

kingston and
area association
of museums
art galleries +
historic sites



CKHF Grant
Writing Series:

Critical
Approaches to
Operating
Grants



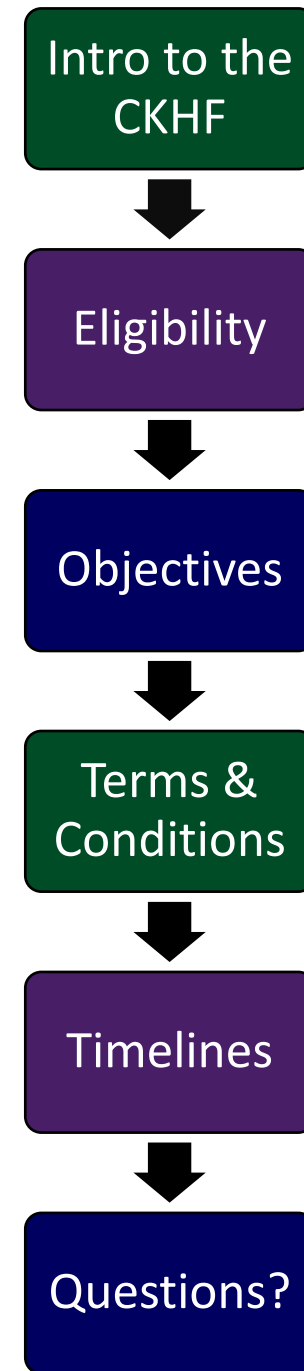
AGENDA



Part 1



Part 2



Operating vs Project Grants

- ✓ Operations constitute an organization's on-going, repetitive, daily & annual activities.



- ✓ Projects are defined as unique, temporary endeavours with a specific beginning and end.

The Challenge of applying for Operating Grants...

You need to communicate your:

- **Experiential Lens of the Previous Year**
- **Deepening Capacity, Resiliency, and Relevancy**



Grant Writing Tip #1: Do Your Research

TOP TIPS FOR GRANT WRITING

TIP #1



Do Your Research.

Are you a right fit for the grant program? Is the grant program the right fit for you?

TIP #2



Be Clear, Concise and Convincing.

This is your chance to tell your story, and why it matters.

TIP #3



Focus on Deliverables.

What are your **OUTCOMES** (what you want to do) and your **OUTPUTS** (what you will do to achieve them).

TIP #4



Emphasize Impact.

Don't talk about what the grant money will do for you, but what you will be able to do for the community with the grant money.

A. PLANNING

- Know your organization and the community that you serve.
- What are your objectives?
- How are you unique?
- What does your community need?
- What can you offer that no one else can?
- How much do you need?



Grant Writing Tip #1: Do Your Research

B. FINDING THE RIGHT FIT



- Are you eligible?
- Do your needs align with the objectives of the grant program?
- What evidence do you have to support the need?
- Can you fulfill grant program requirements if you are awarded the grant?

Grant Writing Tip #2: Be Clear, Concise, and Convincing

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Grant Applications generally want you to describe the following:

- Concept
- Program
- Impact
- Expenses



You need to articulate a clear vision of your mission and mandate, how you operate and that to which you aspire.

Grant Writing Tip #3: Focus on Deliverables

TOP TIPS

FOR

GRANT WRITING

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A. OUTCOMES and OUTPUTS

- What outcomes will you achieve by the end of your operating year?
- What will you do to accomplish them (outputs)?



Grant Writing Tip #3: Focus on Deliverables

Four types of outcomes/outputs....



Behavioral indicates that a human action or behaviour is anticipated.

- Example: Fifty of the 70 children participating will **learn to swim**.

Performance refers to a specific time frame within which a behavior will occur, at an expected proficiency level.

- Example: Fifty of the 70 children will learn to swim **within six months** and will pass a **basic swimming proficiency** test administered by a Red Cross-certified lifeguard.

Process describes the manner in which something occurs as an end in itself.

- Example: We will **document** the teaching methods utilized during swimming lessons, **identifying those with the greatest success**.

Product is where a tangible item is produced or created.

- Example: A **manual** will be created to be used in teaching swimming to this age and proficiency group in the future.

- *"Offer a safe place for teenagers to get help with their homework."* (For an after-school tutor center)
- *"Lower the amount of Malaria outbreaks, resulting in an increased life expectancy and enhanced quality of life for those in areas at risk of Malaria."* (For a nonprofit distributing mosquito nets)
- *"Identify and solve integrative chemistry problems after reading our textbook."* (For a chemistry textbook company)
- *"Raise our number of subscribers by 15%."* (For a movie streaming service)
- *"Improve student reading scores by one grade level in the next six months."* (For a reading mentorship program)
- *"Build confidence in teenage girls and help them learn to communicate their opinions**."* (For a female empowerment class)
- *"Reduce the number of complaints from users."* (For a software company redesigning their app)
- *"Make a comforter that helps people sleep better."* (For a bed comforter company)
- *"Increase participant's knowledge of the history of quilt making."* (For a quilt lesson workshop)
- *"Offer soap that cleans hands better."* (For a hand soap company)

Grant Writing Tip #3: Focus on Deliverables

B. WORKPLAN

- How will you make this happen?
- What are your specific outputs or activities?
- Who are responsible for them?
- Where will it happen?
- When will it happen?



Your workplan helps to build confidence in your **WHY** (the reason for your grant application and funding request!)



Grant Writing Principle #4: Emphasize Impact

- Always emphasize Impact...don't tell us how the money will benefit you... tell us how (by giving you the funds) your organization will benefit the community/intended audience.

How will you measure success?

- Strategic Milestones?
- Operational Milestones?
- Evaluation Framework?
- Data collection and analysis?
- Quantitative or Qualitative?
- How will you report this information?



TOP TIPS FOR GRANT WRITING

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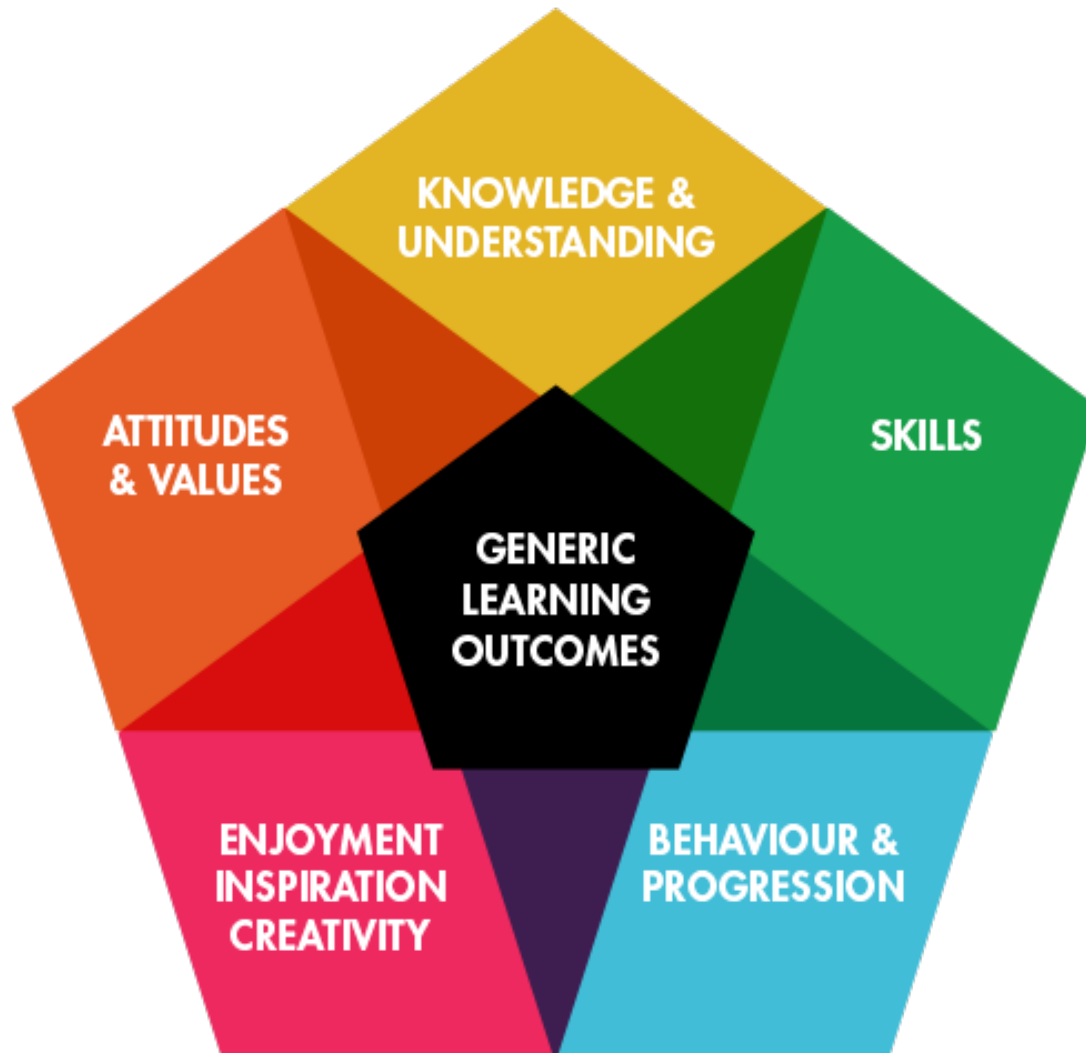


Emphasize Impact.

Don't talk about what the grant money will do for you, but what you will be able to do for the community with the grant money.

Evaluation Framework Example:

Evaluating Learning in Museums - Generic Learning Outcomes (GLOs)

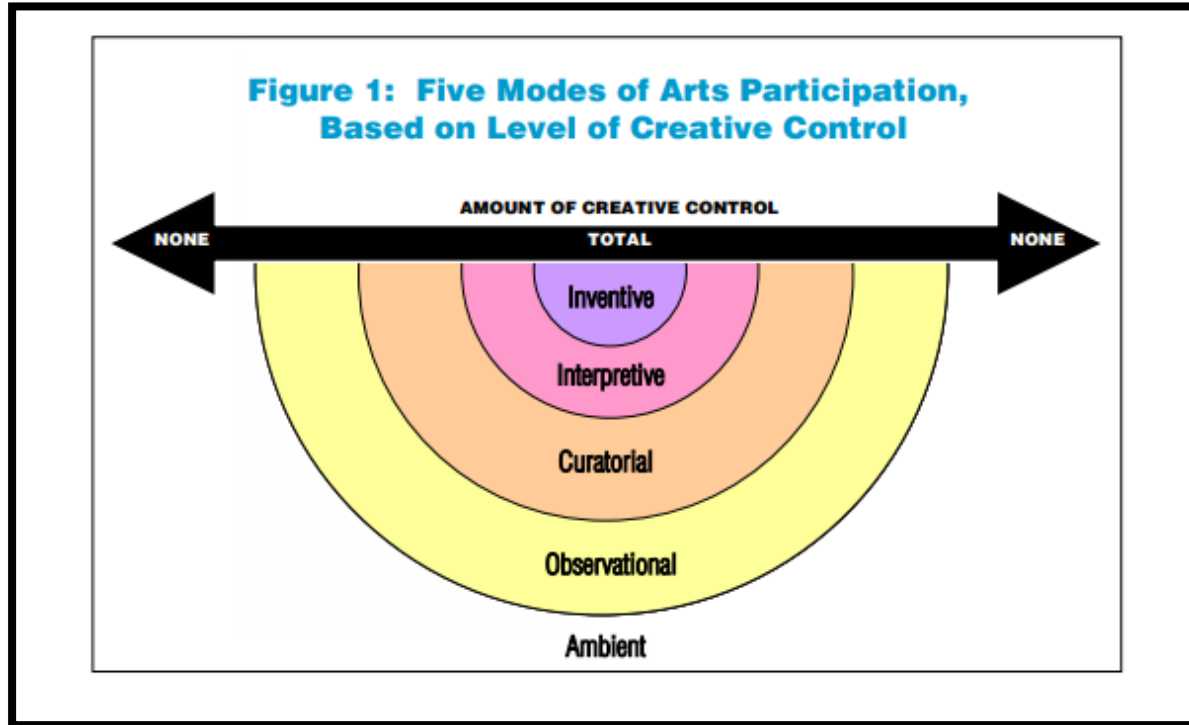


<https://www.artscouncil.org.uk/measuring-outcomes/generic-learning-outcomes#section-1>

<https://le.ac.uk/rcmg/research-archive/generic-learning-outcomes#:~:text=The%20Generic%20Learning%20Outcomes%20model,impact%20of%20users'%20learning%20experiences.>

Evaluation Framework Example:

The Values Study: Rediscovering the Meaning of Participation in the Arts



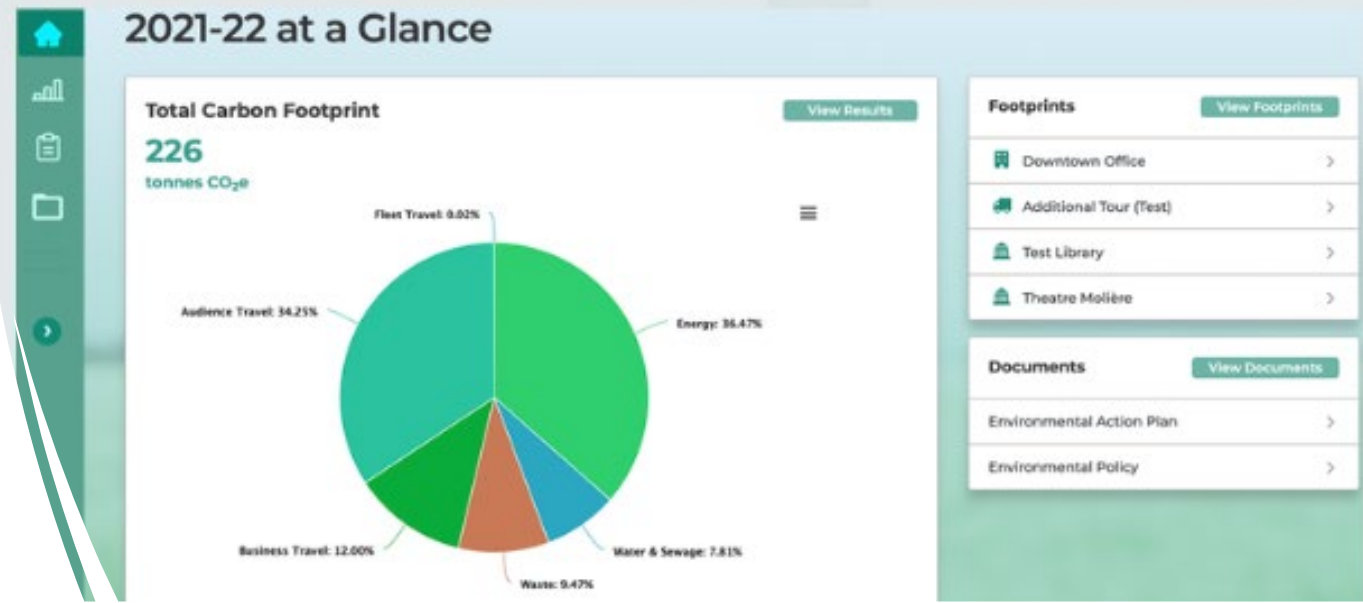
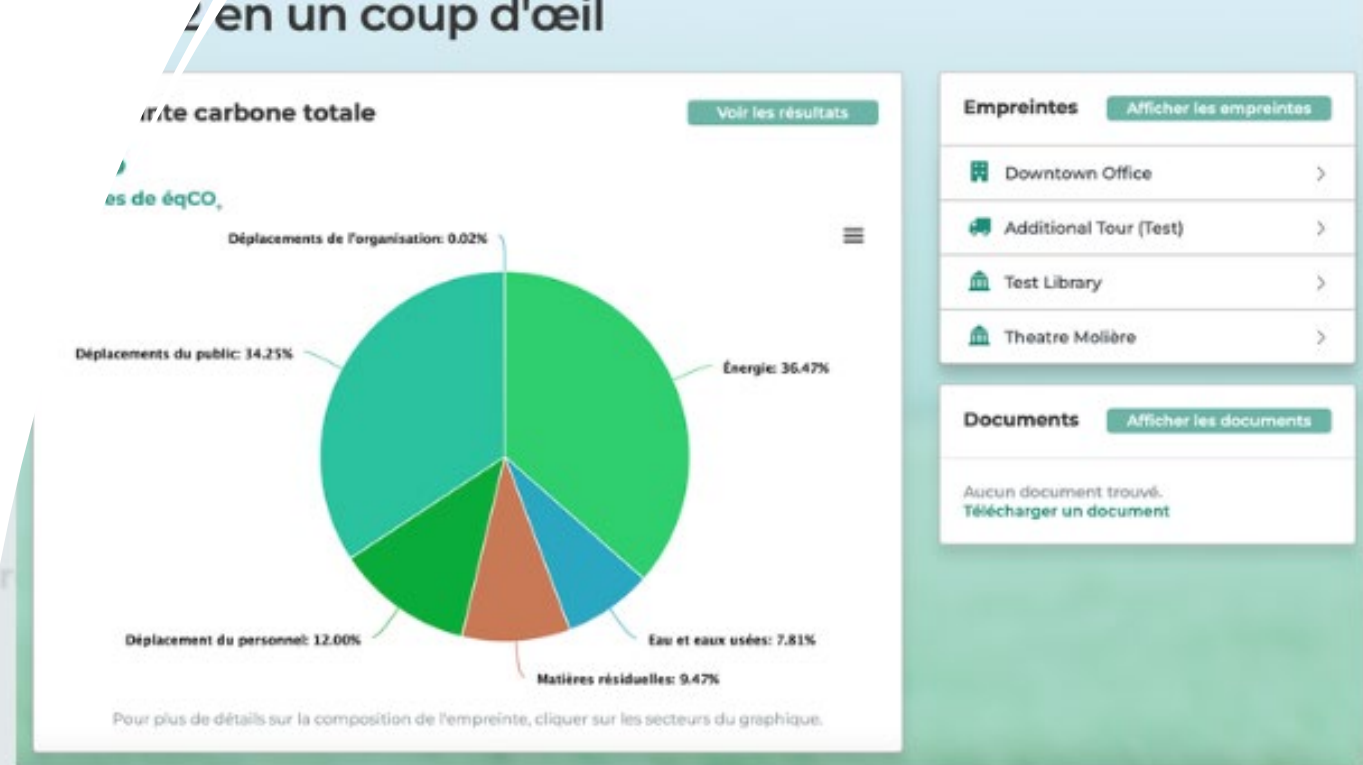
1. Inventive Arts Participation engages the mind, body and spirit in an act of artistic creation that is unique and idiosyncratic, regardless of skill level.
2. Interpretive Arts Participation is a creative act of self-expression that brings alive and adds value to pre-existing works of art, either individually or collaboratively.
3. Curatorial Arts Participation is the creative act of purposefully selecting, organizing and collecting art to the satisfaction of one's own artistic sensibility.
4. Observational Arts Participation encompasses arts experiences that an individual selects or consents to, motivated by some expectation of value.
5. Ambient Arts Participation involves experiencing art, consciously or subconsciously, that is not purposefully selected – art that "happens to you."

<http://www.creativetrust.ca/resources/downloads/Values%20Study%20Connecticut%20Comm%20on%20Culture.pdf>

- Evaluation Framework Example:

- Creative Green Tools Canada:
Carbon Calculation and Reporting
Tools

- <https://www.cgtoolscanada.org/about/thetools>



Addendum Success: You Got it! Now what Happens?

Grant writing is a process...one that continues beyond receiving your notice of award!

- Most grant programs have specific reporting requirements for the duration of the granting period.
- It is YOUR responsibility to ensure you complete all requirements appropriately and on-time.
- Like your initial application, grant reporting is your opportunity to shine and highlight your good work and organizational development.
- How you approach this sets both tone and precedent for future grant applications (either negative or positive).



1

Do Your Research!

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2

Be Clear, Concise & Convincing

This is your chance to tell your story...and why it matters!

3

Focus on Deliverables

What are your **OUTCOMES**?
(what you want to achieve)
What are your **OUTPUTS**?
(what you do to achieve them)

4

Emphasize Impact

Don't tell us what the grant money will do for you, tell us what you are able to do for the community with the grant money!

TOP TIPS!

For more information visit:

www.kingstonmuseums.ca/ckhf

You can also follow us on:



@kingstonmuseums





Comfort Break!

Back in 5 mins

Part 2

A SHORT GUIDE TO THE CITY OF KINGSTON HERITAGE FUND (CKHF)

The CKHF supports cultural heritage organizations and initiatives in their efforts to share Kingston's stories and histories.

\$448,596 AVAILABLE FOR 2023-2024 !



- AVAILABLE GRANTS:
- LARGE OPERATING (\$75,000 MAX)
- SMALL OPERATING (\$5,000 MAX)
- COMMUNITY CULTURAL HERITAGE PROJECT (\$20,000 MAX)
- CULTURAL HERITAGE DEVELOPMENT PROJECT (\$5,000 MAX)

- ELIGIBILITY:
- BASED WITHIN THE MUNICIPALITY KINGSTON
- BE INCORPORATED AS A NON-PROFIT
- HAVE A CULTURAL HERITAGE FOCUS
- DEMONSTRATE ALIGNMENT WITH CKHF OBJECTIVES



THE FOCUS OF CULTURAL HERITAGE DEVELOPMENT GRANTS FOR 2024:

- INDIGENIZATION, INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY PROGRAM DEVELOPMENT

\$315,307 IN OPERATING GRANTS

\$83,288 IN COMMUNITY CULTURAL HERITAGE PROJECT GRANTS

\$50,000 IN CULTURAL HERITAGE DEVELOPMENT PROJECT GRANTS

SUBMISSION DEADLINES

Operating Grants
September 12th, 2023, 3:00 pm

Project Grants
September 19th, 2023, 3:00 pm

For more information visit:

www.kingstonmuseums.ca/ckhf

You can also follow us on:



@kingstonmuseums

Two types of Operating Grants are available in 2024

**Large
Operating
Grants**

**\$75,000
(max)**

**Small
Operating
Grants**

**\$5,000
(max)**

**Download the Grant Guidelines and
Application forms at
kingstonmuseums.ca/ckhf/operating-grants**



CKHF Operating Grants provide support to Kingston's non-profit, cultural heritage organizations in terms of operational stability and capacity-building, as well as the development and delivery of cultural heritage programming and services in the community.



You can only receive 1 operating grant within a grant cycle.

Cultural Heritage Development Grant 2024

**\$5,000
(max)**



**Theme: Indigenization,
Inclusion, Equity &
Accessibility Program
Development**

**Download the Grant Guidelines and
Application at
[kingstonmuseums.ca/ckhf/project-
grants](https://kingstonmuseums.ca/ckhf/project-grants)**

You can apply for and receive both a CKHF Operating Grant AND one Cultural Heritage Development Grant – for a maximum total of \$80,000 of CKHF funds in 2024!



- If you are awarded an operating grant AND a cultural heritage development grant – you must complete separate reports for each one!

In order to be **ELIGIBLE** to apply for a City of Kingston Heritage Fund operating grant, the applicant organization must be:



- Based within the municipality of Kingston;
- demonstrate alignment with CKHF objectives; AND be
- Incorporated as a non-profit or charitable organization (2-years for LOP)

- Have a fundamental focus on cultural heritage with a mandate to serve the public
- Provide financial statements from previous operating year

- (For LOP) Have previously been in receipt of a CKHF project or small operating grant

A Note on Financial Statements

For grant awards greater than \$30,000, **financial statements must be independently audited, and a signed auditors' report (by a CA, CGA or CMA) must be submitted to KAM.**

- a. If an organization has an operating budget between \$30,000 and \$50,000, **a Review Engagement is acceptable to fulfill the request for year-end financial statements.**
- b. If the organization has an operating budget greater than \$50,000 but less than \$250,000 they can, as an organization, choose to **submit either an Audit OR a Review Engagement is acceptable to fulfill the request for year-end financial statements.**
- c. If the organization has an operating budget greater than \$250,000, they are **required to submit an Audit to fulfill the request for year-end financial statements.**

For grant awards less than \$30,000, a **compilation statement will be deemed an acceptable year-end financial statement.** Compilation is the process by which unaudited financial information is compiled to produce financial statements that are based on information provided by the organization.

CKHF Grant Program Objectives

The City of Kingston has things it wants to accomplish in terms of Cultural Heritage...

The CKHF includes two types of project objectives:

- City of Kingston Objectives
- Cultural Heritage Sector Objectives

kingstonmuseums.ca/ckhf/grant-objectives



Your Task: Convince “us” that you can help “them” do it with your organization....

“create awareness and civic pride in our history and heritage”

CofK Objective iii – Create: To create awareness of Kingston’s history, the museum is undertaking an exhibition renewal, enabling the museum to educate both locals and tourists about the history of the Tower, the Fortifications, and the city. The Tower is dedicated to caring for the tangible Kingston artefacts in its collection with a view of preservation and display. By making the panels and artefacts accessible, the museum can reach a wider audience and foster pride for the city and the heritage of Kingston.

CofK Objective ii) align tourism marketing and attraction strategies, creating greater return-on-investment and refocusing marketing strategies;

“The ----- translation project will ensure that the cultural heritage sector is included in a broader tourism marketing strategy. This project will result in a website, program and print material that can be easily accessed and experienced in the French language. Engaging with French speaking visitors, whether in person or virtually, is key to enhancing market readiness in the tourism sector overall. Demands for French services will only increase overtime. By ensuring that our website and marketing materials are easily accessible to French speakers, the museum will be committing to a more accessible visitor experience to both locals and tourists. Overall, this will result in a great return on investment for the City, and complement a growing French-tourism market.”

“develop the means of organizing, collecting, and interpreting Kingston’s stories, both tangible and intangible, and engaging the community at all levels of the process”

CHSO Objective v – Develop: The end of 2018 will see year two of the three-year exhibit renewal complete. The plan organizes and interprets the unique history of the Tower, and its place in Kingston’s story. There are plans to include a panel discussing the Anishinaabe and Haudenosaunee use of the land surrounding the Tower and to include what life would have been like for the Tower’s inhabitants, both military and civilian. This will aid the Tower’s future interpretation and engagement with the public.

CHSO v) “Develop the means of organizing, collecting, and interpreting Kingston’s stories, both tangible and intangible, and engaging the community at all levels of the process”

CHSO: v) develop the means of organizing, collecting, and interpreting Kingston’s stories: Each Kit will provide teachers with background knowledge and resources from local museums. The Kit will contain videos which will discuss the importance of heritage sites, as well as stories and primary sources from at least three different heritage sites. One Kit will contain five curriculum-based activities centered around local heritage and geared for students in the Junior (Gr 4-6) grades. The other Kit will contain curriculum-based lessons for students in the Intermediate (Gr 7-8) grades. Kits will contain hands on activities with objects and primary sources to explore and inspire curiosity. The Kits will heighten the value of cultural resources as critical components of education. Students will participate in teacher-led lessons each day of the week. On the last day, students will be invited to make their own art creation representing what they have learned about Kingston's history.



- Proof of \$5,000,000 liability insurance
- Maintaining appropriate and transparent financial records
- Funds must be spent within calendar year of grant cycle
- Any changes must be reported to KAM

- Must acknowledge City of Kingston and KAM in all promotional materials (use of logos)
- Complete Interim Report
- Complete Final Report (including annual Financials)
- Complete any additional conditions associated with your grant



Timelines for CKHF 2023-2024



- Applications Due: September 2023
- Jurying *September to October 2023*
- Ratification by KAM Board in *October 2023*
- Ratification by Kingston City Council in *December 2023*
- Award Notices emailed to applicants in December 2023
- Funds issued (by cheque) in *January 2024*
- Interim Reports due by *July 15th 2024*
- Projects completed by *December 2024*
- Final reports due by *March 15th 2025.*

Heritage Fund Support

Jamie McKenzie-Naish
CKHF Grant Review Officer

Debbie Holdich
CKHF Program Assistant

Info@kingstonmuseums.ca
613-507-4014

Individual Grant Writing support is available by appointment every Wednesday in August, between 10am and 3pm, either by Zoom or at the KAM office.



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