



**City of Kingston
Information Report to Council
Report Number 19-293**

To: Mayor and Members of Council
From: Peter Huigenbos, Acting Commissioner, Community Services
Resource Staff: Colin Wiginton, Cultural Director, Cultural Services
Date of Meeting: November 5, 2019
Subject: Revisions to the Governance Model of the Tett Centre for Creativity and Learning Corporation and 2018 Annual Report

Executive Summary:

The purpose of this report is to inform Council of changes being made to the governance structure of the Tett Centre for Creativity and Learning (TCCL) Corporation that includes a new role for Kingston City Council as described in this report. It is also intended to provide an opportunity to share the TCCL's 2018 Annual Report as part of its reporting requirements.

The TCCL is a non-profit corporation that manages the J.K. Tett Centre as a municipal capital facility for the provision of cultural programming as part of an arts cluster that benefits the community. The TCCL was incorporated under Part III of the Ontario Corporations Act as a membership based, non-share Capital Corporation by letters patent dated January 28, 2011. The TCCL entered into a lease agreement in 2014 with the City of Kingston for its use of the J.K. Tett Centre. As is usual with this form of corporation, the TCCL includes a membership class that acts to oversee the activities of the Board of Directors, which in turn administers the affairs of the Corporation. The Tett Board administers sub-leases related to all sub-tenants, including eight anchor arts organizations, eight creativity studios and the café. The City, as Landlord, reviews and agrees to all sub-leases.

The TCCL continues to be successful as was reported in 2018 but, for that success to be sustained and grow, it has been recommended the TCCL needs to improve its governance model and to make other administrative changes. Over the past year, the TCCL has been working through a process of determining and implementing a series of recommendations related to both governance and operational matters set out in a report developed by KPMG and completed in April 2018. The KPMG report was commissioned by the City of Kingston to help the TCCL Board. The work was done with the full participation and support of the TCCL Board.

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Currently, staff are working with the TCCL Board to facilitate a series of changes to its governance structure. This includes arranging a meeting of the current Board of Directors to approve formally the changes being proposed subject to confirmation at a general meeting of the membership. Next, staff will arrange for Council to meet at a special meeting of the TCCL membership to be held in the fourth quarter of 2019. At that time, the changes being made will be formalized, including the appointment of members of Kingston City Council to the membership class along with other housekeeping matters. Once that has happened, Council will participate in annual general meetings on a yearly basis, as the TCCL's membership class, and the Board of Directors will move forward with the task of achieving the administrative and business goals of the TCCL through a process that includes the creation of a Subtenant Standing Committee and updating their strategic plan to address other recommendations outlined as part of the KPMG report.

Recommendation:

This report is for information purposes only.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Peter Huigenbos, Acting
Commissioner, Community
Services**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Lanie Hurdle, Interim Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Brad Joyce, Acting Commissioner, Corporate Services

Jim Keech, President & CEO, Utilities Kingston Not required

Desirée Kennedy, Chief Financial Officer & City Treasurer Not required

Sheila Kidd, Commissioner, Transportation & Public Works Not required

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Options/Discussion:

The TCCL is a non-profit corporation that manages the J.K. Tett Centre as a municipal capital facility for the provision of cultural programming as part of an arts cluster that benefits the community. The TCCL was incorporated under Part III of the Ontario Corporations Act as a membership based non-share Capital Corporation by letters patent dated January 28, 2011. The TCCL entered into a lease agreement in 2014 with the City of Kingston for its use of the J.K. Tett Centre. As is usual with this form of corporation, the TCCL includes a membership class that acts to oversee the activities of the Board of Directors, which in turn administers the affairs of the Corporation. The Tett Board administers sub-leases related to all sub-tenants, including eight anchor arts organizations, eight creativity studios and the café. The City, as Landlord, reviews and agrees to all sub-leases.

This report is meant to provide Council with an update regarding the TCCL since the Corporation's 2017 Annual Report was presented in July 2018 ([Report Number 18-205](#)). That report highlighted the TCCL's activities and successes during its third full year of operations for the period ending December 31, 2017. The report also made Council aware that KPMG had been requested to complete a governance review of the TCCL. The KPMG report was commissioned by the City of Kingston to help the TCCL Board and the report was developed with their full participation and support, with the final version being accepted by the TCCL Board at their May 2, 2018 meeting. The KPMG report recommended changes to the governance structure at the membership and directorship levels of the Corporation. The changes being described as part of this report build on the work KPMG did and allow the TCCL to improve in areas related to its governance and administration as well as in relation to its business goals.

Currently, staff and the TCCL Board are moving forward with the implementation of certain structural changes, including the replacement of those serving as members and directors for the TCCL. These changes address the following recommendations from the KPMG report:

- Review the corporate membership structure to ensure that it meets the needs of the corporation;
- Alter the size and composition of the Board of Directors to capture the diversity and talent of the local community;
- Create a competency matrix in which incumbent and prospective directors are matched against each of the required skills; and
- Establish a sub-tenant working group to ensure their voice is heard on the operational issues of the TCCL facility.

Building on those recommendations, a governance model has been developed that distinguishes between those who serve in each of the three classes of participants (membership, Board of Directors, sub-tenants) while also providing an open and public system of governance that supports accountability and transparency. Originally, the membership of the corporation was comprised of five individuals representing different sub-tenant organizations who applied for the initial incorporation of the TCCL. In recent years, the relationship of those five individuals to the organization has changed with three of the five no longer being actively involved. When the by-laws were drafted, participation in the membership class was extended to

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include those who sit on the Board of Directors. One unanticipated result of the way the membership is structured is that the directors have also been representatives of the arts organizations that are sub-tenants to the TCCL. These three functions, as sub-tenants, directors and members, have caused confusion regarding roles and also distracted the arts organizations from their core functions.

Under the new model, these three levels of participation in the corporate life of the J.K. Tett Centre will be separated.

First, individual members of Kingston City Council will serve as the membership class for the Corporation during their term in office. The membership class can be considered equivalent to the shareholders in a for-profit corporation. The new obligations of Council members in this arrangement will be to hold annual meetings of the Corporation at which the actions of the directors and the Corporation will be shared publicly through reports and confirmed in the normal course of corporate business. This is a similar model to that being used in the municipal social housing portfolio. It is also worth noting that this reporting obligation will not be new as the TCCL currently reports to the municipality on an annual basis as part of its operational requirements under the lease agreement.

Second, under the new model, those serving as directors will be drawn from the wider community to provide a broader foundation of good governance in support of the arts organizations that work out of the J.K. Tett Centre. As is the case with other corporations, the affairs of the Corporation are managed and administered by the Board of Directors who meet regularly to oversee operations and policy. A diversity of professional backgrounds and other forms of experience is beneficial to a corporation like the TCCL that fulfills a public role. The development and implementation of a competency matrix that was recommended by KPMG has already happened and the TCCL is currently using it as a tool related to Board recruitment to ensure an appropriate mix of skills and experience are represented as part of the Board makeup. As stated above, in recent years the directorship class of the TCCL has included more representation from the general public. Under the new model, those public positions will become the norm with the expectation that all directors come from outside the sub-tenant organizations unless exceptions are warranted.

The third aspect of the new model will allow sub-tenants to provide their input to the Corporation through a standing committee that reports to the Board. This structure will recognize the arts organizations that do their work at the J.K. Tett Centre are not focused on the governance of the facility but will allow a permanent route for their core needs to be presented and addressed by the Board. The Tett Subtenant Committee will serve as a forum for information sharing, cooperation and community building integral to the success of the TCCL. It will allow the needs of the subtenant organizations to be recognized and addressed by the TCCL, while helping them to meet their sublease obligations. Those obligations include enhancing public participation in the arts and culture sector, and to support the TCCL to further its mission to be a welcoming destination where the community can come together to explore, create and be inspired.

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This approach is in line with the public purposes of the TCCL. The Corporation was created in 2011 to operate the municipally-owned Tett Centre as part of an arts cluster. Those operations are supported by municipal funding and the designation of the J.K. Tett Centre as a municipal capital facility also means the TCCL is subject to restrictions requiring public access to arts activities in return for favourable tax treatment. The new model is also efficient because it does not require any major restructuring of the Corporation itself, just the replacement of the current individuals serving as the membership group with members of Kingston City Council. However, the corporate by-laws will need to be amended to provide for this replacement.

Over the next few months, staff will be working with the TCCL Board to facilitate these changes. First, the current Board of Directors will meet to approve the changes formally, subject to confirmation at a general meeting of the membership. Next, Council will meet at a special meeting of the membership to be held in the fourth quarter of 2019. At that meeting, the changes being made will be formalized, including appointment of members of Council to the membership class along with other housekeeping matters. Once that has been done, Council will participate in annual general meetings on a yearly basis and the Board of Directors will move forward with the task of achieving the administrative and business goals of the TCCL through a process that includes the creation of the Subtenant Standing Committee and updating the strategic plan to address other recommendations outlined as part of the KPMG report.

It should also be noted that the Cultural Director has received and reviewed the 2018 year-end report for the TCCL for the period ending December 31, 2018, which has been attached as Exhibit A. The 2018 Annual Report has been provided as part of the TCCL's reporting requirements and describes the on-going success of the TCCL and the J.K. Tett Centre in terms of operations, activation and sustainability.

Existing Policy/By-Law:

By-Law Number 2012-115 The Tett Centre for Creativity and Learning Corporation Municipal Capital Facility By-Law

Accessibility Considerations:

Not applicable

Financial Considerations:

Not applicable

Contacts:

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Alan McLeod, Acting Director, Legal Services & City Solicitor 613-546-4291 extension 1237

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Other City of Kingston Staff Consulted:

Not applicable

Exhibits Attached:

Exhibit A Tett Centre for Creativity and Learning, 2018 Year End Report to the City of Kingston



the tett

Centre for Creativity & Learning

**Tett Centre for Creativity and Learning
2018 Report to the City of Kingston**

Tett Centre for Creativity and Learning 2018 Report to the City of Kingston

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Abbreviations Used in this Report

TCCL = Tett Centre for Creativity and Learning
 JM = The Joe Chithalen Memorial Musical Instrument Lending Library
 KAC = Kingston Arts Council
 KHWS = The Kingston Handloom Weavers and Spinners
 KLMC = Kingston Lapidary and Mineral Club
 KPG = The Kingston Potters’ Guild
 KSD = Kingston School of Dance
 MF = Modern Fuel Artist-Run Centre
 TK = Theatre Kingston

The Tett Centre's Strategic Objectives

- ✓ To **OPERATE** a historical building as a vibrant arts centre
- ✓ To **ACTIVATE** a welcoming arts hub by supporting artists, engaging the community with arts programming, and providing unique rental spaces
- ✓ To **SUSTAIN** operations with effective personnel (including Board of Directors, staff, and volunteers), leveraging resources, and nurturing relationships with all stakeholders



the tett

The Tett Centre for Creativity and Learning is an independent, charitable arts organization that operates an historic, City-owned building as a dynamic arts hub. We create and coordinate accessible programming and events for all levels of experience and abilities.

The J.K. Tett Centre is home to nine resident arts organizations, eight individual artist studios, four multi-purpose rental spaces, and a beautiful waterfront café.

VISION

We connect people and communities through the arts.

MISSION

We strive to be a welcoming destination where artists, arts organizations, and the community come together to explore, create, and be inspired.



Executive Summary

The 4th year of operations at the Tett Centre was successful, with about **27,000 visitors** for Tett-led programming, tours, rentals, and partnership events alone: an 8% year-over-year increase. Cumulatively, the eight resident arts organizations at the Tett reported additional community engagement of **55,000 persons**, for classes, workshops, sales etc, reaching a spectrum of ages, experience levels, and artistic interests. Together with data provided by the operators of the Juniper Café, we estimate that foot traffic to the building may have reached a total of **120,000 visitors**.

Arts programming highlights in 2018 included the ever-popular Kids Creativity Club on Saturday mornings, our Creativity Series of workshops, Family Day and Culture Days open house events, summer tours in partnership with the Isabel Bader Centre for Performing Arts, and our unique PA Day programming.

The TCCL overcame two significant challenges in 2018: the implementation of more than 20 recommendations that arose from a city-commissioned review of our governance practices by KPMG, and an unexpected need to find new Café operators, which was successfully completed in Q2/2019.

Financially, the year was sound. The TCCL achieved revenues from all sources of \$431,132 which yielded an operating surplus of \$29,967 above total expenditures of \$401,165. We are proud that the fraction of room rentals which received arts-focused or not-for-profit discounts rose to 71% from 51% in 2017.

By year-end, net assets were \$212,756, a 16.4% increase from the previous year, including \$23,776 in capital reserve. An operating stabilization reserve will be set up in 2019 to assure future fiscal stability for the TCCL and our subtenant arts organizations

OPERATIONS

Services and Activities

Services at the Tett Centre, provided by staff and volunteers, are aimed at:

- Supporting the internal arts organizations by providing a collaborative arts hub
 - Welcoming the public to the facility and informing of its operations
- Activities that support our mandate as an arts centre for the community include:
- Programming and Workshops: for all ages, designed and run by the TCCL or offered in partnership with renters or artistic collaborators.
 - Events: multi-faceted arts-oriented events, open to the public and typically building-wide or centered in the Malting Tower
 - Rentals of spaces and equipment including: tenant suites, Creativity Studios, the Juniper Café, the Malting Tower, the Rehearsal Hall and the Activity Room/Gallery

Staffing and Volunteers

Many people contributed in 2018 to the on-going operations of the TCCL (a charitable, not-for-profit corporation), including:

- Full-time Staff:
 - Nadine Baker, Facility Manager (since Dec. 2015)
 - Jill Banting, Community Engagement Coordinator (Jan. to April 2018)
 - Danielle Folkerts, Marketing and Programming Coordinator (2018)
- A volunteer Board of Directors
- Creativity Studio Artists who provide hours of artistic instruction and open studio time to help activate our arts centre
- 1 part-time Rentals Assistant/Arts Administrator: Leslie O’Sullivan (Sept. to Dec. 2018)
- 1 KEYS-supported part-time Facility Assistant: Matthew Withers (Aug. to Dec. 2018)
- 1 grant-supported summer student: Maya Meyerman (May to Aug. 2018)
- 5 Volunteer Counsellors for Arts at the Tett Summer Program
- 1 Tech and Facility Assistant to support rentals and programming
- Tett Teaching Artist Roster Instructors
- 1 intern from the Queen’s Faculty of Education (April 2018)
- 1 intern from the MITACS, Canada’s premiere research internship program (Sept. to Dec. 2018)
- Numerous volunteers for building-wide events, tours, and programming

“The Tett is an absolute hive of art and community. Great place, beautiful location.”

“I love it! My daughter and I go to the creativity program and have the best family time.”

“Excellent place to visit to learn new things!”

Rental Statistics 2018

Four rental spaces at the Tett Centre were rented on 199 separate occasions in 2018 to organizations, corporations and individuals. This revenue source is significant for us as it enables our organization to continue to provide accessible arts-focused programming for the community. The addition of a dividing wall to separate the Activity Room and Tett Gallery (completed in January 2018) enabled our organization to rent the Activity Room 44 more times than last year.



The table below shows the number of rentals separated by type of rental. The type of rental determines the base rental rate. The Tett Centre offers a considerable discount (25%) to rental clients who meet our eligibility requirements.

| | Malting Tower | | Rehearsal Hall | | Activity Room | | Tett Gallery | | Total Rentals | |
|---------------------|---------------|-----------|----------------|-----------|---------------|-----------|--------------|-----------|---------------|------------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| AF & NFP | 19 | 26 | 48 | 23 | 56 | 13 | 18 | 15 | 141 | 77 |
| Regular | 32 | 38 | 18 | 26 | 7 | 6 | 1 | 3 | 58 | 73 |
| TOTAL | 51 | 64 | 66 | 49 | 63 | 19 | 19 | 18 | 199 | 150 |

AF= arts-focused: workshops, performances, presentations

NFP= not-for-profit organizations

Regular= weddings, memorials, corporate meetings, conferences

The number of arts-focused and not-for-profit rentals accounted for 71% percent of our total rentals in 2018, in comparison to 51% in 2017. The Tett Centre is proud to report this increase as it is a clear reflection that we are meeting our mandate to provide affordable spaces for community programming.

Base room-rental revenue was \$50,269 and the Tett Centre derived an additional \$14,658 in revenue from furniture rental and administration fees.

The Ballytobin Foundation supported two arts organizations in 2018 by funding their rentals at the Tett Centre: the Organization of Kingston Women Artists, and the Kingston Fibre Artists.

“There is always something happening and the café is wonderful!”

“Beautiful location, great café, lovely artists’ studios – this is an ode creativity and art.”

The Juniper Café

The Juniper Café continued to be a hotspot as a meaningful gathering place offering fantastic fare for the Tett Community, students, tourists, local residents, and neighbours. In the fall of 2018, a search for a new café operator began with the aim of a seamless transition to new ownership in early 2019.



Facility Improvements

The TCCL is grateful to the City of Kingston (as building owner and Master Landlord) for continuing to make significant improvements the building in 2018:

- A dividing wall to separate the Activity Room and Tett Gallery was completed, allowing the Tett the flexibility to rent two spaces simultaneously or as one large space.
- Truncated domes on yellow pads were installed at door entrances to improve our accessibility standards for the visually impaired
- Air-conditioning equipment was upgraded in our waterfront café to improve air-flow.
- Curbs around the building were painted yellow as a safety precaution for visitors and vehicles.

“A wonderful resource for the Kingston arts community.”

“An accessible, eclectic creative hub. Family Friendly.”

“Gorgeous architecture!”

Governance

In April 2018, KPMG delivered a city-commissioned review of TCCL governance. The report provided 24 recommendations for improvement, the most significant of which entailed a change in board composition to phase out the eight TCCL directors who are nominated by subtenant arts organizations. Substantial revision of the TCCL bylaws are in progress to accomplish this end, as well as to address omissions and outdated aspects of the previous bylaws. Over 90% of the KPMG recommendations are now fully or partially accomplished.

ACTIVATION

Engagement and Participation

The TCCL recorded approximately 27,000 visitors in 2018, for Tett-created programming from our organization and our resident arts organizations, including participants in Tett-led and partnership events, arts programs and workshops, plus individuals that attended activities in spaces rented to outside clients. We estimate a total number of 120,000 visitors to our arts centre in 2018.

2018 Tett programming highlights include:

- The Kids Creativity Club, a very popular Saturday morning program which runs from September to May each year, is an opportunity for families to get creative together. Donations of \$2,320 were gratefully accepted to support this community program.
- The Tett Presents: Creativity Series of artistic workshops for adults continued with some unique programming added to our regular offerings: Chinese Calligraphy, Fibre Arts, Arabic Culture Series, Hand-writing, Soap-Felting, Yoga & Music, and more.



“Everything awesome under one roof!”

“We can’t thank the Tett Centre enough for all of the help with our event. The space was amazing and the staff help was outstanding. Thank you!”

- Summer Tours in July and August, in partnership with the Isabel Bader Centre, were led by our enthusiastic summer student. These free tours were an opportunity to introduce visiting tourists to our beautiful building and talented resident artists. Inside the Tett, tour-goers see rental spaces that are not typically open to the public and get a first-hand look at the creative process of art making. Two organizations were featured during each tour plus the open Creativity Studios.
- Our annual building-wide open houses continue to attract visitors both new and familiar with the Tett. Many of our resident arts organizations and Creativity Studio Artists welcome visitors into their spaces for accessible hands-on arts experiences at these events.

Attendance was approximately 2600 visitors for our annual Ontario Culture Days' celebration and Tett Family Day combined, including many community members who had not visited the Tett Centre for Creativity and Learning before.

Tett Tuesday Open Studio

The Tett Tuesday program was launched by Danielle Folkerts, Marketing and Programming Coordinator, in April 2018. Tett Tuesday Open Studio is an opportunity to carve out time for monthly art-making. It is a place to gather and work alongside aspiring, emerging, and professional artists and crafters in the Kingston community. Each month participants bring their own project and art materials and enjoy



a relaxed and casual atmosphere to create and connect. This free event, for participants aged 18+, is hosted in various spaces around the Tett Centre, and has 20-35 registrations each month.

At each Tett Tuesday Open Studio, participants can expect to meet a social, thriving, and like-minded community, who enjoy free demonstrations, skill sharing, and open conversations. Participants take advantage of full access to our studio spaces, and work on a wide variety of projects, including: felting, embroidery, acrylic, watercolour, photography, oil painting, knitting, collage, drawing, rug hooking, book binding, writing, digital art, illustration, printmaking and more! Tett Tuesday is a fantastic opportunity to try new mediums, ask for feedback, trial techniques, and find new inspiration.

In December 2018 we hosted our first Tett Tuesday Exhibition & Sale. It was a phenomenal success. For the majority of emerging artists, it was their first-time framing, hanging or showing their artwork anywhere. Artists learned how to price, arrange, hang, and promote a collaborative gallery show. With positive feedback from both the artists and the community, we are thrilled to present a spring show at the end of June 2019.

PA Day Programming

The Tett Centre was proud to offer a dynamic multi-media arts program, students had the opportunity to work alongside local artists and performers, enjoy a behind-the-scenes tour of the Tett Centre, and explore two unique creative disciplines each day. Participants experienced a full day of immersive and collaborative art-making, in a positive and encouraging environment, with access to a variety of materials and artistic resources.



We welcomed 124 participants and engaged 11 different professional artists for instruction.

Community Impact

Public Attendance

Every NFP arts organization at the J.K. Tett Centre made a commitment to the City of Kingston to promote public participation in the arts. In 2018, each organization exceeded expectations for new members, participants, and visitors.

Cumulatively, the eight Tett Centre resident arts organizations reported community engagement of at least 55,000 persons, representing a broad spectrum of ages and artistic interests.

Together with the 27,000 Tett visitors for Tett-led tours, programs and workshops, rentals and partnership events (see below) and with tens of thousands of business transactions at the cafe, we estimate that total public attendance may have exceeded 120,000 in 2018.

“Just another wonderful time at the Tett Centre. All things art there. Everybody should just go for a walk through the building to see what is offered. We look forward to our next visit.”

“I took a silversmithing course here, but there is also pottery and weaving and all sorts of amazing things.”

Participation Numbers 2018

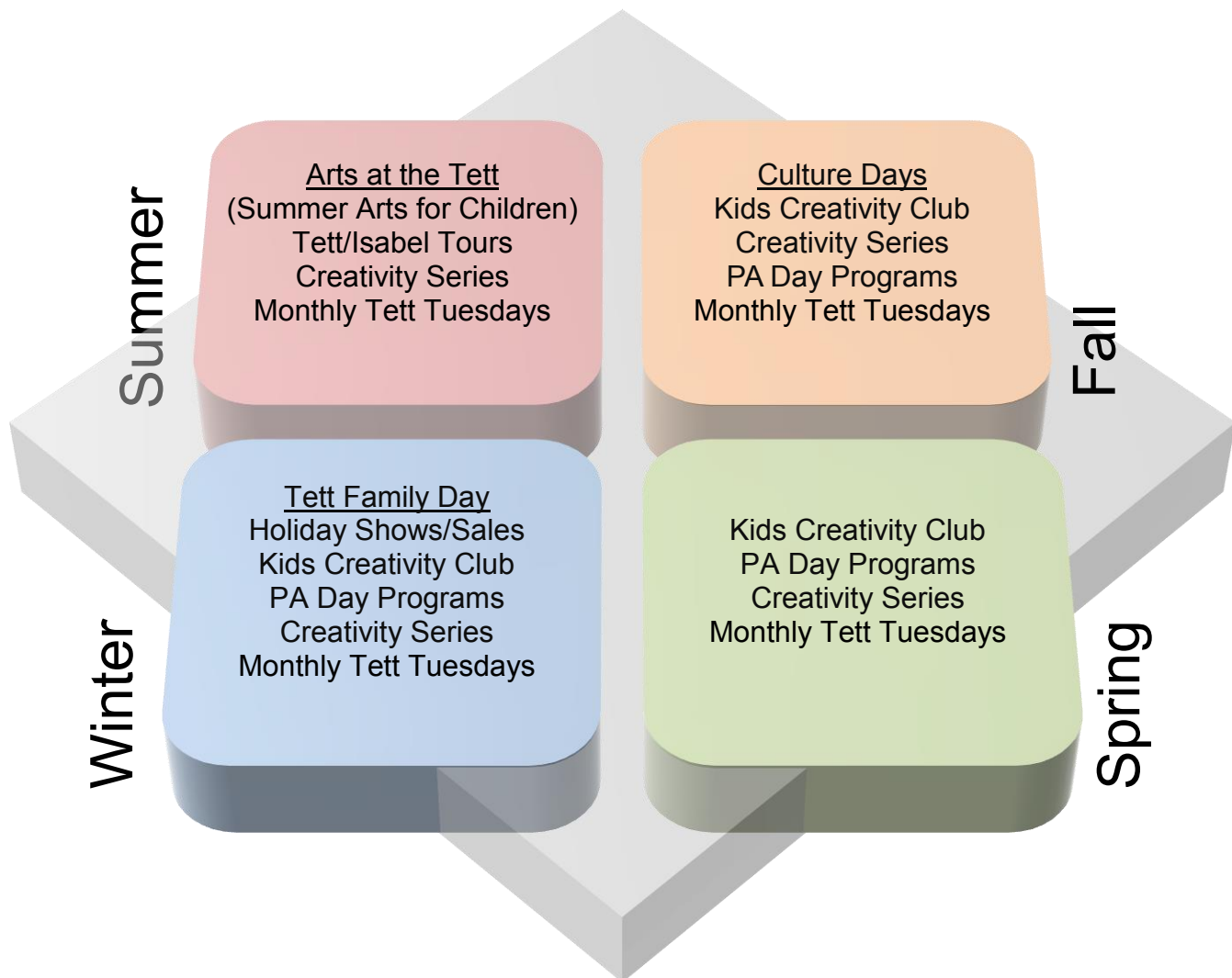
| Service/Activity | Achievements | Participants |
|---|--|---|
| Collaborative Arts Hub | Building collaboration by supporting tenant programming Promoting tenant events through the website | (pg. 13) (pg. 15) |
| Public access, information, and programming | Free joint tours of the Tett Centre and the Isabel Bader Centre in July and August Responding to general enquiries and keeping the Tett website information up to date; actively promoting the Tett Centre Offering drop-in and/or accessible arts programming for the community Encouraging visitors to enjoy our public building supported by new way-finding in the building | 227 visitors Website page views = 129k Approx. 6500 Avg. 300 ppl/day |
| Events | Tett-Led Events Culture Days' Celebration – Full Building Family Day Open House – Full Building Tett Tuesday Community Exhibition Tett-Supported Events Offsite City of Kingston Tourism Week – Memorial Hall | 1200 1400 300 150 |
| Camps and PA Day Programs | Tett-Led Camps and PA Days Arts at the Tett Summer Arts Program w KHWS, KPG, KLMC, JM and resident artists PA Day programming (6 days) | 40 124 |
| Programs and Workshops | Tett-Led and/or Supported Kids Creativity Club Creativity Series Programs | 3400 1060 |
| Rentals | Malting Tower, Rehearsal Hall, Activity Room, Tett Gallery (Rental Statistics page 6) Tett-Supported Rentals (Kingston Youth Choir, Canada Learning Code – Kingston Chapter) Tett-Sponsored Rentals (eg. Subsidized rent for 4 months for the B.A.G. Project) | 199 rentals 34 rentals 18 rentals |

User Feedback: We listened!

In 2018, the Tett Centre received positive verbal and written feedback from visitors, tenants, and renters in a variety of ways. Our Google Business rating was 4.8/5 overall and we had a 5-star rating with Trip Advisor.

We conducted an in-depth community survey in April 2018, asking users to provide feedback on areas related to our own programming. In July, we implemented changes to existing programming based on survey results, and we added new and unique programming to compliment the activities of our resident arts organizations and artists. Feedback from our stakeholders is valuable as we continue to strive to be a welcoming destination where the community can come together to explore, create, and be inspired.

Tett Programming Overview, by Season



“As a catering company, we have had the ability to go to a variety of different venues, and we have had the opportunity to cater many events at the Tett Centre. The events that we have catered there have all been fantastic and the employees there were always willing to help. It is an amazing space that captures both the modern world of today as well as the history of this city.”

Tenant Statistics for 2018

| Organization | Members | Events | Highlights |
|--|--|---|---|
| Kingston School of Dance | Over 300 Members Thousands attending events | <ul style="list-style-type: none"> • Multi-discipline classes at Sydenham Public School and Leahurst College • Culture Days and Arts Expo • Performances at Rideaucrest Home. • Dance companies brought in for master- classes | <ul style="list-style-type: none"> • Received grant from the Davies Foundation to fund choreography • 63 classes weekly • Year-end show at the Grand Theatre for 2 full performances |
| Modern Fuel Artist-Run Centre | 86 Members | <ul style="list-style-type: none"> • Culture Days and Family Day participant • 12 Exhibitions • Artist-talk and potluck with Amy Wong • Launched 2 new editions of Syphon, an arts and culture publication • RE:MEMBER show and sale featured 22 artists | <ul style="list-style-type: none"> • Celebrated 10th Birthday of Syphon • New Artistic Director Henry Heng Lu • New Operations Director Anne-Sophie Grenier • Emebet Belete's work featured in the Whig Standard |
| Kingston Handloom Weavers and Spinners | 124 members, from Senior to Junior | <ul style="list-style-type: none"> • Participated in Tett Family Day, Culture Days, and Tett Tours • Capital Days, Bellevue House, City of Kingston Sheep Dog Trials • Weekly Open Studio | <ul style="list-style-type: none"> • 525+ visitors at Fall Sale in the Rehearsal Hall • 21 Workshops including 8 beginner workshops • Celebrated 70th Birthday! • Purchased new spinning and weaving equipment |
| Kingston Potters' Guild | Over 84 Members (including 48 Studio Members) 179 classes registrations | <ul style="list-style-type: none"> • Culture Days and Tett Family Day participant with over 200 visitors • Continued annual creation and donation of bowls for Martha's Table. • Classes in 3 seasons • Added an introductory class due to its popularity • Partnered with the Arts at the Tett Summer Program | <ul style="list-style-type: none"> • Spring and Winter Sales were well-attended • Hosted 3 workshops open to the public |

| Organization | Members | Events | Highlights |
|----------------------------------|--|--|--|
| Kingston Lapidary & Mineral Club | 608 Members | <ul style="list-style-type: none"> Partnered with the Tett for the Arts at the Tett Summer Program Participated in Culture Days, Tett Family Day, Tett Tours Added 2 new intermediate silversmithing classes Provide tour for Ottawa Lapidary Club | <ul style="list-style-type: none"> Metal Rocks Show in Rehearsal Hall with 1200 visitors GEMSTORM at Cataraqui Arena (first time) with 2300 visitors New Website www.mineralclub.ca |
| Kingston Arts Council | 300+ participants | <ul style="list-style-type: none"> Grant Program (the City of Kingston Arts Fund) supported 11 organizations and 14 projects totaling \$575,000 in funding for the community 4 workshops: Grant Writing, Starting a Creative Business, Youth Arts Ambassador Program, Creating a Collective Action Plan | <ul style="list-style-type: none"> Coordinated the 2nd Annual Mayor's Arts Awards, created video profile of award recipients Created an Organizational Audit Tool to complete 2018 program "Arts and Equity Project" |
| Joe's M.I.L.L. | 800 clients 200+ instruments lent to students for music programs 1000+ instruments | <ul style="list-style-type: none"> Partnered with the Tett for the Arts at the Tett Summer Program, Tett Tours, Family Day and Culture Days Provided instruments to Sistema Kingston, making the violin family of instruments accessible to children Multiple Instrument Petting Zoos | <ul style="list-style-type: none"> 11th Annual Homegrown Festival with over 135 acts across 14 venues Donation of over \$1000 in instruments to other cities for the same wonderful service that Joe's M.I.L.L. provides! |
| Theatre Kingston | 4667 Members | <ul style="list-style-type: none"> 2065 tickets sold for the Storefront Fringe Festival 759 audience members for Butcher 662 audience members for What a Wife Outta Know Introduced special events held at the Tett Centre: eg. A Christmas Carol and Cabaret of Wanton Words with Selina Charelli | <ul style="list-style-type: none"> \$20,650 was returned to artists involved in the Storefront Fringe Festival, 3 students were hired, and two interns were hosted New Artistic Director Rosemary Doyle |

Social Media

In 2018, we continued to share event and programming news through effective marketing strategies. We have found that by using social media as our prime marketing tool, our followers and subscribers to our newsletter(s) can learn about workshops, seminars, and performances coordinated by the Tett Centre, our resident arts organizations, artists, and rental clients.

Using Eventbrite as our primary means of promoting our programming (in addition to our other social media platforms and posters) has proved to be the most impactful change. The community is learning to search in Eventbrite for upcoming events happening within the building. We have encouraged many of our regular renters/programming providers to do the same.

| Social Media | | 2018 | 2017 | 2016 |
|-------------------------------|------------------------|---------|---------|---------|
| | Facebook Followers | 4422 | 3,940 | 3,374 |
| | Twitter Followers | 1770 | 1,533 | 1,200 |
| | Newsletter Subscribers | 1923 | 1,534 | 1,101 |
| | Instagram Followers | 1601 | 1,036 | 232 |
| Website www.tettcentre.org | | | | |
| | Page views | 129,751 | 119,707 | 117,926 |
| | Users | 29,759 | 31,768 | 31,972 |
| | Events views | 46,792 | 46,830 | 41,358 |



“The Tett Centre is a gem.”

“Yet again, the space was perfect! This year’s #GLCCode day had 20 students and their parents. Girls coded their hearts out and made fun games. Thank you for the continued support”

SUSTAINABILITY

2018 Financial Summary

The Tett Centre had another solid financial year in 2018. The corporation remains debt-free and managed to post an operating surplus for the fourth straight year, despite an anticipated drop in revenue.

In operational terms, 2018 Revenue was down \$62,642 (-12.7%, year-on-year), primarily due to the end of a one-year, provincial grant in 2017 to fund the Kaboom after-school arts program for teens (-\$37,500) and to lower rental revenue (-\$22,859) which was partly a consequence of an increase in arts-focused discounts.

2018 Expenditures decreased by \$7,836, a 1.9% year-on-year drop. Expenses were lower for programming (-\$23,607) and office + miscellaneous (-\$5,110), which more than offset the higher costs for services, repairs and maintenance (+\$16,656) and salaries and benefits (+\$7,197).

Statement of Operations

| REVENUE (2018, audited) | | EXPENDITURES (2018, audited) | |
|-----------------------------|-------------------|--------------------------------|-------------------|
| Rental Revenue | \$ 257,899 | Salaries and Benefits | \$ 145,780 |
| Revenue from Programming | \$ 21,228 | Services, Maintenance, Repairs | \$ 101,163 |
| Contributions, Municipal | \$ 123,000 | Capital Contribution and Rent | \$ 28,422 |
| Trillium Grants, Provincial | \$ 0 | All Programming and Events | \$ 25,672 |
| Other Contributions/Grants | \$ 16,835 | Advertising and Promotion | \$ 6,295 |
| Donations | \$ 6,923 | Utilities, IT and Telephone | \$ 66,181 |
| Sponsorship Revenue | \$ 0 | Office + Miscellaneous | \$ 13,772 |
| Other Revenue incl Interest | \$ 5,247 | Amortization | \$ 13,880 |
| Total Revenue | \$ 431,132 | Total Expenditures | \$ 401,165 |

2018 Cash Flow was healthy, principally due to the operating surplus, combined with a reduction in accounts receivable and an increase in accounts payable and accrued liabilities. Cash and cash equivalents increased for the fourth consecutive year, to \$222,221. Over the year, the Board also approved transfers of \$13,488 from general funds to capital reserve, bringing the reserve to \$23,776, not far below our start-of-year target of \$25,000.

Statement of Cash Flows

| SUMMARY | 2018 | 2017 | 2016 | 2015 |
|---|-------------------|-------------------|------------------|------------------|
| TOTAL REVENUE | \$ 431,132 | \$ 493,774 | \$ 457,460 | \$ 435,186 |
| TOTAL EXPENSES | \$ 401,165 | \$ 409,001 | \$ 413,227 | \$ 407,564 |
| OPERATING SURPLUS | \$ 29,967 | \$ 84,773 | \$ 44,233 | \$ 27,622 |
| + amortization adjustments | \$ 8,647 | \$ 9,385 | \$ 10,127 | \$ 6,377 |
| + change, non-cash working capital | \$ 34,370 | (\$ 35,305) | \$ 12,710 | \$ 23,475 |
| + cash flow, investing activities | (\$ 2,257) | (\$ 445) | (\$ 7,841) | (\$ 121,021) |
| + cash flow, financing activities | \$ 0 | \$ 0 | (\$ 24,000) | \$ 81,887 |
| Increase in Cash and Equivalents | \$ 70,727 | \$ 58,408 | \$ 35,229 | \$ 18,340 |
| Cash and Equivalents, start of year | \$ 151,494 | \$ 93,086 | \$ 57,857 | \$ 39,517 |
| Cash and Equivalents, year-end | \$ 222,221 | \$ 151,494 | \$ 93,086 | \$ 57,857 |

In 2018, Assets increased by \$43,550 to \$302,629 (+16.8%) and Liabilities increased by \$13,583 to \$89,873 (+17.8%). Consequently, Net Assets increased by \$29,967 to \$212,756 (+16.4%). Net Assets comprised of general assets (\$149,839), capital assets (\$39,141) and capital reserve (\$23,776).

Financial Support from Government

Through the Department of Cultural Services, the City of Kingston provided the Tett Centre with \$123,000 in Municipal financial support in 2018, including \$35,000 that was earmarked for regular repair & maintenance in accordance with the Facility Level Service Agreement (Schedule D of the Master Lease between the City and the Tett Centre) and \$18,600 that was placed in a capital reserve to be used by the City for future improvement and maintenance of the J.K. Tett Centre. The remaining \$69,400 of the Municipal Contribution was used by the Tett Centre to help support full-time staff in meeting the goals of the organization and fulfilling the needs of community engagement and the arts hub. It is important to note that the financial support from the City effectively constituted about 27% of total Tett Centre revenue (vs. 24% in 2017), and that none of this City support was used by the Tett Centre for the investment to fit out the café.

Provincial government funding for the TCCL (\$2,615) was provided through a subsidy to KEYS Job Centre, to support a part-time, temporary staff position (facility assistant). Through the Canada Summer Jobs program, the Federal government provided \$6,720 to the Tett Centre to substantially support two summer student positions in the fields of marketing, tourism and arts programming.

Lastly, a \$7,500 grant, through the Federal MITACS program, supported an oral history community heritage project at the Tett Centre, which was coordinated by Queen's University. Panels, both beautiful and informative, honouring the story of the Tett Centre, will be installed in a prominent location for the public to enjoy Q3 of 2019.

Forward Guidance

The Tett Board of Directors has approved a balanced operating budget for 2019. Base Rent and Additional Rent for not-for-profit subtenant organizations will rise by only 2.0% and 0.7% respectively, but the budget nevertheless provides for transfers of approximately \$14,200 to the capital reserve. An operating stabilization reserve will also be established in 2019, in accordance with a recommendation from KPMG.

2019 revenues are projected to increase by 3% from 2018 levels, whereas expenses are projected to increase by nearly 9%, led by rising utilities costs and an increase in staffing to handle to additional workload as the Tett Centre gets ever busier.

The Tett Centre is targeting an accumulated capital reserve of \$37,500 by 2019 year-end, as the Tett Centre is responsible for the repair and future replacement of substantial capital assets at the Tett, including those owned by the City of Kingston.

A fundraising campaign is planned for Q3 of 2019 to help support community programming, local artists and public events at the Tett.



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For information about our arts programming, our tenants, and upcoming events, please visit:
www.tettcentre.org

Subscribe to our monthly newsletter!

Who's at The Tett?

