November 9, 2023 ([Report Number AAC-23-003](#)). The 2024 Plan for Administration is now being submitted to the members of the Arts, Recreation & Community Policies Committee via this report for review so it can be recommended for approval by Council to be implemented in 2024. Funding for the plan will be included in the 2024 Arts & Culture Services Department annual budget for Council's consideration in early 2024.

Recommendation:

That the Arts, Recreation & Community Policies Committee recommend to Council the following:

That the 'Plan for Administration of Arts Funding for The Corporation of the City of Kingston Arts Fund in 2024', attached to Report Number ARCP-24-005 as Exhibit A, be approved as presented.

December 13, 2023

Page 3 of 6

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, Development & Growth Services	Not required
Neil Carbone, Commissioner, Corporate Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Peter Huigenbos, Commissioner, Major Projects & Strategic Initiatives	Not required
Brad Joyce, Commissioner, Infrastructure, Transportation & Emergency Services	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	<input checked="" type="checkbox"/>

December 13, 2023

Page 4 of 6

Options/Discussion:

Background

The main objective of the CKAF is to nurture the capacity of arts organizations, artists and the broader arts sector in Kingston while fostering creativity, encouraging social connection, enhancing the quality of life and stimulating economic development through direct investment. CKAF also contributes to Kingston’s cultural vitality by helping to enrich the quality of life for residents by supporting community access to arts exhibitions, festivals, events, programs and presentations. By receiving CKAF funding, grant recipients are also able to access higher levels of government funding that helps to foster sustainability and innovation in the arts as well as economic growth within the community.

The KAC administers the CKAF on behalf of the City in alignment with a Plan for Administration that is approved by the KAC Board of Directors, Arts Advisory Committee, Arts, Recreation & Community Policies Committee and City Council, which has been the process since CKAF was first established in 2007. This longstanding partnership between the City and KAC supports the work of the Arts & Culture Services Department and is outlined through a SLA that is renewed annually with Council’s approval.

As part of its responsibilities related to CKAF, the KAC is required to review and update the Plan for Administration each year to ensure its continuing relevance and effectiveness. Important changes have been made over the years as it relates to administration such as eligibility (i.e. adding individual artists as eligible applicants for Project Grants), objectives, accessibility, definitions and conflicts of interest.

Analysis

The KAC has completed the review of the 2024 Plan for Administration and is proposing only modest housekeeping changes such as dates and deadlines. The 2024 Plan for Administration was approved by the KAC Board of Directors on October 22, 2023, by the Arts Advisory Committee on November 9, 2023, and a final version has been attached to this report as Exhibit A, with the proposed changes highlighted, and is being shared with members of the Arts, Recreation & Community Policies Committee for their review and approval. The minor changes include:

- **Deadlines** – updates have been made throughout to reflect 2024 deadlines for grant applications and reports.
- **Introduction and Overview** – The City of Kingston Arts Fund, page 4 – revisions to introduction reflect the City-led review of the City of Kingston Arts Fund currently underway.

December 13, 2023

Page 5 of 6

- **Objectives** – Objectives of the City of Kingston Arts Fund, page 5 - a minor change to ensure the objectives remain realistic was made to remove the word “all” in relation to Kingston residents, as recommended by the AAC.

The proposed minor changes to the 2024 Plan for Administration are due to the fact a major, City-led review of the CKAF is now underway and will be completed in Q3 2024 with expected changes to the CKAF to be implemented in 2025. An update related to the City-led review was shared with the members of the Arts, Recreation & Community Policies Committee at its meeting on October 19, 2023 ([Report Number ARCP-23-011](#)).

The KAC continues to have conversations with grant applicants, recipients, jury members and the public about CKAF and is actively tracking any changes that can be reviewed and considered as part of the City-led review. Some of the major, recurring changes that have been noted, and which have both administrative and financial implications include, but are not limited to:

- Review and assess existing CKAF objectives and ensure Indigenization, inclusion, diversity, equity and accessibility (IIDEA) is embedded into the framework;
- Review and assess the changing arts landscape and emerging needs for new, responsive grant funding streams;
- Review the existing application process, both for applications and jury members, examine its benefits and challenges, and consider if there are additional or alternative application options, especially from an IIDEA perspective;
- Consider how individual artists can benefit more directly from CKAF grants for creation and presentation; and
- Consider multi-year operating grant funding and/or core funding for major arts organizations.

Once the members of the Arts, Recreation & Community Policies Committee have had the chance to review and consider the 2024 Plan for Administration, it then moves on to Council for approval. If approved, the KAC will issue a call for applications for Operating and Project Grants in February 2024 with a submission deadline in April 2024. Following the application deadline, a peer assessment jury will then meet in May 2024 to review all applications and to make recommendations for the allocation of funding after which time Council will be asked to ratify the jury’s recommendations in July 2024.

Additionally, staff will be seeking Council’s approval to renew the City of Kingston’s annual SLA with the KAC through a separate report in March 2024. The SLA identifies several services to be delivered by the KAC on behalf of the City that includes the administration of CKAF, the total funding for CKAF and the KAC.

December 13, 2023

Page 6 of 6

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 as well as Council's Strategic Priorities to drive inclusive economic growth and foster a strong arts and culture sector. It also aligns with the Creative Industries Strategy approved by Council in April 2021.

Notice Provisions:

None

Financial Considerations:

Funding for CKAF is subject to approval each year by Council as part of the regular budget cycle. For the 2024 budget year, funding for CKAF will be incorporated into the Arts & Culture Services operating budget to be presented to Council in early 2024. Approved funds are transferred to the KAC, who holds the funds in trust and then distributes the funds in the form of Operating and Project Grants to successful applicants based on the Plan for Administration, as approved.

Additional budget is provided to the KAC to administer the CKAF, which is also incorporated into the Arts & Culture Services operating budget. This budget is included in a report to Council every March that seeks approval to renew the SLA with the KAC. The KAC provides quarterly CKAF financial reports to the Arts & Culture Services Department.

Contacts:

Danika Lochhead, Acting Director, Arts & Culture Services, 613-546-4291 extension 1277

Other City of Kingston Staff Consulted:

None

Exhibits Attached:

Exhibit A - Plan for Administration of Arts Funding for The Corporation of the City of Kingston Arts Fund in 2024

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024



**Kingston Arts Council Plan for
Administration of Arts Funding for the
Corporation of the City of Kingston in 2024**

Approved by:

Kingston Arts Council Board of Directors
22 October 2023

Arts Advisory Committee
9 November 2023

Arts, Recreation and Community Policies Committee

DATE

Kingston City Council

DATE

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024

Table of Contents

A. Introduction and Overview - The City of Kingston Arts Fund..... 4

B. Objectives of The City of Kingston Arts Fund..... 5

C. Scope - Categories of Funding..... 6

C.1. Operating Grants Program..... 6

C.1.a. Purpose of Operating Grants Program..... 6

C.1.b. Term of Operating Grants..... 6

C.1.c. Eligibility..... 7

C.1.d. Exclusions from Eligibility..... 7

C.1.e. Eligible Costs..... 7

C.1.f. Exclusions from Eligible Costs..... 8

C.1.g. Grant Size..... 8

C.1.h. Grant Stability..... 8

C.1.i. Reporting Requirements..... 9

C.2. Project Grants..... 9

C.2.a. Purpose of the Project Grants Program..... 9

C.2.b. Term of Project Grants..... 9

C.2.c. Eligibility..... 10

C.2.d. Direct Application..... 10

C.2.e. Sponsored Application..... 11

C.2.f. Exclusions from Eligibility..... 12

C.2.g. Eligible Costs..... 12

C.2.h. Exclusions from Eligible Costs..... 13

C.2.i. Individual Artist Grants..... 13

C.2.j. Grant Size..... 13

C.2.k. Reporting Requirements..... 14

D. Adjudication Criteria..... 14

D.1. Operating Grant Program..... 14

D.2. Project Grant Program..... 15

D.3. Other Adjudication Criteria..... 15

E. Procedures..... 15

F. Responsibilities of the Kingston Arts Council..... 16

F.1. General Principles..... 16

F.2. Time Frame for Establishing the Grants Committee..... 17

F.3. Governance..... 17

F.4. Dispute Resolution..... 18

F.5. Monitoring and Reporting Requirements of the KAC..... 19

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024

F.6.	Application Periods and Receipt of Applications.....	19
F.7.	Extension Requests.....	19
	F.7.a. Application Deadline.....	19
	F.7.b. Reporting Deadline.....	20
	F.7.c. Term of Project Grants.....	20
G.	Grants Committee.....	20
G.1	General Principles for Fund Allocation.....	20
G.2.	Grants Committee Membership.....	21
	G.2.a. Jury members.....	21
	G.2.b. Ex-Officio members.....	21
G.3.	Grants Committee Meetings.....	22
	G.3.a. Quorum.....	22
	G.3.b. Confidentiality and Conflicts of Interest.....	22
	G.3.c. Decisions.....	22
G.4.	Selection of Grants Committee Members.....	23
G.5.	Criteria for Eligibility to be Appointed as a Jury member.....	23
G.6.	Terms of Appointment of Grants Committee Members.....	24
G.7.	Conflict of Interest Rules for Members of the Grants Committee.....	24
	G.7.a. Jury Conflict of Interest Rules.....	24
	G.7.b. Ex-Officio Conflict of Interest Rules.....	25
	G.7.c. Procedures with respect to Conflict of Interest Issues.....	25
G.8.	Confidentiality.....	26
H.	Funding.....	26
I.	Financial Plan of the KAC for CKAF administration.....	28
	APPENDIX A - Policy Regarding Non-Profit Eligibility (Operating).....	30
	APPENDIX B - Policy Regarding Non-Profit Eligibility (Project).....	31
	APPENDIX C - Glossary of Terms.....	32

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024

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

The City of Kingston through the City of Kingston Arts Fund (hereafter known as CKAF) provides grants to local arts organizations and projects through Operating and Project Grants to foster creativity at all levels and enrich how Kingston residents experience and engage with the arts. Since its inception in 2007, CKAF has provided a mechanism for the City to invest in the arts and arts organizations and to-date, the City has invested close to \$9.1 million to support a combination of both operational and project funding.

CKAF is an investment in Kingston's cultural capital that aims to foster cultural vitality, increase the capacity of the arts community to create and produce artistic work, engage residents and enhance our city's cultural economy, and promote financial stability and sustainability. CKAF is administered by the Kingston Arts Council (hereafter known as the KAC) to ensure that the Fund supports and nurtures the capacity of Kingston's artists and the arts sector. As Kingston's umbrella arts service organization, the KAC has the necessary expertise, understanding of, contacts and connections within the arts community to carry out the administration successfully. Annually, the KAC submits a Plan for Administration (hereafter known as the Plan for Admin), as part of a Service Level Agreement with the City of Kingston, through the Arts & Culture Services Department.

Each year, the KAC leads an Annual Review process of the Plan for Admin that engages with a committee consisting of organizations, collectives, professional artists, jurors, community members, the KAC, and City of Kingston staff. The Plan for Admin is then presented to and approved by the KAC Board of Directors, the Arts Advisory Committee, the Arts, Recreation and Community Policies Committee, and Kingston City Council.

This document is the updated Plan for Admin 2024 for the City of Kingston Arts Fund, Operating and Project Grants.

Note: In 2023-2024, the City is leading a large-scale review of CKAF that will ensure that the municipal arts funding program 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 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. The KAC will play an active role in this City-led review. Recommendations and changes to CKAF will be presented to City Council for approval in 2024 and then reflected in an updated Plan for Admin in 2025.

Kingston Arts Council Plan for Administration of Arts Funding for the Corporation of the City of Kingston in 2024

Following approval of the Plan for Admin, the KAC oversees the open application process and manages the intake of applications, adjudication, and distribution of grant funds. All CKAF applicants must strive to offer services that respect the independence, dignity, integration and equal opportunity of individuals of all backgrounds and abilities.

While CKAF is administered by the KAC, the applications are reviewed using a peer assessment process that engages stakeholders from across Kingston as jury members. Jury members are themselves representative of the arts, arts professionals, and practitioners in the City of Kingston and are selected for their knowledge of the arts, high standing within the arts community, awareness of the City of Kingston context and the broader arts environment and, where possible, are reflective of the gender, demographic and cultural diversity of Kingston itself.

Please find the following:

- The KAC Plan for the Administration of Arts Funding for the Corporation of the City of Kingston in 2024;
- 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. Objectives of The City of Kingston Arts Fund

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.

Through CKAF, the City of Kingston seeks to enrich the way Kingston residents experience and engage with the arts; to leverage arts and culture to assert Kingston's distinctives and stimulate economic development and tourism; to ensure arts funding aligns with comparable municipalities; and to bring provincial, national and international recognition to Kingston as a centre for the arts and culture.

The objectives for CKAF-funded operations and projects ensure accountability, viability and sustainability for organizations and collectives.

CKAF-funded operations and projects must meet the following objectives:

- i. Engage Kingston artists with professional opportunities and industry-standard compensation;
- ii. Nurture creativity and arts engagement for Kingston residents;
- iii. Address current needs in the Kingston community;
- iv. Strengthen and expand access to the arts;

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- v. Create inclusive activities and equity practices that reflect the diversity of artists, arts communities, and audiences in Kingston;
- vi. Foster collaboration between emerging and established artists and arts organizations across disciplines;
- vii. Build capacity in the arts and culture sector through professional development, mentorship, and investment in sustainable, relevant, high-quality artistic work; and
- viii. Cultivate community partnerships across private and public sectors.

C. Scope - Categories of Funding

The annual CKAF program is comprised of two funding categories: Operating Grants and Project Grants. Both streams will support grant recipients to continue to work, to participate in the arts community, and to respond to community needs. Operations and projects must demonstrate sustainability, viability, and accountability and will engage and provide payment to local artists, provide access to the arts, and strengthen Kingston's arts sector.

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 Program

The Operating Grants Program is intended to foster sustainability among leading arts organizations by providing funding for operations and programming that support CKAF objectives.

C.1.b. Term of Operating Grants

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

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* (see Appendix A);
- 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;

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- v. Fulfill a significant role in the Kingston community through the arts;
- vi. Demonstrate efficient planning and administrative practices, which meet professional standards, and;
- vii. Be in good standing with the municipality both generally and with regard to past CKAF, City of Kingston Heritage Fund and/or Community Investment Fund projects (successful completion of projects and submitted final reports).

First-time applicants to the Operating program must book a consultation with the Grants Coordinator before **17 March 2024** to be eligible. Applicants who do not book a consultation will not be eligible in **2024**.

C.1.d. Exclusions from Eligibility

The following organizations will not be eligible for Operating Grants.

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

Organizations receiving operating, project or other forms of grant funding from the City of Kingston through sources other than CKAF are deemed ineligible to receive funding through CKAF for the duration of the applicable agreement. *In-kind support* is excepted, especially as it may relate to participation in multi-partner initiatives.

In addition, City of Kingston Arts & Culture Services and/or Kingston Arts Council permanent or contract staff may not hold a *primary role* with any organization applying to CKAF.

C.1.e. Eligible Costs

CKAF funding may be used for:

- i. Artists' fees (mandatory to be eligible);
- ii. Artistic production, presentation and dissemination costs;
- iii. Utilities, staffing, office expenses, and rent
- iv. Costs related to accessibility for Deaf artists and audiences and/or artists and audiences with disabilities; and
- v. Minor equipment or software purchases to upgrade technology, workspaces or health and safety items to support operations and programming.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

C.1.f Exclusions from Eligible Costs

CKAF funding may not be used for:

- i. Major capital purposes including but not restricted to the purchase of land, equipment, fixtures or physical facilities;
- ii. Furthering a profit venture or to advantage a *for-profit partner*;
- iii. Fundraising;
- iv. Recovering the costs of an organization's financial *deficits*;
- v. Programs/services that are delivered by an organization aligned with any political party; and
- vi. Paying for expenses incurred prior to the ratification of the Report to the Kingston Arts Council Board of Directors on the Adjudication of Applications to the City of Kingston Arts Fund (hereafter known as KAC CKAF Board Report) at a meeting of Kingston City Council.

C.1.g. Grant Size

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

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

C.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), can be allocated by the Jury following its assessment of all applications provided that additional funding is allocated by the City of Kingston as part of its annual support of CKAF.

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;
- (iv.) Inability to demonstrate viability and/or the capacity to deliver on the proposal; or
- (v.) Failure to meet the CKAF objectives.

Kingston Arts Council Plan for Administration of Arts Funding for the Corporation of the City of Kingston in 2024

The Jury will not recommend a reduction of more than 20% of an organization's previous year Operating Grant. Should a reduction be recommended, the Jury will provide reasoning in the notification letter.

C.1.i. Reporting Requirements

- i. All organizations receiving Operating Grant funding from CKAF will be required to submit an Interim Report by **15 January 2025**;
- ii. For organizations that 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; and
- iii. Organizations that 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 Project Grant program funds the creation and presentation of arts projects that meet the CKAF objectives. Projects must demonstrate engagement with the Kingston community and engage professional artists and pay artist fees. Applicants are evaluated on artistic contribution, benefit to community, viability, and innovation.

C.2.b. Term of Project Grants

Project Grants are awarded once a year for a term of eighteen months.

Applications for recurring projects must be submitted annually and will be adjudicated based on the project grant adjudication criteria in addition to the following:

- i. Success of the project in the previous year, including a financial report;
- ii. Innovation within the project to reflect community needs and viability; and
- iii. Availability of funds in the context of the program objectives.

Any information submitted to the KAC through the CKAF process, including applications, Interim Reports, and Final Reports, may be shared with a jury adjudicating future recurring projects and/or operating grant applications at the discretion of the KAC.

Kingston Arts Council Plan for Administration of Arts Funding for the Corporation of the City of Kingston in 2024

The term of Project grants may be extended according to the procedure described in F.7. Extensions. All extensions are granted at the discretion of the KAC Executive Director.

C.2.c. Eligibility

In order to be eligible to apply for a Project Grant, applicants must be located in the City of Kingston and be **one** of the following:

- I. An individual professional artist meeting the conditions of C.2.d.;
- II. An unincorporated collective meeting the conditions of C.2.d.;
- III. An individual or unincorporated collective using an eligible sponsor meeting the conditions of C.2.e.; or
- IV. An incorporated non-profit organization or registered charity (see Appendix B) meeting the conditions of C.2.d.

Applicants must also be in good standing with the municipality both generally and with regard to past CKAF, City of Kingston Heritage Fund (CKHF) and/or Community Investment Fund projects (successful completion of projects and submitted final reports).

An individual, collective, or organization may apply for only one Project Grant each year.

C.2.d. Direct Application

Individual artists, collectives, and non-profit organizations may apply directly to CKAF **without** a *sponsor*. These applications must meet the following requirements:

- i. Individuals applying directly must:
 - a. Establish or possess a bank accounting in their own name; payment of the grant cheque must be made to the applicant signing the application and grant agreement.
 - b. Be professional artists, who have developed skills through training and/or practice and: is recognized as such by artists working in the same artistic traditions; has a history of public presentation or publications; seeks payment for their work; and actively practices their art.
 - c. Submit two letters of reference from individuals who can speak to their ability to execute the proposed project as set out in the application.
 - d. Individuals without a sponsor may be required as part of their CKAF agreement to provide additional reports to provide sufficient accountability on the use of funds.
 - e. All individuals are required to satisfy the CKAF requirements including proof of insurance and reports (see Funding Section H.6 for details on proof of insurance and reports).
- ii. Collectives applying directly must:

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- a. Establish or 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.
 - b. Have three members, who must be listed on and sign the application and grant agreement.
 - c. 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.
 - d. Collectives without a sponsor may be required as part of their CKAF agreement to provide additional reports to provide sufficient accountability on the use of funds.
 - e. All collective types are required to satisfy the CKAF requirements including proof of insurance and reports (see Funding Section H.6 for details on proof of insurance and reports).
- iii. An incorporated non-profit organization or registered charity applying directly must:
- a. Have two members sign the application and grant agreement on behalf of the organization.
 - b. Provide their most recent audited Year-End Financial Statements, which have been reviewed by a chartered accountant or the most recent unaudited Financial Statement if an audited version is not available. The statement must be signed by representative of the board or governing body.
- iv. Each application must have one *lead applicant* (an individual, collective or organization) which meets the requirements in C.2.c. Eligibility. This individual, collective or organization is responsible for managing the project, the funds, and the application and reporting.
- v. Projects may have *community partners*. These partners may be collectives, non-profit, or for-profit organizations. They must be described in the application and submit a letter of agreement outlining their role in the project. They may make donations in-kind, but there cannot be an exchange of funds. There is no limit on the number of community partners.

C.2.e. Sponsored Application

Individual professional artists and collectives may apply to CKAF with a *sponsor*. These applications must meet the following requirements:

- i. Individuals must be professional artists as described in C.2.d. They must meet all other requirements, including proof of insurance and reports.
- ii. Collectives must have three members as described in C.2.d. They must meet all other requirements, including proof of insurance and reports.
- iii. A sponsor may be any incorporated non-profit or charitable organization in Kingston, other than the KAC. It is the responsibility of the unincorporated

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

collective that wishes to receive CKAF funding through this sponsor to complete the application.

- iv. 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.
- v. The sponsoring organization may apply for its own project in addition to one sponsored project in each grant cycle. Organizations receiving CKAF Operating Funds may sponsor artist or community collectives for Project Grants in the same year.

Sponsorship is not available for charitable or incorporated non-profit organizations. They must apply directly as described in C.2.d.

C.2.f. Exclusions from Eligibility

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;
 - a. The presence of education or training as an ancillary part of an organization's mandate will not result in an exclusion from eligibility.
- iii. Charitable organizations or Foundations, the primary mission of which is fundraising.

Projects with the sole purpose of creating new artistic work, without a presentation and community engagement component as described in C.2.a., are not eligible for a CKAF Project grant. Applicants are evaluated on artistic contribution, benefit to community, viability, and innovation.

Organizations and/or collectives receiving operating, project or other forms of grant funding from the City of Kingston through sources other than CKAF are deemed ineligible to receive funding through CKAF for duration of the applicable agreement. *In-kind support* is excepted, especially as it may relate to participation in multi-partner initiatives.

In addition, City of Kingston Arts & Culture Services and/or Kingston Arts Council permanent or contract staff may not hold a primary role with any organization or collective applying to CKAF.

C.2.g. Eligible Costs

CKAF funding may be used for:

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- i. Artist's fees (mandatory to be eligible);
- ii. Artistic production, presentation and dissemination costs, and project administration costs;
- iii. Marketing, promotion, audience development, community engagement activities;
- iv. Venue or studio rentals;
- v. Costs related to accessibility for Deaf artists and audiences and/or artists and audiences with disabilities; and
- vi. Minor equipment or software purchases to upgrade technology, workspaces or health and safety items required to carry out the proposed project.

C.2.h. Exclusions from Eligible Costs

CKAF Project funding may not be used for:

- i. Major capital purposes including but not restricted to the purchase of land, equipment, fixtures or physical facilities;
- ii. Furthering a profit venture or to advantage a for-profit partner;
- iii. Funding a project that appears on more than one CKAF Project grant application in the same year and/or that identifies one CKAF Project grant as a source of funding for another CKAF Project grant;
- iv. Fundraising events and projects;
- v. Recovering the costs of a project deficit or an organization's financial deficits;
- vi. Programs/services that are delivered by an organization aligned with any political party;
- vii. Paying for expenses incurred prior to the ratification of KAC CKAF Board Report;
- viii. No more than 20% of the project budget can be for administrative/ overhead costs (this includes administrative salaries and fees).

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. Individual Artist Grants

Individual professional artists may apply to CKAF Project Grants as individuals or by forming a collective. Eligibility requirements for application are described in C.2.d and C.2.e. There are no other grant opportunities for individuals at this time.

C.2.j. Grant Size

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

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

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

C.2.k. Reporting Requirements

- i. **For all grant recipients in the 2024** CKAF Project Grant Program, a Final Report is required 60 days after project completion **and no later than 31 December 2025**. A hold back totaling 10% of total funding awarded will be released upon successful submission of the Final Report;
- ii. Applicants must file an extension request if the project will not be completed by the original Final Report deadline based on the application. Extension requests must be submitted following the procedure in F.7. Extension Requests.
- iii. If the project completion date is after **31 December 2024**, **grant recipients** are required to provide an Interim Report no later than **15 January 2025**.
- iv. Any changes to a project must be submitted in writing to the KAC in advance for approval and unapproved changes may result in funds being withheld at the discretion of the KAC or a withdrawal of funding following the procedure in F.1.h. Modification requests must be made before the original Final Report deadline, or grant may be considered null and void and the amount may not be issued.
- v. If a CKAF grant recipient has overdue Interim or Final reports, it will not be eligible to apply for further CKAF grants or to receive funds for grants subsequently awarded until such time as those reports are submitted to and accepted by the KAC;
- vi. Recurring projects will be required to report on the project as part of their next year's application.

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. Ability of the organization to achieve its mission, mandate and objectives through viable operational, program, and activity plans;
- iii. Artistic merit and quality of work and programs;
- iv. Strength of administration and financial planning, including professional practices in the management of artists and staff;
- v. Demonstration of innovation and effective use of CKAF funds to benefit the community;

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- vi. The ability to measure and report on the success of its activities and programs on an ongoing basis;
- vii. A commitment to hire local, professional artists; and
- viii. A commitment to compensate artists and other employees at industry-standard rates.

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 viability of the proposed project and the capacity of the applicant to deliver the project;
- iv. Artistic merit and the quality of work and programs;
- v. Demonstration of innovation and effective use CKAF funds to benefit the community;
- vi. A commitment to hire local, professional artists; and
- vii. A commitment to compensate artists and other employees at industry-standard rates.

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. Please see the definitions for these words as provided; applicants are required to connect these definitions to their work for the benefit of the jurors who will be adjudicating the applications.

Access encompasses the physical, financial, intellectual, and socio-economic accessibility of programming, events, and venues. Diversity addresses the non-material culture of the project or organization, specifically the way in which it welcomes people of varying ability, income, language, incarceration history, cultural background, race, ethnicity, faith, gender, orientation, or education level. Inclusion refers to the removal of material or non-material barriers to participation, through policies in human resources, strategic planning, physical environment, programming, audience, community development, and budget management.

E. Procedures

- E.1. Each year's grant allocation of 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.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- E.2. To be considered for funding, individual artists, 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 a CKAF Board Report to the City of Kingston Arts & Culture Services Department following the distribution of funds. 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 brought forward to City Council as part of the City's annual budget process.
- E.4. The KAC staff in consultation with the KAC Board of Directors will determine the application form, submission process and dates.

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. Assessing and confirming the eligibility of applications. Applications may be rejected by the KAC if it appears that they do not fit the eligibility criteria as per CKAF Guidelines;
 - iii. Advising and providing an update on decisions made regarding eligibility to the City of Kingston Director of Arts & Culture Services; and
 - iv. 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;

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- ii. Representation on and composition of the Jury;
 - iii. Rules pertaining to conflict of interest;
 - iv. Length of service; and
 - v. Reporting requirements of the Grants Committee to the KAC Board.
- F.1.e. Acting as Chair of the Adjudication meetings for the Operating and Project Grant programs. The Executive Director of the KAC will act as Chair, unless they are unable, in which case the Grants and Programs Coordinator will act as Chair.
- F.1.f. Providing administrative support to the Grants Committee by hiring administrative staff.
- F.1.g. Awarding honoraria to CKAF jurors in recognition of their work on the program.
- F.1.h. Enforcing the decisions of the jury. The KAC has discretion to decide if changes to an application after the adjudication require a review for potential withdrawal of funds. An application may be reviewed for eligibility according to program eligibility requirements or it may be reviewed to evaluate whether changes are so significant that it is no longer the application endorsed by the jury. In such case, the KAC Board of Directors and a representative of the City of Kingston will approve the KAC's recommendation to withdraw funds.
- F.1.i. Distributing funding to successful applicants.
- F.1.j. Receiving and assessing Interim and Final Reports to ensure funds are being used for the applicants approved activities.
- F.1.k. Reviewing CKAF annually and formulating recommendations to improve and develop the program.

F.2. Time Frame for Establishing the Grants Committee

The KAC will establish the Grants Committee, made up of the Jury, City of Kingston Councillors, City of Kingston staff, and KAC staff, annually with reference to the deadlines for receipt of grant applications.

F.3. Governance

- F.3.a. As Chair, the KAC Executive Director will receive administrative support from the KAC Grants and Programs Coordinator.
- F.3.b. The KAC will facilitate the selection of Jury members for the Grants Committee in accordance with the outline for membership contained in Section G.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- 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 will be responsible for ensuring that all members of the Grants Committee are aware of the terms of the Plan for Admin and adhere to the rules and guidelines for adjudicating applications and allocating funds.
- F.3.e. The KAC will not be involved with the decision-making function of the Jury.
- F.3.f. The KAC Staff will report to the KAC Board of Directors on an ongoing basis.
- F.3.g. The KAC Staff will present the proposed distribution of funds, including final rankings for each application, which will be kept strictly confidential, and a Report on the Adjudication of Applications to the CKAF for ratification to the KAC Board of Directors.
- 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. The KAC Staff when requested by the designated contact person for the applicant will provide discretionary feedback concerning Grants Committee comments on applications.
- F.3.j. It is understood that, in order to respect the decisions of the Jurors, the KAC Board of Directors 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 should be addressed to the Executive Director of the KAC. The KAC will develop and forward a written report with respect to such complaints and concerns to the KAC Board of Directors.
- F.4.b. In the event that a complaint specifically involves/implicates the Chair, that complaint may be addressed directly to the Chair of the KAC Board of Directors.
- F.4.c. Any concerns or complaints regarding a potential undeclared conflict of interest of a member of the Grants Committee shall be made in writing to the Executive Director of the KAC.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

F.4.d 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 KAC CKAF Board Report will be a matter of public record and available through the KAC. Prior to that approval, the KAC CKAF Board Report is confidential.

F.5.b. The KAC CKAF Board Report 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 one application deadline for both the Operating Grant and Project Grant Streams in April. Applications will be submitted by email to the Grants Coordinator. 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. If applicants realize there is an error in the application after it is submitted, they may correct or update their application until the deadline. Once the deadline has passed, all eligible applications will be submitted to the jury “as is” without alteration or correction.

F. 7. Extension Requests

Extensions may be requested in three contexts: for the application deadline, for reporting deadlines, and for the term of project grants. Extensions will only be granted if the request is filed through the procedure described below. The KAC has the authority to approve or deny an extension request.

F.7.a. Application Deadline

Potential applicants must submit an extension request no less than five business days in advance of the posted deadline. Requests are made directly to the Grants Coordinator in writing. Requests are reviewed and approved at the discretion of the KAC Executive Director. Deadline extensions are only granted for extenuating circumstances and cannot exceed ten business days. The KAC may require documentation in support of some circumstances.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

F.7.b. Reporting Deadline

Grant recipients may request extensions for Interim or Final Reports. Requests must be made in writing at least five business days in advance of the deadline. Extensions will be granted at the discretion of the KAC Executive Director. Extensions for Interim or Final Reports will not exceed 30 calendar days.

F.7.c. Term of Project Grants

Project grants have a term of 18 months and activities must take place between **July 2024 and 31 December 2025**. Project grant recipients must submit extension requests for the term of the grant in writing before the original Final Report deadline from their application. Requests should be made in writing to the Grants and Programs Coordinator and will be granted at the discretion of the KAC Executive Director.

Extensions to the term of Project grants generally will not exceed 120 calendar days, however further extensions may be granted as a result of unforeseen circumstances at the discretion of the KAC Executive Director. If Project recipients do not submit their signed grant agreement and proof of insurance or an extension request by the original Final Report deadline, the grant may be considered null and void and the amount may not be issued.

G. Grants Committee

G.1 General Principles for Fund Allocation

G.1.a. As a general principle, all sectors of the arts should be funded through CKAF 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.

G.1.b. A Jury may decide, in exceptional circumstances, not to award all the monies available for the Operating or Project Grant Program.

G.1.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 KAC staff. Unawarded funds from the Operating stream may be allocated to the Project stream in the same year.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

G.2. Grants Committee Membership

There are two categories of membership in the Grants Committee, Jury members and Ex-Officio members.

G.2.a. Jury members

The Jury is responsible for adjudicating the applications and allocating funding in accordance with CKAF guidelines and criteria and includes:

- Five Jurors appointed by the KAC

These members are responsible for becoming familiar with the CKAF grant program and its assessment criteria, reading all the applications, reviewing supplementary materials, and making notes about each application based on the assessment criteria and granting program objectives.

For both the Operating and Project grant programs, the Jury is required to complete an initial round of scoring of each application before the meeting. At the meeting, based on the results of pre-scoring, the Jury will:

- Discuss in detail each application based on its Artistic Contribution, Community Benefit and Quality of Administration and Financial Responsibility;
- Conduct a second round of scoring based on the discussion; and
- Determine and allocate funds.

G.2.b. Ex-Officio members

There are two categories of Ex-Officio members as follows:

- City of Kingston representative:
 - o The Director, Arts & Culture Services of the City of Kingston and/or their delegate; and
 - o Two City of Kingston Councilors, one per jury.

These members of the Grants Committee may attend the meeting as a resource for the jurors. They provide, upon request, broader community perspectives and information on the City of Kingston objectives for the CKAF program. They are not jurors and do not participate in the evaluation of applications or contribute to funding decisions. They are present to ensure transparency and fairness in the process.

- KAC Staff

Kingston Arts Council Plan for Administration of Arts Funding for the Corporation of the City of Kingston in 2024

The KAC Staff including the Executive Director and Grants Coordinator are present to Chair the meetings, facilitate discussion, and ensure that each applicant is treated equitably and without prejudice. KAC Staff are also responsible for ensuring that there are no direct conflicts of interest, that indirect conflicts of interest are declared, and appropriate procedures are followed.

Additional responsibilities of the KAC are to remind the Jury of program priorities and the budget context, ensure that the Jury shares a common understanding of the assessment criteria, serve as resource persons and provide information and historical context in the CKAF programs, as well as overseeing and recording the rating/ranking process.

G.3. Grants Committee Meetings

There will be two separate Grants Committee meetings, one for Operating Grant applications and one for Project Grant applications. The Jurors will be different for each meeting. Each Grants Committee meeting will take place over a single full day.

G.3.a. Quorum

A quorum shall consist of a majority of the Jury members. 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.3.b. Confidentiality and Conflicts of Interest

Each member of the Grants Committee 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; and
- 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 KAC will require members of the Grants Committee to conform to the Conflict of Interest Rules and Procedures as described in sections G.7. below.

G.3.c. Decisions

The Jury is required to assess applications in accordance with CKAF objectives, the application guidelines and assessment forms provided. After discussion within the Grants Committee, the Jury will decide on the allocation of grant funding. Thus the decisions are at arms-length from the KAC and the City and are adjudicated by independent peer assessment.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

Decisions of the Jury 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.4. Selection of Grants Committee Members

G.4.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; and
- iv. Provide fair and objective opinions in their assessment of applications in accordance with the CKAF Objectives.

G.4.b. City Council appoints Ex-Officio members representing the City.

G.4.b. Jurors are chosen and appointed from a list of potential jurors by KAC staff.

G.4.c. 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 KAC staff which will review these to ensure that those selected meet the juror eligibility requirements.

G.5. Criteria for Eligibility to be Appointed as a Jury member

Jury members must be:

- G.5.a. Artists, professionals, 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.5.b. Knowledgeable about the City of Kingston context and the broader arts environment beyond their area of expertise;
- G.5.c. Able to articulate their opinions, and work in a group decision-making environment; good communicators;
- G.5.d. As much as possible, be reflective of Kingston's gender, demographic and cultural diversity.

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024

G.6. Terms of Appointment of Grants Committee Members

- G.6.a. Terms of appointments of the City of Kingston representatives are at the discretion of City Council;
- G.6.b. Appointment of a Jury member 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.7. Conflict of Interest Rules for Members of the Grants Committee

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

G.7.a. Jury Conflict of Interest Rules

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

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

immediate household) serving as Jurors must declare an indirect conflict of interest.

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

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

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

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

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

- i. All members of the Grants Committee must abide by the Conflict of Interest Rules set out in this document and as amended from time to time.
- ii. All potential disclosures of conflicts of interest must be submitted in writing to the KAC and will be retained as part of CKAF records.
- iii. Individuals who are in direct conflict of interest with any of the applications being assessed cannot serve on the Grants Committee. If a direct conflict of interest becomes apparent at any time before or during the assessment process, the jury member will be immediately released from their duties.
- iv. Individuals who have an indirect conflict of interest with any of the applications are managed based on their ability to remain objective in assessing the application. Individuals who declare an indirect conflict of interest that makes it

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- difficult for them to evaluate an application objectively will be asked to leave the room.
- v. If any conflict of interest becomes apparent during the discussion of the relevant application, the Chair will ask the juror to leave the room immediately for the remainder of that discussion.
 - vi. If a member of the Grants Committee failed to make proper prior disclosure of his or her conflict(s) of interest and that omission resulted in a profit or benefit to the member or member's family, the Executive Committee of the KAC shall review the circumstances and if satisfied that the member failed to comply with the applicable Conflict of Interest Rules, then the member may be required to compensate the KAC for the profit or benefit improperly realized.
 - vii. The Chair will oversee compliance with conflict of interest rules pertaining to the Grants Committee adjudication meetings.
 - viii. Any concerns or complaints regarding a potential conflict of interest of a member of the Grants Committee shall be made in writing to the Chair of the KAC Board of Directors.

G.8. Confidentiality

- G.8.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.8.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.8.c. Communication of Jury results and relevant Jury comments will be made through the KAC Office.
- G.8.d. Prior to the ratification by Kingston City Council, results are confidential.
- G.8.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 Kingston City Council ratifies the decisions regarding the allocation of funds.

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 as recommended in the Kingston Culture Plan and pending council approval.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- 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, 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 KAC CKAF Board Report will be forwarded to City Council for ratification of the distribution of CKAF funds in July. Unallocated funds from the current year will be added to the fund for the next CKAF year.
- H.5. Upon City Council ratification of the KAC CKAF Board Report, the KAC will draw up an agreement with each recipient organization/collective of the 2024 CKAF as decided by the Grants Committee.
- H.6. The lead applicant identified on the application will become the grant recipient, who, upon entering into an agreement with KAC, will be responsible for managing the project, the funds, and the reporting. Grants will only be issued to the grant recipient or the recipient's sponsor as identified on the grant agreement. If the grant recipient can no longer meet the eligibility requirements, the grant may be considered null and void and the amount may not be issued.
- H.7. The grant recipient will be required to sign an agreement, recognizing their obligations regarding the use of the funds, reporting requirements and conditions. Evidence of \$5 million liability insurance coverage per occurrence naming the Kingston Arts Council and the City of Kingston as additional insured's will be required from the recipient before the funds are released.
- H. 8. The signed grant agreement and evidence of \$5 million liability insurance or a request for extension must be received by the KAC in advance of the project dates as listed in the application.
- H.9. After the agreements have been signed by both KAC and the recipient, conditions are met and evidence of adequate insurance is received, the KAC will issue a cheque for the organization or collective's grant. For organizations receiving a CKAF Operating Grant the KAC will issue a cheque for 100% of their grant.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

For CKAF Project Grants, the KAC will issue a cheque for 90% of their grant and a 10% hold back will be released upon successful submission of the Final Report.

- H.10. Applicants will not be eligible to receive further CKAF funding until all required reports have been submitted to and accepted by the KAC.
- H.11. 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 CKAF administration

- 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 Scotiabank in the name of the Kingston Arts Council and be 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 Chair of the KAC Board of Directors, the Treasurer, the Executive Director and one other director of the KAC Board of Directors. Two signatures shall be required on all grant 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 KAC Executive Director, 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 along with the Executive Director of the KAC 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. KAC will submit quarterly reports, including Financial Reports to Cultural Services, City of Kingston.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

- I.9. Applicants will not be eligible to apply for further funding until all required reports have been submitted to and accepted by the KAC.
- I.10. Bank fees for the maintenance of the CKAF Account shall be paid from the KAC Operating Account.
- I.11. Interest accumulated on the CKAF Account shall be paid to the City of Kingston, who will issue a cheque reimbursing KAC for this amount annually.
- I.11. The bookkeeper will submit invoices for services to the CKAF Program, which will be paid from the KAC Operating Account.
- I.12. 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.13. Auditor's fees will be paid from the KAC Operating account.
- I.14. Any funding unclaimed or returned by grant recipients will be made available to future CKAF granting programs.
- I.15. Upon approval by City Council of the Plan for Administration of Arts Funding for the Corporation of Kingston (as amended for 2024), the City of Kingston will enter into a Service Level Agreement with the KAC. Once that contract is signed by both parties, the City will transfer to the KAC 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.

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024

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.

- i. The applicant organization’s mandate or mission must focus on artistic endeavour (either creation or presentation) as the primary objective of the organization.
- ii. The activities of the applicant organization must be consistent with the artistic focus of the mandate or mission;
- iii. The applicant organization must be non-profit in orientation.

In addition, the applicant organization must be either:

- iv. Incorporated as a non-profit arts organization in and of itself for a period of at least two years; or
- v. A distinct and discrete arts organization, other than an academic unit of an 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: Academic units of educational institutions will not be eligible.

Note 2: In the case of v. (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.)

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024

APPENDIX B - Policy Regarding Non-Profit Eligibility (Project)

Policy Statement on the Definition of “Non-profit Organization” and “Artistic or Community Collective” in the CKAF Project Grant Guidelines

In order to be considered an eligible “non-profit organization” under the CKAF Project Grant Guidelines, applicants must meet all the following criteria:

- i. Must be non-profit in orientation;
- ii. Have a component which has an ongoing mandate or mission focusing on artistic endeavour (either creation or presentation) as an objective; or
- iii. Engage professional artist(s) in a community arts project.

In addition, the applicant non-profit organization must be either:

- iv. Incorporated as a non-profit organization in and of itself; or
- v. 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: Academic units of educational institutions will not be eligible.

Note 2: In the case of v. (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.)

Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024

APPENDIX C - Glossary of Terms

Access: This term encompasses the physical, financial, intellectual, and socio-economic accessibility of programming, events, and venues.

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*.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

Co-project: *see joint project*

Corporate Sponsorship: An in-kind or cash donation from a for-profit corporation. This may be accompanied by a formal agreement in which the applicant agrees to thank or acknowledge the corporation for their donation.

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

Diversity: This term addresses the non-material culture of the project or organization, specifically the way in which it welcomes people of varying ability, income, language, incarceration history, cultural background, race, ethnicity, faith, gender, orientation, or education level.

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*.

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.

Inclusion: The removal of material or non-material barriers to participation, through policies in human resources, strategic planning, physical environment, programming, audience, community development, and budget management.

In-Kind Support: Support in the form of goods, commodities or services rather than money; including, but not limited to the provisions of space, administrative services, promotional and marketing support, etc.

Lead applicant: the organization or collective identified on the application, which must meet all CKAF eligibility criteria; this organization or collective is responsible for managing the project, the funds, the application, and any reporting.

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

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

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 (see *Appendix B*).

Partnership: An agreement between an applicant and a third party wherein the third party agrees to support the project through in-kind donation, which is formalized in a letter and submitted as part of the application. Partnerships can occur with both non-profit or for-profit entities.

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: A professional artist has developed skills through training and/or practice and: is recognized as such by artists working in the same artistic traditions; has a history of public presentation or publications; seeks payment for their work; and actively practices their art.

Primary role: Someone who occupies an executive and/or decision-making staff or board position within an organization and/or collective.

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.

**Kingston Arts Council Plan for Administration of Arts Funding
for the Corporation of the City of Kingston in 2024**

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 & Community Policies Committee
Report Number ARCP-24-001

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

From: Jennifer Campbell, Commissioner, Community Services

Resource Staff: Tony Gargaro, Manager, Recreation Services, Recreation & Leisure Services

Date of Meeting: December 13, 2023

Subject: Update to the Sports Field Allocation Policy

Council Strategic Plan Alignment:

Theme: Policies & by-laws

Goal: See above

Executive Summary:

In 2010, the City of Kingston endorsed [Report Number ARCP-10-007](#) the Sports Field Allocation Policy. These documents were established to provide a clear process for allocation of use and cancellations for sports fields. In 2018, Council endorsed [Report Number ARCP-18-003](#), an update to these policies.

In 2023, the policies were reviewed by staff and have been revised based on feedback from user groups and key community partners, in addition to amendments identified by staff. The updates being recommended create further efficiency and clarification regarding the allocation, booking and cancellation of municipal Sports Fields throughout the City.

December 13, 2023

Page 2 of 6

Recommendation:

That the Arts, Recreation & Community Policies Committee recommend to Council:

That Council approve the Sports Field Allocation Policy and Guideline updates, attached as Exhibit A to Report Number ARCP-24-001.

December 13, 2023

Page 3 of 6

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, Development & Growth Services	Not required
Neil Carbone, Commissioner, Corporate Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Peter Huigenbos, Commissioner, Major Projects & Strategic Initiatives	Not required
Brad Joyce, Commissioner, Infrastructure, Transportation & Emergency Services	<input checked="" type="checkbox"/>
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required

December 13, 2023

Page 4 of 6

Options/Discussion:

Staff engaged in an extensive review of the Sports Field Allocation Policy to ensure it aligned with best practices, supported municipal operations and was conducive to user groups. Exhibit A contains the proposed amended Sports Field Allocation Policy. The review process involved an analysis of day-to-day operations and considerations on how best to allocate Sports Field capacity to user groups across the City's 2 turf fields, 49 grass rectangular fields and 36 ball diamonds. The recommended changes were reviewed by the Recreation Facilities and Public Works management teams who oversee maintenance and operations of the various sport fields.

Background

In 2010, the City of Kingston endorsed the Sports Field Allocation Policy. The policy was established to provide a clear process for allocation of use and cancellations for sport fields. The current policy was last updated in 2018 and was up for review in 2023.

Analysis

City staff reviewed various sports field allocation policies and procedures from other municipalities to ensure best practices are being followed. Additionally, for consistency among City policies, the Sports Field Allocation Policy was compared to the Ice Allocation Policy that was updated in 2023 to reflect a similar layout, design and common language. Exhibit B outlines the changes and updates to the policy based on the 2018 Sports Field Allocation Policy and the 2023 Ice Allocation Policy. The main changes to the policy are as follows:

- **Format and language changes:** the entire policy was amended to reflect a similar format to the updated 2023 Ice Allocation Policy. This also included some general language updates that have minor implications to the policy.
- **User group definition:** Partner Group was the primary user group definition in the 2018 Sports Field Allocation policy. Additional user group types have been added to correlate with the 2023 Ice Allocation Policy. A new "Youth Recreation Group" was created for the user groups who do not meet all the requirements of the partner group status but exhibit good governance.
- **Tournament/event logistics:** additional details were provided regarding coordination for tournaments and events including a required checklist and questionnaire. This is to ensure adequate parking plans, portable washrooms and emergency plans are in place.
- **Introduction of the allocation matrix (master schedule):** a new matrix was introduced regarding the distribution and entitlement of Sport Fields for Partner Groups. This practice is consistent with the Ice Allocation Policy and ensures fair and equal allocation of time based on the guidelines of their respective sport governing bodies.
- **Allocation considerations:** additional details were provided for clarity regarding the updated allocation matrix.

December 13, 2023

Page 5 of 6

- **Prime and non-prime hours:** prime and non-prime hours have been more clearly defined and outlined to ensure allocation of permitted hours will be fair across prime-time hours.
- **Updated timelines:** timelines were updated for City staff and user groups regarding the expectations for permits, tournaments, returns and contract reconciliations.
- **Permit cancellations:** updated cancellation policy to reflect a similar practice as the Ice Allocation Policy.
- **Monthly contracts:** updated to reflect the current process within the recreation software and to establish monthly contracts to ensure accounts receivables are maintained.
- **Insurance:** liability insurance was increased to five million dollars to meet the current City requirements.
- **Field resting program:** additional details were provided regarding the updated field resting requirements within the Turf Care Management Plan.
- **Sport field amenities:** new language added regarding the amenities at various sites to ensure transparency and fairness with users.
- **Requests for field modifications, improvements, additional amenities or new fields:** additional language to ensure communication regarding all requests regarding City property.

Public Engagement

During the mid-season Sports Field User Group Consultation on July 19th, the user groups were reminded that the policy was under review. A PowerPoint presentation and the 2018 Sports Field Allocation policy was shared with all who attended and all who were invited; they were given the opportunity to provide feedback until July 28th by email. At that time, no additional suggestions outside of those provided at the User Group meeting were provided by the groups.

At the end of the season there was an additional Sports Field User Group Consultation, on November 9th, where user groups were given an overview regarding the changes being proposed. Exhibit C is a copy of the slides that were shared during the presentation and which were provided to all who attended the meeting and to all who were invited. An online survey was also extended to all user groups and their designates.

The survey asked for feedback regarding Sport Field conditions, Sport Field infrastructure, communication and the booking process, and the Sports Field Allocation Policy. The survey remained open until Friday, November 19th. Exhibit D is a copy of the feedback from the survey. In regards to the Sport Field Allocation Policy, the user groups were thankful to staff for taking the time to explain the changes and confirmed that all the updates make logical sense. The user groups want to see the policy in practice to determine the impact of the changes as well as find a middle ground regarding historical usage.

City staff will consistently audit the policy over the next year and continue to work with and evaluate the changes with community partners at regularly scheduled user group meetings. City

December 13, 2023

Page 6 of 6

staff will also share a copy of the approved policy with Tourism Kingston to support Sport Field and Sports Tourism related tournaments and events.

Existing Policy/By-Law

2010 Sports Field Allocation Policy

2018 Sports Field Allocation Policy

Notice Provisions

None

Financial Considerations

None

Contacts:

Tony Gargaro, Manager, Recreation Services, 613-546-4291 extension 1805

Other City of Kingston Staff Consulted:

Amanda McDonald, Supervisor, Recreation & Community Development

Chris Paterson, Assistant Supervisor, Recreation Services

Neal Unsworth, Manager, Parks & Shoreline, Engineering Services

Troy Stubinski, Operations Manager, Public Works & Solid Waste Services

Andrew Reeson, Senior Legal Counsel, Legal Services

Exhibits Attached:

Exhibit A - Sports Field Allocation Policy Draft

Exhibit B – Policy Updates and Changes Comparison

Exhibit C – User Group Consultation Slide Presentation

Exhibit D – Sport Field User Survey



Sports Field Allocation Policy and Guideline

Policy #	POL-68
Effective Date	September 1, 2018
Status	Under Review
Final Approver	Council

1.0 Purpose

The purpose of this policy is to establish guidelines for the allocation and management of Sport Fields owned and operated by the City.

2.0 Persons Affected

This policy affects all Partner Groups, Seasonal User Groups and any person, organization, community member, and/or community group interested in renting space within the City's owned and operated Sport Fields.

3.0 Policy Statement

3.1 Policy Goal

It is the goal of this policy to:

- i. Promote and encourage participation in sport and physical activity to the overall benefit of the community;
- ii. Recognize that the benefit to the overall community is maximized by prioritizing access to opportunities for physical activity and sport participation in youth;
- iii. Provide a fair and transparent means for service delivery;
- iv. Consider the needs of Kingston residents before residents of other communities;
- v. Strive to provide fair access to Sport Fields and recreational amenities;
- vi. Allow flexibility to meet the needs of Sport Associations and other users;
- vii. Establish uniform criteria and procedures for the reservations and use of Sport Fields;
- viii. Facilitate scheduling that will support proper and sufficient maintenance and

repair of Sports Fields;

- ix. Permit the planning and implementation of special sport events and programs in which a large number of people are expected to participate;
- x. Ensure that the City's Sports Fields are used for the benefit of the entire community; and
- xi. Balance the needs of partner groups, seasonal user groups, casual participants and the City as a whole.

3.2 Sports Field Distribution Matrix (Master Schedule)

3.2.1 Distribution Matrix

On an annual basis the Facility Booking Office (FBO) will develop a Sports Field Distribution Matrix that best reflects the expressed needs of all seasonal users and application of this policy's directives and guides. Any such matrix will reflect the relative priority of each class of user group and will allocate fields proportionally based on user group participant numbers from the previous year, in order to ensure that seasonal user groups have their core programming needs met before allocations are considered for expanded programming, new user groups, emerging sports, occasional users, or commercial users. The City reserves the right to reassign Sport Fields annually as required.

3.2.2 Client Scheduling Priorities

Sports fields will be allocated utilizing the following priority user groups:

- i. City of Kingston recreational programs
- ii. Tournaments & special events
- iii. Partner Groups
- iv. Youth Recreation Groups
- v. Seasonal User Groups
- vi. Boards of Education
- vii. Occasional user
- viii. Commercial users

3.3 City of Kingston Recreation Programs

The City reserves the right to offer recreational programs at its facilities and to schedule such programming as it sees fit. Such programming will be scheduled before allocations to other user groups are made. Programs may be provided in

response to resident demand.

3.4 Tournaments and Special Events

The City supports special programs like tournaments and special events. These programs provide revenue generating opportunities to both the program organizers and the City, as well as provide an economic spin-off to the community at large. Generally, tournaments and special events are competitions hosted by recognized City Partner Groups and Seasonal User Groups. They may include events of regional, provincial, or national significance. Special events may not be limited to sport competitions. Tournament and special event allocation requests received in compliance with the terms of this policy are allocated before all other allocation requests are considered. Time allocated to Partner Groups and Seasonal User Groups for tournaments will not impact the regular seasonal allocations of these groups.

3.5 Partner Groups

A Partner Group is defined as follows:

- i. A non-profit recreational Sports Field User Group based within the city and dedicated primarily to minor sports (18 and under);
- ii. Will be established providers of quality recreational programs, primarily for youth;
- iii. Will be a main provider of its particular activity for youth in the city; and
- iv. Membership in the group will be dominated by residents of the City (Note: If item 3 is dominate, item 4 may be waived).

Organizations recognized as Partner Groups must:

- i. Have constitutions;
- ii. Be incorporated;
- iii. Have an auditable annual financial statement;
- iv. Be affiliated with a responsible regional, provincial or national organization. The choice of this organization can be entirely at the discretion of the Partner Group; and
- v. Have an elected body of officers and hold an annual meeting of members.

If the appropriateness of a Partner Group's status as a Partner Group comes into question, the group may be required to re-produce evidence that the conditions

under which it was granted partner status still apply.

3.6 Youth Recreation Groups

A non-profit recreational Sports Field User Group that meets the above definition of a Youth Partner Group, with the exception that the organization may exist without a constitution, may not be incorporated and may not be affiliated with a recognized regional, provincial or national sport organization.

To be recognized as a Youth Recreation Group under this category, the group will exhibit good governance including:

- i. Have an elected body of officers and hold an annual meeting of members; and
- ii. May be required to provide the City with auditable annual financial statements.

3.7 Seasonal User Groups

Groups in this category are defined as Sport Field User Groups that use a sports field facility(s) on a weekly basis for an entire season (minimum of 6 weeks), but do not qualify under the criteria of a Partner Group or Youth Recreation Group. The primary purpose of Seasonal User Groups is to offer recreational athletic activities in the community, but the age of its participants is greater than that which would qualify as a Partner Group or Youth Recreation Group. Seasonal User Groups will exhibit good governance, including having an elected body of officers and hold an annual meeting of members. Seasonal User Groups may be required to provide the City with auditable annual financial statements.

If a designated seasonal long-term permit holder disbands or fails to apply for Sport Field usage in consecutive seasons, they will lose their status. If they reapply in a subsequent season, they will be treated as a new client as the seasonal long-term client designation is not transferable.

3.8 Boards of Education

School bookings are to be administered on a first-come, first-served basis through the FBO with the exception of booking requests for facilities that are covered under existing agreements between the school boards and the City.

3.9 Occasional Users

Occasional users book Sports Fields sporadically, or infrequently, and do not use sports fields for commercial purposes.

3.10 Commercial Users

Groups in this category are defined as organizations or individuals that use Sport

Field time with the intent of generating positive net income (profit). At the City's discretion, not-for-profit groups may be allowed to generate net income from the use of allocated Sport Field time, so long as the use aligns with the "fundamental activities" of the group. In consultation with field users, the FBO will establish a process to ensure that net income producing activities of not-for-profit groups remain consistent with the goals, objectives and guiding principles of the Allocation Policy as well as the best interests of Kingston residents.

3.11 Residency

The City recognizes the tax-based contribution provided by its residents toward the development and operation of recreation Sports Field facilities and recognizes that residents will always receive priority over non-residents in the allocation of Sports Field time. For the purpose of supporting the ongoing development of Sports Field User Groups, the City will accept the residency requirements defined by Sport Governing Bodies (S.G.B.'s – local, regional, provincial and/or federal) which govern the actions of local affiliated Sports Field User Groups. The City reserves the right to impose residency requirements or limitations on permit applicants at any point in time in the future if it is deemed necessary to do so (e.g. restricted field capabilities).

The City will accommodate the regular use of Sports Fields by non-residents after resident demand is satisfied and under special circumstances such as reciprocal agreements. Non-residents will not achieve historical status in regard to permit allocation on a year-to-year basis. Non-resident use will be reviewed on a case-by-case basis.

3.12 Allocation Entitlement and Distribution for Partner Groups

The number of weekly hours allocated to any Partner Group will be based on justified need. On an annual basis, registration data for the previous season must be supplied by the Partner Group in a format acceptable to the City. The FBO will then apply the data to a 'Standards of Play' (SOP) formula which will determine the total number of weekly hours each user is entitled to and the distribution of those hours to different age and skill level groupings.

The tables below contain example standard of play formulas. The goal of the standard of play formula is to ensure user groups obtain a fair and equal allocation of time based on the guidelines of their respective sport governing bodies and is subject to change. The formulas are not the only component of the allocation process. The application of each allocation formula by FBO staff will provide a starting point that ensures all Partner Groups and Youth Recreation groups receive adequate booking time to satisfy their core programming needs at the previous season's registrations numbers, before other requests for field allocations are considered.

BASEBALL SOFTBALL					
Category	Age Level	Base # Players (Per Team)	Hours/Week Practice (Per Team)	Hours/Week Games (Per Team)	Total Hours/Week (Per Team)
House League	0-6	6	0.5	0.5	1
	7-9	13	2	1	3
	10-11	13	2	1	3
	12-13	13	2	1	3
	13-15	13	2	1.25	3.25
	16-18	13	2	2.5	4.5
Competitive (Comp.)	7-9	13	6	1	7
	10-11	13	6	1	7
	12-13	13	6	1.25	7.25
	14-15	13	7.5	1.25	8.75
	16-18	13	7.5	1.5	9

SOCCER						
Category		Age Level	Base # Players (Per Team)	Hours/Week Practice (Per Team)	Hours/Week Games (Per Team)	Total Hours/Week (Per Team)
House League	Micro	0-6	9	0.375	0	0.375
	5v5	7-8	10	0.75	1.5	2.25
	7v7	9-10	12	0.75	1.5	2.25
	9v9	11-12	15	0.75	1.5	2.25
	11v11	13-16	17	0.75	2	2.75
Comp.	5v5	7-8	10	0.5	0.5	1
	7v7	9-10	12	3	0.75	3.75
	9v9	11-12	16	3	1	4
	11v11	13-15	17	3	1	4

3.13 Use of Non-City of Kingston Sports Fields

Sport organizations that may book space at both City and non-City owned and operated Sport Field facilities must include in their requests for municipal field time confirmation of all weekly hours of sports fields booked on non-City owned and operated Sport Fields. These hours may be subtracted from the field allocation to ensure a fair division of available hours at City owned and operated fields in proportion to the number of participants using these fields during the previous season.

3.14 Existing Programs and Program Expansions

For the purposes of the Sports Field Allocation, request for Sports Fields will be classified as one of the following:

Existing Programs: Field allocation requests, based on a group’s submitted participant registration numbers from the previous season. Existing program allocation requests will be allocated first to ensure groups are allocated sufficient field time to maintain their core programming at a similar level to the previous season, before allocations are considered for expanded or new programs.

Existing Program Expansions: Field allocation requests by existing organizations/groups looking to expand their program(s), due to increased demand for program registrations and/or changes to governing sport affiliation rules and regulations, which require additional field time, or more field time than the entitlement or previous season baseline. Such requests will be fulfilled in the priority order outlined in section 3.2.1 after allocations for existing programs are met. No user group shall expand their programming beyond the level of the previous year without informing the City.

New Programs: Organization/groups not allocated regular field time in the previous seasons, whose program or services meet unmet need.

3.15 Allocations for New Organizations or Emerging Sports

Should there be requests to accommodate a new or emerging sport/organization within existing sports; the City will review each request on a case-by-case basis to determine the feasibility of providing Sports Fields to the new applicant. In general, a new organization requesting on-going Sport Field time must meet an identified need in the community that is not currently being filled by an existing organization. Should the City recognize a new or emerging sport/organization, it will first permit unallocated time to said sport/organization, before considering any additional reallocation of hours. The City reserves the right to reasonably reallocate hours from existing users, if warranted.

3.16 Prime and Non-Prime Field Time

All Partner Groups will receive an equitable distribution of prime and non-prime hours. All Partner Groups, regardless of gender orientation, level of competitiveness, and total hours of entitlement shall not receive relatively more or less prime time access than a similar client. To maximize the use of the City’s Sports Fields, Partner Groups may be issued approximately 5% of their allocation during non-prime times. Prime Time hours are defined as those hours that have historically had significant bookings while non-prime hours are defined as those hours which have historically had a limited number of bookings.

PRIME & NON-PRIME SPORT FIELD HOURS		
Prime Time	Monday to Thursday	5pm to Close

	Saturday	8:00am to 5:00pm
	Sunday	8:00am to Close
Non-Prime Time	Monday to Friday	8:00am to 5pm
	Friday and Saturday	5:00pm to Close

3.17 Youth and Adult User Fees

All user fees, equipment and service fees are subject to the provisions of the City's Fees and Charges By-Law. Some Partner Groups may have adult membership (excluding coaches). Partner Groups that have limited adult memberships must adhere to the rates and fees established in the Fees and Charges By-Law. Participants are considered youth participants if they are no older than 18 years of age at the start of the calendar year in which the field booking will occur. Groups will be charged youth rates when a Sports Field is used for instructional purposes and there is a mix of adult and youth participants. Casual recreational bookings with a majority of youth users will be charged the youth rate. All mixed ages competitive field use will be charged at adult rates.

3.18 Allocation Timelines and Due Dates

The following time frames will be compulsory when submitting seasonal Sports Field allocation requests to the FBO unless alternate dates are communicated by the City:

- i. **September 30:** All user groups must submit tournament application forms in order for tournament requests to be considered before regular seasonal allocations.
- ii. **October 30:** The FBO will issue confirmation of all tournament booking requests received by September 30.
- iii. **January 15:** All user groups must submit participant numbers from the preceding season, broken out by age group and competitive level, in a format acceptable to the City, along with any requests for expanded programming.
- iv. **February 15:** The FBO will provide user groups with a weekly allocation of fields for the season based on the submitted participant information applied to the standards of play formula.
- v. **February 28:** The FBO will provide users groups with a response to any request for expanded programming and/or new programming.
- vi. **April 15:** All user groups must submit a field allocation return form detailing any allocated hours they are returning by this date to avoid cancellation charges.

3.19 Processing and Management of Tournaments and Special Events

3.19.1 Tournaments and Special Events

The City recognizes the significant positive impacts that tournaments, special events and championships can provide to the community. As a result, tournament requests are given a high priority in annual field allocations when submitted in accordance with the terms of this policy.

3.19.2 Tournament Dates and Times

With some exceptions, tournaments will generally be allocated time on weekends. Staff will allocate and restrict tournament play primarily to weekends, except for championship, national or international tournaments. Seasonal Permit holders may be impacted and will be advised of any potential exceptions at the time their permit is issued.

3.19.3 Tournament Applications

All tournament requests are to be made in writing to the City prior to the issuance of seasonal allocations. Tournaments are not allowed on fields until May 15th. A tournament/special events request form must be submitted no later than September 30th of the previous year in order to be guaranteed priority status.

3.19.4 Tournament Priority

Tournaments and special events will be prioritized in accordance with 3.2.1 and will be further prioritized as follows:

- i. Sanctioned National Championships
- ii. Sanctioned Provincial Championships
- iii. League Play-Off Tournaments
- iv. Charity, Invitational or Open Events

3.19.5 Tournament/Event Logistics

All permit holders hosting tournaments must meet with City staff at least 30 days prior to the tournament to discuss logistics and submit a completed Tournament/Special Event Checklist and Questionnaire. Based on advice from City staff, permit holders hosting tournaments must:

- i. Ensure that there is adequate washroom capacity for the number of attendees expected at the event. Toilet facilities at most City Sports Fields do not have the capacity to accommodate large events. Should City staff identify a need for additional portable washrooms; the permit holder will be required to provide these at their own expense.
- ii. Ensure that a parking plan is in place for the event that ensures that

tournament attendees are not parking in non-designated parking areas. Should City staff determine that the anticipated number of attendees requiring parking will exceed the parking capacity of the tournament site, organizers may be required to designate overflow parking site(s) that are agreeable to the City.

- iii. Ensure that emergency plans are in place, including designated first aid providers are onsite during the event and that direct EMS vehicle access to the tournament site is maintained during the event.

3.19.6 Tournament/Event Permit Amendments and Cancellations

The City will effectively manage any client requests for tournaments and special event permit amendments or cancellations, with the goal of minimizing impact to City administration, revenue, and operations. When changes or cancellations are requested, the guidelines outlined in the Sport Field Allocation Policy and permit terms and conditions will be stringently applied.

3.20 Processing and Management of Seasonal Sports Field Allocations

3.20.1 Sport Field Permit Requirements

A valid permit, with appropriate insurance, is required for any organized use of:

- i. Baseball diamonds
- ii. Softball diamonds
- iii. Rectangular sports fields
- iv. Sand volleyball courts (woodbine park only)

No permit is required and only casual use is permitted on:

- i. Outdoor basketball courts
- ii. Outdoor pickle ball courts
- iii. Outdoor tennis courts
- iv. Outdoor volleyball courts (other than those at Woodbine Park)

3.20.2 Application Process: Sport Field Allocation/Permit

All organized users of City Diamonds and Rectangular Sports Fields must obtain a permit and have appropriate insurance in place. The process to apply for a permit varies depending on the type of user/group.

Partner and Seasonal User Groups must apply for their seasonal allocation each year, as outlined above. Once each group's seasonal allocation is confirmed, it will

be issued as monthly field permits.

Occasional Users and Commercial Users, must submit requests to book fields using the Sport Field Request Form. Such requests will be filled based on the allocation priority outlined in section 3.2.1 and responses issued by February 28th following the finalization of allocations to Partners and Seasonal User Groups.

3.20.3 Allocation/Permit Applications

All applications for use of City Sports Fields must include the following information with the application:

- i. Contact information for a maximum of two individuals, who will receive communication regarding the application/permit, including email addresses and phone numbers. All communication regarding the application and resulting permits will go through these designated contacts.
- ii. Documentation of insurance that meets the City's criteria.
- iii. The number of participants who will be using each field.
- iv. Detailed participant registration information from the previous season, broken out by age and in a format acceptable to the City must be submitted by Seasonal User Groups (Partner Groups, Youth Recreation Groups and Seasonal User Group), prior to January 15th.

3.20.4 Allocation Considerations

In addition to the allocation priority outlined in section 3.2.1, the following principles will form the basis of annual allocations to Partner Groups, Youth Recreation Groups and Seasonal User Groups:

- i. The use of a particular field in past seasons will not guarantee future use of the same field.
- ii. The goal of seasonal allocations will be an equitable division of Sport Fields of comparable size, class, and amenities between user groups based off participation numbers from the previous season.
- iii. The goal of initial allocations will be to ensure that all Partner Groups, Youth Recreation Groups and Seasonal User Groups are first allocated field time that allows them to maintain their core programming at participant levels comparable to the previous season.
- iv. While youth serving Partner Groups and Youth Recreation Groups will have priority over Seasonal user groups, such priority will not be absolute. Seasonal user groups will be allocated time in proportion to their participant numbers but may be allocated hours of lesser interest to

youth serving groups. Seasonal User Groups may be allocated time during the later hours of prime time (after 9pm) first, with earlier time allocated from any time remaining after initial youth group allocations have been made. Seasonal User Group allocations will occur before expanded programming requests are considered by any group to ensure the continuing viability of Seasonal User Groups.

- v. When groups of equal priority request the same time and location, priority will be given to the group that has most recently occupied that time and location in a previous season.
- vi. Requests from casual and commercial users will be considered only after both initial seasonal allocations, and requests for program expansions have been processed for Partner, Youth Recreation and Seasonal User Groups.
- vii. Once Sport Field time has been allocated by the City, each Permit Holder is responsible to distribute its allocation amongst its various subgroups in accordance with established rules of its organization and in keeping with the principles of this policy.
- viii. Requests for any additional field time for individual teams must be submitted the FBO by one of the organizations two designated contacts. Individual coaches or teams may not book field time directly for sanctioned games or practices.
- ix. Generally, the City will determine the maximum number of games per week for each Field based on rest and regeneration requirements, including tournaments.
- x. During allocation deficit period, the total number of hours will be pro-rated so that all Permit Holders will receive an equitable deficit allocation adjustment.
- xi. The City, at its discretion, may place a cap on the proportion of the total available Prime Time that adult Permit Holders may access in order to ensure that Youth Sports have a majority of Prime Time allocated to them.
- xii. The City, at its discretion, may prioritize the use of fields for games over practices.
- xiii. In the event any applicant for a permit for the use of municipal Sports Fields has an outstanding account, rental privileges may be suspended until the account(s) have been paid in full.

3.20.5 Communication

Communication is a vital component of the bookings and allocation process. To foster this communication, the City will organize and facilitate meetings with all user groups at least once per year to discuss outstanding issues, communicate changes and provide a forum for discussion and feedback.

To improve efficiency and record keeping, all formal booking inquiries will be done electronically by email or through the City's customer service portal, ContactUs. Partner groups are asked to designate no more than two individuals and email addresses through which they prefer to receive communications from the City. All communication relating to permits should be directed through these designated individuals.

3.20.6 Amendments

It is recognized that last minute changes to use of a Field may occur under rare, infrequent or unforeseen circumstances; however, the City must be notified of these changes within 2 business days of the occurrence. A fee may be charged for any permit amendments requested to a confirmed permit.

3.20.7 Subleasing

No permit holder shall transfer, trade, or sub-lease their permitted Sport Field time granted by the City. Such assignments are strictly prohibited and may lead to loss of privileges.

3.20.8 Field Use: Last Minute Cancellations/No Shows

It is recognized that last minute changes to the use of a Sport Field may occur under rare, infrequent, or unforeseen circumstances. However, the City must be notified of any such changes to scheduled/permitted field use, within 2 business days of the occurrence. It is not acceptable for a Sport Field to go unused during a permitted time. The booking of Sport Fields without using them may result in a loss of privileges if notice is not provided to the City within 2 business days of a last minute cancellation. Any permit holder that has been allocated field time and does not intend to use it regularly shall notify the City so time may be reallocated or otherwise used to its maximum. No refunds will be issued in cases where a permit holder did not cancel their use of a field without advanced notice of at least 48 hours.

3.20.9 Permit Cancellations

Following the finalization of the Sport Field allocation, and the processing of requests for any additional time to accommodate expanded or new programming, seasonal user groups, will be issued monthly permits that cover their seasonal allocation.

User Groups have until April 15th to submit a list of allocated time on each monthly permit they wish to return without incurring cancellation fees. Once this date has past, cancellation of any booked field time will incur an administrative cancellation fee equal to 25% of the fees for the cancelled time. No refunds will be available for cancellations made within 48 hours of a booking.

Casual and commercial groups must submit a request to cancel booked field time in writing at least 30 days in advance to avoid a cancellation fee equal to 25% of the fees for the cancelled time. No refunds will be available for cancellations made within 48 hours of a booking.

The City reserves the right to cancel any time for the purpose of repairs to the Sport Fields or structures located within a park for any reason deemed necessary. In the event of such cancellation, the affected permit holders will be provided with as much notice as possible and any applicable fees will be refunded.

3.21 Permit Holder Expectations

3.21.1 Expectations

As responsible users of municipal Sports Fields, all leagues/teams/individuals who book field time are expected to follow these guidelines, as well as the provisions of the Parks and Recreation By-Law Number 2009-76 and all applicable federal and provincial statues and regulations.

3.21.2 Code of Conduct

- i. No one is permitted to engage in an organized sport activity on a Sports Field, or in proximity to a field, that would cause one to enter a field in the form of a practice without a valid permit. No permit, no play and no practice. This would include fouling of end zones while using goal posts in reverse to facilitate a practice off the field. A permit is only considered valid if a signed copy has been returned to the FBO.
- ii. The consumption of alcohol is not permitted in any park or on any Sport Field unless authorized. This includes adjacent facilities and parking areas.
- iii. Players, coaches, and team supporters must be courteous and respectful to residents, other park users, caretakers, City staff and other agencies, at all times.
- iv. Designated washroom facilities or portable washrooms must be used at all times.
- v. Changing of clothing must only be done in washrooms and designated change rooms.
- vi. All traffic signage, regulations and bylaws must be obeyed at all times.

- vii. Permit Holders must ensure all garbage generated during use of the sports field is deposited in the provided trash receptacles and that no litter is left behind at the conclusion of the play period.
- viii. Respect and protect private property.
- ix. Obey all City By-laws and federal and provincial statues.
- x. Ensure that field lights are turned off at the conclusion of evening bookings as applicable, and be aware that lights must be turned off no later than 11:10pm.
- xi. Access fields only during times noted on the field rental permit. Permit holders must not access the fields before their designated start time and must vacate the field before their designated end time.
- xii. Permit holders will not enter the play area of any field that has been designated as closed by the City.
- xiii. Permit holders will not use any municipal field not permitted to their organization.
- xiv. The permit holder will not allow any person, group or organization not named on the permit to use or occupy the field.
- xv. No person shall sell or expose for sale any refreshment of any product or service for a fee in a municipal park unless expressly authorized to do so by the City.
- xvi. Permit holders will obtain approval from the City before erecting any signs, banners or pennants and will not deface public property. If such signage is erected without written permission or damages to public property occur, permit holders will be billed for any related expenses.
- xvii. Permit holders will obtain permission from the property owner before retrieving any equipment from private property.
- xviii. Permit holders will exercise good judgment and follow the procedures outlined in this allocation policy when assessing field conditions and will not use the fields when use is likely to cause injury to participants or result in damages to the playing surface.
- xix. Amplified sound is not permitted on any municipal field or in any municipal park unless authorized by the City. Use of artificial noisemakers by spectators is not permitted.

3.21.3 Loss of Privileges

In addition to the charges applicable under By-Law Number 2009-76 the following

loss of privileges may apply for any permit infraction or violation of the code of conduct, including but not limited to:

- i. Revocation of permit;
- ii. Loss of field time;
- iii. Refusal of future permit applications;
- iv. Imposition of a security deposit for future bookings; and/or
- v. Imposition of a fine for infractions that contravene City of Kingston By-Laws, including by not limited to organized use of the sports field without a valid permit and use of fields that have been designated as closed by the City.

3.21.4 Loss of Privileges Considerations

Loss of privileges for any infraction of this policy or associated By-Laws will consider:

- i. The circumstances and severity of the infraction;
- ii. The damage to the field (if applicable);
- iii. The impact to other field users, the public and the City;
- iv. The previous conduct and cooperation of the permit holder; and
- v. The level of cooperation and understanding by the permit holder in resolving the issues around the infraction.

3.22 Field Maintenance and Regeneration

3.22.1 Season Opening and Closing Dates

The City's Diamond Sport Fields will be closed between September 30th and April 30th. Rectangular Sports Fields will be closed between September 16th and May 14th. Seasonal field closures are vital to allow time for fields to rest, especially during the wettest times of the year, as this is when the most damage can occur. Seasonal field closures also provide time for maintenance that is not possible to complete during the periods the Sport Fields are in regular use. Should the use of specific Sports Fields be desired during the above-mentioned seasonal closure periods, a written request must be submitted to the City prior to September 15th for consideration. Decisions on the use of Sport Fields during the seasonal closure dates will depend on the fall maintenance schedule and field conditions at that time.

3.22.2 Routine Field Maintenance

The City's Public Works Department and its contractors will conduct routine maintenance on Sports Fields throughout the season in accordance with below:

- i. Grass mowing is performed once per week for fields without irrigation and twice a week for irrigated fields. Inclement weather may alter or delay mowing schedules.
- ii. Fields with irrigation systems will be watered as required and in accordance with the City's watering by-law.
- iii. City staff will review field conditions and maintenance schedules will be communicated to permit holders annually. Maintenance schedules are weather dependent and may be subject to change.

3.22.3 Field Closures

Fields may be closed at the discretion of the City. Closures are kept to a minimum when field conditions remain playable. Priority will be given to maintenance needs, rest, and regeneration periods for all fields. The City may close a field for any of the following reasons:

- i. The City engages in work involving any of the fields, parks, or areas close enough to a field or park to make play unadvisable for the duration of the work.
- ii. The condition or anticipated condition of the field makes the field unplayable, either due to the likelihood that play will result in damage to the field, or that conditions would compromise the health and safety of participants. Reasons for such closers include, but are not limited to, rain, poor surface conditions, damage, and poor air quality alerts. Should it be necessary to close any field, impacted permit holders will be notified as soon as possible and no later than 12:00pm on the day of the closer.

3.22.4 Inclement Weather/Poor Field Conditions/Short Term Field Closures

Conducting play on natural grass fields during periods of inclement weather can pose a hazard to both players and the fields themselves. During or following inclement weather the Supervisor of Public Works, or designate, will assess the state of the fields and issue notice that fields are closed to all permit holders through the FBO, if the fields are to be closed should the fields be assessed as unplayable. Short term field closure notices will be issued by email to permit holders designated contacts by 12:00pm. Permits will be amended to remove charges for any sessions impacted by such closures.

During periods of changeable, adverse weather conditions where fields remain open, referees and team official will be responsible for pre-game inspections to determine field safety and surface damage potential. If fields are judged to be unfit for play based on 3.22.5 Unplayable Criteria below, play should not proceed and the FBO be informed within 48 hours. As long as notification of such cancellations is received by the FBO within 48 hours permits will be amended to remove fees for the impacted booking. The permit holder will be responsible for all damages to the field

if used when in an unplayable condition or following a closure notice.

3.22.5 Unplayable Criteria

Whenever inclement weather occurs, the permit holders must evaluate the field condition using the following criteria. If any of these criteria are met, then the field is not to be used as it is considered unplayable:

- i. The presence of standing water or puddles and/or
- ii. Water sponges up around your feet when you walk on the field.

Permit holders must monitor the condition of the field throughout the period of play. If conditions deteriorate, so that the above conditions develop during the course of play, play must be stopped immediately.

3.22.6 Field Resting Program

In accordance with the Sustainable Turf Care Management Plan, the City may designate some fields for extended closure for maintenance or to allow for regeneration for a period of time, up to including the entire season. No user will conduct play on a field designated as closed.

3.22.7 Sport Field Amenities

The City has a wide variety of Sports Fields with varying amenities ranging from fields that are a part of a large multi-use sports complex featuring amenities such as washrooms, bleachers and running water, to single-use sports fields in residential parks with no such amenities. The City's provisions a limited number of portable toilets at high use Sport Field locations without built washroom amenities as a courtesy but cannot guarantee that all Sport Fields that are available for permitted use will have any amenities beyond the field itself. Permit holders should confirm the amenities available at any given field they wish to permit before confirming a booking. If a user wishes to add amenities at their own expense, such as portable washrooms, to a Sport Field location that lacks such amenities, permission must be obtained by the City in advance.

3.22.8 Requests for Field Modifications, Improvements, Additional Amenities, or New Fields

Requests to modify or improve any City Sports Field, or requests for the addition of any new Sports Field shall be submitted in writing for review first, and if approved by City staff, will be submitted to City Council for consideration. Requests by users to add any additional amenities or structures to a field may be considered by City staff. Should permission be granted to add any structure on City property, such structures will become the property of the City upon completion. The funding of such additional amenities or structures will not infer any future obligation on behalf of the City to the groups or individuals who contributed funding, unless such obligations are

articulated in a formal agreement between the parties involved.

3.23 Parking and Traffic

Permit holders must inform their participants and spectators to park in parking lots and public parking areas. If needed, permit holders should post directional signs to assist participants and spectators to appropriate parking areas. No vehicles are allowed on City Sport Fields or property other than parking lots without written permission from the City.

3.24 Lit Fields

At locations where lights are available, permit holders are required to turn the lights on and off. For energy conservation and respect for neighbours, permit holders are required to turn off the Sport Field lights at the conclusion of their game. Lights are on timers set to be activated ½ hour prior to dusk and turn off no later than 11:10pm. All participants are required to vacate lit fields by 11:00pm, unless otherwise authorized by the City.

3.25 Keys

Keys may be required for access to some Sport Field locations, light switch boxes, and washrooms/change rooms. A refundable key deposit may be required in order to sign out a key. Keys are to be obtained from the booking office at least one week prior to the start date and returned within 30 days of the completion date of the permit or the deposit will be forfeited.

3.26 General Administration

3.26.1 Forms

All applicants and users must submit all requests for permit applications, processing, amendments and cancellations on City approved forms. Packages and forms are available from the FBO. The City reserves the right to reject applications and requests from clients who submit forms which are not complete or contain falsified information.

3.26.2 Insurance Requirements for all Organizational Field Users

Any formal organization obtaining a permit for use of a City's Sports Field shall, at all times during its allocated time on the City's facilities, arrange, pay for and keep in force and in effect Comprehensive General Liability Insurance on an "occurrence" basis including personal injury, bodily injury and property damage protecting the City of Kingston, its elected Members of Council, its employees, agents and contractors (hereinafter "Released Persons") and the organization against all claims for damage or injury including death to any person or persons, and for damage to any property of the Released Persons or any public or private property, howsoever caused including damage or loss by theft, breaking or malicious damage, or any other loss for which the Released Persons or the organization may become liable

resulting from the organization's use of Sport Field time in City's facilities. Such policy shall be written with inclusive limits of not less than Five Million Dollars (\$5,000,000), shall contain a cross liability clause, a severability of interest clause, shall be primary without calling into contribution any other insurance available to the Released Persons as additional insured parties and will have a total deductible of no greater than \$25,000. The Corporation of City of Kingston, 216 Ontario Street Kingston Ontario K7L 2Z3 must be named as additional insured.

The organization (for itself and its insurers) shall release each of the Released Persons and waives any rights, including rights of subrogation; it may have against them for compensation for any loss or damage occasioned by organization or loss of use of property of the Purchaser.

The organization shall provide certificates of insurance evidencing the coverage as required above to the FBO upon Sport Field time confirmation by the FBO, which certificates shall include the obligation on the part of the issuer of the certificates to endeavor to provide thirty (30) days written notice of cancellation to the certificate holders. Upon expiry, documents of renewed coverage are again to be provided and the organization will make policies available to the City for review from time to time and in the event of a claim.

3.26.3 Insurance Requirements for Casual Users

All casual user groups without existing insurance coverage, or affiliation with a sport governing body, as well as all individuals booking sports fields for private use, must purchase appropriate insurance through the FBO to cover all permitted use of sports fields.

4.0 Responsibilities

4.1 Field Allocation Responsibility

The City's Facility Booking Office (FBO) has the responsibility to manage the allocation and distribution of municipal Sport Fields on an annual basis to reflect population, registration, utilization, and participation patterns, in addition to applying municipal, provincial and federal directives where required. The FBO is responsible for the implementation of the policies as outlined.

4.2 Sport Field Operations

The City will responsibly manage its Sport Field resources to ensure optimum usage and programming, to reflect municipal directives and to minimize risk and operational issues, as well as enhance fiscal health to allow for timely and effective field and infrastructure updates.

On an annual basis, City staff will review, define, or confirm the City's Sport Field seasons, hours of operation, lighting, Sport Field uses and restrictions, facility closures, field resting, prime and non-prime time hour definitions and capacity calculations. The results of this meeting will enable City staff to update related

portions of this document, the Allocation Matrix, critical dates, capital upgrades, and the Sustainable Turf Care Management Plan.

5.0 Approval Authority

Role	Position	Date Approved
Subject Matter Expert	Facility Booking Office	
Legal Review	Senior Legal Counsel	
Management Review	Assistant Supervisor, Rec Services Supervisor, Rec & Com Dev Manager, Rec Services Manager, Rec Facilities Manager, Public Works	
Final Approval	Council	

6.0 Revision History

Effective Date	Revision #	Description of Change

7.0 Appendix

7.1 Related Links and Documents

Sustainable Turf Care Management Plan

Exhibit B – Policy Updates and Changes Comparison

LEGEND FOR UPDATES & CHANGES	
No change	No change
Minor	Minor language and format changes, with little to no impact on the policy
Moderate	Moderate changes to the previous policy, with some impact to the policy and users
Similar	New additions to the policy that are similar to those within the 2023 Ice Allocation Policy
Additions	New additions to the policy to coincide with the 2023 Ice Allocation Policy to provide clarity and transparency be
New	New additions to the policy based on best practices

#	CATEGORY	UPDATES & CHANGES	2018 SPORT FIELD Allocation Policy	2023 ICE Allocation Policy
1.0	Purpose	Minor	1.0	1.0
2.0	Persons Affected	Minor	2.0	2.0
3.0	Policy Statement	Minor	3.0	3.0
3.1	Policy Goal	Minor	3.1	3.1
3.2	Sport Field Distribution Matrix (Master Schedule)	Moderate	3.15.1	3.2
3.2.1	Additions Distribution Matrix	Additions	-	3.2
3.2.2	Client Scheduling Priorities	Additions	-	3.2.2
3.3	City of Kingston Recreation Programs	Additions	-	3.3
3.4	Tournaments and Special Events	Additions	-	3.4
3.5	Partner Groups	Minor	2.2	3.5
3.6	Youth Recreation Groups	New*	-	-
3.7	Seasonal User Groups	Additions	-	3.6
3.8	Boards of Education	Additions	-	3.7
3.9	Occasional Users	Additions	-	3.8
3.10	Commercial Users	Additions	-	3.8
3.11	Residency	Additions	-	3.9
3.12	Allocation Entitlement and Distribution for Partner Groups	New*	-	3.10
3.13	Use of Non-City of Kingston Sport Fields	Additions	-	3.11
3.14	Existing Programs and Program Expansions	Similar	-	3.16.9
3.15	Allocations for New Organizations or Emergency Sports	Minor	3.10	3.16.9
3.16	Prime and Non-Prime Field Time	Similar	3.15.1.2	3.13.1

3.17	Youth and Adult User Fees	Similar	3.5	3.13.2
3.18	Allocation Timelines and Due Dates	Additions	-	3.13.7
3.19	Processing and Management of Tournaments and Special Events	Minor	3.15.2	3.14
3.19.1	Tournaments and Special Events	Minor	3.15.2	3.14
3.19.2	Tournament Dates and Times	Minor	3.15.2	3.14
3.19.3	Tournament Applications	Minor	3.15.2	3.14
3.19.4	Tournament Priority	Minor	3.9.3	-
3.19.5	Tournament/Event Logistics	New*	-	-
3.19.6	Tournament/Event Permit Amendments and Cancellations	Additions	-	3.14.3
3.20	Processing and Management of Seasonal Sports Field Allocations	Minor	3.2	-
3.20.1	Sport Field Permit Requirements	Minor	3.6	-
3.20.2	Application Process: Sport Field Allocation/Permit	Minor	3.3	-
3.20.3	Allocation/Permit Applications	New*	-	-
3.20.4	Allocation Considerations	New*	-	-
3.20.5	Communication	Minor	3.11	-
3.20.6	Amendments	No change	3.14.1	-
3.20.7	Subleasing	Minor	3.14.2	3.15.3
3.20.8	Field Use: Last Minute Cancellations/No Shows	Minor	3.12.3	-
3.20.9	Permit Cancellations	Minor	3.12	3.15.5
3.21	Permit Holder Expectations	Minor	3.12	-
3.21.1	Expectations	Minor	3.19	-
3.21.2	Code of Conduct	Minor	3.19	-
3.21.3	Loss of Privileges	Minor	3.20	-
3.21.4	Loss of Privileges Considerations	Minor	3.20.2	-
3.22	Field Maintenance and Regeneration	Minor	3.16	-
3.22.1	Season Opening and Closing Dates	Minor	3.16.5	-
3.22.2	Routine Field Maintenance	Minor	3.16	-
3.22.3	Field Closures	Minor	3.16	-
3.22.4	Inclement Weather & Poor Field Conditions	Minor	3.17	-
3.22.5	Unplayable Criteria	Minor	3.18	-
3.22.6	Field Resting Program	New*	-	-
3.22.7	Sport Field Amenities	New*	-	-
3.22.8	Requests for Field Modifications, Improvements, etc.	Moderate	3.16.7	-
3.23	Parking and Traffic	No change	3.21	-
3.24	Lit Fields	No change	3.22	-
3.25	Keys	No change	3.23	-

3.26	General Administration	Additions	-	3.17
3.26.1	Forms	Additions	-	3.17.1
3.26.2	Insurance Requirements for all Organization Field Users	Additions	-	3.17.2
3.26.3	Insurance Requirements for all Casual Users	Additions	-	3.17.3
4.0	Responsibilities	Minor	4.0	4.0
4.1	Field Allocation Responsibility	Minor	4.1	4.1
4.2	Sport Field Operations	Additions	-	4.2
5.0	Approval Authority	No changes	5.0	5.0
6.0	Revision History	No changes	6.0	6.0
7.0	Appendix	No changes	7.0	-
7.1	Related Links and Documents	No changes	7.1	-

Sport Field User Group Consultation

Fields & Diamonds

Thursday, November 9, 2023

5:30pm-7:00pm

INVISTA Centre – Hall A



AGENDA

- Welcome & Introductions All
- Updates Rec & Leisure
- Fall Maintenance Highlights Public Works
- What to Expect in 2024 Public Works
- User Group Feedback Rec & Leisure
- Sport Field Allocation Policy Rec & Leisure
- Next Steps & Additional Info All
- Questions/Comments All
- Resources All

WELCOME & INTRODUCTIONS

Recreation & Leisure Services Department

- Tony Gargaro *Manager, Recreation Services*
- Amanda McDonald *Supervisor, Rec & Comm Development*
- Chris Paterson *Assistant Supervisor, Rec Services*

Public Works Department

- Karen Santucci *Director, Public Works*
- Troy Stubinski *Operations Manager, Public Works*
- Christian Kuhn *Supervisor, Public Works*

UPDATE

- **Fees and Charges Bylaw – Approved March 7, 2023**
 - Report back to the Arts, Recreation and Community Policies Committee prior to the Summer 2023 identifying sports fields maintenance improvements that will be implemented in 2023
 - Complete a service level review of maintenance for sports fields and report back to the Arts, Recreation and Community Policies Committee in Q1 2024.
- **Spring User Group Meeting:** April 12, 2023
- **ARCP Reporting Back:** May 18, 2023
- **User Group Follow Up Meeting:** July 19, 2023
- **End of Season User Group Meeting:** Today, November 9, 2023

FALL MAINTENANCE HIGHLIGHTS

- 40 fields aerated (3/4" diameter, ~9" depth)
- 18 dump truck loads of thatch removed from verti-cutting
- 2500 lbs of grass seed planted
- 780 tons of topdressing material applied (~40 tri-axle loads)
- 8 goal mouths sodded (8 more in the spring)
- ~ 8 tons of fertilizer scheduled for next week.

WHAT TO EXPECT IN 2024

- Cricket Field (2024 Little League Canadian Championships)
- Ron Lavalley – Upgrades
- Bleacher replacements and player bench installations
- Currently auditing backstops, dugouts, and fence lines to prioritize replacements
- Continued Soil testing in Spring 2024
- Field Resting – Sustainable Turf Care Management Plan
 - Open Discussion

USER GROUP FEEDBACK

- **Online Survey – [Sport Field User Survey](#)**
 - Field Conditions
 - Infrastructure
 - Booking Process
 - Sport Field Allocation Policy
- Option to share survey with designates
- **Due:** Wednesday, November 15, 2023 @ noon

SPORT FIELD ALLOCATION POLICY

- Format and language changes
- User group definition changes
- Introduction of the allocation matrix (master schedule)
- Introduction of prime & non-prime hours
- Updated timelines (permits, tournaments, returns)
- Updated cancellation policy
- Permit process changes to monthly contracts
- Liability insurance increase to five million (updated)

NEXT STEPS & ADDITIONAL INFORMATION

- **Facility Booking Contact**
 - Chris Paterson @ cpaterson@cityofkingston.ca
- **Next Steps**
 - Arts, Recreation and Community Policies Committee
 - Allocation Policy Review – December 2023
 - Service Level Review of Sport Field Maintenance – Q1 2024
 - 2024 Fees & Charges Bylaw – Update
- **Upcoming Dates to Remember:**
 - November 30 – Tournament Applications Due
 - January 15 – 2023 Participation Numbers Due

QUESTIONS/COMMENTS



RESOURCES

- [Sports Field Allocation Policy and Guidelines](#)
- [Turf Care Management Plan](#)
- Council Reports
 - [ARCP-13-024](#) – Sustainable Turf Care Management Plan (2013)
 - [ARCP-18-003](#) – Allocation Policy Updates (2018)
 - [ARCP-21-003](#) – Parks and Recreation Master Plan Update (2021)
 - [COU-23-067](#) – Ice and Sports Fields Rate Updates (2023)
 - [ARCP-23-004](#) – Sport Field Maintenance Programs (2023)
- [Fees & Charges Bylaw](#)

Exhibit D – Sport Field User Survey

Sport Field Type
1. Diamond Field
2. Diamond Field
3. Rectangular Field
4. Rectangular Field
5. Rectangular Field
6. Rectangular Field

Field Conditions
How would you rate the field conditions in 2023? Please provide any additional feedback. If you chose 'very poor' or 'poor', please provide details on what could be improved and indicate which location(s).
1. Good
2. Very good
3. Good Caton fields were very good, but field 5 at Woodbine was poor to good. Part of this was likely due to our very dry summer, but there were many weeks where the field was rock hard. Not sure if irrigation or better drainage might help, or if there isn't much that can be done with a dry spell. That said, Caton was good so it seems like there are things that could be done to help the condition at Woodbine?
4. Excellent
5. Very good
6. Excellent

Infrastructure
How would you rate the conditions of the sport field infrastructure in 2023? This includes dugouts, benches, bleachers, fencing, lighting, etc. Please provide any additional feedback. If you chose 'very poor' or 'poor', please provide details on what could be improved and indicate which location(s).
1. Poor Lighting is our main issue. There seems to be problems with getting lights to turn in every year. Fencing isn't the greatest but we make do. It would be nice to have our bleacher space back. Used to be 2 sets of bleachers for diamond A on both home and away sides but they were removed a couple years ago and we only received one set on each side
2. Good
3. Very good We are fairly self sufficient so don't need much infrastructure. That said, lights on the 2nd field at Caton would be great to extend the potential use of that field.
4. Very good
5. Very good
6. Excellent

Communication & Booking Process
How would you rate the booking process and communication regarding your bookings? Please provide any additional feedback. If you chose 'very poor' or 'poor' please provide details on what could be improved
1. Very good

2. Good
3. Good The communication was great last year, but the system itself is a little clunky. It would be great if field allocation could be confirmed earlier in the year as it is hard to plan and promote leagues without knowing the what/where/when of fields allocated.
4. Very good
5. Excellent
6. Very good It is great to have Chris to communicate with directly.

<p>Sport Field Allocation: The Sport Field Allocation Policy has been updated for 2023. Please provide any comments or feedback about the updates below.</p>
1. <i>Respondent skipped this question</i>
2. All the updates made sense. Thank you for taking the time to explain. One thing I will mention, is the importance of knowing as soon as possible any changes to the previous years fields and times for planning purposes.
3. It seems to make logical sense but it will be hard to get a read on it until we see it in practice. I understand the policy of not getting historical usage, but think there is a middle ground that as long as the metrics for use are sustained, groups will get the same fields as in the past. I believe this would make it easier for all groups to plan for their seasons.
4. <i>Respondent skipped this question</i>
5. <i>Respondent skipped this question</i>
6. I have not seen the Policy. I would appreciate receiving a copy, if possible.



City of Kingston
Report to Arts, Recreation & Community Policies Committee
Report Number ARCP-24-004

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

From: Jennifer Campbell, Commissioner, Community Services

Resource Staff: Tony Gargaro, Manager, Recreation Services, Recreation & Leisure Services

Date of Meeting: December 13, 2023

Subject: Community Garden Policy Update

Council Strategic Plan Alignment:

Theme: Policies & by-laws

Goal: See above

Executive Summary:

This policy update provides revisions to the framework and guidelines for the development and operation of community gardens on municipal lands. The City of Kingston continues to support and recognize community gardening as a means of providing active and social opportunities to enhance health and well-being, connecting people to nature, providing protection to and use of public open spaces, environmental education and assisting in reducing food insecurity. The City's Community Gardens Program is an important initiative contributing to the goals of the 2023-2026 Strategic Priorities established by Council.

In 2023 the Community Orchard & Edible Forest Policy and the Community Garden Policy were reviewed by staff and were amalgamated and revised based on amendments identified by staff, feedback from community members and key participants. The updates recommended through this report are intended to create further efficiency and clarification regarding the Community Garden Program's processes and administration.

December 13, 2023

Page 2 of 6

Recommendation:

That the Arts, Recreation & Community Policies Committee recommend to Council:

That Council approve the Community Garden Policy updates, attached as Exhibit A to Report Number ARCP-24-004.

December 13, 2023

Page 3 of 6

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, Development & Growth Services	Not required
Neil Carbone, Commissioner, Corporate Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Peter Huigenbos, Commissioner, Major Projects & Strategic Initiatives	Not required
Brad Joyce, Commissioner, Infrastructure, Transportation & Emergency Services	<input checked="" type="checkbox"/>
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required

December 13, 2023

Page 4 of 6

Options/Discussion:

Staff engaged in an extensive review of the Community Garden Policy and the Community Orchard & Edible Forest Policy to ensure they align with best practices, support municipal operations and are conducive to community members. Exhibit A is a draft revised Community Garden Policy. The review process involved an analysis of the day-to-day operations and considerations on how to best support the Community Gardens Program.

Background

In 2010, the City of Kingston endorsed [Report Number ARCP-10-010](#), the Community Gardens – Development and Operations Policy. These documents were established to provide a clear process for Community Gardens on municipal land. The current policy was last updated in 2016 with [Report Number ARCP-16-006](#) where the policy updates addressed location considerations, garden and growing requirements, accessibility and streamlining of the application and granting policy. The policy speaks to renewal every three years, but due to the pandemic was scheduled for renewal in 2023.

Analysis

City staff reviewed various community garden policies and procedures from other municipalities to ensure best practices are being followed. The Community Garden Policy and the Community Orchard & Edible Forest Policy have been amalgamated into one policy for consistency and transparency. With these changes, the entire policy, layout, design and language was updated. Exhibit B outlines the changes and updates to the policy based on the Community Garden Policy and Community Orchard & Edible Forest Policy. The main changes to the policy are as follows:

- **Form and language changes:** the entire policy was amended to reflect the combined policies. For the majority of the policy, the merging of information was consistent and has minor implications to the policy.
- **Policy goal:** the City recognizes additional positive contributions of the community garden program and the policy goal has been updated to support the goals of the Kingston Strategic Plan 2023-2026.
- **Responsibilities:** very minor language changes due to merging of the two policies.
- **Related Definitions:** many of the definitions remained the same. There were some minor updates and language changes due to the merging of the two policies. Two new definitions were added:
 - **Community Gardens Program:** an updated umbrella term used to describe the various components of community gardens, edible forests, little forests, etc.
 - **Little Forests:** a new term within the policies that speaks to non-fruit bearing trees that are designed for ornamental landscapes and biodiverse ecosystems.

December 13, 2023

Page 5 of 6

Public Engagement

For five weeks from June 2 to July 7, 2023, an online survey on the City's Get Involved platform was conducted to gather feedback regarding the upcoming Community Gardens Policy Review, 144 engaged participants completed surveys, 752 aware participants visited the project page, and 17 participants created a new Get Involved Kingston account. Exhibit D is the Community Garden Public Engagement Summary. The following themes were identified:

- Community gardens can address food insecurity
- Simplify the application process
- Improve physical access to gardens
- Increase the number of gardens

At the end of the gardening season, an in-person meeting for all Community Garden Coordinators occurred on November 14, 2023. Exhibit C is the slide presentation given to the coordinators during the open session dialogue with the attendees.

Climate Risk Considerations

The policy speaks to promoting ecological corridors and quality greenspace through the expansion of forest canopy, creating inclusive spaces that offer refuge and connection to the natural world.

Part of the policy's goal is to increase the protection of green infrastructure through existing greenspaces, new trees and pollinator gardens in alignment with [Kingston's Community Trees in Trust Program](#).

Environmental innovation and demonstration is encouraged throughout the policy as well as the intention to create a positive impact on the environment.

Indigenization, Inclusion, Diversity, Equity & Accessibility (IIDEA) Considerations

The policy speaks to IIDEA Considerations including growing plants that are deeply connected to Indigenous cultural and sustainable land stewardship practices as well as providing inclusive, healthy and safe communities by removing barriers to urban food production and supporting the development of a broad community food sustainability plan.

The policy follows the Accessibility for Ontarians with Disabilities Act regarding the Community Gardens Programs site plans, layouts and designs, ensuring accessibility requirements are met. Additional considerations are given to the accessibility of parking as well as all new walkways must meet the requirements of the Design of Public Spaces.

December 13, 2023

Page 6 of 6

Existing Policy/By-Law:

2016 Community Garden Policy

2016 Community Orchard & Edible Forest Policy

Notice Provisions:

None

Financial Considerations:

None

Contacts:

Tony Gargaro, Manager, Recreation Services, 613-546-4291 extension 1805

Other City of Kingston Staff Consulted:

Amanda McDonald, Supervisor, Recreation & Community Development

Ben Leslie, Community Development Coordinator, Recreation Services

Neal Unsworth, Manager, Parks & Shoreline, Engineering Services

Troy Stubinski, Operations Manager, Public Works & Solid Waste Services

Andrew Reeson, Senior Legal Counsel, Legal Services

Exhibits Attached:

Exhibit A - Community Garden Policy Draft

Exhibit B – Policy Updates and Changes Comparison

Exhibit C – Community Garden Slide Presentation

Exhibit D – Community Garden Policy Public Engagement Summary



Community Gardens Policy

Policy #	POL-43
Effective Date	June 1, 2016
Status	Under Review
Final Approver	Council

1.0 Purpose

The purpose of this policy is to establish guidelines for the development and operation of Community Gardens Program on municipally owned lands. This policy establishes the City and its designates' role as a facilitator and provides a framework to ensure equal access for all residents.

2.0 Persons Affected

This policy affects any person, organization, community member, and/or community group interested in developing or operating a Community Gardens Program on the City's owned and operated lands.

3.0 Policy Statement

3.1 Policy Goal

The City recognizes that the Community Gardens Program contributes to community engagement, community awareness, education, increase in self-reliance, community health through nutritional and physical activities, environmental awareness, improved wellbeing, and positive social interaction. The Community Gardens Program is an important tool for the development of healthy communities and quality of life improvements for residents. People can grow healthy and nutritious food, create more collaborations between plants, soil, organisms, climate, and geology, while having a positive impact on the environment. The City supports and encourages the development of the Community Gardens Program on municipally owned lands.

The Community Gardens Program supports the goals of the [Kingston Strategic Plan 2023-2026](#). Specifically, through two Council Priorities: Caring & Inclusive Community and Leading Environmental Stewardship and Climate Action. Supporting the Community Gardens Program will:

- i. Ensure an inclusive, healthy, and safe community by removing barriers to urban food production and supporting the development of a broad community food sustainability plan.
- ii. Assist in the protection and conservation of the natural environment through less waste generation, proactive environmental management and building a resilient local food system, in alignment with the development of a community food security plan.
- iii. Promote ecological corridors and quality greenspace through the expansion of forest canopy, creating inclusive spaces that offer refuge and connection to the natural world.
- iv. Maintain and increase the protection of green infrastructure (e.g., existing greenspaces, new trees, and pollinator gardens) in alignment with Kingston's Tree Equity Program.
- v. Support the identification and implementation of pollination garden locations and determine opportunities for ongoing maintenance.
- vi. Ensure respect, responsive and transparency by embedding sustainable leadership through public education and community engagement.
- vii. Continue to ensure economic growth and a sound financial future through wise land use and continued self-reliance.

3.2 Community Gardens Program

The Community Gardens Program encompasses any piece of land gardened collectively by members of the community, in partnership with a non-profit society and the City. The Community Gardens Program includes, but is not limited to, the following types of activities:

- i. Growing annual and perennial food plants, medicinal plants, and flowers
- ii. Growing Indigenous, cultural, and native plants
- iii. Pollinator gardens
- iv. Little forests
- v. Community Orchards and Edible forests including fruit trees, nut trees and/or shrubs

vi. Edible landscaping

The City recognizes that community led planting management on City owned lands promotes community development, increases opportunities for recreation, socialization and healthier lifestyle, provides access to healthy food, permits sustainable agriculture, and contributes to an increased tree canopy.

These benefits align with goals identified in the Sustainable Kingston Plan, the Parks and Recreation Master Plan and Kingston's Urban Forest Management Plan.

The policy is to be applied with consideration of the City of Kingston By-Law Number 2009-76, Parks & Rec Facilities, the Community Gardens Development and Operations Policy and other applicable law.

3.3 Support for the Community Gardens Program

The City and its designate, supports the Community Gardens Program by working with individuals, non-profit societies and gardening organizations. Subject to available resources, the City:

- i. Promotes community gardening projects, provides information to the public on this policy, and provides contact information to the public of existing Community Gardens Program Organizations (e.g. through the [City of Kingston website](#)).
- ii. Provides access to information on the development and operation of Community Garden Programs.
- iii. Provides opportunities for grants for funding to start, develop, and manage Community Gardens Programs.
- iv. Facilitates connections between project proponents and other potential partners by providing as a liaison contact.
- v. Assists interested groups in searching for suitable land for the development and design of Community Gardens Programs.
- vi. Where appropriate, assesses the suitability of City-owned land for food consumption and production through a Phase 1 Environmental Analysis (a historical search of the property to determine possible soil contamination from past land uses).
- vii. Helps connect project proponents to appropriate landowner, if not the City of Kingston.

3.4 Policy Application

3.4.1 Community Gardens Program Features

The Community Gardens Program may have the following features:

- i. Allotment plots, communal plots, donation plots or gardens and amenities such as access to water supply and shared tools.
- ii. Accessible compost bins, a tool storage shed, signage and other provisions necessary for the operation of the Community Gardens Program, subject to City approval.

The Community Gardens Program may:

- i. Promote the production of local, healthy and fresh food;
- ii. Enhance local food security;
- iii. Provide gardening and other environmental education activities to encourage the involvement of schools, youth groups, and older adults in gardening activities;
- iv. Host harvest festivals and other family-oriented activities that encourage positive social interactions among all community members;
- v. Encourage partnerships with other community organizations; and
- vi. Donate surplus food to local food distribution organizations, food pantries, food banks, and meal programs.

3.4.2 Site Selection and Permission Requests

3.4.2.1 Process

Individuals, organizations, neighbourhood associations and groups interested in participating in the Community Gardens Program must submit a written proposal to the Community Gardens Program Coordinator.

The City, or its designate, and the Community Gardens Program Group will work together to assess potential community garden locations and determine the maximum Community Gardens Program Footprint and Active Gardening Space for proposed sites.

3.4.2.2 Site Requirements

In identifying a new Community Gardens Program location, the City shall consider the satisfaction of any or all of the following requirements:

- i. Above ground, raised garden beds and elevated planter boxes;
- ii. Supportive community members where evidence that the Community Gardens Program Group has consulted with stakeholders and facilitated a neighbourhood consultation in coordination with the City, or its designate, to inform and determine support from neighbouring residents on the proposed site;
- iii. Proposed design and has received overall community and neighbourhood support to the satisfaction of the City. City staff will assist in consultation with other City departments as applicable;
- iv. Availability and suitability for growing food for human consumption including, but not limited to the current or former land use, which shall be park, agricultural or residential of the proposed site;
- v. Sites that do not require site clearing (if required, the Community Gardens Program Group is responsible for site clearing);
- vi. Satisfactory underlying soil quality and drainage;
- vii. Appropriate sun exposure for growth;
- viii. Close proximity to urban neighbourhoods and areas of population density;
- ix. Site accessibility during the gardening season;
- x. Availability and accessibility of parking;
- xi. Access to existing municipally treated water infrastructure;
- xii. Cannot guarantee approval without already existing water hook up capabilities. Community gardens program approval would be contingent on existing water supply and hook up capabilities.
- xiii. The City agrees to use reasonable diligence in providing a regular and uninterrupted supply and quality of water, but does not guarantee a constant service or the maintenance of unvaried pressure or quality or supply of water and is not liable for damages to the Owner or Occupant caused by the breaking of any water service pipe or attachment, or for the shutting off of water to repair or rehabilitate watermains or to tap watermains.
- xiv. Site complies with any regulations or development controls (Deeds), including the site's zoning, classification and management plans (Future Development) where applicable;

- xv. Site does not adversely impact existing or future recreation programming, park structures, amenities, trees, or other City infrastructure or purpose; and
- xvi. Site is not in the presence or proximity of significant natural, cultural or heritage sites.

3.4.2.3 Changes in Land Use

In accordance with Ontario Regulation 153/04 (as amended) pertaining to prohibited changes of land use, only municipal lands where the current or last known use was residential, parkland, or agricultural will be considered. Sites with a historical commercial, industrial use, or contaminated sites, shall not be considered. The soil quality has to be suitable for agricultural use. The site will be reviewed to determine its suitability for growing food for human consumption.

3.4.2.4 Site Plan

The City, or its designate, and the Community Gardens Program Group will work together to prepare a site plan. The Community Gardens Program site plan must:

- i. Identify the location and size of the Community Gardens Program Footprint. The Community Gardens Program Footprint is determined in consultation with the City and garden group based on the property size and existing/proposed amenities;
- ii. Indicate the location of the Active Gardening Space;
- iii. Include proposed design, plot layouts, dimensions and construction materials. Any wood or timber material used must be free of and not treated with toxic chemicals;
- iv. Demonstrate a commitment to sustainable construction and operating practices such as methods of water conservation, composting and waste diversion;
- v. Demonstrate a willingness of volunteers to develop, operate, manage and maintain the Community Gardens Program;
- vi. Not include structures or barriers preventing access to the general public, unless there are specific security concerns;
- vii. Comply with applicable legislation and municipal by-laws; and
- viii. Include an eighteen-foot set back from the edge of plots to allow for movement and regular maintenance around the perimeter of the garden,

where possible. The designated space between garden plots will be site specific.

3.4.2.5 Funding Requirements

All applications will be subject to confirmation of availability of funding for related costs associated with the proposed Community Garden Program.

3.4.2.6 Community Consultation

The Community Gardens Program Group will be responsible for the development and facilitation of a neighbourhood consultation process in consultation with the City, or its designate, to determine support from community members, at large, and neighbours of the proposed Community Gardens Program site. A consensus of support must be demonstrated, and significant opposition or concern must not exist to the development of the proposed Community Gardens Program Project, as deemed by the City, or its designate.

3.4.2.7 City Authority

The City, or its designate, may deny any proposed Community Gardens Program for any reason at its sole discretion.

3.4.3 Construction

3.4.3.1 Requirements

Prior to the construction of a community garden project, the City requires that the Community Gardens Program Group enter into a Community Garden Agreement.

Any new raised garden beds must be separated from the existing ground by a geotextile membrane, unless otherwise authorized by the City. The raised garden beds and clean soil are to be provided by the Community Gardens Program Group. The City may assist with the cost of the geo-membrane layer, subject to available funding.

3.4.3.2 Accessibility

New Community Gardens Programs must consist of 10% of the area of the plant beds but not less than one shall be an accessible bed; and located on an accessible route that may be provided by the City. For existing gardens, the pathways will be incorporated during redevelopment or expansion to the surrounding municipally owned land. At least one accessible path, or flat surface is required. All new walkways must meet the requirement of the Design of Publics Spaces (Sec. 80.21, 80.22 and 80.23) including consultation with the public on the design and placement of rest area along the exterior path of travel. Sec. 80.29 IASR.

3.4.3.3 Construction Conditions

Community Gardens Program Projects proposed within 30 meters of a floodplain, stormwater management facility, wetland, drainage swales, watercourse or lake shall be subject to the following conditions:

- i. No fill material of any kind shall be placed within 6 metres from the edge of the floor risk area;
- ii. The use of City water to irrigate the Community Gardens Program may be restricted or require discharge control measures that reduce the chlorine so as not to harm aquatic plants and animals;
- iii. The development of the site will not result in additional cost to the City, such as environmental remediation or archaeological potential clearance;
- iv. Soil conditioners such as compost are prohibited; and
- v. Only native species may be planted in floodplains in an Environmental Protection Area.

3.4.3.4 Rights Reserved

The Director of the Recreation & Leisure Services Department reserves the right to waive conditions relating to the construction of new Community Gardens Programs for site specific applications.

3.4.4 Operations

- i. The City will maintain an annual fund to support the development of new Community Gardens Programs and the enhancement and maintenance of existing Community Garden Program Projects. The City, or its designate, will provide information to garden members, organizations and groups on other sources of funding.
- ii. The City, or its designate, will provide information on how to develop and maintain Community Gardens Programs.
- iii. The City, or its designate, will work with the Community Garden Network to support and encourage community gardening projects with the common goals of sharing knowledge and skills, enhancing interaction between garden members and increasing awareness of and access to the City's Community Gardens Programs.
- iv. The City, or its designate, will provide support to garden members regarding advertising and promoting opportunities for Community Gardens Program events.

- v. The City will dispose of non-organic waste from the Community Gardens Program site from existing City garbage containers located within designated City parks.
- vi. The City will provide grass maintenance around the perimeter of the Community Gardens Programs located in designated City parks. Community garden members are responsible for grass cutting within the Community Gardens Programs Footprint.
- vii. The Community Gardens Programs Group is responsible for obtaining the required Comprehensive General Liability Insurance.
- viii. Vehicle access is not permitted without written City approval, and confirmation of the required Comprehensive Automobile Liability Insurance.
- ix. The Community Gardens Program Group is responsible for the maintenance surrounding the dedicated area, including but not limited to pruning, harvesting, regular removal of fallen fruits or nuts, and leaves, branches, weeds, and other required horticultural practices (if applicable).
- x. The site shall be open for access at all times. Locked barriers are not permitted. Installation of any permanent and temporary structures within a Community Gardens Program site, including but not limited to signage, fencing, picnic tables, etc. require prior consent from the City.
- xi. The use of sustainable gardening practices must be followed in all community gardens and all garden members must agree to abide by the Province of Ontario's Pesticide Act 63/09. Chemical insecticides, herbicides, fungicides and fertilizers are prohibited in all community gardens. Insecticidal soaps may be used in the control of pests and compost and composting manures may be used in soil conditioning and fertilization.
- xii. Environmental innovation and demonstration is encouraged.
- xiii. The sustainability of the Community Gardens Program is contingent on reasonable access to a water source.
- xiv. Where water access is provided, the community garden group may be responsible for all costs associated with water usage. A water meter or lock may be added to water access to limit water consumption.

3.4.5 Enhancements & Expansions

The installation of Community Gardens Program Project Enhancements is not permitted without the City's written approval. The Garden Coordinator or Executive must send a written request to the Community Gardens Program Coordinator a minimum of 30 days in advance of the proposed installation.

The installation must:

- i. Be within the Community Gardens Program Footprint;
- ii. Meet health and safety, Design of Public Spaces Standard regulations, and Facility Accessibility Design Standards; and
- iii. Be suitable for the site.

Any proposed expansion of the Active Gardening Space will:

- i. Be subject to the same application processes and conditions of approval as indicated under Site Selection;
- ii. Only be considered after a minimum of three years of a new Community Gardens Program being established or previous expansion of an existing garden;
- iii. Not exceed the original approved community garden project Footprint;
- iv. Demonstrate the following criteria at the time of application:
 - a. All available Communal Plots and Allotment Plots were in use over the previous three years (if applicable);
 - b. That the Community group has the capacity to maintain more trees (if applicable); and
 - c. Current waitlist has a minimum of ten people or the equivalent of 25% of the current membership, whichever is greater.

3.4.6 Community Agreement & Conditions of Use

3.4.6.1 Agreement

The Community Gardens Program Group must agree to develop, operate, manage and maintain the gardens according to the Community Garden Agreement, the terms and conditions of use shall include, but are not limited to:

- i. The standard term of the Community Gardens Program Agreement will be five years; with an option to renew;

- ii. Residents of the City of Kingston will be given priority for membership and the opportunity to participate in the community garden program;
- iii. Ensuring that planting, injury or removal of a tree, city owned lands, shall not be permitted unless authorized by the City. The City, or its designate, may deny any proposed community gardens program activity for any reason at its sole discretion;
- iv. All Food-producing tree, shrub species and edible landscapes proposed as part of the community gardens program, shall be subject to City approval prior to planting;
- v. Existing Food-producing trees and edible landscapes on public lands may be foraged or informally harvested for personal consumption at the participant's own risk; Those participating in foraging or informal harvesting should make themselves aware of the risks associated with the growing conditions, environment and plant and food materials. For informal foraging and harvesting, the site of the existing tree(s) or shrub(s) will not be reviewed by the City to determine its suitability for growing food for human consumption;
- vi. The produce collected from the community gardens program, as described in this policy, shall not to be used for commercial purpose. The produce may be used for community member consumption or community benefits such as donation to local food distribution organizations, food pantries, food banks, meal programs, animal sanctuaries, NPOs or other related organizations. The selling of produce for the purpose of fundraising may be permitted given that all applicable permits and licenses are in place;
- vii. Where growing food from existing trees for human consumption is determined to be unsuitable, through the processes described in this policy the City reserves the right to remove the tree if it poses an obvious potential health risk to the public;
- viii. If a community gardens program group requests to remove a food-producing tree or bush from a site, then approval from the City shall be required. The removal of trees on City land may be subject to a tree permit under the Tree By-Law;
- ix. The City shall inspect, at any time, the community gardens program site to ensure adherence to the terms and conditions of the Community Agreement. Failure to comply with the terms and conditions of the Community Agreement or this policy will result in

a written warning. Failure to correct deficiencies in a timely manner or further neglect of the terms and conditions of the Community Agreement or this policy may result in termination of the Community Agreement. The City has the authority to remove a community gardens program site if it is not being used or maintained by a community gardens program group before the following harvest season of its abandonment, the City reserves the right to remove the community gardens program site.

- x. A long term operational and maintenance plan approved by the City; and
- xi. A requirement that the community gardens program group shall comply with this policy and it shall form part of the Community Agreement.

A Garden Coordinator or Executive must be selected and/or elected through an open and transparent process.

The City, or its designate, will provide written notice to the Community Gardens Program Group when they enter the last year of their Community Garden Agreement term. The Community Gardens Program Group must submit a written request for renewal.

The Community Gardens Program Group must submit an annual report that details its activities, amenities, and current membership, subject to the requirements laid out by the Community Garden Program Coordinator.

A fee structure may be developed by the Community Gardens Program Group in consideration of the expected operating costs of the Community Gardens Program as well as the ability of garden members to pay. In order to ensure equal access and opportunity to all community members, the fee structure must provide a fee waiver or sliding scale fee for those that indicate they are unable to pay the garden plot fee (if applicable). Fee structuring and collection will be the responsibility of each individual garden group.

3.4.6.2 Liability Insurance

The Community Gardens Program Group must provide proof of comprehensive general liability insurance in the amount of \$5 million dollars and shall agree to indemnify, defend and hold harmless the City from and against any damage or injury to any person or any real property.

The Community Gardens Program Group and/or individuals must provide proof of automobile comprehensive general liability insurance in the amount of \$5 million dollars if vehicles are required to access the garden and where a vehicle

access permit has been issued by the City, or through its designate.

3.4.6.3 Memberships

The Community Gardens Program Group is responsible for developing and administering their own Community Garden members agreement, which must be signed by all individuals using the land for the purpose of a community garden at the beginning of each season.

Produce grown in Allotment Plots within the community gardens program site will be for the personal use and consumption by the individuals involved in the community garden or for donation. Produce may only be sold by garden members for the purpose of fundraising for garden projects and programs provided that all applicable permits and licenses are in place.

Membership and use of the site can be revoked for non-compliance with any conditions related to the Community Garden Agreement, City by-laws and/or Provincial regulations or if the property is required for any other purpose. The City may remove the Community Gardens Program at any time if not actively utilized and/or maintained by the Community Gardens Program Group, to the satisfaction of the City, or its designate.

4.0 Responsibilities

4.1 Community Garden Requests

City staff will work with its designate to review requests from residents for the community gardens program on municipal lands. Staff will work to designate sites for approved applicants for the purpose of community gardening as per the terms of the policy.

4.2 Community Garden Conflict Resolution

The Director of Recreation & Leisure Services, or designate, is responsible for resolving any issues or conflicts related to this policy.

4.3 Breach of Policy

Employees are responsible for compliance with this policy and shall be aware that any employee who breaches this policy may be subject to discipline up to and including dismissal.

5.0 Approval Authority

Role	Position	Date Approved
Legal Review	Senior Legal Counsel	
Management Review	Supervisor, Rec & Com Dev	

	Manager, Rec Services Manager, Rec Facilities Manager, Public Works Manager, Parks	
Final Approval	Council	

6.0 Revision History

This policy and its associated procedures shall be reviewed in three (3) years.

Effective Date	Revision #	Description of Change

7.0 Appendix

7.1 Related Procedures and Forms

Community Garden Partnership Agreement

7.2 Related Policies, Legislation & Bylaws

Parks and Recreation Facilities By-Law, By Law Number 2009-76

8.0 Related Definitions

8.1 Accessibility

A product or service with features that are intended to remove barriers for people living with exceptionalities in accordance with the AODA.

8.2 AODA

Means the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11

8.3 Accessible Garden Bed

A plot or garden space raised 18 inches above the ground surface with a width of 36-48 inches if accessible from both sides, 12-24 inches if accessible only from one side, and located on an accessible path of travel in compliance with the Design of Public Spaces Standards.

8.4 Active Gardening Space

The approved area within the Community Garden Footprint that is being used for a Community Garden.

8.5 Allotment Plot

The garden space for cultivating vegetables, fruits, herbs, native plants and/or ornamentals that is available to individual garden members.

8.6 City

Or Corporation means the Corporation of the City of Kingston, or its representatives.

8.7 Clean Soil

Imported soil that is free of contaminants, refuse and putrescible wastes. Topsoil, sand, black earth, etc. purchased from gardening suppliers would meet this definition.

8.8 Communal Plot

A shared garden space for cultivating vegetables, fruits, herbs, native plants and/or ornamentals that is available to all garden members.

8.9 Community Garden

A site operated by community members and/or a community organization where municipally owned lands are used for the growing of annual and perennial food plants, medicinal plants, growing Indigenous, cultural, and native plants, pollinator gardens, little forests, community Orchards and Edible forests including fruit trees, nut trees and/or shrubs, demonstration farming and edible landscaping plots.

8.10 Community Garden Agreement

Means a contract of written terms and conditions that the City and community members agree to abide by.

8.11 Community Garden Enhancement

An improvement or augmentation to an existing garden (i.e. rain barrels, compost, picnic tables).

8.12 Community Gardens Program Footprint

The approved maximum area a Community Garden can occupy.

8.13 Community Gardens Program

Includes but not limited to growing annual and perennial food plants, medicinal plants, and flowers, pollinator gardens, little forests, community orchards, edible forests and landscaping, and growing Indigenous, cultural and native plants.

8.14 Community Garden Program Coordinator

A City representative or designate who acts as the first point of contact and as a resource for all community gardening inquiries.

8.15 Community Garden Program Group

A minimum of ten individuals who participate together in a community garden project in the function of member, Garden Coordinator or Executive.

8.16 Community Garden Program Project

Means an individual activity under the description of community gardens program ie, community orchards.

8.17 Community Orchard

Means an area of land containing one or more fruit or nut trees and/or shrubs that is managed by a community gardens program group. These lands may include Edible Landscapes, Permaculture, Food-producing Trees, and Stewardship.

8.18 Donation Plot or Garden

A plot where food is planted and harvested by a group of garden members and donated to a local food distribution organization such as a food pantry, food bank, meal program or other such related organization.

8.19 Drainage Swale

A low tract of land, especially one that is moist or marshy for the purpose of capturing surface runoff.

8.20 Edible Landscape

Means an installation of plants that serve a decorative landscaping function, including trees, shrubs, and perennials, where some or all of the plants or the fruits or nuts produced by the plants, are suitable for human consumption.

8.21 Food-producing Trees

Means a tree or shrub that produces fruits or nuts that are suitable for human consumption.

8.22 Floodplain

Lands subject to flooding as regulated by the Cataraqui Region Conservation Authority (CRCA).

8.23 Garden Coordinator or Executive

An individual or group that has been selected and/or elected to be the point of contact with the City or its designate for a specific community garden.

8.24 Geo-textile membrane

A synthetic membrane or barrier similar to landscape fabric but constructed to higher standards which are impermeable. Common uses include pond liners and landfill liners. For this application, the requirement is to ensure no deep root penetration and as such a variety of products would be acceptable.

8.25 Liability Insurance

Coverage that provides protection from claims arising from injuries to other people or damage to other people's property in a form satisfactory to the City.

8.26 Little Forests

A shift from planting trees for ornamental landscapes to planting forests as flourishing, biodiverse Indigenous ecosystems.

8.27 Membership

The privilege conferred upon garden members to access the community garden for gardening or non-gardening purposes in exchange for certain responsibilities fulfilled by each member.

8.28 New Community Garden

A community garden or an approved community garden expansion in the first 12 months of operation.

8.29 Raised Garden Bed

A plot or garden space that is raised above ground level, underlined completely by a geo-membrane layer, filled with only clean soil and which provides area required for the growth of the plants including all root structures.

8.30 Stewardship

Means the harvesting and maintenance of one or more existing Food-producing Trees by a community gardens program group.

8.31 Stormwater Management Facility

A pond and surrounding lands, channel, ditch, overland flow route or any element of the municipal drainage system used to control flooding or avoid downstream erosion and to remove sediment and pollutants from water before it enters water bodies.

Exhibit B – Policy Updates and Changes Comparison

#	CATEGORY	COMMUNITY GARDEN POLICY	EDIBLE FOREST POLICY
1.0	Purpose	2.0 No change	1.0 Merge (minor change)
2.0	Persons Affected	-	2.0 Updated language (minor)
3.0	Policy Statement	1.0 No title change	3.0 No title change
3.1	Policy Goal	1.0 Updated language (moderate)	1.0 Merge (moderate change)
3.2	Community Gardens Program	-	1.0 Merge (moderate change)
3.3	City Support for Community Gardens Program	-	3.1.9 (moderate)
3.4	Policy Application	5.0 No title change	-
3.4.1	Community Gardens Program Features	5.A Updated language (minor)	-
3.4.2	Site Selection and Permission Requests	5.B Merge (minor changes)	3.1.10 Merge (minor changes)
3.4.2.1	Process	5.B Updated language (minor)	-
3.4.2.2	Site Requirements	5.B Merge (minor changes)	3.1.11 Merge (minor changes)
3.4.2.3	Changes in Land Use	5.B Merge (minor changes)	3.1.11 Merge (minor changes)
3.4.2.4	Site Plan	5.B Merge (minor changes)	3.1.11 Merge (minor changes)
3.4.2.5	Funding Requirements	5.B Updated language (minor)	-
3.4.2.3	Community Consultation	5.B Merge (minor changes)	3.1.13 Merge (minor changes)
3.4.2.4	City Authority	5.B Merge (minor changes)	3.1.2 Merge (minor changes)
3.4.3	Construction	5.C Merge (minor changes)	3.1.17 Merge (minor changes)
3.4.3.1	Requirements	5.C Merge (minor changes)	3.1.12 Merge (minor changes)
3.4.3.2	Accessibility	5.C Merge (minor changes)	3.1.9 Merge (minor changes)
3.4.3.3	Construction Conditions	5.C Merge (minor change)	3.1.11 Merge (minor changes)
3.4.3.4	Rights Reserved	5.C Updated language (minor)	-
3.4.4	Operations	5.D Merge (minor changes)	3.1.22 to 3.1.27 Merge (minor)
3.4.5	Enhancements & Expansions	5.D Merge (minor changes)	3.1.19 Merge (minor changes)
3.4.6	Community Agreement & Conditions of Use	5.D Merge (minor changes)	3.1.14 Merge (minor changes)
3.4.6.1	Agreement	5.D Merge (minor changes)	3.1.1 to 3.1.16 Merge (minor)
3.4.6.2	Liability Insurance	5.D Merge (minor changes)	3.1.14 Merge (minor changes)
3.4.6.3	Memberships	5.D Updated language (minor)	-
4.0	Responsibilities	4.0 No title change	4.0 No title change
4.1	Community Garden Requests	4.0 Merge (minor change)	4.1.2 Merge (minor changes)
4.2	Community Garden Conflict Resolution	-	4.1.1 No changes

4.3	Breach of Policy	-	3.2 Updated language (minor)
5.0	Approval Authority	-	5.0 Very minor changes
6.0	Revision History	8.0 No title change	6.0 No title change
7.0	Appendix	Language change (minor)	7.0 No changes
7.1	Related Procedures and Forms	6.0 No change	-
7.2	Related Policies, Legislation and Bylaws	7.0 No change	-
8.0	Related Definitions	3.0	No change
8.1	Accessibility	Language change (minor)	Language change (minor)
8.2	AODA	-	No change
8.3	Accessible Garden Bed	No change	-
8.4	Active Gardening Space	No change	-
8.5	Allotment Plot	No change	-
8.6	City	No change	No change
8.7	Clean Soil	No change	-
8.8	Communal Plot	No change	-
8.9	Community Garden	Updated definition (minor)	-
8.10	Community Garden Agreement	Merge (minor change)	Merge (minor change)
8.11	Community Garden Enhancement	No change	-
8.12	Community Gardens Program Footprint	Language change "Program"	-
8.13	Community Gardens Program	New	New
8.14	Community Gardens Program Coordinator	Language change "Program"	-
8.15	Community Gardens Program Group	Updated definition (minor)	Community Orchard Group
8.16	Community Gardens Program Project	-	-
8.17	Community Orchard	-	No change
8.18	Donation Plot or Garden	No change	-
8.19	Drainage Swale	No change	-
8.20	Edible Landscape	-	No change
8.21	Food Producing Trees	-	No change
8.22	Floodplain	Merge (minor change)	Merge (minor change)
8.23	Garden Coordinator or Executive	No change	-
8.24	Geo-textile Membrane	No change	-
8.25	Liability Insurance	Merge (minor change)	No change
8.26	Little Forests	New	New
8.27	Membership	No change	-

8.28	New Community Garden	No change	-
8.29	Raised Garden Bed	No change	-
8.30	Stewardship	-	No change
8.31	Stormwater Management Facility	Merge (minor change)	No change



COMMUNITY GARDENS

- TUESDAY, NOVEMBER 14, 2023
- 5:30PM-7:00PM
- INVISTA CENTRE – HALL C

AGENDA

- **Welcome & Introductions** All
- **Internal City Departments** Rec & Leisure
- **2023-2026 Council Priorities** Rec & Leisure
- **Policy & Updates** Rec & Leisure
- **Process Mapping & Timelines** Community Garden Network Coordinator
- **Next Steps & Additional Info** All
- **Questions/Comments** All
- **Resources** All

INTERNAL CITY DEPARTMENTS



Public Works



Parks &
Shoreline



Environment



Heritage Services



FMCS

Facility Management &
Construction Services

2023-2026 COUNCIL PRIORITIES

The City of Kingston has addressed community gardens, little forests, and vertical farming in the 2023-2026 Strategic Plan:

- **2.0 Environmental Stewardship & Climate Change**
 - **2.3 Maintain the City's natural heritage and environmental assets**
 - 2.3.3 Expand the tree canopy and review the tree bylaw
 - Report to Council on piloting little forests projects on public lands (Q4 2024)

2023-2026 COUNCIL PRIORITIES

- **4.0 Caring & Inclusive Community**
 - **4.2 Help address food insecurity and sustainability**
 - 4.2.1 Examine policies to support urban and vertical farming
 - Review community garden policies, and coordinating by-law, with a view of removing barriers to urban food productions. (Q4 2024)
 - Research and report back with options to support vertical farming in partnership with post-secondary institutions and partners (2024-2025)

FEEDBACK & CONSULTATION

- Get Involved (online platform)
- Community Garden Policy Review (144 Responses)
- Main items raised:
 - Raised garden beds
 - Grass maintenance
 - Soil testing
 - Insurance Costs
 - Water access
 - Communication

COMMUNITY GARDEN POLICY

- Updated format, layout and completed language changes
- Merge policies (Community Gardens & Edible Food Forests)
- Additional Community Garden Programs – Little Forests, Pollinator Gardens, etc.
- Provide clarity regarding regulations (change of land use, soil sampling etc.)
- Update liability insurance: Five Million

PROCESS MAPPING & TIMELINES

- Proposed Annual Process for New Community Garden Applications on Municipal Land
- Internal process
- Referenced in the policy
- Clear timelines & expectations

NEXT STEPS & ADDITIONAL INFORMATION

- **Community Gardens Main Point of Contact:**
 - Ayla Fenton @ gardens@lovingspoonful.org
 - ContactUs
- **Next Steps**
 - Internal Departments Review Policy
 - Arts, Recreation and Community Policies Committee

QUESTIONS/COMMENTS



RESOURCES

- City of Kingston – Community Gardens
- City of Kingston – Community Orchard & Edible Forest
- City of Kingston – Council Priorities
- Kingston Community Gardens Network
- Community Garden Policy
- Community Orchard & Edible Forest Policy

Community Garden Policy Public Engagement Summary

Why we engaged

The City of Kingston's Community Gardens Development and Operations Policy is up for review and renewal. To improve the new policy, we asked for community feedback on what is and isn't working within the current policy.

How we engaged

- A survey was published on Get Involved Kingston for community members to provide feedback on the policy. The survey was open June 2 – July 7, 2023. It was promoted on social media and through the Get Involved Kingston newsletter.

Who we heard from

- 144 engaged participants completed surveys
- 752 aware participants visited the project page
- 17 participants created a new Get Involved Kingston account

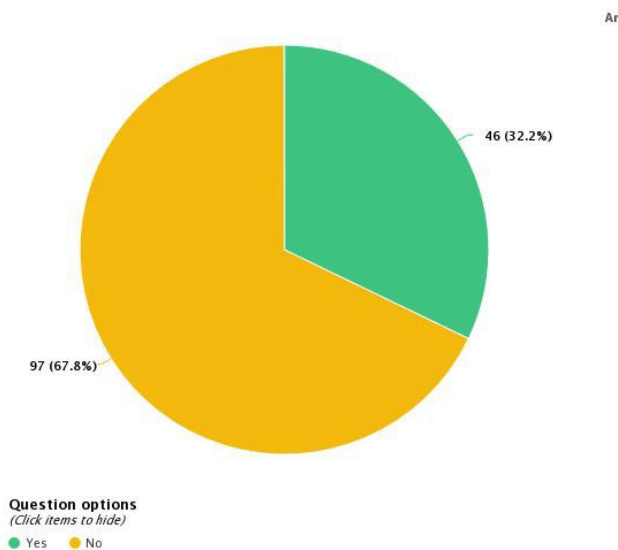
Next steps

This feedback will be collected and taken into consideration to inform the updated Community Gardens Development and Operations Policy. Once an updated policy is drafted, it will be presented to Kingston City Council for review and approval. The final policy will be posted on Get Involved Kingston.

What we heard

The survey asked participants to tell us about their use of community gardens, input on the policy and additional feedback.

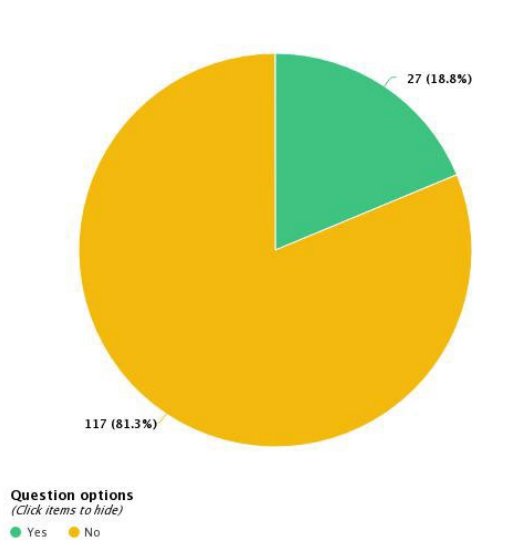
Q1. Are you a resident who uses a City-owned community garden?



Green and yellow pie chart illustrating that 97 survey participants are not a resident who uses a City-owned community garden, while 46 are.

More than half of participants (67.8%) do not use a City-owned community garden.

Q2. Are you a part of a non-profit organization who runs a community garden?



Pie chart illustrating that 117 survey participants are not part of a non-profit organization who run a community garden, while 27 are.

Most survey participants (81.3%) were not part of a non-profit group who run a community garden.

Feedback themes

Staff reviewed feedback shared in the open response questions to better understand the opinions of survey participants. The following themes were identified.

Community gardens can address food insecurity

A significant amount of feedback (22) suggested that community gardens could help improve access to food and address food insecurity concerns in Kingston. Suggestions included placing gardens next to shelters and having gardens on unused land.

Example: "The more community gardens the better. Make use of land that serves no other purpose. We need better food security".

Simplify the application process

Many participants (27) stated that the current application process for community gardens is challenging. Example: "... The application process is arduous and time

consuming, there should be assistance, ease and encouragement for anyone to explore having a community garden. Pre Approving a community garden is important”.

Improve physical access to gardens

Some participants (7) expressed concerns that there may be physical barriers that can prevent people from either volunteering to support community gardens or harvesting food. Example: “As a disabled person, 18 inches isn't high enough. People who have had their hip/s replacement have restricted reaching for bending over. Furthermore, anyone using mobility aids could benefit from garden beds that are at least 24 inches high. My personal gardens are 36 inches high as an example.”

Increase the number of gardens

Many participants (70) suggested that the number of community gardens could be increased. Ideas for increasing the number of gardens included having a garden in every new park, adding gardens next to highways and increasing the size of gardens. Example: “Gardens should be expanded as often as possible. Stop planting flowers and only plant edible plants on City owned beds. Plant nut trees and fruit trees only.”

Verbatim feedback

The following are a list of comments submitted by registered Get Involved Kingston participants. Feedback that did not follow the City of Kingston's [Guidelines for Participation](#) were omitted from the feedback.

Question 1: Are there any changes you'd like to see made to the current Community Gardens Development and Operations Policy?

1. Yes. When the garden is in a park, I'd like members to be able to drive up to the garden if they have to bring something heavy.
2. Both community gardens and 'little forest' reforestation areas are great for community values and health. There should be MORE of them. Kingston should be the Garden City of Ontario.
3. There should be many more on all underused park spaces.
4. All members should have to bring their compost to the garden, eliminating the need for green bins by the group using the garden. Membership should be free. The city should pay for the insurance. The city should pay to help build the plots and for the soil. The city should pay the organizer of each community garden a fee for their time and effort to make the garden a success. Money for these gardens should come in part from the money saved by the city in terms of pick up of green bins and tipping fees to Tomlinson Environmental in Joyceville.
5. The process is far too onerous and expensive for community groups to apply for and run a community garden. For instance, the requirement for liability insurance, having to develop and facilitate a community consultation process, and having to pay for raised garden beds. Make the process easier and cheaper-- we really want to encourage community gardens!!!!
6. No just to encourage more gardens throughout the city

7. Within the gardens listed as part of the community gardens listing there is some inconsistency in size. Are the fees the same for all? There should be a standard size for a standard fee.
8. Please don't use municipal resources to fund these projects.
9. There have been issues of theft and vandalism (people have come and stolen vegetables or harvested flowers, or blatant destruction of the vegetables by people passing through the garden). Some members garden due to lack of food security, and to be a paying member that has their vegetables stolen is very saddening. More saddening, was the response that security cameras were not permitted, nor decorative fencing to discourage theft/vandalism. The allowance of decorative fencing, signage and/or cameras could easily lessen the theft/vandalism.
10. Because community gardens are a tool to foster community, community care, and equitable food access, the city should better support groups that are engaged in community gardens. The City should: -provide contact information for city personnel who can assist in logistics within parks and with public works - provide access to water -increase budget allotment to allow for adequate equipment (for example our garden has largely been funded by individuals).
11. I think the requirement that the plots consist of Raised garden beds, separated from the existing ground by a geotextile membrane, is unnecessary and significantly raises the costs involved, it also results really small plots that require more frequent watering Not include structures or barriers preventing access to the general public, unless there are specific security concerns; I was a member of the oak street community garden when I lived in Kingston quite a few year ago and there were problems with theft. At community gardens that I was a part of in London and Hamilton Ontario, there was some fencing around the gardens (not locked) and this really reduced the issue.
12. Making all new community gardens be raised beds is very cost prohibitive. I know the city is concerned about contamination but they should simply pay to have the soil testes for contaminants on sites. The policy should also be updated to stipulate a maximum time it takes the city to come to decisions or get back to us on things. Some projects have taken years for us to start simply because we are going back and fourth waiting for permission.
13. I think there are. I would have to read the current policy first.
14. Community gardens and homeless temporary shelters should always be adjacent. Feeding the homeless is quicker that way.
15. Your definition of composting being a banned soil amendment. Compost and many organic gardening soil amendment techniques have low percentages of nitrogen, phosphorus, and potassium. They pose little risk to the natural environment. And if you are creating compost on site to be used on site, it is part of the natural process of decomposition of living matter on site. All soils need a top up when you are actively harvesting produce from it.
16. Adding new gardens!

17. Highlight need for equity in garden placement. Allowance for promotion and education around the program and how to participate, garden effectively etc.
18. The process for starting a new garden is left to the citizens. It seems to me that the city and its departments could be more proactive in getting the process going. This is particularly relevant in the inner core where large housing developments are contributing to the "densification" effort. Community gardens should be included in the planning and permitting system for such projects. Soil testing (and even site preparation) could be part of this process. I do not see why new gardens should be raised beds only. Certainly raised beds are important for accessibility but in most gardens crops are grown in compost on top of the existing soil which is very clay rich (and essentially impermeable). Is the concern contamination of the soil from the garden plots or vica versa? The size and percentage of "active gardening space" (p.7-8) should be more flexible and be a function of need and demand for plots. It took me 2 years on a waiting list to acquire my plot even though there appeared to be unused space available. The food forest idea should be included as a separate line item in the policy.
19. I would like to see more community gardens overall. There is a lot of untapped potential in Kingston, and lots of need for community and food.
20. Raised gardens are NOT good for the environment (bagged in soil, require more water, etc) and do not educate gardeners to the benefits of integral soil management with compost and mulch -geotextile membranes are outdated, fossil fuel products and do not take advantage of the local microbes and soil biota, they should not be used -insurance requirement must be removed as the City has already agreed to cover this in the City policy that we are all paying for - the City should be proactive about new gardens, identify and sign places where they could go for every locality - a 'Victory-type' garden should be in walking distance of every citizen within the urban area and short drive in rural Kingston communities -every park and community centre should have a community garden -the City should NOT require applications from community groups before initiating a new garden, let's make this easy for citizens to grow their own food! - ideally the community gardens section should be in the Climate Action section rather than parks and recreation -soil testing should be done by the City for every new/potential garden -applications for gardens must be a priority for whatever department, currently parks and recreation, deals with this so that they go through with the understanding that garden prep begins in April! -community gardens should be considered a necessary and vital response of the City and its citizens to the climate crisis, so please make it easy for everyone to take part in this activity!
21. Include requirement for listing a contact person for each Comm.Garden Group, then compile and make public to residents, on the City website.
22. Highway roadsides need to be planted with flower seeds and be allowed to bloom all summer, instead of grass cutting.
23. Would recommend Indigenous involvement in each garden.

24. Dictating the use of geotextile is limiting. adding in wording to suggest "or other weed protective barrier such as cardboard, newspaper...." would be more in line with current best practices. geotextile is often the bane of gardeners especially in a raised bed, because once it disintegrates it has to be totally dug up. So removing this clause could also be good! Not sure why compost is prohibited in some gardens, but if chemical fertilizers are also prohibited then this is very limiting.
25. Clarify that weed cannot be grown. Who carries ultimate liability insurance? The City, coordinator, users? How will this be open to all residents in the neighbourhood? Do people need to live within the vicinity or can someone take over a plot that is not where they love?.
26. More community gardens in west end and more advertising for people to sign up.
27. Relax obligations for only raised beds and full membrane coverage for "native plant" garden spaces.
28. I would guess that the high cost of an insurance requirement is largely responsible for the fee level charged for a plot. Could the insurance requirement be reviewed?
29. I would like to see more community gardens in Kingston.
30. I think it is unreasonable to make the gardens responsible for liability insurance and cost of water. Does a garden plot user risk the liability of paying a huge bill if it is, say \$1000 and all other members resign? What if strangers maliciously leave the water on? Who ultimately is responsible if others don't pay up their share? Perhaps a cap on the max amount eg \$1000 per year for water, so that members can prepay the amount at the start of the year. Permission for temporary structures seems like an overreach of power. Eg. Once you set a picnic table you can't move it without city permission? This is unnecessary. Limits like 1 rain barrel per 1000sq ft of garden beds, again, not needing permission for each barrel. God forbid a garden wants to lower it's utility costs and footprint and have too many rain barrels!
31. I wonder if it would be helpful using wording specifically permitting water barrels? To collect rain water, for watering.
32. My experience is with ornamental gardens in Portsmouth Village. It isn't clear if the policy is intended to cover ornamental gardens as well as vegetable gardens. There is reference to here and there to ornamental/flowers in the body of the policy but not in the purpose.
33. Build more community gardens.
34. Section 3.1.24 discusses the Disposal of waste etc. Household green bins only have a maximum of 66 lbs, so without storage on site this creates an accessibility barrier to those who would need to transport their waste across town to participate (or rely on other members). I would recommend looking into a policy for on-site composting in compliance with city ordinances that would be the responsibility of the group to maintain as this would benefit the local soil and if limited to brush at first would not attract any wildlife.

35. I am interested in community gardening in the very underused Oakridge Park. I was involved in the Grow gardens for years and would like to see the community garden process simplified. First, applications for new community gardens should be prioritized by the City to ensure quick approval so that garden prep can begin in April. Soil testing should be done by the City for every new/potential garden. The community garden policy should encourage food forests, pollinator patches/native plants/pocket forests to increase biodiversity and attract beneficial insects. It is time for the City to be proactive and not require lengthy applications and wait times for new gardens. All parks and community centres should have community gardens.
36. I would really like to see the process for establishing new community gardens streamlined. It is not easy to get a community garden established, and it should be something that the city requires for all parks and for all apartment buildings. And perhaps we should be looking at community gardens beyond the simple individual plot and shared plot structure of annual plants. I think that pollinator gardens, permanent edible perennial plant gardens (rhubarb, garlic chive, asparagus, good king henry, herb robert, etc.) and fruit/nut forests (including berry bushes) should be considered an important part of community gardens. This supports biodiversity (advanced draw down of carbon, sustains our diversity) and would provide greater food security, which is so greatly needed, as food is very expensive and a lot of food from grocery stores is not very nutritious (grown for shipping and shelf life, not nutrition). I like the high raised beds for people who cannot easily access the ground or a low raised bed, but otherwise I would discontinue the raised beds. Most wood is pressure treated with chemicals, and this wood should not be used for raised beds. Soil testing would be a good policy. (Some plants can clean the soil--like lupines, sunflowers, mustard greens, and pennycress--and such plants could precede the planting of the garden in contaminated soil.) Also, using the soil of the ground (rather than soil in a raised bed) means less watering and generally a better microbial soil, which means healthier plants. For this reason, even with high raised beds, I would not use a geo-membrane layer. Generally, I think that community gardens need to be much easier to establish and need to be much more extensive in what they offer. I think there is great urgency to establish these gardens, given climate change and food insecurity-- and even the great lack of community (gardens tend to foster community, which can lead to better mental health--another issue for our world). I think that this should not be part of parks policy but rather as part of Kingston's climate and biodiversity policies. Also, I think that education on planting and maintaining edible plants, bushes, and trees should be prioritized. The library but also community gardens are excellent places for instruction and education. Seed exchanges at the library would be a good idea. This education would help not only people with community gardens but also people wanting to alter their own lawns for greater biodiversity and edible plants. I am involved in

- the horticulture society/Gardening Kingston, and I am sure that we could work with the city to increase our educational programming.
37. I would like to see more city-funded solutions to water for CGs. Cisterns, hoses, weekly tanks stopping by - whatever it takes. And this should be available for all CGs that register with the city, whether on city property or not, as there are often impediments to finding city owned land for gardens.
 38. 1) Remove blanket raised bed requirements and institute a test-based judgement. This will reduce the cost of establishing a new community garden. 2) Develop a framework for liability insurance to be pooled across all community gardens, reducing cost and red-tape around establishing a new community garden. 3) Prioritize the establishment of community gardens in new densification and development projects.
 39. The more community gardens the better. Make use of land that serves no other purpose. We need better food security.
 40. I am of the view that "if it ain't broke, don't fix it". This is a successful and popular program generating a lot of healthy food locally. one improvement might be to have a more efficient way of growers donating food to worthy causes.
 41. A strong component of the Policy that directs arms length City entities, in particular housing providers where the City is the sole shareholder, to work collaboratively and provide support to tenants to create community gardens in their spaces and places. This policy would need a reporting function so those organizations are accountable for the outcomes. Often, housing providers place the onus on the tenants for not 'wanting' to participate - and the policy could include some clear language that puts the onus on the providers to, well, provide meaningful, respectful and informed supports and resources for the gardens to be successful.
 42. When building new parks, allot a section for community gardens. Provide the water lines needed. Allow gardens to be fenced off and lockable to only allow access to members of the garden site. Having had a couple plots at various community gardens in the past, theft from passers by is rampant and this leads to disappointment from the gardeners that their time, effort and hard work went to waste.
 43. I'd like the barrier to site expansion be lowered. Why do there have to be many people on the waiting list in order to consider expanding gardens? Open gardens create interest. People who face barriers may decide that a garden is not a priority if they have to wait a long time.
 44. There needs to be more community gardens. Red tape can be cut by hiring a city employee to oversee the creation of community gardens when groups ask to build one. One person as a facilitator.
 45. Have the City provide an insurance policy that community garden groups can be added to provide the required coverage.
 46. At least a small parcel of land set aside in every small urban park.

47. Need quicker approval of new gardens to make it easier for more people to participate which will enhance Kingston's climate resilience -move community gardens from Parks and Rec to the Climate Action department -C of K should do a soil test for each new proposed garden, it's expensive and onerous to ask someone trying to start a new garden to do it -encourage new and existing gardens to embrace more than conventional vegetable gardening by educating about forest gardens, hedgerows, pollinator patches and pocket forests and developing policy to support these -outlaw use of geotextile membranes which are nothing but bad in every way, provide education for alternatives -coordinate local tree companies to deliver woodchips to community gardens who would like to use them (a much better alternative to geotextile membranes), their use as ground cover revitalizes soil and encourages soil biodiversity especially mycelial networks -City should identify places on City lands where community gardens could go, especially around community centres, libraries, arenas, etc.... and encourage and support the local residents to start a garden there.
48. As a disabled person, 18 inches isn't high enough. People who have had their hip/s replacement have restricted reaching for bending over. Furthermore, anyone using mobility aids could benefit from garden beds that are at least 24 inches high. My personal gardens are 36 inches high as an example.
49. More gardens adjacent to the sports fields and schools.
50. Just make more of them.
51. Current one is way too proscriptive and laden with unnecessary bureaucratic burdens seeking to mitigate theoretical risks not actual ones. Set backs, geo-permeable barriers, onerous governance provisions, site plan requirements - none of these are reasonable for people who just want to grow food.
52. Not at this time.
53. Community Gardens section needs to be in the Climate Action or Environment and Sustainability of City documentation, not Parks and Rec. Insurance requirements must be removed as the City has already agreed to cover this. Suggest an umbrella group hold insurance (Loving Spoonful) Insurance raised to \$5 million as per other requirements for the City. Page 7 of the policy indicates that "where water access is provided, the Community Garden group will be responsible for all costs associated with water usage" I've been told by City employees that the City covers this cost now. Needs to be stated in the policy as so. Raised beds and geotextile membrane is outdated, and cost prohibitive for many groups. Also not sustainable. The City should be responsible for mowing between beds if there is room (which there is in Skeleton Park). 4.4 needs to be removed, thank you. Policy states the city will dispose of non-organic waste, however, what about organic waste? Don't understand "need for written request for renewal" if there is an annual report and application, Gardens require long term planning. Especially Little Forests. Find it very discouraging that the Policy does not encourage growth, instead, thwarts expansion, gives limiting time frames and gives dedicated community people no rights, "5.3 ...lands exists at

the sole discretion of the City and that such right may be revoked, without any notice whatsoever, in the event the City..." Wording of policy needs to be inclusive, supportive and match the purpose of the mission. Inclusivity, sustainability, diversity, education, connecting people to nature, reducing food insecurity etc.

54. Community groups should not have to pay insurance in a city park for a city supported project. As well, the water usage policy needs to be updated. Community groups should not be responsible for "all costs associated with water usage".
55. More emphasis on encouraging more community gardens. It's been great to see more going in (eg at Calvin Park library) but we need still more. Food security is a serious problem in Kingston and it is only going to get worse.
56. More sites
57. Policy seems very bureaucratic, with too many rules. Also, there are significant costs for gardeners.
58. It would be nice to see the City or its designate promote the availability of community gardens to the public once a year each spring.
59. Access to water needs to be made easier - summers are getting hotter and drier - rain barrels should be available where there is no municipal water access.
60. The City should allocate resources to identifying plots of land that are pre-approved for in-ground gardens and food forests. The current structure of needing to seek permission and find out about sites after the fact is very slow and cumbersome, and we could be a much greener City if there were spaces pre-approved to grow our projects into. -For sites that require soil testing, the City should cover the cost. I work for Loving Spoonful and my program's proposed Food Forest at KECC hasn't moved forward because of the prohibitive cost of getting a soil test done. -The City should guarantee municipal water access to all new community gardens upon approval of the garden proposal. Having to wait three years to become established and successful is a confusing set of terms because it is difficult to be successful without regular and continuous water access. -I would like to impress on you the importance of changing the water turn-on date to April 15! Farmers turn their water on for irrigation before this date; the risk of frost at that point in the season is not a potential risk of freezing underground pipes, but rather damaging tender plants. -In the case of raised bed gardens with grass in between the beds, if beds are spaced according to the minimum required clearance for mowers, the City should take responsibility for grass maintenance, written into the policy and not leave this up to the mowing staff teams. At Calvin Park Community Harvest Garden this year, we have a bad vole problem because the grass was left unmowed until a few weeks ago, when we contracted a landscaper to clean it up. The voles moved in while it was a meadow and now are major pests. Last year we didn't have this problem with grass going unmowed, so we know our bed spacing was correct. -Many gardens and new garden applications include elements of traditional vegetable gardens,

pollinator/biodiversity gardens, AND perennial “food forest” plants such as fruit & nut shrubs and trees. The separate garden and orchard policies make it very challenging to have diversified mixed gardens. I recommend that you combine the two policies to create a single policy that covers the development of diversified garden spaces.

61. Use of geo-textile fabric and constructed raised beds in new community gardens is unsustainable. Adding top dressing or soil amendments to existing soil is acceptable, but wherever possible, citizens should be encouraged to farm in the native soil. City-funded testing should be available to determine whether there is any environmental impediment to agricultural use. Otherwise, we might as well be gardening on roadways and parking lots. If soil is not suitable for agriculture, it is not suitable. I think that a limited number of accessible raised beds is a great idea, but not lined with geo-textile fabric.
62. Not at this time
63. Allocate resources to identifying plots of land that are pre-approved for in-ground gardens, for sites that do require raised beds due to history of soil contamination - the City should increase grant funding to support the start-up costs for building, for sites that require soil testing, the City should cover the cost - the City should guarantee municipal water access to all new community gardens upon approval of the garden proposal - When a municipal water hookup is not possible, the City should dedicate funds to support commercial water delivery to fill water totes - Change water turn-on date to April 15 - In the case of raised bed gardens with grass in between the beds, if beds are spaced according to the minimum required clearance for mowers, the City should take responsibility for grass maintenance - the City should amend the Policy to formalize that the cost of insurance will be covered by the City - The City should enact a single insurance policy to cover all community gardens. The policy should be held by the City itself.
64. Have more locations in public parts and more on city housing properties.
65. Not specifically, though I would like to see something added as per climate change and the difficulty in collecting water for these gardens. I'm in a new community garden as a participant, not the organizer. I think it would benefit the gardens if the city could help with a water collection system. I visited another well established garden and it seems the lack of water is also a problem. The garden I'm in doesn't have a structure yet and we have a budget for some water to fill tanks once a month. Could assistance be made to have a standard plan for water collection of sufficient size (per number of plots) so that the gardens can thrive. Perhaps a type of structure that facilitates this. Perhaps the school carpentry programs could build them as part of their program. Climate change seems to give us droughts and deluges but not the consistent rainfall that helps a garden grow. Just some thoughts to consider.
66. The city needs to rethink and reframe the community gardens. They are part of the solution to food insecurity and sovereignty. As such I think they should be in

the Climate Action or Environment and Sustainability of City documentation, not Parks and Rec. * Definitions: Donation Plot or Garden definition should be expanded to include community sharing gardens. For example, the McBurney Donation plot not only supplies food to Loving Spoonful, but community people can harvest produce for their own use. The garden is also used as an education tool for neighbours and school kids. * The city has agreed to cover insurance, so the Insurance requirements should be removed. I think the city should hold the insurance, but if that isn't possible, an umbrella group (I recommend Loving Spoonful) could hold insurance. * Water: Page 7 of the policy indicates that "where water access is provided, the Community Garden group will be responsible for all costs associated with water usage." As the City covers this cost now, the policy needs to reflect this. The City should guarantee municipal water access to all new community gardens upon approval of the garden proposal. When a municipal water hookup is not possible, the City should dedicate funds to support commercial water delivery to fill water totes. Change water turn-on date to April 15. * I have mixed feeling about raised beds. They are hard on the environment (increased watering and excessive use of materials), and the cost is prohibitive for many groups. However they do provide access to more people. * Geotextile membrane requirement should be removed. They are outdated gardening practices (not sustainable), are hard on the environment (plastics, and the cost is prohibitive for many groups. * Grass maintenance: The City prohibits the installation of garden sheds for mower storage and other essential tools. Therefore, the city should be responsible for mowing between beds if there is room (which there is in Skeleton Park). * Soil testing: This requirement should be removed. It is excessively costly and takes way too long. If the policy must remain, it should only be in cases where the soil is known to be, or is highly likely to be contaminated. The City should allocate resources to identifying plots of land that are pre-approved for in-ground gardens. For sites that do require raised beds due to history of soil contamination, the City should increase grant funding to support the start-up costs for building. For sites that require soil testing, the City should cover the cost. * The Community Gardens Development & Operations Policy is separate from the Community Orchard & Edible Forest Policy. Many gardens and new garden applications include elements of traditional vegetable gardens, pollinator/biodiversity gardens, AND perennial "food forest" plants such as fruit & nut shrubs and trees. The separate policies make it very challenging to have diversified mixed gardens. Recommendation: Combine the two policies to create a single, congruent policy that covers the development of diversified garden spaces. * Organic waste: Policy states the city will dispose of nonorganic waste, however, organic waste should also be removed. The policy should also include allowance for at least 2 compost bins. * Shouldn't require "need for written request for renewal" if there is an annual report and application, Gardens require long term planning. Especially Little Forests. * Timeline for Applications There is currently no timeline for how

long it takes to process and approve new community garden applications. The Problem: Some applications are fast tracked if the City seems it to be a priority project for some reason, while others are left hanging for months and months. Recommendation: Create a clear annual timeline for applications, review and approval process for new community garden proposals Create and publicize a list of pre-approved locations for in-ground gardens *funding: the costs for establishing news beds is costly, and prices are going up. The funding for new gardens needs to be increased. * Find it very discouraging that the Policy does not encourage growth, instead, thwarts expansion, gives limiting time frames and gives dedicated community people no rights, "5.3 ...lands exist at the sole discretion of the City and that such right may be revoked, without any notice whatsoever, in the event the City..." Wording of policy needs to be inclusive, supportive and match the purpose of the mission. Inclusivity, sustainability, diversity, education, connecting people to nature, reducing food insecurity etc.

67. I don't know.

68. Yes, I would like to see noise restrictions, especially equipment operation (lawn mowers, rototillers, etc.) restricted to after 9 a.m. instead of starting at 5 or 6 on the weekends.

69. 1. Please add some community gardens in the north end. E.g. Shannon park, marker acres. 2. We could also use 1-2 tennis courts out here.

70. 1). The City should allocate resources to identifying plots of land that are pre-approved for in-ground gardens. 2). For sites that do require raised beds due to history of soil contamination, the City should increase grant funding to support the start-up costs for building. 3). For sites that require soil testing, the City should cover the cost. 4). The City should guarantee municipal water access to all new community gardens upon approval of the garden proposal. 5). When a municipal water hookup is not possible, the City should dedicate funds to support commercial water delivery to fill water totes. 6). Change the water turn-on date to April 15. 7) Combine the two policies (food forests policies and community gardens policies) and create a single, congruent policy that covers the development of diversified garden spaces. 8). The City should amend the Policy to formalize that the cost of insurance will be covered by the City. 9). The City should enact a single insurance policy to cover all community gardens. The policy should be held by the City itself. 10). Create a clear annual timeline for applications, review, and approval process for new community garden proposals. 11). Create and publicize a list of pre-approved locations for in-ground gardens. 12). If the city wants to improve equity of access to community garden spaces, they need to allocate more funding to support new garden establishments (and remove the raised bed requirement). 13). The City should also allocate more funding to support on-the-ground coordination of gardens.

71. More community gardens, acces to water and shed for tool storage

72. Since the city will already mow grass around the perimeter of the gardens, I suggest they also mow grass in between garden beds where no geo-textile

material /other walkway material exists. In order to encourage use of community gardens, the city should assume costs of water usage where water access is provided, although use of rain barrels should be first.

73. The policy that all new gardens need to be raised beds would make it very expensive to start new gardens. Instead, I believe that it is well worth the expense for the city to pay for soil testing. I would also like to see more red tape removed in the communication process with the city so that, for example, it doesn't take over a year to get permission to build a shade structure. Given the urgency of dealing with climate emergency, it is very important that the Community Garden section be moved into Climate Action and Sustainability, not Parks and Recreation. In the interest of climate mediation, every park and community centre in the city should be encouraging a community garden. In addition, the City should make it easy for gardens around town to be pre-approved.
74. The City should identify specific appropriate locations every park or community centre should have a pollinator garden and published information The City should provide a general maintenance plan in particular for fruit tree management. As trees are a long term project, the locations should be permanent and in-ground without geotextile.
75. I would like to see the following: 1) Community Gardens seem to be understood as a recreational program. However, that de-prioritizes them when, in fact, they are an essential food security and sovereignty solution as well as a climate change and resilience strategy. They need to be prioritized as such. The City itself recognizes that we're in a climate crisis! We need to act as such. Food forests and community gardens are especially important when the science tells us that the best way to mitigate climate issues locally (and to a lesser degree globally) is to grow more trees and related plants. See https://www.youtube.com/watch?v=TvHco_GL4Mo for a well done and brief description of the hydrological cycle. 2) Raised beds are not ecologically sustainable due to needing much more water, not supportive of perennials and native plants and they cost a lot in labour and lumber which is problematic given community groups typically lacking funding. The barriers to in ground gardens and food forests are prohibitive. Expecting a community group to pay thousands of dollars for extensive soil testing is unreasonable. Why can't the City do the following: a) identify plots of land that are preapproved for in-ground gardens b) provide additional support if raised beds are required c)cover the cost of soil testing 3) Water access is an issue and will be even more so as we go through increasing periods of drought and heavy rainfall. As a city and community we should be looking at strategies for collecting, storing and reusing rainfall where possible. We are already looking at stormwater runoff causing massive costs to the sewer systems, we need to find a better way than thinking we can just build our way out of this. Part of the solution will require some decentralizing of water collection. This can include rain barrels but should also include larger catchment

approaches. This is particularly important for those gardens that do not have access to municipal water till the 3rd(?) year. How can a garden survive without water for two years? Further, when the current municipal water system is being used the taps should be open earlier than mid-may. The growing seasons will be lengthened given climate change and gardening typically start in early April. 4) Grass Maintenance: there are many issues with grass including the ecological and financial costs of maintaining lawns. There is no reason for the reliance of grass as a ground cover when there are other ground covers that are ecologically superior. If the ground cover doesn't require as much maintenance then costs to the City and community gardens would be lowered with the benefit of an increase in biodiversity. 5) Separating the Community Gardens Development and Operations Policy from the Community Orchard and Edible Forest Policy appears to be based on the assumption that community groups won't want both traditional vegetable and pollinator gardens with food forests. From an ecological perspective it is better to plant these together further, it allows for those who are interested to care for both food forest and garden in the same space. It would be preferable if these policies were combined. 6) It is a good step that the City is now attempting to cover insurance but asking a volunteer to be personally liable for deductibles is a significant barrier. Can the City get an insurance policy that would cover gardens/food forests across the whole city? 7) The timeline for approval is opaque. Can it be streamlined and made transparent. It is very hard to sustain interest when you have to go through a sometimes year long process without any knowledge of whether an application will be accepted or not. It would be great if this could be combined with a list of preapproved sites (see in-ground comments above). 8) Given the costs to purchase food and all the benefits of a community garden/food forest, I'd like to see the City focus on increasing the number of community gardens and food forests in lower income areas where folks who would most benefit are the ones who are most constrained. This will likely require the City to increase funding to support on the ground garden/food forest coordination and the mitigation of costs including the in-ground testing referenced above.

76. Community garden contract should be written in plain language and not legalese <https://hbr.org/2018/01/the-case-for-plain-languagecontracts> Clauses such as the following are extremely offputting to potential applicants and may prevent them from being willing to start a new community garden contract states that the City can terminate their agreement with us at any time “without giving cause or reason” (5.2) and, in such an instance, we would be required to “restore the Lands as close as reasonably possible and appropriate to the condition of the Lands immediately prior to the execution of this agreement.” (4.4) If we failed to do this they would charge us to have the work done. (4.4.1) 4.4 is unenforceable and should be removed entirely. If the City gives permission to put in a food forest -- something that they agree has social benefit -- then they should pay to have it removed when and if that becomes necessary. Clause 5.3 basically says

we have no rights “The Licensee acknowledges and agrees that its right to occupy the Lands exists at the sole discretion of the City and that such right may be revoked, without any notice whatsoever...” Contract term is too short (5 years)... the contract is essentially backwards and should have no end date. It should require that the City justify why it may require taking the land back and that it move the soil that has been improved to a new garden location. Soil testing should be done by the City for every new/potential garden (currently to have an in ground garden the City requires applicants to pay approximately \$2000 for a soil test) The process needs to be much much faster, currently it takes over a year to work through the policy and a lot of continued effort on the part of the applicants to get answers to questions or to find out why an application has been delayed A few vocal individuals should not be able to block the creation of a new community garden Current policy requires raised bed which aren't good for the environment (bagged in soil, geotextile fabric, require more water, etc) and do not educate gardeners to the benefits of integral soil management with compost and mulch Geotextile membranes are outdated, fossil fuel products and do not take advantage of the local microbes and soil biota, and devastating to soil life and shouldn't be used insurance requirement must be removed as the City has already agreed to cover this in the City policy that we are all paying for the City should be proactive about new gardens, identify and sign places where they could go for every locality - a 'Victory-type' garden should be in walking distance of every citizen within the urban area and short drive in rural Kingston communities every park and community centre should have a community garden city should dedicate resources to identifying a list of pre-approved locations for in-ground community gardens/food forests. Community garden and edible orchard policies should be combined and should encourage in ground pollinator gardens in the design Little Forests should be included in the community garden policy ideally the community gardens section should be in the Climate Action section rather than parks and recreation applications for gardens must be a priority for whatever department, currently parks and recreation, deals with this so that they go through with the understanding that garden prep begins in April! community gardens should be considered a necessary and vital response of the City and its citizens to the climate crisis, so please make it easy for everyone to take part in this activity!

77. Many changes : Fencing policy Who we contact for issue resolution (Loving Spoonful does not provide much support, nor timely support) Water tap installation Lawn maintenance.
78. A raised bed is not the same as an accessible bed. Right now, we are splitting the difference on accessibility and its to the detriment of ALL gardeners. Truly accessible gardens are available at seat height and the design of the raised bed includes room for a person's feet, be they in a chair or using a walker to sit comfortable at the correct height. An 18" high bed isn't truly accessible and it also limits access for gardeners who don't have the start up resources to obtain the

materials and put in the labour to create a raised bed. Allow people to plant in the ground and include truly accessible planters. Right now, this is working for nobody.

79. More wildflower gardens and features from local artists
80. Please transfer Community Gardens into the Climate Action Or Environment and Sustainability section. Update the insurance needs since the City has agreed to cover it. Put it under an umbrella group perhaps. Water usage is best covered by the City - very difficult to change and not a good idea to try to change it. A plan to deal with the organic waste should be made. The renewal process should be revamped to assume continual usage.
81. I want to see more community garden in the City
82. Raised beds - why does the City require them? There are several problems with them, including the expense and labour to build them. They require more water and are not conducive to growing perennials or native plants. Could the City identify plots that are pre-approved for in-ground gardens? Soil - for sites that require soil testing, the City should cover the cost. If raised beds are required be/c of soil contamination, there should be increased grant funding. Water - the current policy is that a water supply will not be installed until the 3rd year of operation, and that rain barrels will be installed instead. Rain is increasingly unreliable and without water, gardens cannot succeed. Municipal water should be available for all new community gardens or there should be funding for a commercial water delivery. The water turn-on date needs to be changed to April 15th to support spring planting. Grass mowing - could the city mow between beds if there is space between the beds? Food Forest policy - why are the policies governing community gardens and food forests separate? Insurance - please enact a single insurance policy to cover all community gardens, held by the City. Applications - please create a clear annual timeline for applications, review and approval for new proposals. Please create and publicize a list of pre-approved locations for inground gardens. Equity - the City needs to prioritize the needs of lower income neighbourhoods with increased funding.
83. Would love to see more of them. They're a wonderful addition to our parks with multiple excellent purposes and side effects.
84. I think the addition of city support with water after the third year is too late, as it without water assistance during the first three years, the community garden may not survive. New gardeners will be very discouraged
85. Ensure there is sufficient water supply available at sight
86. No, I've read the Policy, and it seems reasonable to me. I have experience volunteering with Comm. Garden Org. in the past.
87. raised gardens are NOT good for the environment (bagged in soil, require more water, etc) and do not educate gardeners to the benefits of integral soil management with compost and mulch -geotextile membranes are outdated, fossil fuel products and do not take advantage of the local microbes and soil biota, they should not be used -insurance requirement must be removed as the

City has already agreed to cover this in the City policy that we are all paying for - the City should be proactive about new gardens, identify and sign places where they could go for every locality - a 'Victory-type' garden should be in walking distance of every citizen within the urban area and short drive in rural Kingston communities -every park and community centre should have a community garden -the City should NOT require applications from community groups before initiating a new garden, let's make this easy for citizens to grow their own food! - ideally the community gardens section should be in the Climate Action section rather than parks and recreation -soil testing should be done by the City for every new/potential garden -applications for gardens must be a priority for whatever department, currently parks and recreation, deals with this so that they go through with the understanding that garden prep begins in April! -community gardens should be considered a necessary and vital response of the City and its citizens to the climate crisis, so please make it easy for everyone to take part in this activity!

88. I was informed that there are no structures allowed on the Lakeside Community Garden Property. I am concerned that there is no shade on the property, which would be a problem with persons with disabilities as well as everyone who would like to garden for a longer stretch of time. If it is an issue of permanent structures, they can be made moveable much like the sleeping cabins are.

Question 2: Do you have any other feedback about what is or isn't working?

1. I think community gardens are very important to any community. I am very pleased to see Kingston support this important initiative.
2. Too much emphasis on grass and the rights of people with grass. Too much pesticides (why bother have a pesticide law if people just relabel their chemicals and continue using them?). We need to take STRONG and DIRECT action on greening our city, and changing our values to align with the climate crisis, consumption crisis, and corporatist focus of so many of our policies.
3. This builds community and provides food security. Use the prison farm and Lemoines point farm lands for organic soil regenerative farming to feed insecure members of the community.
4. I have been to many parks in Kingston and have only seen one community garden in McBurney Park. There should be a community garden in most every park, and the members should not have to pay to use it. If each community garden had its own composting area, and if members brought all their compost to this area, that would actually save the city money in terms of green bin collection and tipping fees at Tomlinson Environmental. You need to incentivize people to do this - and asking them to pay a membership fee and hold their own indemnity insurance is a definite drawback.
5. I think there needs to be more communication regarding community gardens to increase community engagement.
6. Please especially talk with existing community gardens for their input.

7. Ensure all residents can access garden plot who wish to with high cost of produce and housing
8. I would like to see trash bins as well as composters at all sites.
9. Community Garden at Centre 70 is a real eye sore in the Spring. From the road it looks like everything was left from the Fall. White bags everywhere looks like garbage.
10. Many of these are downtown
11. More plots should be built, and the city should help prevent garden theft/destruction by allow security cameras and/or decorative fencing.
12. The Compton garden requires water access closer to the garden site and a reliable city contact.
13. More positive ground level connections need to be made with rural farmers within Kingston and also with those small farmers coming to market on Saturday.
14. Hoping to see more community gardens soon
15. The changes you made last time to this policy were an improvement. having the loving spoonful contact has been great, although you should give them more money so that they can dedicate more time to communications. The larger and more generous grants have also been incredibly helpful.
16. What isn't working is the lack of response from the city on issues that arise regarding the gardens.
17. I would like to see more community gardens in all our parks, green spaces and schoolyards.
18. Community garden investing!
19. I love Calvin Park's community Gardens, and buy their fresh produce all summer, as I live on a pension.
20. Communication with the group who developed the community garden in Shannon park was not great. I got in touch with them early in the process, and followed up via email multiple times during the two years they were in the planning stages. While my emails were replied to promptly, the information I was given was always that they were still getting information together and that they would start assembling community "soon". I was never contacted by them, plans were never shared, and participation in what was eventually installed was never offered. It was a bit disappointing, actually. I live less than a five minute walk from Shannon Park, but the community garden I am most involved with is Lakeside, all the way across the city. I am an active volunteer with maintaining the site and work in the donation garden. I would love to devote some of my time closer to home, but I feel like they did not want the community to be involved with getting the garden started, and I have no idea who even to get in touch with to ask about opportunities to volunteer or work with what was eventually put in place. Because of this, I don't even go in the garden when I'm walking by. For all that it is presented as a "tasting garden" I don't find it to be a welcoming space because someone else put it there, I wasn't involved, I don't know if I'm allowed in. I imagine whatever garden community exists in the north end that would have

wanted to be involved with the planned community garden probably feels the same way.

21. This program could be better communicated to the public so that citizens know it exists and how they can participate. Partnership with community groups could allow for better communication around the program and best practices for participating successfully.
22. Typically, garden members donate excess crops and it seems that the "grow a row" philosophy is alive and well in Kingston. This is an excellent way to help with food security. It has been my observation that garden members take great pride in the appearance of their plots and the garden as a whole.
23. Your gardens sound wonderful especially raised beds which makes it easier for seniors to help with gardening. Food costs are high and if Kingston can grow vegetables and fruit to help out that is a wonderful thing. Do not let arable land go to waste. Thank you.
24. Why is the city talking about community gardens when the gardens in the downtown area are a mess! Around the back of city hall, beside St George's church, walkway behind the landmark (dinosaur bones) the paint is peeling and the flower containers have weeds three feet high). Try and come us on those things please.
25. Raised gardens are NOT good for the environment (bagged in soil, require more water, etc) and do not educate gardeners to the benefits of integral soil management with compost and mulch -geotextile membranes are outdated, fossil fuel products and do not take advantage of the local microbes and soil biota, they should not be used -insurance requirement must be removed as the City has already agreed to cover this in the City policy that we are all paying for - the City should NOT require applications from community groups before initiating a new garden, let's make this easy for citizens to grow their own food! -ideally the community gardens section should be in the Climate Action section rather than parks and recreation -soil testing should be done by the City for every new/potential garden - applications for gardens must be a priority for whatever department, currently parks and recreation, deals with this so that they go through with the understanding that garden prep begins in April! -community gardens should be considered a necessary and vital response of the City and its citizens to the climate crisis, so please make it easy for everyone to take part in this activity!
26. Great program, keep supporting the efforts
27. More dog friendly!
28. I don't really have any experience to comment.
29. All community gardens should include an educational component on sustainable native plants, including native vegetables, and locally grown seed to preserve biodiversity and promote growing plants that have adapted to our specific region.
30. Rain barrels and above-ground barrels are not sustainable long term as drought will empty barrels quickly. If a group could get funding it would be great to also

allow subterranean large scale rainwater catchment (ie concrete tank and pump) and note it in the policy that this is acceptable. If the City were to provide funding or staff support to implement above ground grading/bioswales/passive rainwater harvesting channels, this would help to capture stormwater and prevent runoff, targeting other City priorities. Credit Valley Conservation is a wealth of resources for this type of rainwater harvest.

31. Great use of City land. What happens if the City needs the land for development / housing?
32. Let more people know about community gardens so they can get involved and participate. Encourage schools to participate and help build a sense of community.
33. A reliable source of fresh water is always important for gardens.
34. Raised garden beds that are accessible are notorious for having poor dry soil quality and get excessively hot reducing their viability as gardens. Their requirement seems excessive, wasteful, and pointless.
35. My experience to date, is that the City has been very supportive of the community ornamental gardens.
36. More info about plot availability needed
37. I wasn't aware of this program until today despite being interested in participating, so maybe advertising this program more to encourage support.
38. Not working: The long application process, the lack to access to water in some places. (Please also see comments above for Question 5.)
39. Community gardens are necessary and vital response of the City and its citizens to the climate & biodiversity crises, so make it easy for everyone to take part in community gardening! ideally the community gardens policy should be in the Climate Action section rather than Parks and Recreation soil testing should be done by the City for every new/potential garden as a first step the community garden policy should encourage food forests, pollinator patches/native plants/pocket forests to increase biodiversity of the space and attract the beneficial insects necessary for organic gardening (as part of new Strategic Plan Kingston)
40. Would love to see more small orchard/mixed plantings (food-bearing trees/shrubs/ground cover) throughout the city, whether connected to CGs or not. This could be a priority for the city and should replace the watering of giant planters on utility poles that currently passes for city landscaping.
41. The present set-up works well.
42. The challenge I see is that this policy anchors the process of creating a community garden, on municipally owned lands, for those with the skills, capacity and resources to make it so. I'm thinking of newcomers, Indigenous folks, or those experiencing poverty - who might not have access to outside supports to walk through the process (or be able to do things like secure required insurance) without having someone step up from outside their community to lead the process. It doesn't mean they don't have the know how to create community,

- create a garden and/or build the necessary components, often they do, though may lack experience (often as there is a lack of opportunity to build such), to navigate the system of setting it up. Maybe these components are addressed in how the program roles out - though the policy as is doesn't seem to suggest it.
43. Open gardens do not work... enclosed access restricted spaces are needed.
 44. I love my community garden and it gives me a chance to get to know my neighbours and to get outside. I'd love to see more proposals for community gardens in our more urban areas of town. Many people who are unable to purchase their own homes and must rent instead, miss out on the chance to connect with the land we live on. Gardening creates a sense of stewardship and helps people develop self-sufficiency skills.
 45. I would like to know why the rules for community gardens near floodplains are so cautious and careful but developers can do anything to floodplains in Kingston. They can even fill in wetlands and build where endangered species live. Why are the rules strict for groups who want to grow a few tomatoes and lax and adjustable for developers? Also why does city hall ask if we'd like to be contacted and even after saying yes over and over, no one ever contacts citizens who actually care?
 46. Would like to see corporations that have large grass areas to allow a community garden to be setup on their property.
 47. Not too many people know about this programme. Reach out to more people through schools, community groups etc. This can be done via fliers, social media or even local news.
 48. "The City will provide grass maintenance around the perimeter of the community garden located in designated City parks. Community garden members are responsible for grass cutting within the garden itself." I understand that this policy is likely written to provide flexibility, but in practice, it seems to lead to some confusion about who is responsible for maintaining which parts of the community gardens.
 49. The City of Kingston should actively champion community gardens to encourage and support one in every neighbourhood.
 50. I hope there will be a chance at some point to comment on some beds of flowers that are already in place in some parks in Kingston. I did notice, for example, that in Churchill Park, all the beds are replanted every spring, I see multiple employees working for multiple days in a row and some of the flowers planted are... perennials and I have no idea why these flowers are not left in the ground if they are perennials, why get rid of them in the fall? Why not focus on long term plants that can bloom spring to fall, and that could come back every year? This is sustainable gardening. So good thing Kingston wants more gardens, but we should also look at the actual way of gardening in our parks and get things moving in the right direction.
 51. I would love to see an increase in the number of Community Gardens if possible.

52. There are not enough garden plots throughout north Kingston. It is hard to get a spot, and no garden area I. The south of Railway. What about the land by the city building on Montreal /Patrick -the old Rideaucrest. There is lots of land and even if it's allocated or use undecided for the future what is the harm of having some gardens until that time? Perhaps it's time to look at smaller areas of land and a few rain barrels to allow more people to garden. - particularly those on lower incomes. Is there any useable smaller strips of land on Daly beside the library?
53. Too few.
54. Plant more "food" plants in city managed planters (fruit trees in front of city hall) kale for greenery etc.
55. For every community garden on the books, there are 10 who just did their own thing anyway with neighbours and 100 who read the rules and said 'not worth the hassle'. Best advice? Get out of the way and let the people who pay your salaries just do their own thing.
56. Every Park and Community Centres should have/encourage a Community Garden. We deliberately left space between beds for the City to mow, it is easy to do. It should be changed in the policy that Garden groups are responsible for mowing between beds. Raised Garden Beds in Skeleton Park makes sense, however otherwise, City should be responsible for soil testing pro actively for potential gardens. Raised beds are not appropriate for sustainable gardening. Geotextile membrane is outdated and eliminates necessary microbes and soil biota. The City really must dedicate resources to identifying and posting an easily accessed list of pre-approved and potential locations for gardens and food forests. The application process is arduous and time consuming, there should be assistance, ease and encouragement for anyone to explore having a community garden. Pre Approving a community garden is important. All KFHC housing needs options and supports for community gardens. The City could be much more pro active about new gardens, front yard gardens, pollinator gardens, demo gardens, boulevards with pollinator plants to inspire people. Identify where Little Forests could thrive and create canopy and carbon exchange. Provide Education so that people who have concerns learn about the benefits of Community Gardens (social, sustainable, economic, environmental). It would be good to have a map of all the areas in the City and outlying areas where land could be used for gardens. What is working is the joining together of neighbours, offering food, education, social and community connections over a shared community garden. We appreciate the opportunity to develop and explore ways of sharing and working together.
57. What is working? This project is brining together people in the neighbourhood and educating about growing food. What isn't working? This city needs to cut the grass around the riased garden boxes in all parks. In Skeleton Park we purposefully placed the boxes to allow space for a city lawn mower to fit (as requested). This is another part of the park and needs to be kept neat and tidy by the city.

58. I don't think raised beds should be required—I assume this is for aesthetic reasons? The Spire/Sydenham St United has a beautiful community garden on its front lawn and it looks fabulous!
59. We need more sites
60. I would love to see better signage at the garden so people not involved know how it works. Until I became involved I had no idea who was caring for and able to take from the gardens
61. I pass by various community gardens fairly often, and while I think that they are a good idea, many seem to be unintended or unkempt. I wonder what provision is made to real lot plots that neglected or abandoned.
62. Need more community gardens in the downtown area.
63. The policy mentions garbage pails but last summer none were available close to the pollinator garden at the Memorial Centre. We spent a lot of time picking up garbage and had to bring it home to dispose of it.
64. Create a clear annual timeline for applications, review and approval process for new community garden proposals. -I said it above but I'd like to reiterate that you please create and publicize a list of preapproved locations for in-ground gardens. -The City should also allocate more funding to support on-the-ground coordination of gardens. Thank you!
65. In the case of the Calvin Park and Shannon Park gardens run by Community Harvest Kingston (of which I am an Advisory Board member), it would be helpful if the city could change the mowing policy to include regular mowing between raised beds that were specifically designed to accommodate city mowers. My understanding is that mowing between beds is left to the discretion of city staff as only perimeter mowing is mandated in the community garden agreement. It would also be helpful if the city could make every effort to facilitate water use at these sites, which has sometimes been disrupted in the past. Moreover I would like to see a broader public engagement about the use of civic lands such as parks. In my experience, city consultation has been cosmetic. I would like to see the development of a citizens working group with city staff and volunteers meeting with the public at large to discuss land use issues on civic land. In this era of climate emergency, it seems to me that we have too much civic land that is under-utilized with turf grass monocultures and lonely trees. I would like to see a more flexible and community driven approach to neighbourhood parks, allowing for additions such as Little Forests, food forests, community orchards, native pollinator gardens, community gardens, edible perennial gardens and communal gardens. I would be happy to serve on such a working group, helping to vision and establish a consultation framework.
66. As a member of the Kingston Horticultural Society, I help maintain the Pollinator garden on the site of the Memorial Center During the hot dry months of summer we have no access to water to maintain the garden Many of our plants & shrubs suffer/die from lack of water. We would appreciate some assistance & support to get water to the garden.

67. Not a lot awareness. Need to have more in food scarcity zones.
68. Our group organizer is a hard worker and has given us great guidance on following the guidelines and policy. This is my first year to participate.
69. Every Park and Community Centres should have/encourage a Community Garden. * Encourage bed spacing so that the city can mow between them. It is easy to do. * The application process is arduous and time consuming, there should be assistance, ease and encouragement for anyone to explore having a community garden. Pre Approving a community garden is important. * All KFHC housing and City rentals needs options and supports for community gardens. * The City could be much more pro active about new gardens, front yard gardens, pollinator gardens, demo gardens, boulevards with pollinator plants to inspire people. Identify where Little Forests could thrive and create canopy and carbon exchange. * Provide Education so that people who have concerns learn about the benefits of Community Gardens (social, sustainable, economic, environmental). * It would be good to have a map of all potential areas for gardens. * There is a need for education of citizens and there is no link to the Gardens or Orchards Policies on these sites. The 2019-22 Strategic Plan is woefully deficient in promoting any 'active' food security projects. Under the 'Resident' tab there is no link to anything about food security or food growing. Similarly under the sub-tab 'Environment and Sustainability'. * Applications for gardens must be a priority for whatever department, currently parks and recreation, deals with this so that they go through with the understanding that garden prep begins in April. * Community gardens should be considered a necessary and vital response of the City and its citizens to the climate crisis, so please make it easy for everyone to take part in this activity! * What is working: the joining together of neighbours, offering food, education, social and community connections over a shared community garden. This has been transformative at the Skeleton Park Sharing Garden.
70. There is a lot of noise and commotion associated with the community garden.
71. Survey could have been better designed. Give users information on current community gardens and ask incisive questions that allow users to answer yes/no/maybe or preferential rating of various amenities or needs they think various community gardens should have.
72. Unfortunately with the new garden shed out by the Calvin Park Community Gardens, there has been some vandalism involved. Wondering if positioning it in a more visible, lit, street facing location, it would deter from continued activity. The south side of the library building seems to be a shady and ideal spot for unwelcomed visitors.
73. Gardens need to be placed where food security is an issue.
74. I would like to see the City cover the costs for insurance, water and soil testing because not all Community Gardens can afford this. Also, it would help if the City did the mowing between beds.

75. Community Gardens are a wonderful concept and I am pleased to see the extent of the City's support.
76. Speed of the process
77. I'd like to commend the City for revisiting these policies. There are so many people who are interested in volunteering with a community garden and food forest. Given all the benefits that will accrue, please unleash this energy to the benefit of the whole City!
78. The city legal department should provide a standard liability waiver for community gardens and signage with the waiver, accidents will happen and how do we ensure the possibility of a lawsuit doesn't influence people's willingness to start or join a community garden
79. A streamlined approach to building and implementing shade structures or similar. Offer an approved blueprint, private groups cannot afford to spend thousands to create a shade structure that will enhance the usability (and safety) of the space.
80. It would be great if there were more community gardens in the Westend communities.
81. Given the severe housing shortage in Kingston and the attendant food insecurity crisis, I would want to see the city of Kingston reduce as many barriers as possible to community gardens and increase the number of community gardens across the city.
82. A Community Garden should be a portion of most, if not all, parks and community centres. The City could identify and post an easily accessed list of pre-approved and potential locations for gardens and food forests. It would be very helpful if assistance and encouragement could be provided to those interested in and/or applying for a community garden. Pre-approving a community garden is important. All KFHC Housing and City rentals need options and supports for Community Gardens. Please provide education about the process to establish and the benefits of having a community garden. Having a map of all the community gardens would be helpful. Community Gardens should be considered a necessary and vital response of the City and its citizens to the climate crisis (and food inflation crisis, and the income inequality crisis...). The City could be pro-active about new gardens, front yard gardens, pollinator gardens, demo gardens, boulevards with pollinator plants to inspire people. Identify where Little Forests could thrive and create canopy and carbon exchange. Neighbours joining together offering food, education, social and community connections over shared community gardens is a great benefit of the program. The program has grown well over recent years and many solutions have been reached by the good work of the City and the volunteers and organizations.
Thank you.
83. Gardens should be expanded as often as possible. Stop planting flowers and only plant edible plants on City owned beds. Plant nut trees and fruit trees only.
84. While community gardens are recreational, they are also an important strategy for food security and for climate change mitigation and should be an important

priority for the city. New building developments could also be including space for community garden plots.

85. It would be nice to get some assistance in establishing a municipal source of water for a private site in the city. Grenville Park has a one-acre piece of land that the residents would like to convert to a little forest, an orchard and a donation garden - a site for everyone to enjoy. When asked about the cost of putting in a tap, the quote was upwards of \$30K. For a neighbourhood that maintains its own parkland and amenities but is enjoyed mostly by Kingstonians who don't live in the community, and school children who use the space during the school year (please see this 2 minute video clip for more info <https://gofund.me/9ff16f9a>), it would be nice to partner with the city in sharing the cost of a tap.
86. More gardens everywhere!!
87. I have recently moved from a house in the centre of town to a townhouse in the east end. Although this may be deemed a reasonably affluent area, there is little space to have a garden of one's own and I would welcome the opportunity to participate in a community garden. I'm concerned about the support required to get it going and think the city could provide more support to something that would enhance an otherwise empty space. Having low cost gardening workshops during the winter and spring would assist in getting more people engaged.
88. I love the community gardens. I'd like to see more of them.
89. We loved participating in our community garden, but water was a real issue. We had to transport water from our homes. Too much work for senior citizens.
90. Alongside improved Community Garden Access through this "improved policy" from the City would it also be possible to get the City to come to the Community Gardens and perform Maintenance as I Volunteer at the Elmwood Community Garden on Elmwood Street and had to purchase my own Tree limb loppers and remove all the undergrowth and clean up the Tree's that the City planted along the adjacent Sidewalk leading to The Overlook apartment buildings and a reminder that this is a garden that takes Sun not Shade to Operate and that I can go no higher than 6 Feet and a crew of City worker's drove through the Baptist Church and looked directly at me and left onto Bath Road. Also, our water pressure is low and is out of date for more than 2-3 Hoses to currently run at the same time. Thank you.
91. I'd like to see more and have the city encourage apartments and especially condos to have community gardens for their residents to use.
92. Simply that I approve the move to expand community gardening as a community building activity.
93. As it is the gardens do not seem accessible. Does or can the city provide incentive for making gardens accessible? Persons with disabilities are often among those who can benefit from the gardens the most.



City of Kingston
Report to Arts, Recreation & Community Policies Committee
Report Number ARCP-24-002

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

From: Jennifer Campbell, Commissioner, Community Services

Resource Staff: Danika Lochhead, Acting Director, Arts & Culture Services

Date of Meeting: December 13, 2023

Subject: Approval of Kingston Music Strategy and Implementation Plan

Council Strategic Plan Alignment:

Theme: 5. Drive Inclusive Economic Growth

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

Executive Summary:

Kingston has a diverse community of musicians, music businesses, industry workers, and music fans and audiences. An estimated 65% of the population regularly engage with music, 53% attend live music events once a month, and music audiences spend approximately \$8.6 million annually in the community. In 2022, music businesses created over \$5.6 million in direct and indirect Gross Domestic Product (GDP) contributions and supported more than 360 full time equivalent (FTE) jobs and over \$4 million in income generation. Musicians in Kingston created \$5 million in direct and indirect GDP contributions and supported more than 185 FTE jobs and \$2.7 million in income generation.

In October 2022, staff initiated the development of Kingston's first Music Strategy (Exhibit A), with the goal to serve the community and provide a strategic roadmap that identifies ways to improve support for local music and musicians, address gaps and opportunities specific to the City's music economy and continue to embrace and promote Kingston's vibrant and diverse music communities. The creation of a music-sector specific strategy was a recommendation in the Creative Industries Profile Sector Report and Strategy approved by Council in April 2021 ([Report Number 21-114](#)). While work on the Kingston Music Strategy started before City Council's Strategic Priorities were established for 2023-2026, it aligns most directly with the

December 13, 2023

Page 2 of 10

priority to drive inclusive economic growth and foster arts and culture, as well as other strategic goals.

The Kingston Music Strategy was developed by Nordicity, a leading, international consulting firm with expertise in arts and culture strategic planning, and it provides recommendations on how to develop and nurture a growing and sustainable music economy in Kingston. The Strategy identifies four strategic pillars – Cultivate Spaces and Places, Empower and Invest in Talent, Amplify Connection and Visibility, and Bolster City Leadership and Support – and sets a vision for Kingston to be a hub and incubator for musician development, music careers and a strong music scene, where music is ubiquitous and can be seen and heard by all.

In this staff report, the Kingston Music Strategy is being presented to the Arts, Recreation & Community Policies Committee for review and consideration. If approved, actioning of the Kingston Music Strategy will begin in Q1 2024, and the most immediate priorities will be to:

1. Establish a Music Officer position as the primary individual responsible for championing and leading the implementation of the Strategy, which is being recommended as a partnership with Tourism Kingston to expand its current Music Commissioner role and music portfolio in alignment with the Strategy;
2. Form a community-based Kingston Music Working Group through an open call and begin meeting immediately to ensure strong community connections and oversight of the implementation of the Kingston Music Strategy, and
3. Develop a 2024 collaborative work plan between the Music Officer and the City's Arts & Culture Services Department that includes the delivery of impactful and responsive music programming and paid opportunities for local musicians.

Recommendation:

That the Arts, Recreation and Community Policies Committee recommend to Council on December 19, 2023:

That the Kingston Music Strategy, attached to Report Number ARCP-24-002 as Exhibit A, be approved as presented; and

That the City, through the Arts & Culture Services Department, enter into an Amending Agreement to the existing Service Level Agreement with Tourism Kingston to support the implementation of the Kingston Music Strategy; and

That subject to the Tourism Kingston Amending Agreement being finalized to the satisfaction of the City Solicitor, that the Mayor and Clerk be authorized to execute the Amending Agreement; and

That the City transfer \$200,000 from funds previously approved in the capital budget of the Arts & Culture Services Department to Tourism Kingston to support the implementation of the

December 13, 2023

Page 3 of 10

Kingston Music Strategy and the services as agreed to by the City of Kingston and Tourism Kingston through the proposed Amending Agreement; and

That Council direct staff to report back to Council by Q1 2025 with updates on the implementation of the Kingston Music Strategy and to develop funding strategies in partnership with Tourism Kingston to continue the Music Officer position and the Music Office beyond 2024.

December 13, 2023

Page 5 of 10

Options/Discussion:

The Kingston Music Strategy (Exhibit A) sets a course of action for the City and its community partners to realize the full benefits of a thriving music industry. There are various elements that help to make a vibrant music industry which includes increased access to space, supportive infrastructure, investment in talent development, and economic opportunity and connectivity, which in turn have various economic, social and placemaking benefits.

In recent years, municipalities across Ontario and Canada have been investing in the creation of music strategies. In Ontario, the focus on music strategies came from the Ontario Live Music Strategy developed in 2013, which set a vision for the growth and development of Ontario's live music industry, and which continues today through a [Vision for Ontario's Live Music Industry](#) that was renewed in 2022.

Kingston is unique within the music space as there has been a high level of music activity that has burgeoned organically without a Music Strategy to-date. The volume of artists that have emerged from the City and the vigor with which music festivals, businesses, volunteer-led events and organizations, and part-time ventures are run stand as a testament to Kingston's connection and excitement when it comes to music. The live music scene in Kingston is its cornerstone, featuring many music-focused events, a range of performance venues, engaged music audiences, and a legacy connection to beloved Canadian musical acts such as The Tragically Hip. The Kingston Music Strategy builds on the rich activity already taking place and paves a coordinated path forward towards a shared vision for Kingston.

A common feature of many music strategies is the establishment of a city-run and/or supported Music Office, typically run by a Music Officer, who is closely connected to and embedded in the music sector. The mandate of a Music Officer includes acting as the community's main point of contact for help navigating City Hall policies and regulations; working with and remaining connected to the music community on opportunities and challenges; playing an advocacy role within City Hall; developing and delivering music-specific programming, including educational and professional development opportunities aimed at supporting and growing the local industry; maintaining a public facing music webpage and musician/music directories; and developing, monitoring and reporting on key performance indicators that are directly related to industry growth. This dedicated resource is considered one of the most effective ways to help create the conditions for a successful local music industry and many of the cities known for their strong music scene have a music office, including but not limited to Toronto, London (Ontario), Seattle, Melbourne, and more.

Background

Staff issued a Request for Proposal (RFP) via Biddingo on July 7, 2022, for Consulting Services for the Development of a Kingston Music Strategy. Three submissions were received and evaluated and Nordicity was the successful proponent. [Nordicity](#) is a leading, international

December 13, 2023

Page 6 of 10

consulting firm with expertise in economic analysis, strategy and business, and policy and regulation across four priority sectors: arts, culture and heritage; digital and creative media; information and communication technologies; and innovation. Work began on the development of the Kingston Music Strategy in October 2022 and the scope included three phases of work including research and discovery, public engagement, and the creation and validation of the Kingston Music Strategy. A [project page](#) was created on the City website to share and track the project's development.

The first phase focused on getting a lay of the land in Kingston and setting up research frameworks. Activities completed in this phase included ten discovery interviews held with key Kingston music industry players, a background document review of municipal policies and by-laws to understand the strategic context in which the Kingston Music Strategy would live, a review of key music strategies in select jurisdictions within Canada and around the world, and preliminary research to inform a music asset mapping exercise and economic impact assessment of Kingston music's ecosystem. The results of this phase were published through a [Findings Report](#), and highlights are also included in the Kingston Music Strategy.

The second phase of work was an expansive and inclusive public engagement process which was led by Nordicity in alignment with the City's Public Engagement framework. This was a critical phase that generated strong engagement and responses, which form the backbone of the Kingston Music Strategy. Engagement activities included two roundtables with local musicians, nineteen one-on-one interviews, a public open house which saw over 150 people in attendance, and an online survey on Get Involved Kingston that received 456 completed responses. Findings and results of this phase were published through a [Public Engagement Summary](#), with highlights also included in the Kingston Music Strategy.

The third phase saw the creation of the Strategy, built from key needs and opportunities identified in the first two project phases, and based on Kingston's strengths and challenges. Once the draft Strategy was created, there was an extensive public validation process of the recommendations and actions included in the Strategy, which saw input from numerous groups including City staff, key partners and the broader Kingston community through Get Involved Kingston.

The final Kingston Music Strategy (Exhibit A) reflects the extensive work completed and sets a path forward for the next five-to-ten years. It also aligns with various other strategic plans and priorities, including Council's Strategic Priorities 2023-2026.

Analysis

The strategic framework for the Kingston Music Strategy includes the big picture vision and aspiration for Kingston's music industry that aims to help those with a vested interest in music in Kingston visualize a long-term future direction. The framework also includes four key pillars that the recommendations and strategic actions are built on, foundational principles that underpin the

December 13, 2023

Page 7 of 10

entire Strategy, and an implementation plan including what financial and human resources are required to action the Strategy and key performance indicators.

The four key pillars each have key recommendations with supporting actions, and include:

- **Pillar 1: Cultivate Spaces and Places:** establish the conditions for more affordable and varied places for artists (and music industry workers) to work, rehearse and perform.
- **Pillar 2: Empower and Invest in Talent:** improve access to performance opportunities, economic opportunities and professional development to create the conditions that make music a more viable career, especially for those from equity-deserving communities.
- **Pillar 3: Amplify Connection and Visibility:** nurture the grounds for a connected industry that fosters collaboration, provides opportunity for audience development and encourages tourist visits.
- **Pillar 4: Bolster City Leadership and Support:** enhance existing infrastructure to become a city that creates possibilities for the industry and supports a more vibrant music scene.

The Strategy also identifies some of the challenges and risks in relation to the Kingston music ecosystem, that also help to inform the recommendations and actions. Some of the challenges include the cost of housing and limited access to affordable housing that places a strain on those in the music industry; the lack of varied, accessible and affordable space for creation, rehearsing and performance that is important for local artists' career growth; the impact of the COVID-19 pandemic on music-related businesses; and the low and/or insufficient pay for work and not enough paid work opportunities for local musicians. Some of the challenges can be addressed in the short-term, such as increasing performance opportunities and developing affordable spaces for creation and rehearsal and some require more long-term, strategic and cross-departmental collaboration such as live-work spaces for artists, including musicians and continuing to support economic recovery post-pandemic.

The Strategy includes an implementation plan that provides guidance and structure to ensure the efficient and effective implementation of the recommendations and actions. It also identifies the financial and human resources required.

The most immediate priority, pending approval of the Kingston Music Strategy, is to establish the Music Officer position as the primary individual responsible for championing and leading the implementation of the Strategy. To ensure efficiency, staff are recommending that this position is established through a partnership with Tourism Kingston and its existing Music Commissioner role, which supports its music portfolio and music tourism-related initiatives. Much of the current Music Commissioner's work has existing alignment with the goals of the Kingston Music Strategy, and through this partnership, that role will expand and have a direct connection to the City through the Arts & Culture Services Department. While some municipalities who develop music strategies bring the Music Officer position in-house, some also work in partnership with their tourism or economic development agencies. The [Music Office in London, Ontario](#) is a key

December 13, 2023

Page 8 of 10

example and model of this type of tourism-City partnership. Their Music Office is a division within Tourism London and is supported by lead partners including the City's Culture department. This partnership in Kingston is also strategic as the Film & Media Office is housed within Tourism Kingston, and there are existing and new opportunities for alignment and collaboration between film, media and music as part of the creative industries.

Tourism Kingston has an existing Service Level Agreement (SLA) with the City ([Report Number 21-006](#)), and the services to be provided by Tourism Kingston through a Music Officer will be outlined through an Amending Agreement, which will also include key deliverables, metrics, performance indicators and reporting requirements. The City will provide implementation funding to support this partnership in 2024, based on budget recommendations in the Kingston Music Strategy. In future years, assuming success of the partnership, staff will work to develop a sustainable funding model for continuance of the partnership with Tourism Kingston. The intent is for the Music Officer to work closely with the City through the Arts & Culture Services Department but continue to report directly to the CEO of Tourism Kingston. As established through the existing SLA, Tourism Kingston will continue to report to the City on a quarterly basis and will provide updates on the partnership and implementation of the Kingston Music Strategy in those reports.

The second priority will be for the Music Officer and the City to establish the Kingston Music Working Group (comprised of community champions and working members of the Kingston music industry) to represent and advocate on behalf of musicians and the music industry, and to help ensure successful implementation of the Kingston Music Strategy. Given the organizational structure with the Music Officer being a part of Tourism Kingston, the group will be considered an advisory group of Tourism Kingston, and the membership will reflect the diversity of Kingston's music community, music genres and population, and will balance representation from Kingston's independent and major/corporate music communities. Consideration will be given to members with out-of-market (national and/or international) experience and connections, as well as to members representing non-mainstream genres, organizations and populations.

The final immediate priority will be for the Music Officer, in collaboration with the City and the Kingston Music Working Group, to develop a 2024 work plan that will identify additional priorities to advance the delivery of impactful and responsive music programming and paid opportunities for local musicians, in alignment with key recommendations and supporting actions of the Kingston Music Strategy.

A report will be brought back to Council in Q1 2025 to provide updates on the implementation of the Kingston Music Strategy to-date and to identify appropriate budgets and funding sources to continue to move the strategy forward into 2025.

December 13, 2023

Page 9 of 10

Indigenization, Inclusion, Diversity, Equity & Accessibility (IIDEA) Considerations

One of the foundational principles to the Kingston Music Strategy is to ensure that all recommendations and strategic actions are reviewed through the Indigenization, Inclusion, Diversity, Equity & Accessibility (IIDEA) lens. Pillar 2: 'Empower and Invest in Talent' identifies a specific focus needed on equity-deserving communities and musicians when working to improve access to performance opportunities, economic opportunities and professional development to create the conditions that make music a more viable career.

The Kingston Music Strategy also identifies that one of Kingston's strengths when it comes to music is its diverse pockets of music activity and genres that include classical, jazz and blues in addition to rock, as well as growing genres such as hip hop, punk and electro-house that need to be further promoted and supported to increase the diversity of music and talent in Kingston.

Existing Policy/By-Law

None

Notice Provisions

None

Financial Considerations

The development of the Kingston Music Strategy was funded through previously approved capital budgets within the Arts & Culture Services Department. The total budget for this project was \$89,760 (excluding HST).

In 2024, the implementation of the strategy, through the creation of a Music Office within Tourism Kingston, will be supported with \$200,000 in funding from the previously approved capital budget of the Arts & Culture Services Department. In 2024, this funding will support the Music Officer position and includes budget for programming. Beyond 2024, staff will work with Tourism Kingston to develop budgets and to identify appropriate funding sources to continue to move the strategy forward into 2025 and beyond. This work may require additional capital and operating investment and these funding requests would be identified and presented for approval by Council through future budget processes.

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December 13, 2023

Page 10 of 10

Exhibits Attached:

Exhibit A - Kingston Music Strategy



KINGSTON MUSIC STRATEGY

TABLE OF CONTENTS

Executive Summary	3
Introduction	5
What is a Music Strategy?	8
Context and Background	12
The Strategy	21
Pillar 1: Cultivate Spaces and Places	24
Pillar 2: Empower and Invest in Talent	26
Pillar 3: Amplify Connection and Visibility	28
Pillar 4: Bolster City Leadership	30
Implementation	32
Appendix: Implementation Considerations	35

EXECUTIVE SUMMARY

The City of Kingston, in collaboration with Nordicity, has developed a robust artist-centered Music Strategy. This work comes out of the City of Kingston's 2021 Creative Industries Strategy (CIS), which identified music as a local creative sector with high potential. To realize the full benefits of a thriving music industry, the CIS recommended the development of a sector-specific strategy that would enable economic development, support economic recovery due to the impact of the COVID-19 pandemic, maintain activity, and facilitate growth.

A thriving music industry **directly benefits musicians and those working in the industry**. It also provides wide-reaching benefits to a city as a whole; for instance, it can enhance the vibrancy and livability of a city by activating public and cultural spaces, and revitalizing underdeveloped areas – which, in turn, attracts new residents and businesses. At the same time, a thriving industry has significant economic impacts. It contributes to GDP, creates employment opportunities, generates tax revenues, and incites spending among residents and tourists in other adjacent sectors such as hospitality and transportation. Lastly, a thriving music industry has immense social impacts. Music provides residents and tourists with unique experiences to enjoy, which makes a city a more attractive place to live and visit. Music also provides a rich opportunity to celebrate a city's diversity, enhancing the visibility of various communities and encouraging a greater sense of understanding. Given the number of positive outcomes, cultivating a strong and vibrant music industry has become a growing point of interest for many municipalities worldwide.

For a city of its size, Kingston is distinctly unique from other municipalities in the level of music activity that has burgeoned organically without an existing Music Strategy to date. The volume of artists that have emerged from the city – and the vigor with which businesses, volunteer-led events and organizations, and part-time ventures are run across all facets of the industry – stand as a testament to Kingston's connection and excitement when it comes to music. As a result, this Music Strategy builds on the rich activity already taking place within the city's borders; it celebrates Kingston's past successes, addresses where there is room for improvement and cohesion, and ultimately paves a coordinated path forward towards a shared vision: for Kingston to be recognized as **a hub and incubator for musician development, music careers and a strong music scene, where music is ubiquitous and can be seen and heard by all**.

Four strategic pillars – **Cultivate Spaces and Places, Empower and Invest in Talent, Amplify Connection and Visibility**, and **Bolster City Leadership and Support** – form the foundation of the

Strategy. Each pillar forms an important building block that supports the growth of a vibrant music industry in Kingston and brings Kingston closer to realizing its vision. Recommendations accompany each pillar, as well as supporting actions that were developed based on the key needs and opportunities identified across engagements with the Kingston community and members of the city's local music ecosystem.



INTRODUCTION

Kingston punches well above its weight as a mid-sized, culturally vibrant city that is home to rich music activity. The city has a **strong local music community**, the cornerstone of which is a **live music scene** featuring many music-focused events, a broad range of performance **venues**, and the lasting connection to **beloved Canadian musical acts** such as The Tragically Hip. Indeed, Kingston's music industry has in previous years contributed significantly to Ontario's GDP in the areas of live performance and sound recording. Though the economic ramifications of the COVID-19 pandemic disproportionately affected the music industry – especially live music – Kingston has resumed cultural events and activity, creating an environment for creative industry professionals to emerge with new and exciting offerings.

The Kingston Music Strategy will help realize the full benefits of a **thriving and diverse** local music industry, and advance Kingston's music industry as **sustainable, viable in the long-term**, and **conducive to growth**. Importantly, a music industry is more than its live music scene: it is an ecosystem comprised of businesses, individuals, and organizations involved in the creation, production, distribution, teaching, performance, and promotion of music.

Within the City, the Arts and Culture Services Department – who led the development of the Kingston Music Strategy – functions as a municipal agency that supports cultural vitality in the community. The work of the department was established through the City's first-ever Kingston Culture Plan (2010) and subsequent arts and culture-based strategies and continues to evolve in response to Council Strategic Priorities and in response to community needs. This Department, in collaboration with other key partners such as Tourism Kingston, will be invaluable in championing and actioning the Music Strategy.

Overall, a music strategy should take a holistic approach that values and preserves successful music industry elements and the local identity. As a result, this Strategy does not set out to remove or replace successful ventures already in operation; rather, it has been designed to help connect a myriad of pre-existing dots. By setting out to support existing ventures and successes while simultaneously filling gaps in the ecosystem, it provides a cohesive direction and lays out priorities to create a music sector that is aligned in achieving a unified vision.

Methodology and Process

The process to develop the Kingston Music Strategy was divided into **three phases** of work, each with their own distinct goals and deliverables.

The **first phase** focused on understanding the **lay of the land** in Kingston and setting up research frameworks that would set up the direction future phases would follow. Activities completed in Phase 1 included ten discovery interviews held with key Kingston music industry players, a background document review of municipal policies and bylaws to understand the strategic context in which the Kingston Music Strategy would live, a review of key music strategies in select jurisdictions within Canada and around the world, and preliminary research to inform a music asset mapping exercise and economic impact assessment of Kingston's music ecosystem (the highlights of which are provided in a section below).

In the **second phase** of developing the Kingston Music Strategy, a rigorous **public engagement** process was carried out that involved gathering input from players in the local music community. These engagements built on the work undertaken in the Research and Discovery phase. Engagements included two roundtables, nineteen interviews, a public open house (which saw over 150 people in attendance) and an online survey (which received 456 completed responses).

The **third and final phase** saw the creation of Strategy itself, built from the key needs and opportunities identified in the first two project phases. This phase also involved an extensive validation process of the recommendations and actions included in the Strategy, which saw input gathered from numerous groups including internal City of Kingston teams, City partners, and the broader Kingston community.





Definitions of Key Terms

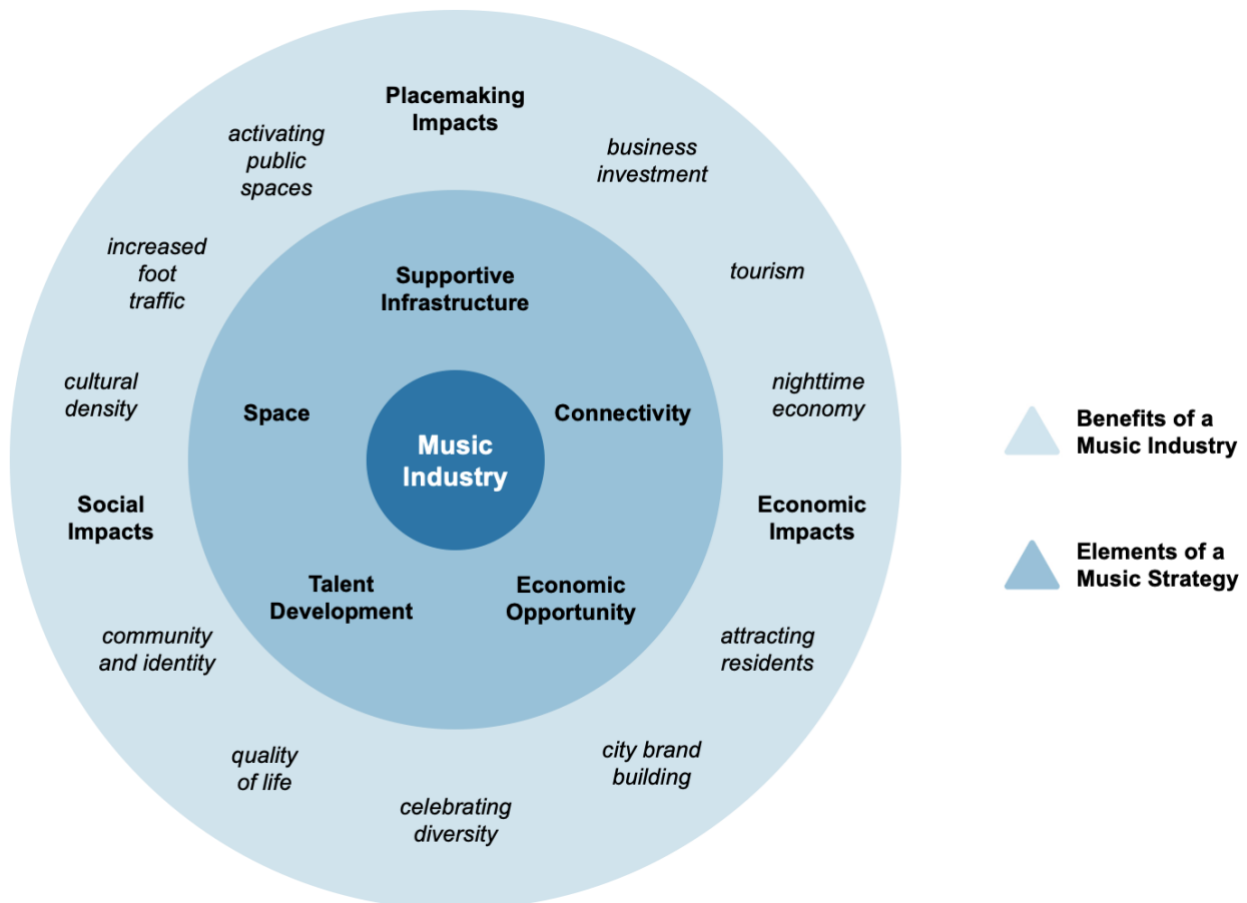
This section provides definitions of key terms and phrases used throughout this document.

- ▶ **Infrastructure:** The word “infrastructure” can refer to both physical and organizational structures, but for the purposes of this Strategy, infrastructure will refer to organizational structures needed for the operation of a given entity (unless otherwise specified).
- ▶ **Musicians and artists:** Individuals directly involved in the creation and performance of music. Professional musicians and artists are defined as those who make, or are trying to make, music their occupation; emerging musicians and artists are those who are in the earliest stages of their careers (who may or may not be professional).
- ▶ **Music industry workers:** Those who are working in one or more of the various facets of the industry (including, but not limited to, event and festival organization, sound and stage tech, music publishing, artist management, concert booking and promotion, and so on) in a professional capacity, meaning they make a living, or a part of their living, from this work.
- ▶ **Music creatives:** A catch-all term to describe musicians and music industry workers.
- ▶ **Music business:** Any for-profit or non-profit business with a focus on the creation, distribution, performance, management, teaching, or learning of music.
- ▶ **“The City” versus “the city”:** The City (in proper form) refers to the Corporation of the City of Kingston. When used as an improper noun, the city refers to Kingston in a broader, collective sense based on its geography and population.
- ▶ **Tourism:** For the purposes of this Strategy, tourism is defined as the act of spending time more than 50km from home in pursuit of recreation, relaxation, and pleasure.

WHAT IS A MUSIC STRATEGY?

Overall, a Music Strategy (such as this one) sets a course of action for a city to realize the full benefits of a thriving music industry. In so doing, this type of strategy can enhance a city's cultural vibrancy, while ensuring the necessary supports are in place for a music community to thrive.

While a vibrant music industry directly benefits musicians and those that work in the music industry, it also provides other important benefits to a city as a whole. These benefits of a strong music industry include economic, social, and placemaking impacts.





Economic Impacts: A vibrant music industry aligns well with many economic growth goals and objectives that cities strive to achieve. The music industry contributes to GDP, creates employment opportunities, and generates tax revenues through direct and indirect expenditures. Music is a labour-intensive industry, meaning a large portion of company expenditures go towards wages and salaries. Musicians themselves are entrepreneurs and business entities, contributing to economic growth as well. Music businesses also pay business taxes and directly contribute to the economy through operations expenses. A vibrant sector also creates jobs and incites spending in other sectors, such as entertainment, hospitality, transportation, and advertising through spillover and indirect impact. For instance, people may come to a city for a festival or concert, but then also spend money on a hotel and meals out.



Social Impacts: Music also improves the quality of life for residents of a city. Entertainment districts and clustering of music assets can create cultural density, which in turn draws other creative and innovative individuals and other sectors to the city such as film, television, and live events. Music provides residents and tourists with unique experiences to enjoy, which makes a city a more attractive place to live, and it also lends to a sense of identity and belonging in a city, strengthening community ties. Additionally, music provides a rich opportunity to celebrate a city's diversity, enhancing the visibility of various communities and diasporas and encouraging a greater sense of understanding. Music is also central to our health and wellbeing, having been found to help those who struggle with mental health issues as it releases pleasure receptors in the brain.



Placemaking Impacts: Placemaking is the process of shaping public space by harnessing the values and ideas of the people who use it. A strong local music industry can greatly contribute to placemaking in a city by increasing its vibrancy and livability. Music forms a significant part of a city's cultural fabric and identity and contributes to its brand – that is, how residents and non-residents alike perceive the city. Place making initiatives that incorporate live music can activate public and cultural spaces and attract new residents to the area, who in turn contribute to the local economy by starting businesses, creating jobs, and driving innovation. A thriving live music scene can also help to revitalize underdeveloped areas of a city by bringing new life and energy to street-level activity, which can increase foot traffic for nearby businesses while attracting more business development activity. In turn, lively and appealing neighbourhoods can quickly become sites of even more artistic and cultural vibrancy, attracting even more residents, businesses, and investment to the area, and fueling tourism.

Cultivating a strong and sustainable music ecosystem has become a growing point of interest for many governments worldwide, given the number of positive outcomes it generates for a city. In pursuit of such benefits, Ontario cities including Toronto, Hamilton, London, Barrie, and Ottawa have recently adopted or refreshed their approaches to supporting a vibrant music ecosystem.

Music strategies should and ultimately do vary across jurisdictions; however, there are several key elements that are needed for a city's music industry to succeed. The Kingston Music Strategy has been developed with a consideration of the following elements – but has ultimately been tailored to the unique context, strengths, challenges, and opportunities of its local industry determined through rigorous engagement with the community. The key elements needed for a city's music industry to succeed include:

- ▶ **Supportive Infrastructure:** To support the growth of a vibrant music industry, a city must ensure that it has built the infrastructure necessary for it to succeed. Reducing any barriers in terms of infrastructure (i.e., physical spaces, policies, by-laws, processes, etc.) is an important way to enable a music industry to thrive and allow the industry to focus its energy on making and growing music.
- ▶ **Space:** A vibrant music industry requires a range of affordable and accessible types of space for musicians to create and perform – whether publicly or privately owned.
- ▶ **Talent Development:** The success of a music industry is largely dependent on the talent available. As a key element of music strategies, cities will often focus on cultivating a talent pipeline by attracting and retaining local talent to the area. Doing so requires that a city has opportunities spanning early career talent to established talent.
- ▶ **Connectivity:** A visible and connected music industry is a successful one. Connectivity can be thought of in terms of connecting the industry with itself, to adjacent sectors, and to audiences.
- ▶ **Economic Opportunity:** A vibrant music industry requires that musicians and music industry workers have enough access to opportunities where they can generate income within a city. Providing economic opportunities will also help a city retain its music talent.

Many of the above noted areas are also reflected in the Ontario Live Music Strategy, a vision for the growth and development of Ontario's live music industry. These key provincial elements are also applicable to Kingston's municipal context.

A common feature of many music strategies is **the establishment of a city-run music office**, typically run by a music officer (who is closely connected to and/or embedded in the music sector). Having a dedicated person to coordinate and/or execute the Strategy is considered one of the most effective ways to help create the conditions for a successful local music industry. As such, music offices and/or officers are most often structured so that there is a reporting relationship with the municipality. For example, music offices and/or officers are present in many of the Canadian and international cities that are known for strong local music ecosystems and that have international music reputations such as Toronto, London (Ontario), Seattle, Austin, Melbourne, and more.

The **typical mandate** of a Music Officer includes (but is not necessarily limited to):

- ▶ Acting as the music community's main point of contact for help navigating City Hall policies and regulations;
- ▶ Working with and remaining connected to the music community on opportunities and challenges;
- ▶ Leading ongoing collaboration between the City and community;
- ▶ Playing an advocacy and education role within City Hall, ensuring the City is aware of and sensitive to the issues and challenges faced by the music industry;
- ▶ Developing and delivering music-specific programming, including educational and professional development opportunities, aimed at supporting and growing the local industry;
- ▶ Maintaining a public facing music webpage and musician/music business directories;
- ▶ Developing, monitoring, and reporting on key performance indicators that are directly related to industry growth;
- ▶ Championing and leading the implementation of municipal music strategies.



CONTEXT AND BACKGROUND

In its current state, Kingston is seen to be a place where live music lives – particularly rock music, but also a strong classical music scene, and active communities around many other genres. Though the Kingston community agrees that the city’s heavy affiliation with a rock identity has had its benefits in the past in helping put Kingston on the map, **the local sector has organically expanded** and shows immense potential for continued growth if the right conditions are created. Additionally, Kingston’s geographic location along the Montréal-Toronto corridor puts the city near other major music markets in neighbouring cities. This proximity presents opportunity for greater traffic and industry access while also creating competition and a need for Kingston to strengthen its presence. This strategy aims to reinforce and amplify the foundation already in place to grow a music industry by positioning Kingston as a hub and incubator for music creatives, where music careers can grow and be made sustainable, and in which the rich local diversity of music can be seen and heard everywhere and experienced by all. This means **building and nurturing all facets of the local music industry**, from live music to creation and recording, to professional development; and encouraging activity across all genres, from rock and pop, to classical, jazz, electronic music, hip-hop, and more.

Tourism spending should also be acknowledged as a driver of economic benefit and a positive impact of a strong local music industry. Large-scale festivals and concerts are drivers of music tourist visits, but smaller venues and initiatives are also important. Strategically and holistically strengthening the asset landscape has the potential to increase the number of tourists attracted to Kingston, which naturally leads to other benefits including increased spending with hospitality providers, transit, and retail businesses.

Tourism Kingston, through its Integrated Destination Strategy (2022-2027), is already focused on the creative industries, with priorities to develop a creative industries tourism plan and tourism initiatives and engage local artists in workforce development to support economic development, labour, and outputs of product. Tourism Kingston also houses the Kingston Film Office and recently hired a Music Commissioner whose role is to foster and promote the city’s musical community by providing artist development and music tourism initiatives. Prior to this, Tourism Kingston had developed various initiatives focused on storytelling and marketing of the creative industries including film and music, which also has been woven into the Kingston brand.

Profile of Kingston's Music Ecosystem

Kingston's music industry is comprised of a varied selection of assets¹ and a sizeable workforce.

Conservatively, there are **approximately 220 music assets** (notably including some 78 music venues, 18 radio stations, and 5 festivals) in Kingston with approximately **1,100 employees**, including part-time and contract workers. Music assets are relatively spread out throughout the city, but significant clustering of assets in **downtown** Kingston and moderate clustering **west of downtown** Kingston can be observed.

Local music businesses **employ an average of five employees**, including one full-time employee, one part-time employee, and three temporary/contract employees. A **significant majority of their expenditures are spent within Kingston**, suggesting minimal economic leakage (and greater indirect impacts of the Kingston industry). Music business expenses have increased in Kingston since pre-pandemic days – the reasons for this are varied, but high inflation and the associated decrease in purchasing power of goods and services are a significant reason.

It is estimated that there are approximately **310 professional musicians** in Kingston, who have an average annual income of \$18,000; however, most musicians living in Kingston are not making most of their living from music-related work, and nearly half of musicians are **making less now** than they were prior to the COVID-19 pandemic. Most musicians in Kingston only work part-time, but also spend a significant amount of time on unpaid activities; most individuals do not work full-time in music. Musicians in Kingston spend an average of 11 hours per week on paid tasks, versus an average of **18 hours per week on unpaid tasks**. The challenge of making a living as a full-time musician or music industry professional is not unique to Kingston; it is a known and common systemic barrier in the larger music industry, regardless of location. However, as a result of this reality, one of the intents of this Strategy is to create conditions at a local level to provide professional musicians with increased potential to benefit economically.

The economic impacts of the Kingston music industry are significant. Overall, it is estimated that **music businesses** in Kingston created over **\$2.4M in direct GDP contributions** in 2022. In addition, the direct impact of music businesses created approximately **330 full-time equivalent (FTE) jobs**. Combined with indirect and induced impacts, music businesses generated over **\$5.6M in GDP** and supported more than **360 FTE jobs** and over **\$4M in income generation**. It is further estimated that **musicians** in Kingston created over **\$2.7M in direct GDP contributions** in 2022. In addition, the direct impact of musicians created approximately **155 FTE jobs**. Combined with indirect and induced impacts, musicians generated just under **\$5M in GDP** and supported more than **185 FTE jobs** and **\$2.7M in income generation**.

¹ Defined as spaces, businesses, professional uses, professional individuals, organizations, and festivals.

220 music assets	musicians generated \$5M in GDP
1,100 music employees	music business generated \$5.6M in GDP
310 professional musicians	music audiences spent \$8.6M In the community

Audiences in Kingston are passionate and enthusiastic about music, and they represent a vital component of the city's vibrant music ecosystem. 65% of the sampled Kingston population spends money on music-related events, products, and/or services at least once per month, and 53% indicate they attend a live music event at least once per month. Conservatively, it is estimated that Kingston residents spend \$65 in the community before or after a music activity, which (when combined with Nielsen data²) equates to at least \$8.6M spent annually in the community before and after music activities.

Kingston's audiences are diverse and varied, with key groups each exhibiting their own unique behaviours and preferences towards music. Some of these key groups are outlined on the following page.

² Nielsen Canada, Canada Music 360 2018: Report Highlights pg. 9.

Audience Group	Behaviours and Preferences
Music Industry Workers	<ul style="list-style-type: none"> ▶ Attend live music events 3-5 times per month, 1-2 times per month, or less than once per month ▶ Consume music through paid streaming services, video platforms, radio, and concerts; consume music through concerts and festivals at a higher rate than other groups ▶ Discover new music through word of mouth, concerts and events, social media, radio, and other web sources (such as music-related blogs and websites) ▶ Prefer rock; folk/indie/alternative, jazz, classical, R&B and blues; and pop acts most ▶ Primarily motivated to attend music events to support the artist(s) they're seeing, to listen to the music they like, to discover new music, and to support the venue/event they're at
Ages 18-24	<ul style="list-style-type: none"> ▶ Attend live music events either less than once a month or 1-2 times per month ▶ Consume music through paid streaming services, video platforms (such as YouTube and Vimeo), concerts, and radio. ▶ Discover music primarily through word of mouth, playlists on streaming platforms, social media, attending concerts/events, suggestions made by streaming platforms, and radio. ▶ Prefer rock; folk and/or indie and/or alternative; and pop music acts the most. ▶ Primarily motivated to attend music events to listen to music they like; to support the artist(s) they're seeing; to spend time with friends and/or family; and to escape, relax, and have fun.
Ages 45 +	<ul style="list-style-type: none"> ▶ Attend live music events either less than once a month or 1-2 times per month ▶ Consume music through concerts, radio, video platforms, and physical formats (such as CDs and records). Occasionally consume music through festivals. ▶ Discover new music through word of mouth, radio, attending concerts and events, social media, and other web sources (such as music-related blogs and websites) ▶ Prefer rock, folk/indie/alternative, classical, R&B and blues, and jazz music acts the most ▶ Primarily motivated to attend music events to listen to music they like, to support the venue or event they're at, to discover new music, and to meet new people

Kingston's Strengths and Challenges

Research and engagements with the Kingston community revealed several strengths and opportunities, as well as challenges and risks associated with the local music ecosystem.

Strengths and Opportunities

- ▶ The volume of artists that have emerged from the city – and the vigor with which businesses, volunteer-led events, organizations, and part-time ventures are run across all facets of the industry – stand as a testament to Kingston's connection to, and excitement for, music.
- ▶ The recent hiring of a Music Commissioner at Tourism Kingston has led to notable accomplishments including the launch of Bandwidth (a program that provides free professional development and networking for local musicians), collaboration and support for the Broom Factory (an all-ages event space in the efforts of engaging youth in all facets of the music industry), consultation with other music offices across Ontario, development and delivery of the Slight Music Video Program (matching local production companies with local musicians), and Kingston's nomination for Canadian Music City of the Year in 2023.
- ▶ Many concerts, festivals, conferences, and exhibitions are available to the public, such as – but not limited to – Downtown Kingston Business Improvement Area's various programs (Music in the Park, Limestone City Blues Festival, Homegrown Music Festival, Kingston Buskers Rendezvous), the Skeleton Park Arts Festival, Spring Reverb, as well as presenting programs offered by the City of Kingston (Grand Onstage), the Isabel Bader Centre for the Performing Arts, and large-scale concerts at the Leon's Centre.
- ▶ The city has a strong musical history stemming from notable music alumni (The Tragically Hip, Moist, Sarah Harmer, The Glorious Sons, the Headstones, and Bedouin Soundclash), which lends itself nicely to solidifying Kingston's reputation as a music talent generating powerhouse.
- ▶ There are strong pockets of music activity and genres that exist in Kingston, including a formidable rock scene, as well as strong classical, jazz, and blues scenes. Other burgeoning pockets of music activity exist (including in the hip hop, punk, and electro-house genres), that could be further promoted to increase the diversity of music – and talent – in Kingston.
- ▶ A unique position along the Toronto-Ottawa-Montréal corridor provides Kingston with an opportunity for greater traffic for music events and performances. Given its location, the city is often a stop on bigger acts' tours, and boasts venues suitable for both smaller (e.g., Broom Factory, Musiikki Café, the Grad Club, the Mansion) and larger shows (e.g., Leon's Centre, Kingston Grand Theatre).
- ▶ Kingston is home to an abundance of emerging talent, with three accredited post-secondary institutions (Queen's University, St. Lawrence College, and Royal Military College of Canada) with

strong music programs spanning performance, education, music production and media, and arts administration.

- ▶ Kingston's creatives can access funding support through grants available via the Ontario Arts Council, Canada Council for the Arts, Canada Media Fund, and FACTOR. There are also local funding opportunities available through the City of Kingston Arts Fund (CKAF).
- ▶ Opportunities exist to further grow the local music industry's economic potential, including by further tourism. For instance, Kingston enjoys a robust summer tourist season complete with music events and performances; music offers an opportunity to attract visitors in the off-season, as well through performances and events.
- ▶ There is potential to continue to find collaboration between music and interrelated sectors in Kingston including theatre and film, which can help further drive economic potential in each sector and provide greater career opportunities for Kingston's music creatives.

Challenges and Risks

- ▶ Though the cost of housing in Kingston remains lower than the proximate cities of Toronto and Ottawa, availability of affordable housing and the increased cost of living continues to place major strain on those in the music industry.
- ▶ While Kingston's unique location is an asset, it also means that the city must actively compete with Toronto, Ottawa, Montréal, and New York for talent, visiting tourists, music tours, and events.
- ▶ There is a lack of varied, accessible, affordable space for creation, rehearsing, and performance; the shortage of designated rehearsal space is a particular pain point, as it limits musicians' ability to effectively practice and grow their craft – especially when paired with a restrictive noise bylaw.
- ▶ Important music-related spaces in Kingston have closed because of economic difficulties caused by the COVID-19 pandemic, and others could be at risk of closure in the economic uncertainty of the post-pandemic recovery period.
- ▶ Kingston is well-equipped with both large venues and small venues but lacks a mid-sized venue that is a necessary step for local artists' career growth and can lead touring acts to pass over Kingston.
- ▶ Some emerging talent in Kingston face difficulties in being absorbed in the local music industry, and need opportunities specifically targeted to those in the early career stages to help establish and advance their careers.
- ▶ Many music creatives in Kingston generally lack industry-specific business skills.
- ▶ The top challenge noted among musicians and music industry workers is low and/or insufficient pay for work, followed by not enough paid opportunities.

Key Needs

Many needs were identified across Kingston's music community. These key needs, as outlined below, act as the rationale behind the overall direction of the Strategy.

Space

- ▶ More affordable spaces to create and rehearse music.
- ▶ Diversified venues beyond bars and restaurants that are music-first and showcase Kingston's diverse music offerings.
- ▶ Mid-sized venues that enable musicians to move their careers and their audiences along the venue ladder from smaller to larger venues.
- ▶ Further leverage of public spaces, including City owned facilities, to provide more informal places and opportunities for young and emerging artists to perform.

Standards

- ▶ A need for presenters and venues to foster professionalism and professional standards.
- ▶ A need for artists to understand how to assert their value and to be paid fair wages when being contracted to perform or provide services.
- ▶ Advocacy by the City and its partners for fair wages and for presenters and venues to meet professional standards.

Funding and Paid Opportunities

- ▶ More income opportunities for musicians, including paid performances of varying sizes/scales across the city.
- ▶ Career advancement opportunities for youth and early-career professionals, such as internships and residencies.
- ▶ More local funding support for emerging artists and music industry workers, as well as greater awareness among the music community of funding opportunities that go beyond local sources.

City Support

- ▶ Assistance and support in helping musicians and music industry workers navigate City processes.
- ▶ Creation of more music-friendly bylaws and policies.

- ▶ Greater support for music-related businesses to help bolster the music ecosystem, especially in the creation and maintenance of much needed creative space.

Awareness and Promotion

- ▶ Promote greater audience awareness along with the diversity of music offerings.
- ▶ More opportunities and channels to display and promote music-related community news and events.
- ▶ A need to explore the creation and enhancement of visual indicators of music to help solidify Kingston's musical identity and celebrate local activity.

Connection

- ▶ Greater connection and collaboration within the music community.
- ▶ Creation of more touchpoints between music and other creative industries (i.e., film, interactive media, theatre) – and among all levels of industry (including travel, trade, and sports).

Talent

- ▶ Tap into and invest in Kingston's steady stream of talent from local post-secondary institutions and secondary schools to foster a strong talent pipeline.
- ▶ Accessible and inclusive supports for youth and early-career professionals that help facilitate barrier-free entry to the local industry.
- ▶ Greater connection and collaboration between the industry, the City, and secondary and post-secondary institutions to support interest and advancement in career pathways related to music.





What Role Does the City Play?

As is the case in all strategies, in all municipalities, there are tools and factors both within and beyond the control of the City of Kingston.

The City of Kingston, like any other city in Ontario, is primarily empowered to govern and regulate how land is used within its jurisdictions. The elements the City has control over include (but are not necessarily limited to) property taxes, zoning, the use of City-owned spaces, financial assistance and granting, and coordination (in that the City can act as a convenor of key parties).

Additionally, many elements that impact the music industry, both locally and more broadly, are beyond the City's control. These elements include inflation rates and their impact on the affordability of living, migration trends and population size, building and fire codes, funding programs from other levels of government, public health regulations, and the sale of private property (though zoning can *influence* the eventual use of properties).

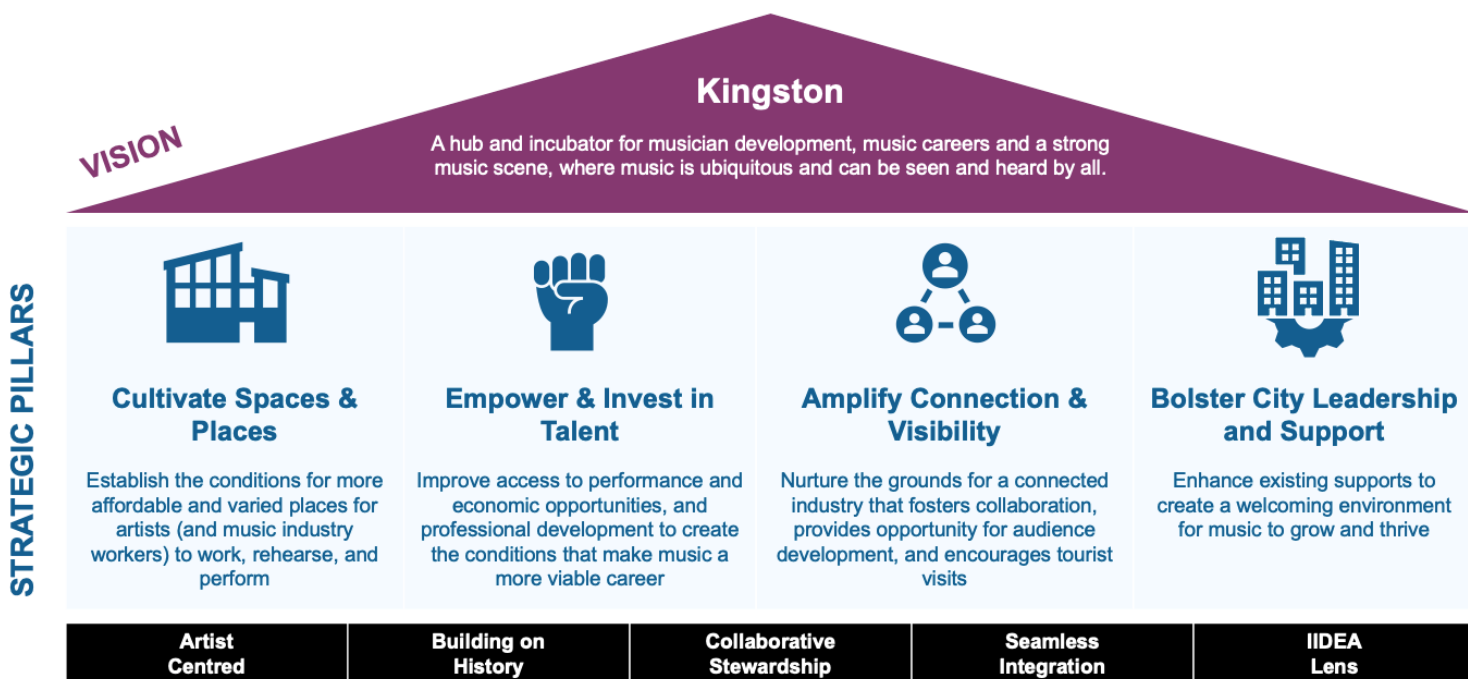
This Strategy aligns with and seeks to **advance broader City priorities** as outlined in the City of Kingston's Strategic Plan (2023-2026). In particular, this Strategy aligns with Council's first, third, and fifth priorities, ('Support Housing Affordability', 'Build an Active and Connected Community', and 'Drive Economic Growth') in exploring various opportunities that address the livability concerns affecting the music sector, and prioritizing workforce development and opportunities for youth.

Finally, the City of Kingston is one key player in this Strategy. While the City will play a central role, most importantly championing the Strategy and advancing its actions in the years to come, **the key to executing a successful music strategy is a coalition of allies with a shared vision** for promoting music in the community. Those who have additional tools, resources and influence can supplement what is currently available to City. Tourism Kingston, the Kingston Economic Development Corporation, local post-secondary institutions, school boards, the Union of Professional Musicians, venues, local musicians and businesses, and the general Kingston community are some of the other bodies whose enthusiasm, expertise, and involvement is critical for the successful execution of this Strategy.

THE STRATEGY

The strategic framework for the Kingston Music Strategy includes the following components:

- ▶ **Vision:** The big picture **aspiration** for Kingston’s music industry, based on discussion with the City and community. This vision is intended to help those with a vested interest in Kingston’s music sector visualize a long-term future direction. In other words, this vision may not be achieved in the next five years – it is what the Strategy helps work towards building.
- ▶ **Strategic Pillars:** Four key pillars have been identified – each can be viewed as a priority area that together form the foundation of a vibrant music industry in Kingston. Please note these pillars are not presented in any priority order.
- ▶ **Foundational Principles:** Core guiding **principles** that underpin the entire strategy.
- ▶ **Implementation Plan:** The successful execution of the Music Strategy will require sufficient financial and human resources. Please see the “Implementation” section for further details on the required resources, as well as a timeline and next steps for actioning the Strategy.



FOUNDATIONAL PRINCIPLES

Vision

The overarching vision for Kingston's music strategy is to position Kingston as **a hub and incubator for musician development, music careers and a strong music scene, where music is ubiquitous and can be seen and heard by all.**

Achieving the aspiration relies on Kingston building on and amplifying the foundational successes and strengths the local industry has already built, and supporting, attracting, and retaining music creatives, and promoting the vibrancy of musical activity.

Foundational Principles

Nordicity has identified the following **five foundational principles** that permeate the entire framework, and should be considered in all facets of the strategy:

1. **Artist Centred** – Artists form the core of Kingston's music industry, and as such, the strategy must be artist-centred. Keeping artists' needs in mind should be considered in each step of the Strategy along with the benefits they accrue.
2. **Indigenization, Inclusion, Diversity, Equity and Accessibility (IIDEA) Lens** – A music industry is strengthened when it is diverse, equitable, inclusive, and accessible to all. The IIDEA lens, as expressed in Kingston's most recent Equity, Diversity, and Inclusion Workplan (which incorporates social equity, accessible services, systemic change, intersectional approach, and Indigenization & decolonization into daily practice), and equity-related points in Council Strategic Priorities 2023-2026 (Foster a Caring and Inclusive Community), is a critical lens that gets applied as the Strategy is actioned. For instance, when thinking about spaces and types of venues, promoting diverse genres, policies, and audience access.
3. **Collaborative Stewardship** – Advancing the Strategy will be a collaborative effort among the City, the music community, Tourism Kingston, Kingston Economic Development Corporation, secondary and post-secondary institutions, and other key partners that include those involved in the implementation of Kingston's 2021 Creative Industries Strategy. The music community in Kingston is eager to have more City support and investment going forward but want to (and should) maintain a role in championing this work.
4. **Seamless Integration** – Ensuring the Music Strategy aligns well with and supports relevant existing policy frameworks is essential not only to ensure its own success, but support the success of other pre-existing City strategies, including the City of Kingston's Strategic Plan (2023-2026), the 2021 Creative Industries Strategy (CIS), the 2020 Integrated Economic Development Strategy, and the 2022-2027 Integrated Destination Strategy (IDS).
5. **Building on History** – This Strategy seeks to amplify and build upon past and continuing activity in Kingston's music scene. In doing so, the Strategy celebrates Kingston's past successes, while

exploring new avenues where there is room to grow and work together towards a coordinated direction for Kingston's future.

Strategic Pillars

In identifying and analyzing the themes that emerged from the research presented in this report, four strategic pillars (i.e., overarching goals) were developed that form the framework for the Music Strategy: **Cultivate Spaces and Places, Empower and Invest in Talent, Amplify Connection and Visibility, and Bolster City Leadership and Support.**

Each pillar contains a set of key recommendations (i.e., what should be achieved) along with supporting actions (i.e., what steps can be taken). Considerations for implementation can be found in the Appendix.



PILLAR 1: CULTIVATE SPACES AND PLACES

Goal statement: *Establish the conditions for more affordable and varied places for artists (and music industry workers) to work, rehearse, and perform.*

Investing in spaces and places for artists to create and perform will strengthen Kingston's ability to attract, retain, incubate, and support the development of artists in the city – ultimately strengthening its local music industry. Varied and affordable spaces will increase the level of music activity possible in the city, promote and support a diversity of artists, improve citywide vibrancy, and signal Kingston as an attractive place for visiting artists looking to create and perform. Moreover, new and improved music spaces will help establish Kingston as a true music destination for visitors looking to experience Kingston's rich diversity of music offerings across all seasons – thus increasing tourism spending.

To meet this future, artists in Kingston require affordable space to create and rehearse to better hone their musical craft. Without the ability to rehearse, their ability to create music, and indeed perform it, suffers. Artists also need varied and diverse performance spaces that support a range of genres (that are music-first venues, beyond bars and restaurants) and address gaps in the venue ladder. For musicians who develop their audience base and income through performance, the venue ladder offers opportunities at every career stage: emerging artists begin in the smallest local venues, eventually may progress to playing larger stages, and in due course to concert halls or arenas. This venue ladder is essential for the development of artists - without it, music careers would struggle to gain momentum, or fade away completely. Venues of all sizes must be carefully nurtured to ensure Kingston can leverage the true artistic and economic promise they offer. In Kingston, the absence of mid-sized music venues is particularly felt as artists grow out of small venues and bars but have not yet amassed enough traction to fill larger concert halls or arenas. Additionally, to better support artists, music industry workers, and audiences, spaces need to be high quality.

Impacts: Ability to retain (and attract) more artists to Kingston, positioning the city as a community that is attractive to artists because of the supports and opportunities available; Opportunity to showcase a wider diversity of talent and expand the Kingston musical brand that is inclusive of a broad range of genres, styles, and cultures; Attract mid-sized acts and support more local talent career advancement that can be helped, in part, by addressing the venue ladder gap; More vibrant scene, as venues are visual indicators of music activity, which also leads to broader audiences and increased local appreciation for music; and Increased spending opportunities for local and non-local audiences, increasing the demand for live and recorded music as well as overall tourism spending.

Recommendations:

- ▶ Support the creation and retention of accessible, affordable, and varied spaces for musicians and music workers to create, rehearse, and progress in their careers.
- ▶ Enable music career progression by ensuring Kingston offers a range of small, medium, and large sized venues that are both publicly and privately owned.
- ▶ Further support professional presentation opportunities and standards.

Supporting Actions:

1.1: Identify spaces that can be revitalized and repurposed to support music creation and affordable living, such as by exploring subsidized live-work spaces in underutilized City sites and land (as identified in City Council's Strategic Plan 2023-2026).

1.2: Support community and industry efforts to create and activate music spaces, hubs, and incubators where artists can gain access to resources and support.

1.3: Work collaboratively with the Planning & Development Department to review development applications for possible opportunities to include the creation of music spaces.

1.4: Address gaps in music infrastructure and work with community partners to develop a mid-size music venue and performance hall (approximately 400-700 standing capacity) for live performance and audience development.

1.5: Consider any future music infrastructure-related needs and gaps in the development of a cultural capital policy (as identified in City Council's Strategic Plan 2023-2026).

1.6: Partner with local post-secondary institutions and school boards to make existing performance spaces available for use during off-seasons.

1.7: Leverage outdoor City-owned public spaces for new performance opportunities, with a focus on getting outside of the downtown core.

1.8: Explore partnerships with the Union of Professional Musicians to create professional venue standards guidelines.

PILLAR 2: EMPOWER AND INVEST IN TALENT

Goal statement: *Improve access to performance opportunities, economic opportunities, and professional development to create the conditions that make music a more viable career, especially for those from equity-deserving communities.*

To thrive, musicians and music industry workers in Kingston must have more opportunities to advance their careers in the city, grow as entrepreneurs, and be connected to the right professional development opportunities (such as business skills). By investing in its local talent, Kingston will enable music creatives to better generate revenue – helping to drive economic growth in the local industry – and increase the potential for emerging creatives to build and sustain careers in the city. Investing in professional development opportunities in the industry enables Kingston to develop a more robust music ecosystem.

Investing in talent means fostering a strong talent pipeline that is inclusive and representative of Kingston's diversity, and connecting this talent to opportunities to help fill gaps in the ecosystem, as well as providing talent with the right skillsets to succeed. These areas are key opportunities for the City to work alongside secondary schools (via local school boards) and post-secondary institutions (i.e., Queen's University and St. Lawrence College).

While cultivating a pipeline is important, at the same time these music creatives must be able to make a living more easily in Kingston. As such, this pillar also considers creating more performance and economic opportunities to sustain artists – who are the heart Kingston's industry – as well as helping them navigate an industry known to rapidly and frequently change.

Impacts: Increased ability for Kingston music creatives to build longstanding, sustainable careers in the city – thus helping to retain and attract talent, and expanding the perception of Kingston beyond a city known for live music; Greater opportunity for local artists and music industry workers to increase their income; Enhanced ability to develop and support artists throughout career levels (from emerging through established); and Strengthened cross-sector partnerships and enhanced development of Kingston's music ecosystem

Recommendations

- ▶ Expand professional development and performance opportunities for musicians and music industry workers that support career growth and viability.
- ▶ Activate partnerships to enhance professional development offerings in Kingston to create a music workforce equipped for success.
- ▶ Develop policies and incentives that ensure fair compensation for performers.

Supporting Actions:

2.1: Develop new programming and performance opportunities that promote local musicians and access to music in neighbourhoods across Kingston.

2.2: Continue to prioritize live performance opportunities at the Kingston Grand Theatre, at the City's major events, and other civic programming, with a focus on showcasing diverse music talent and building local audiences.

2.3: Partner with local experts, community organizations, and post-secondary institutions to expand reach of City-sponsored residency programs (including the Local Arts Residency at the Kingston Grand Theatre) for both musicians and music industry workers, develop barrier-free workshops, programming, toolkits and resources on building a career in music. Ensure all awareness of available training and learning opportunities locally.

2.4: Work with community partners to deliver an annual music industry conference to facilitate professional development, capacity building, and networking opportunities.

2.5: Create a city-wide campaign to promote the City of Kingston's ongoing commitment to paying artists fair wages, with the intent of garnering public support for fair payment standards.

2.6: Consult with Kingston's Union of Professional Musicians to develop workshops and learning opportunities for local musicians including on performance contracts and fee negotiation.

2.7: Enhance awareness of grant funding opportunities available (locally, provincially, and federally) to local musicians, and explore how the City of Kingston Arts Fund (CKAF) could support musicians – including the creation of music (recording projects) and supporting emerging musicians and industry workers.

2.8: Identify collaborative opportunities between the City and local school boards and post-secondary institutions to provide Kingston youth access to early-career supports and services.

PILLAR 3: AMPLIFY CONNECTION AND VISIBILITY

Goal statement: *Nurture the grounds for a connected industry that fosters collaboration, provides opportunity for audience development, and encourages tourist visits.*

Increased connection and visibility leads to an industry and public that are better informed about the opportunities available in music, and helps further Kingston's reputation as a music hub. A more connected music industry produces more organic collaboration and idea sharing. Through improved connections between music and other creative industries (e.g., theatre, film & media, etc.), Kingston creatives will be exposed to expanded career opportunities – thus leading to greater economic potential. A music industry that is visible and well-promoted to residents and visitors alike contributes to placemaking and will lead to increased local and tourist spending, encourage community engagement, and create opportunities to showcase Kingston's diversity of talent and music offerings.

This pillar encompasses three key parts: 1) creating connectivity within the music industry itself (as well as with adjacent creative industries), 2) connecting artists and audiences, and 3) supporting the visibility and promotion of Kingston artists and music (and its various genres) on a wide scale.

It is important to ensure there are connections within the music industry and other adjacent creative industries to help with networking, expand the tightknit musical circle currently present in Kingston, and create more opportunities for emerging talent looking to get a start. It is also important to develop audiences to widen the potential fan base for local music creatives. Doing so must consider expanding the awareness of musical offerings for residents, as well as positioning Kingston as a go-to place for music for out-of-town visitors. Additionally, a supported industry is also one that is visible and well-promoted in the local community and beyond.

Impacts: Increased collaboration, unity, and knowledge sharing across Kingston's industry; Increased economic potential and opportunity for Kingston's artists – particularly emerging artists; More cross-pollination among creative industries; Improved public recognition and awareness of Kingston's diverse musical offerings, in terms of styles, genres, and cultures; Heightened status of Kingston as a vibrant and unique music destination; Increased music-related spending on the part of residents and visitors that drives the growth of the music sector as well as tourism activity

Recommendations

- ▶ Enhance sightlines between the City of Kingston, its key partners, and local music industry.
- ▶ Increase connections within the local music industry and to other creative industries.
- ▶ Boost Kingston's profile as a music hub for artists and audiences.

Supporting Actions

3.1: Establish a Kingston Music Working Group, comprised of community champions and working members of the Kingston music industry, to represent and advocate on behalf of musicians and the music industry, and help ensure successful implementation of the Kingston Music Strategy (and any future music strategies).

3.2: Develop and promote a centralized music directory including Kingston musicians and businesses. Assess the opportunity to leverage the ReelScout platform used for film, managed by the Film Office and Tourism Kingston.

3.3: Review duplication of efforts regarding event listings/calendars (i.e., those offered by Kingston Live, Kingston Arts Council, Tourism Kingston, Downtown Kingston, and City of Kingston) to create clearly defined resources for music audiences.

3.4: Develop a plan that identifies ways in which the City and its key partners can support promotion of arts and culture events, including music events and opportunities (such as the distribution of posters at community centres, public libraries, outdoor posting, street banner program, and more).

3.5: Facilitate networking opportunities for local musicians, both within music sector and other creative industries, through further investment of existing programs (i.e., Bandwidth by Tourism Kingston, and the Slight Music Video Program by Kingston Canadian Film Festival) and collaborate with partners to create new initiatives.

3.6: Expand visibility and scope of YGK Music to better promote local musicians (i.e., create online artist profiles, partner with local community radio stations, include playlists on other websites and in more public spaces, and offer performance opportunities for featured musicians) and evaluate current selection criteria in terms of diversity goals.

3.7: Identify a set of existing and new visible indicators of a vibrant music ecosystem to heighten the status of Kingston as a music hub and destination.

PILLAR 4: BOLSTER CITY LEADERSHIP

Goal statement: *Enhance existing infrastructure to become a city that creates possibilities for the industry and supports a more vibrant music scene.*

A vibrant local music industry is supported and enabled by the infrastructure put in place by its local government. Music-friendly processes and procedures, bylaws, and policies in Kingston that are clearer and more easily navigated will create the conditions for local artists, music industry workers, and music businesses to thrive. This improved infrastructure will also create strengthened connections between the City and the music industry, increased music activity in the city (thus contributing to Kingston's status as a music destination), and improved inclusion and access by removing barriers.

As noted in consultations, there is room to make changes at the City-level towards more music-friendly bylaws, especially with regard to noise and other bylaws, and more. This pillar also includes making the City more easily navigated by the industry.

More structured City support is also critical to advancing this work in the form of an empowered Music Officer, and formalized Kingston Music Office. In general, a Music Office(r) is charged with executing strategic actions (such as those described in this document) that contribute to the Strategy's overall vision. To do so, the Office(r) should have a degree of autonomy in how and when they undertake these actions. That autonomy can be enabled by locating the role (of Music Officer) within an arms-length organization, though it is important to retain a reporting relationship with the overall strategic objectives (and thus the City). While a Music Office(r) can work effectively as part of a larger organization (e.g., one promoting the development of the creative industries), it is crucial that the role itself remain focused on music. Using these degrees of freedom, the Office(r)'s decisions should be informed by continual liaisons with members of the industry (e.g., via an advisory group).

Impacts: Solidified reputation of Kingston as an artist-centred city; Increased ease of starting and running a music business in Kingston; Ability for more music, events, and music businesses in Kingston through simplified processes and more music-friendly accommodations; and Better communication and increased sightlines between the City and the local music industry.

Recommendations

- ▶ Establish structural City support for music.
- ▶ Position the City of Kingston as a music leader by acting as a key liaison and coordinator in the music scene.
- ▶ Enable a thriving industry through more-musician and audience-friendly bylaws and policies.
- ▶ Align the Kingston Music Strategy with existing economic development and tourism related strategies to support a strengthened music economy.

Supporting Actions

4.1: Ensure the existence of a Music Officer whose primary role would be to lead the implementation of the Kingston Music Strategy, in collaboration with the City's Arts & Culture Services Department, while acting as a contact point between the City and the music industry.

4.2: Expand the work and impact of the Officer over time by establishing a standalone Kingston Music Office, while exploring the relative benefits of various reporting relationships. The mandate of such an Office would be to assist in the execution of music strategies (such as this one) and to nurture the growth of the local music industry and those who work in it.

4.3: Create a public facing webpage where members of Kingston's music community can learn about the Music Officer's (and, when applicable, Office's) work, activities, programs, and impact.

4.4: Review and revise the existing noise bylaw to allow opportunity for more music activity across the city.

4.5: Explore music-friendly parking rules and regulations, including designated load-in zones near music venues for musicians' use, and special parking and/or loading passes for performing musicians.

4.6: In consultation with relevant local businesses, ensure that zoning bylaws are appropriate for Kingston's diverse range of music businesses (including both commercial and non-profit).

4.7: Establish means for monitoring key local industry metrics, emerging local issues related to barriers and bylaws, as well as emerging trends and practices in other jurisdictions.

4.8: Explore the creation of supports for musicians and music businesses, such as rebates for recording expenses incurred by local musicians and companies using local recording professionals, equipment, and/or spaces.

IMPLEMENTATION

An implementation plan outlines the resources and steps required to successfully execute a strategy. It serves as a roadmap, providing guidance and structure to ensure the efficient and effective implementation of a strategy. The purpose of an implementation plan is to bridge the gap between the planning phase and the actual execution of a project.

By defining necessary resources and dependencies, an implementation plan enhances coordination, communication, and accountability among the Kingston Music Strategy's owners, and ultimately ensures a systematic and organized approach.

Detailed implementation considerations for each pillar can be found in the Appendix of this Strategy.

Timeline

This Strategy does not have a set tenure or expiration. Therefore, actions have been categorized according to whether they should be prioritized in the immediate or shorter term (approximately over the first 2 years), the medium term (in the following approximately 3-4 years), and longer term (in the following 5 years and beyond).

Investment

Financial investment from the City will be required to effectively execute this Strategy and facilitate the growth of the local music industry. The total investment that will be required **will depend on a number of factors** (such as the scope and nature of various programs developed as a result of this Strategy), but the cost of certain short-term recommendations and actions can be estimated:

- ▶ In the short term (2024 and 2025), the cost of a Music Officer is approximately \$100,000-\$150,000 annually – excluding specific programming costs (which can only be determined once those programs have been created).
- ▶ A feasibility study for the adaptive re-use or refurbishment of an existing space, as outlined in Pillar 1, is estimated to cost approximately \$65,000.

In the **longer term**, the annual cost to run a full Kingston Music Office is estimated to be approximately **\$250,000 to \$375,000 annually**, excluding specific programming costs. Expenses involved with a fully operational Music Office include salaries for the Music Officer, a junior Music Office employee (like a supervisor), and an administrator; marketing and outreach; research and awareness; and general office costs and operating contingency.

While the required annual investment in the short term is known, the full annual investment needed to implement this Strategy in the long term will need to be higher. Investing in the local music industry through implementation of this Strategy presents a unique opportunity to enrich local cultural vibrancy, stimulate economic growth, and foster community engagement. To ensure adequate funding is available for implementing the Kingston Music Strategy, the City may **research and secure external grant funding opportunities**, such as those available through FACTOR, the Ontario Arts Council, the Canada Council for the Arts, corporate sponsorships, the SOCAN Foundation, and more.

By boosting support for local musicians, venues, and businesses, Kingston can strengthen and grow a dynamic ecosystem and bolster the creative economy. In time, this investment will yield economic and social returns in the form of job creation, higher GDP contribution, a more attractive city for residents and visitors, and a thriving community that stands out on the cultural map.

Actioning the Kingston Music Strategy

As with any successful strategy, the implementation of the Kingston Music Strategy will require considerable attention and energy. It will also involve input from a variety of individuals and groups with experience and vested interest in the local music industry. Successful implementation of this Strategy is contingent on **appointing the right combination of people into crucial roles and teams**.

To begin, the **Music Officer** (as described in Action 4.1) will be the primary individual responsible for championing and leading the implementation of this Strategy, and as such, is the highest priority action in this Strategy. To ensure the most efficient use of public funds, the Officer's role should (where possible) build on existing community relationships and programming, such as the Music Commissioner position within Tourism Kingston and its music portfolio.

Irrespective of how the Music Officer position is created, their responsibilities and remit will need to respond to the city's evolving music-related needs. As such, the **Kingston Music Office** (as described in Action 4.2),

to be established after the Officer is in place, will be instrumental in assisting with the implementation of this Strategy, as well as nurturing the growth of the local music industry and those who work in it.

Conditions that enable such an Office to be optimally effective include (but are not limited to): stable funding, the ability to respond quickly to emerging needs, and the ability to influence - but not be overly bound by - municipal regulations (such as bylaws). At the same time, the Office should have a clear reporting relationships to the City and other relevant organizations. As such, it would be evaluated upon its ability to achieve key performance indicators that are directly related to industry growth (e.g., aggregate venue capacity, number of working artists, etc.). These KPIs should (where possible) also be made available to the music community in Kingston, so they have a keen sense of what is working in the City's Music Office.

The needs of the local industry are likely to continually evolve, and the implementation of the Strategy will require regular consultation directly with Kingston's music community. The **Kingston Music Working Group** (as described in Action 3.1), comprised of community champions and working members of the Kingston music industry, will represent and advocate on behalf of the local industry (on a volunteer basis). Their main roles could include advising the Music Officer and Office on local music-related needs, monitoring music-related trends and practices emerging in other jurisdictions within Canada and abroad, and acting as an approving body for any future Music Strategies.

Next Steps

Because a large number of actions in the Strategy are dependent on the presence of a Music Officer and Office, **appointing the Officer (action 4.1) is the first step in this process**. The creation of the Music Office and assembling the Kingston Music Working Group are also key to ensuring the successful implementation of other items in this Strategy over time, and therefore should be among the first items addressed by the Officer. Developing programming through paid live performance opportunities, professional development, and networking for musicians is also an immediate next step that can start, in parallel with the appointment of the Officer. Exploring the creation of new spaces for music, as well as funding opportunities for musicians and music-related businesses and projects, can also be started right away.

With priorities and actionable steps clearly articulated, the City of Kingston will aim to strike a resonant chord with the community, growing and nurturing a vibrant and inclusive musical landscape. Together with partners, talented musicians, dedicated members of the music community, and passionate residents, the City will help orchestrate a future where music thrives and enriches the lives of all who live, learn, work, and play in Kingston.

APPENDIX: IMPLEMENTATION CONSIDERATIONS



Pillar 1: Implementation Considerations

Supporting Action	Responsibility & Key Partners	Resources Needed	Dependencies
1.1	Music Officer and Office City of Kingston	Can align with City of Kingston's Strategic Plan (2023-2026) around exploring live-work spaces such as an innovative adaptation of Centre 70 and Portsmouth Olympic Harbour.	Music Officer, Music Office (4.1, 4.2)
1.2	Music Officer and Office City of Kingston Kingston Economic Development Corporation	Existing resources. Additional funding may be required to support a targeted mechanism (e.g., property tax offset) if pursued; budget line in Music Office operating budget.	Ties into supports for musicians and music businesses (4.8) Music Officer, Music Office (4.1, 4.2)
1.3	City of Kingston	Existing resources.	Ties into re-evaluating zoning (4.6)
1.4	City of Kingston Kingston Economic Development Corporation Tourism Kingston	Additional funding may be required for a feasibility study to scope out a mid-size venue.	None
1.5	City of Kingston Kingston Economic Development Corporation Tourism Kingston	Existing resources.	Music Officer (4.1)
1.6	Music Officer and Office St. Lawrence College, Queens University (Isabel Bader Centre)	Leverage existing resources at the post-secondary schools. Consider offering subsidies for these spaces through municipal grants or through sponsorships.	Music Officer, Music Office (4.1, 4.2)
1.7	Music Officer and Office Neighbourhood/community associations Greater Kingston Chamber of Commerce Downtown Kingston BIA	Funding required to support new programming and paid performance opportunities. Explore sponsorships for continued performance opportunities (sponsored by the City) in order to maintain fair wages for artists.	Ties into public showcases and performance opportunities (2.1, 2.2) Music Officer, Music Office (4.1)
1.8	Music Officer and Office Union of Professional Musicians	Existing resources	Music Officer, Music Office (4.1, 4.2)

Shorter term (0-2 years)
 Medium term (3-4 years)
 Longer term (5+ years)

Pillar 2: Implementation Considerations

Supporting Action	Responsibility & Key Partners	Resources Needed	Dependencies
2.1	Music Officer and Office City of Kingston	Existing resources; incorporate into operating budget for the Music Office.	Music Officer, Music Office (4.1, 4.2) Ties into leveraging outdoor spaces (1.7)
2.2	Music Officer and Office Kingston Grand Theatre City of Kingston	Existing resources.	Music Officer, Music Office (4.1, 4.2)
2.3	Music Officer and Office Post-secondary institutions School boards <i>*Can make use of City-PSI-Student Working Group noted in City's Strategic Priorities</i>	Leverage existing resources from local post-secondary institutions and school boards in developing toolkits.	Resources could be listed on virtual home for Music Office (4.3) Music Officer, Music Office (4.1, 4.2)
2.4	Music Officer and Office KPP Concerts Various music organizations in the community	Additional funding required to establish new programs; leverage pooled resources with partners, and explore sponsorship opportunities.	Music Officer, Music Office (4.1, 4.2)
2.5	Music Officer and Office City of Kingston Union of Professional Musicians	Leverage resources from the Union. Additional funding required for promotional efforts; part of operating funding of Music Office.	Music Officer, Music Office (4.1, 4.2)
2.6	Music Officer and Office Union of Professional Musicians	Leverage resources from the Union.	Music Officer, Music Office (4.1, 4.2)
2.7	Music Officer and Office City of Kingston Kingston Arts Council	Existing resources; to be examined through external City-led review of CKAF.	None
2.8	Music Officer and Office St. Lawrence College Queens University School boards Various music organizations in the Kingston community <i>*Can make use of City-PSI-Student Working Group noted in City's Strategic Priorities</i>	Existing resources; leverage additional resources through strategic partnerships.	Music Officer, Music Office (4.1, 4.2)

Shorter term (0-2 years)
 Medium term (3-4 years)
 Longer term (5+ years)

Pillar 3: Implementation Considerations

Supporting Action	Responsibility & Key Partners	Resources Needed	Dependencies
3.1	Music Officer and Office	Existing resources.	Music Officer (4.1)
3.2	Music Officer and Office Kingston Film Office Tourism Kingston	Funding required to create and maintain directory; leverage ReelScout database used by Film Office. Maintenance should be part of operating budget for Music Office.	Music Officer, Music Office (4.1, 4.2)
3.3	Music Officer and Office Community partners (e.g., Kingston Live) Tourism Kingston	Additional capacity required to update and maintain database (see 'Music Office' in 4.2). Funding required to maintain database; allocation of Municipal Accommodation Tax (MAT).	Music Officer, Music Office (4.1, 4.2)
3.4	Music Officer and Office	Existing resources.	Music Officer (4.1)
3.5	Music Officer and Office Community partners for greater promotion (e.g., community radio stations)	Funding required to create new programs and further invest in existing ones; part of operating budget for Music Office. Consider exploring sponsorship opportunities.	Music Officer (4.1)
3.6	Music Officer and Office Community partners for greater promotion (e.g., community radio stations)	Funds required for enhancements to the YGK program (i.e., offering performance opportunities for featured artists); to be built into Music Office budget.	Music Officer, Music Office (4.1, 4.2)
3.7	Music Officer and Office Tourism Kingston Kingston Economic Development Corporation Downtown Kingston BIA Post-secondary Institutions Local event organizers and arts organizations	Funding leveraged via the Municipal Accommodation Tax (MAT).	Music Officer, Music Office (4.1, 4.2)

Shorter term (0-2 years)
 Medium term (3-4 years)
 Longer term (5+ years)

Pillar 4: Implementation Considerations

Supporting Action	Responsibility & Key Partners	Resources Needed	Dependencies
4.1	City of Kingston Tourism Kingston	Additional resources needed for the operational cost of employing a Music Officer. In other Ontario jurisdictions, cost falls between \$100,000 and \$150,000 per year. This position could be pursued through a Service Level Agreement with Tourism Kingston and their existing Music Commissioner role.	None
4.2	City of Kingston Tourism Kingston	Additional resources needed for the total annual operating budget required for a Music Office. Annual operating budgets can fall between \$250,000 and \$375,000 annually, excluding specific programming costs (including approx. \$80,000-\$110,000 for a Supervisor). If pursued, this annual operating budget would include an additional position (e.g., a Supervisor) that would support the Music Officer.	Music Officer (4.1)
4.3	Music Office City of Kingston	Existing resources. This action could entail expanding the current music microsite on Visit Kingston.	Music Officer; Music Office (4.1, 4.2)
4.4	City of Kingston	Existing resources; currently in review.	None
4.5	City of Kingston	Existing resources.	Ongoing review of various bylaws supported by monitoring local issues (4.7)
4.6	City of Kingston	Existing resources.	Ongoing review of various bylaws supported by monitoring local issues (4.7)
4.7	Music Officer and Office City of Kingston	Resources available under the Music Office (e.g., additional capacity in the form of a Supervisor to assist in maintaining ongoing trends research and community engagement).	Music Officer, Music Office (4.1, 4.2) Could be explored as part of Terms of Reference for the Kingston Music Working Group (3.1)
4.8	Music Officer and Office City of Kingston	Additional funds may be required depending on support pursued (e.g., offsets, rebate); budget line in Music Office operating budget.	Music Officer, Music Office (4.1, 4.2)

■ Shorter term (0-2 years)
 ■ Medium term (3-4 years)
 ■ Longer term (5+ years)

Key Performance Indicators

Pillar	Key Performance Indicators
<p>Pillar 1</p>	<ul style="list-style-type: none"> Completion of a feasibility review of existing spaces Increase in number of new and pre-existing spaces transformed for music use Increase in music spaces available for rehearsal and performance Increase in varied number of venues and rehearsal spaces that suit a range and diversity of artists and genres Creation of a mid-sized venue Increase in number of outdoor spaces available for music use Increase in music activity in across the city Increase in paid performance opportunities for artists Increase in domestic and visitor spending and foot traffic across areas with music activity Increase in number of venues paying fair wages (i.e., minimum union rates) Improved connection between the union, artists, and venues Increase in quality and standardization of music venues (i.e., accessibility, lighting, safety, code of conduct, etc.)
<p>Pillar 2</p>	<ul style="list-style-type: none"> Increase in number of performance opportunities available for local artists Increase in community awareness of diverse music talent Creation of toolkits and professional development resources Improved access to professional development resources and opportunities among the music community Increase in number of students pursuing varied careers in the music ecosystem Increase in awareness and participation in available training and supports Enhanced status of Kingston as a hub for music creatives Increase in use and enforcement of contracts between artists and venues Increase in artist fees in alignment with union rates Increase in music business activity and revenues Reduced sector reliance on local funding support Increase in industry-ready students graduating from secondary and post-secondary institutions Increase in collaboration between industry and post-secondary institutions Increase in local funding for the industry Increase in number of emerging artists supported and incubated by local funding

Pillar	Key Performance Indicators
<p>Pillar 3</p>	<p>Establishment of Kingston Music Working Group Increase in engagement and visibility with Kingston's music industry Increase in visibility of music activity across the sector Increase in music-related tourism spending in all seasons Increase in visibility/awareness of music offerings in all seasons Increase in promotion of local artists to the local community and visitors Increase in community awareness of diverse music offerings in Kingston Increase in attendance numbers at local events, performances, festivals Increase in number of collaborations across the music industry and adjacent creative sectors</p>
<p>Pillar 4</p>	<p>Appointment of a Music Officer Establishment of a Music Office, and additional supporting music office positions Increased visibility, prioritization and integration of music in City initiatives Increase in music activity in the city Reduction in complaints from music community in relation to bylaws and policies Increase in communication touchpoints/channels between the music community and City Implementation of offsets and/or rebates Increase in music business activity</p>



KINGSTON MUSIC STRATEGY

