



**City of Kingston
Report to Council
Report Number 21-033**

To: Mayor and Members of Council

From: Peter Huigenbos, Commissioner, Business, Environment & Projects

Resource Staff: Colin Wiginton, Cultural Director, Cultural Services

Date of Meeting: January 12, 2021

Subject: Renewal of the Service Level Agreement between the City of Kingston and the Kingston Association of Museums, Art Galleries and Historic Sites

Council Strategic Plan Alignment:

Theme: 4. Strengthen economic development opportunities

Goal: 4.2 Foster Innovative arts, culture and social enterprises

Executive Summary:

The purpose of this report is to ask Council to approve the renewal of the existing Service Level Agreement (SLA) between the City of Kingston and the Kingston Association of Museums, Art Galleries and Historic Sites (KAM).

Since 2011, the City of Kingston has entered into an SLA with KAM on an annual basis. These agreements are used to define services KAM is expected to deliver that align with the strategic priorities identified in the Kingston Culture Plan and various City-approved strategies and plans as well as Council's Strategic Priorities. These agreements also include annual financial support that is transferred to KAM from the Cultural Services Department operating budget to fund the services as defined. This relationship has been renewed and expanded each year in exchange for an increased level of service.

Investing in KAM through an SLA on an annual basis aligns with a number of 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,

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including fostering arts, cultural and social enterprise. KAM is also involved in the implementation of the Council approved Integrated Destination Strategy and is expected to play a role in the Creative Industries Strategy forthcoming in 2021.

In 2020, KAM received \$100,919 in funding through their SLA with the City of Kingston that was accrued from the Cultural Services Department's 2019 operating budget. As a component of their 2020 agreement, KAM administered the 2020-2021 City of Kingston Heritage Fund, which was one of several deliverables. The 'KAM Year End Report to the City of Kingston - 2020' is attached to Report Number 21-033 as Exhibit A and provides an overview of all KAM's activities over the past year. The Year End Report has also been reviewed by staff who are satisfied KAM has met its obligations as required as part of the current SLA signed by both KAM and the City.

In 2021, it is expected the renewed SLA will include deliverables similar to past years, such as the administration of the City of Kingston Heritage Fund (CKHF). It is also expected to include clearly defined expectations related to COVID-19 in terms of documenting its continuing impacts as well as identifying recovery plans related to KAM itself and the heritage sector KAM supports. The renewed SLA will also include financial support for KAM in 2021 totalling \$100,919. This funding was approved as part of the Cultural Services Department's 2020 operating budget and will be accrued and allocated in 2021 based on a payment schedule outlined as part of the SLA signed by both KAM and the City.

As a result of the financial impacts of the COVID-19 pandemic, it is being proposed the City's financial support for KAM in 2021 be held at the same level it was in 2020. Typically, that financial support would increase by inflation, but it seems prudent to maintain the City's funding at a consistent level to ensure sustainability while also controlling spending at this time. Similar measures are being taken in relation to the Cultural Services Department's 2021 operating budget that will be submitted to Council in January 2021 as part of the annual process of budget deliberations.

Recommendation:

That the Mayor and Clerk be authorized to execute a Service Level Agreement between the City of Kingston and the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) that identifies the services to be provided by KAM and the associated funding to be issued by the City of Kingston for those services, in a form acceptable to the Director of Legal Services; and

That Council approve the release of \$100,919 accrued from the Cultural Services Department's 2020 operating budget to support the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) and the services identified as part of a Service Level Agreement between the City of Kingston and KAM in 2021.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Peter Huigenbos, Commissioner,
Business, Environment &
Projects**

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
Brad Joyce, Commissioner, Corporate Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:

The City of Kingston established its first SLA with KAM in 2011 with an initial allocation of \$45,000 that was transferred to KAM from the Cultural Services Department's operating budget. This relationship was renewed and expanded in 2012 through an SLA requiring additional services alongside an increase in funding to \$90,000. Since 2012, the City of Kingston has continued to renew its SLA with KAM on an annual basis in exchange for the services provided.

KAM 2020 'Year End Report'

One of the requirements of the SLA signed by KAM and the City is that KAM must submit a year-end report (Exhibit A) that describes the services they have provided and that also outlines the activities they have pursued over the course of the past year. The Year End Report is very extensive and highlights the fact that 2020 marks 40 years since KAM was first established as a mechanism through which to promote and amplify the cultural heritage sector. The Year End Report also includes sections devoted to KAM's Governance and Operations, Membership and Financial Highlights, information related to Public Engagement activities and the administration of the CKHF.

KAM's 2020 Year End Report also includes information specific to COVID-19 and the pandemic's impacts on KAM as well as its member sites. KAM has worked hard to maintain its own organizational stability while working closely with others to ensure the heritage sector responds appropriately. KAM also actively gathered data throughout 2020 and has reported their member sites have suffered major revenue losses related to admissions, donations, fundraising and student employment grants. KAM has also worked to support its member sites throughout the pandemic and reports many have refocused their efforts on much-needed behind-the-scenes work while also finding ways to re-open, as circumstances allowed, and to plan for the eventual re-emergence of the heritage sector.

City staff have reviewed the Year End Report and are satisfied KAM has met its obligations as required. As a result, staff are recommending that the City of Kingston renew its SLA with KAM in 2021 so the organization can continue to develop and administer the CKHF as well as further support the development of the heritage sector in Kingston. As part of the re-emergence of the heritage sector from the pandemic, KAM plays a critical role in terms of information sharing, data gathering and reporting, as well as supporting professional development. KAM and its member sites are vital to the cultural and creative economies and offer important experiences as part of the tourism and hospitality sectors.

2021 Service Level Agreement

Staff have already begun making revisions to the 2021 SLA for KAM and the City to sign and it is anticipated the services to be included as part of a renewed agreement will include the following:

- Administration of the 2021-2022 CKHF that includes, but is not limited to, the following:
 - Developing the 2022 Administration Plan;

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- Overseeing and administering the necessary submission, review and award processes; and
- Pursuing strategies to increase the profile of the CKHF, as well as its continuing growth and success that includes targeted efforts to attract an increased number of applications from across the community.
- Participate in the City-led review of the CKHF as part of a larger review of arts and heritage funding to be undertaken by the Cultural Services Department in 2021.
- Support sector development through the provision of professional development and training opportunities designed to benefit KAM, its member organizations and the broader heritage sector in Kingston.
- Develop and deliver the 2021 Ontario Heritage Trust Doors Open event on behalf of the City of Kingston.
- Continue to provide support in response to the COVID-19 pandemic specific to the heritage sector, including information sharing, data gathering and reporting, and to work across sectors and with colleagues from other regions to assist with the re-emergence of the heritage sector post-pandemic.

As in previous years, the agreement will also include language specific to the management and expenditure of the funding KAM receives, including the financial support it receives from the City of Kingston. The agreement also outlines what is required related to reporting and includes general terms and conditions typical of all such agreements the City of Kingston uses when entering into service-related partnerships with external organizations like KAM.

Next Steps

With Council's approval, staff will meet with representatives of the KAM Board and administrative staff to review the outcomes of the 2020 agreement and to discuss any alterations, changes and/or additions that need to be made to finalize the 2021 Agreement. Once that work has been completed, the 2021 SLA can then be executed by the Mayor and Clerk in a form acceptable to the Director of Legal Services.

Existing Policy/By-Law:

Investing in KAM through an SLA on an annual basis aligns with a number of 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, including fostering arts, cultural and social enterprise. KAM is also involved in the implementation of the Council approved Integrated Destination Strategy and is expected to play a role in the Creative Industries Strategy forthcoming in 2021.

Notice Provisions:

None

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Accessibility Considerations:

None

Financial Considerations:

Funding for KAM in 2021 was included as part of the approved 2020 operating budget for the Cultural Services Department and will be accrued into 2021 for distribution. The SLA funding in the amount of \$100,919 will be paid out in three installments that include: (1) 25% to be paid when Council approves the renewal of the SLA between the City of Kingston and KAM; (2) 65% to be paid out when the 2021 agreement has been signed by both parties; and (3) 10% to be paid out upon receipt of KAM's 2021 Year End Report.

Contacts:

Colin Wiginton, Cultural Director, Cultural Services 613-546-4291 extension 1357

Other City of Kingston Staff Consulted:

Jennifer Campbell, Manager, Cultural Heritage, Cultural Services

Exhibits Attached:

Exhibit A Kingston Association of Museums, Art Galleries and Historic Sites, SLA 2020 Report, December 2020



SLA 2020 Report

The Kingston Association of Museums, Art Galleries and Historic Sites, Inc. (KAM) is pleased to submit a to-date, year-end report in compliance with the 2020 Service Level Agreement with the Corporation of the City of Kingston.

December 2020

This document was ratified by the Kingston Association of Museums, Art Galleries and Historic Sites Board of Directors on 10 November 2020.

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INTRODUCTION

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) first emerged over 40 years ago as a community-initiated, professional support network to promote public awareness and increase engagement across Kingston's cultural heritage sites through the facilitation of collective marketing, promotion, and joint programming initiatives on behalf of its membership. KAM is also engaged in supporting its membership through the dissemination of information, sector best practices, and professional development training related to museum/gallery/historic site function and operations. From its inception, KAM was driven by the ideal that by working collaboratively, despite differences in size, mandates and resources, cultural heritage sites and organizations could quite simply; do better together, improving practice and strengthening their connections within and across communities.

Over the years, KAM has continued to evolve in scope and activity as an organization, but this originating spark and collaborative spirit remains as true and as relevant today as it did then. KAM officially incorporated as a non-profit organization in 2009, and has administered the Heritage Fund in partnership with the City of Kingston since 2013. As *the* professional network and resource hub within Kingston's cultural heritage landscape, KAM is committed to facilitating a resilient, innovative and responsive cultural heritage sector within the Kingston and area community, and is pleased to partner with the City of Kingston through a Service-Level Agreement to provide relevant cultural heritage sector services that "implement the Kingston Culture Plan and to respond to the Council's strategic priorities (2019-2022) relevant to the arts, heritage and culture" (SLA 2020 [2A]).

NEW STRATEGIC VISION

SLA 2020 (1): "KAM WILL CONTINUE THE DEVELOPMENT OF A NEW STRATEGIC PLAN INTENDED FOR PUBLIC LAUNCH BY THE END OF 2020."

Following member and other community stakeholder input, KAM completed its new strategic framework, entitled: **Renewal and Resiliency 2020-2025**. This strategic framework further refines and evolves KAM's historic mission, vision and values; and evokes four strategic pillars essential to our identity as a professional network and resource hub. This new strategic plan was ratified by the KAM Board of Directors in April 2020, and its operational roadmap in September 2020. Please visit the KAM website to see the complete framework.

Our Mission

KAM's mission is simple - to CHAMPION, NURTURE and AMPLIFY Kingston's cultural heritage landscape by fostering **Professional Development, Advocacy, Public Engagement, and Collaborative Partnerships**.

Our Vision

At KAM, we believe in the power of cultural heritage to ignite imagination, dialogue, and engagement, thereby enriching and supporting vibrant, diverse and healthy communities. We envision a resilient, innovative and responsive cultural heritage network integral to the identity, health and expression of the Kingston and area community.

Our Values

KAM has evolved over time, but the values that drive what we do and how we do remain the same: EMBRACE COLLEGIALITY. INSPIRE EXCELLENCE. ENCOURAGE INNOVATION. FACILITATE COLLABORATION. EMBRACE DIVERSITY. ACT WITH INTEGRITY.

Our Strategic Pillars

Strategic Pillar #1: Professional Development

Life-long learning and professional development opportunities are critical to building capacity, resiliency and advancing best practice within the cultural heritage sector. Sector workers who are consciously engaged in learning practices infuse their organizations with a sensibility of possibility, innovation and connection – thereby improving visitor experience and engagement opportunities. **KAM's intention is be the first-line, core provider and facilitator of high quality and high impact professional development opportunities for the Kingston cultural heritage sector.**

Strategic Pillar #2: Advocacy

Advocacy is the process of generating and sustaining networks of support for the public value of museums and other cultural heritage sites and organizations. Networks of support involve a variety of factors, including, but not limited to, appropriate funding and staff support, community participation, sector development, and political goodwill. Advocacy signifies a long-term commitment to the purposeful communication of the public value cultural heritage to communities, as well as demonstrating and evidencing their worth. Advocacy also represents an opportunity for negotiation and dialogue between other cultural heritage sites and organizations, community and political stakeholders, and wider visiting publics – an outwardly-focused point of education and an inwardly-focused growth of aspiration, social values, and ambition. **KAM aspires to model and champion clear, thoughtful and sustainable advocacy-based leadership and practices in order to empower local cultural heritage sites and organizations and to facilitate external support, interest and understanding of cultural heritage within the broader Kingston area.**

Strategic Pillar #3: Public Engagement

Public engagement refers to the many and varied ways that KAM (as a professional network and resource hub) engages with others outside the organization, both in partnership with, and on behalf of, our members. Purposeful, high quality public engagement benefits everyone involved, both professional and visiting publics, and creates opportunities for improving access to cultural heritage resources, learning new knowledge sets, developing new skills, gaining new insights or ideas, raising aspirations or simply being inspired. **KAM aims to facilitate (support our member sites and organizations to do their best work), to connect (support our member sites and organizations to reach wider and diverse audiences), and to sustain (support our member sites and organizations to be durable and relevant) effective and high-quality public engagement opportunities.**

Strategic Pillar #4: Collaborative Partnerships

Collaborative partnerships are both a practice and a statement of values. They have been, and remain to this day, the driving force behind KAM's resiliency and purpose. They are a means of looking towards the future, of transforming challenges into opportunities, a source of creativity and innovation. Collaborative partnerships represent our commitment to the communities we serve, and a call to our stakeholders for the value of sustained investment in both KAM and the cultural heritage sector. To be successful, they require a commitment to authentic communication, mutual respect and the ability to recognize the expertise and contribution of all parties involved, accountability, transparency, and a willingness to pool common interests, assets and professional skills in order to promote broader goals and outcomes. **KAM aspires to be a community leader within the local cultural heritage sector, modelling best practice and building social capital with other community stakeholders and partners to implement effective, productive and forward-looking endeavours.**

KAM'S 40TH ANNIVERSARY

2020 marked KAM's 40th anniversary as a collaborative, cultural heritage organization, whose core purpose was, and remains to this day, promoting and amplifying cultural heritage spaces, places, activities and narratives for the benefit of our local communities and those who visit them. Originally, we had hoped to celebrate this major milestone in festive style with our members, community partners, stakeholders and elected representatives, but COVID-19 forced us to assume a more subdued approach. However, alongside this organizational milestone, our long-time supporter and Board member Kevin Fox (Parks Canada) was awarded the Governor General's Sovereign's Medal for Volunteers in recognition of his 38 years as a KAM volunteer, alongside his work with the Storrington Minor Soccer Club. The Sovereign's Medal for Volunteers (SMV) is a national award that recognizes the volunteer achievements of Canadians from across the country in a wide range of fields. It is the highest honour for volunteer service that an individual can receive within the Canadian Honours System. Mayor Bryan Patterson presented this award to Kevin during a small ceremony at Kingston City Hall in October 2020. It is most fitting that KAM celebrates its 40th anniversary alongside this achievement of one of its members – who so exemplifies the collaborative spirit and grit that drives and sustains KAM as an organization.

GOVERNANCE AND OPERATIONS

KAM has evolved from an entirely volunteer-run operational model (1980-2009) to a not-for-profit corporation model (2009-present) where staff are tasked to perform daily operations under the direction and oversight of a (volunteer) Board of Directors. The Board of Directors includes a strategic mix of representatives of cultural institutions and cultural sectors experts. Directly under the Board are committees responsible for a specific portfolio or operational mandate. KAM has a mixture of regular standing committees and ad hoc committees. Each Board member is assigned to particular portfolio or committee, and act as a point of communication between Board and Committee levels. A KAM committee consists of those individuals who either represent a member organization or association, or pulled from a large KAM volunteer base depending on their expressed area of expertise and interest. In 2011, KAM hired its first Managing Director, at a 0.6 FTE. In June of 2012, through a job creation partnership grant (Ontario Ministry of

Universities and Colleges), KAM hired an Office Coordinator, which KAM currently maintains at a 0.6 FTE. Both the Managing Director and Office Coordinator sits on the committees as non-voting members.

KAM services, provided by staff and volunteers, are aimed at:

- SUPPORTING professional best practice and access to resources;
- FACILITATING collaboration within the cultural heritage community;
- ASSISTING member sites to develop market-capacities to fulfill their individual missions;
- ADMINISTERING the City of Kingston Heritage Fund, and other SLA contracted services, on behalf of the City of Kingston.

Operations Team:

- Jamie McKenzie-Naish, Managing Director (P/T)
- Debbie Holdich, Officer Coordinator (F/T)

Board of Directors:

- Bill Visser, President
- Alex McLean, Vice-President
- Dave St. Onge, Past-President
- Ashley Mendes, Treasurer
- Annette Gillis, Secretary
- Doug Cowie, Director at Large
- Tabitha Renaud, Director at Large
- Rodney Carter, Director at Large
- Kevin Fox, Director at Large

KAM Governance Committees

Constitution (Governance) Committee:

- Dave St. Onge
- Kevin Fox
- Bill Visser
- Paul Robertson
- Ed Grenda

Advocacy Committee:

- Bill Visser
- Dave St. Onge
- Tabitha Renaud
- Kevin Fox

- Annette Gillis
- Jamie McKenzie-Naish

Health and Safety Committee:

- Kevin Fox
- Debbie Holdich

Human Resources Committee:

- Dave St. Onge
- Kevin Fox
- Heather Homes
- Jamie McKenzie-Naish

KAM Operations Committees

Professional Development Committee:

- Annette Gillis, Chair
- JoAnne Himmelman
- Kevin Moorhouse
- Cameron Willis
- Melissa Cruise

Programming and Community Engagement Committee:

- Danielle Marshall, Chair
- Miranda Riley
- Dave McCarey
- Terri-Lynn Brennan
- Alex McLean
- Jessica Bearsley
- Kimberley Sutherland-Mills
- Francesca Pang
- Keely Madoc
- Liz Watkins

Marketing Committee:

- Michelle Clarabut, Chair
- Doug Cowie
- Rodney Carter
- Miranda Riley
- Bill Visser
- Linda Tsuji
- Sarah Deacon

Ad Hoc Committees:

Active: Contingency Planning Committee:

- Alex McLean
- Kevin Fox
- Ashley Mendes
- Jamie McKenzie-Naish
- Debbie Holdich

Not currently Active:

- Nominations Committee
- Special Projects Committee
- Strategic Planning Committee
- Communications Committee

MEMBERSHIP

Our membership is diverse. KAM's member institutions range from federally-owned sites with professional staff, to sites that are member-owned and volunteer-operated. Some operate seasonally; others are open year-round. Many sites have specialist collections which range from local, to national, to international significance. In addition to built (architectural) heritage, KAM members' collections include archaeology, earth sciences, fine art, trade and technology; social history, education, marine, medical, military, and sports history.

KAM offers four types of membership, renewable on an annual basis:

- *Institution:* A museum, art gallery or a historic site in Kingston and the surrounding area that is recognized by the Association.
- *Associate:* A group or organization in Kingston and the surrounding area that is sympathetic to the Mission of the Association.
- *Individual - Community:* An individual who is sympathetic to the Mission of the Association and is recognized by the Association.
- *Individual – Student/Emerging Professional:* an individual in studies or in the early stages of their career who is sympathetic to the mission of the Association and is recognized by the Association.

2020 Membership:

KAM's membership roster for 2020 included a total of **53 members**.

- **9 Individual Members;**
- **7 Associate Members;**
- **35 Institutional Members, which include:**
 - **5 Art Galleries**
 - **5 Libraries and Archives**
 - **22 Museums**
 - **9 Historic Sites**

Our members make us who we are as an organization, driving KAM's development over the past 40 years. Our members define and focus the success our four strategic pillars - Professional Development, Advocacy, Public Engagement and Collaborative Partnerships. When a member joins KAM, they are joining a whole community of individual dedicated to promoting cultural heritage and have access to a variety of resources and opportunities, including:

- Professional development learning and training opportunities – both for individuals and for organizations;
- Collaborative programming initiatives that engage with local and visiting publics;
- Collaborative marketing program promoting cultural heritage resources and experiential engagement opportunities (see our Marketing Partnership form);
- Build your professional and collegial networks;
- Benefit from peer mentoring and operational support resources;
- Benefit from our Community Volunteer program;
- Contribute to the work of KAM through committee and other project work;
- Actively contribute to your local community and cultural heritage sector;
- Stay connected to local community stakeholders through collaborative partnerships and programs;
- Stay connected to the Ontario Museum Association and the wider cultural heritage sector through the *Regional Museum Network*.

COMMUNICATIONS

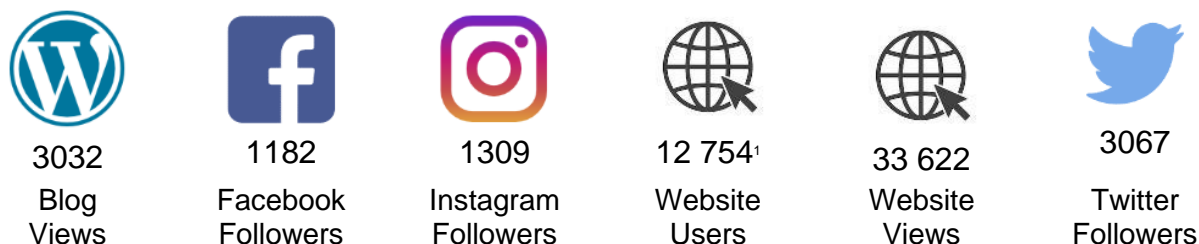
KAM's communication scope is twofold – 1) our professional member sites, organizations and individuals, and 2) the broader visiting public, both local to Kingston and from beyond. Communications activities include the use of digital platforms, member meetings and engagements, as well as marketing and promotional activities.

Digital Platforms

KAM maintains multiple digital communication platforms including a public website (www.kingstonmuseums.ca), a Facebook organization page, Twitter, Instagram and a Wordpress blog. In 2020, we initiated re-branding and re-organizing of our digital platforms to improve accessibility and function as defined in our strategic plan.

Our website remains the critical access portal for both members and the general public. Our Twitter (@kingstonmuseums) has been repurposed as a professional development/professional

sector resource portal, where we share current best-practices and research, as well as promote PD opportunities to members and interested twitter followers. Our Facebook page has been reoriented more explicitly as a promotional and communication portal with public audiences. KAM continues to maintain a “Visitor-in-Residence” Blog through Wordpress. Helen Cutts, our volunteer *Visitor-in-Residence*, authors our blog, writing about her personal visiting experiences of local museums, sites and cultural heritage organizations. Our volunteer photographer-in-residence, Sean McEvoy, curates our Instagram account, offering an alternative and personal visual exploration of cultural heritage sites and experiences within the Kingston area.



Member Communications

As required by our constitution, KAM facilitates regular member meetings on behalf of our membership. To maximize value to our members, KAM staff reorganized the structure of these meetings in 2020. These meetings now take place on a quarterly basis, for a total of four meetings per annum, and take place over ZOOM; the first being KAM’s AGM in Q1. The following three meetings are organized and themed through KAM’s operating committees – Marketing and Analytics Committee (MAC) in Q2; Professional Development (PD) in Q3; and, Programming and Community Engagement (PaCE) in Q4. Member meetings are member-led for the purpose of co-learning, skill-building, information sharing and networking.

Marketing and Member Promotions

Historically, marketing and promotions has been a central function of KAM as an organization. KAM continues to offer an inclusive Marketing Partnership to members, as well as individual asset buy-in options. Our Marketing Partnership is separate from membership status – while you must be a member in good standing to participate, participation is not a requirement of membership. Our website, social media and annual collaborative brochure remain our key marketing outputs, however, with increased collaboration with local stakeholders, such as Tourism Kingston, and the impacts of COVID-19, KAM staff and the Marketing and Analytic Committee (MAC) continue to explore additional high-impact and complementary promotional activities. For instance, due to COVID-19 and the ongoing closures of many of our member sites, as well as other service providers, we did not issue a collaborative brochure for 2020. Rather, we deferred member investment in the 2020 brochure run to 2021 – meaning they carry a marketing credit forward into the new operating year.

¹ Our website user and visitor numbers were lower in 2020 than 2019. Due to COVID-19 impacts, we lost a significant portion of international and American demographic who typically access our website.

FINANCIAL HIGHLIGHTS

1 January 2020 – 31 December 2020

As a regional non-profit professional network and resource hub, KAM deploys a *Lean Management and Operations* model, which champions the dual objective of maximizing value to our members and clients while minimizing resource waste. Key structural features include: 1) defining value from the standpoint of the client; 2) minimizing waste in resource management; and 3) continuously improving all work processes and purposes through small incremental changes for long-term sustainability and improvement. Since its incorporation in 2009, KAM has never carried a fiscal deficit, and occasionally carried a fiscal surplus, which is either re-invested directly into member services or re-directed to KAM's strategic planning reserve.

KAM's ongoing organizational wellbeing and resiliency depends on the continuous assessment of our revenue streams in relations to our purposes and outputs to ensure improved operations and member services. As part of our new strategic vision for 2020-2025, KAM continues to pursue revenue diversification opportunities.

Despite the unprecedented impacts of COVID-19, through proactive and thoughtful adjustments, KAM has avoided deficit for 2020, while maintaining and continuing to evolve member services. Though we suffered revenue loss through our marketing partnership and other community stakeholder sponsorships, we also benefited from Canada Emergency Commercial Rent Assistance (CECRA) program, as well as negotiating a rent reduction. KAM is projecting to complete the 2020 operating year with a slight surplus, which will be re-invested into our strategic reserves.

\$130,402.00	\$128,941.21	\$1,460.79
Total Operational Revenues	Total Operational Expenses	Surplus or Deficit

Operational Revenues

Type	Source	2020 Budget	\$ Received & Projected to 12.31.2020	% of Revenues
Operational	Municipal	\$99,894.00	\$99,894.00	76.7%
Operational	Membership	\$5,070.00	\$3,911.00	3%
Operational	Provincial	\$1,159.00	\$1,159.00	0.81%
Marketing	Membership	\$10,500.00	\$7,438.00	5.7%
Programming	Municipal	\$8,000.00	\$8,000.00	6.13%
Professional Development	Community Partner	\$10,000.00	\$10,000.00	7.66%
TOTALS:		\$134,713.00	\$130,402.00	100%

Operational Expenses

Value Stream	Description	2020 Budget	\$ Actual & Projected Spend to 12.31.2020	% of Actual & Projected Spend to 12.31.2020
Administration	General Operational	\$19,545.00	\$11,929.54	9.25%
Administration	Rent/Utilities	\$13,792.00	\$10,553.00	8.18%
Administration	Wages	\$46,136.00	\$44,870.00	34.7%
Professional Sector Engagement	Networking & Professional Connections	\$800.00	\$913.00	0.7%
Professional Development	Professional Development	\$1,000.00	\$0.00	0%
Professional Development	Market Readiness Support Bursary	\$10,000.00	\$10,000.00	7.8%
Public Engagement	Programming and Outreach	\$1,000.00	\$300.00	0.2%
Doors Open	Programming and Outreach	\$8,000.00	\$7,399.78	5.73%
City of Kingston Heritage Fund Administration	Administrative associated costs (Wages & overhead)	\$35,100.00	\$34,186.36	26.5%
Marketing	Marketing Activities	\$10,199.00	\$6,873.53	5.3%
COVID-19	H&S/remote working support	\$0.00	\$1,916.00	1.5%
	TOTALS:	\$134,572.00	\$128,941.21	100%

COVID-19 IMPACTS

KAM

In response to the Province of Ontario's declared state of emergency due to COVID-19, KAM closed its office 23 March 2020, however, daily operations continued with staff working remotely from home, through digital (email; ZOOM) and telephone contact. During this time, KAM staff provided to members ongoing up-to-date information on health and safety measures, COVID-19 relief programs, as well as PD and programming support for transitions to digital operations. KAM liaised closely (and continues to do so) with City of Kingston and other community and sector stakeholders to ensure appropriate response and member support during this unprecedented circumstance.

Further to this, projects and events were cancelled or postponed as appropriate, and KAM operating budgets were modified due to changes in revenues and expenses because of COVID-19 impacts. KAM staff worked closely with the Board of Directors and KAM operating committees to respond to these changes in an agile and proactive manner to ensure long-term

organizational stability. With Stage 2 re-opening, the KAM office re-opened 2 July 2020, with appropriate health and safety measures in place. Public visits continue to be by appointment only and visitors are required to wear appropriate PPE and register their information as per health unit guidelines. KAM staff continue to work both in the office or remotely from home, as necessary and appropriate. Meetings and other PD and programming events, continue to occur over digital platforms (ZOOM) to ensure safety of both staff, volunteers and members, as well as continuity of service.

Member Sites

The majority of our member sites remained closed to the public during the 2020 operating season because of COVID-19, but maintained staff working behind the scenes and pivoted audience engagement and outreach activities towards digital platforms and engagements, often working collaboratively with KAM (e.g. Bring your Thing – Together at Home”) and Tourism Kingston (e.g. Makers of Kingston and Together at Home). Re-emergence of the cultural heritage sector from the initial and ongoing impacts of COVID-19 is slow, but is happening and continues to happen.

- **6 member sites opened to the public during Phase 2 re-opening in July 2020**, by appointment with established social bubbles. They included: the Pumphouse Museum; Frontenac County Schools Museums; Fort Henry National Historic Site; the Marine Museum of the Great Lakes, Bellevue House Gardens, and Kingston Frontenac Public Library.
- **Additional member sites opened to the public at various points of Phase 3 re-opening (August and September 2020)**, including: Modern Fuel Artist Run Centre, Agnes Etherington Art Gallery, Kingston School of Art, Union Gallery, Queen’s Archives, Lennox and Addington Museum and Archives, and Kingston City Hall tours.
- **Other member sites, remained closed the public, but re-directed staff-led activities to digital or outdoor engagements**, including: Murney Tower Museum, Museum of Healthcare at Kingston, RMC Museum, Military C&E Museum, and Miller Museum of Geology.
- **Still other member sites remained closed to the public, both in terms of access and engagement activities**, but maintained staff and internal collections operations, including: the Penitentiary Museum, McLachlan Woodworking Museum, PWOR Museum, RCEME, and Bellevue House National Historic Site.
- **A few of our members, primarily those who are volunteer-run, closed completely in the 2020 without maintaining ongoing behind the scenes operations**, including: The Old House Museum (Wolfe Island); Fairfield House (Bath); Kingston Scouts Museum; Cloyne Pioneer Museum and Archives.

While accurate data detailing revenue losses will not be available until 2021 (at the earliest), we do know that member sites overall suffered major revenue loss through admissions, donations, fundraising and student employment grants.

PROFESSIONAL DEVELOPMENT

SLA 2020 (5A): “SUPPORT THE GROWTH OF PROFESSIONAL CAPACITY WITHIN THE HERITAGE SECTOR THROUGH THE DELIVERY OF THREE (3) PROFESSIONAL DEVELOPMENT EVENTS IN 2020.”

KAM is committed to delivering Professional Development opportunities to support its members, at both an individual professional level and at an organizational level to help build professional capacity, best practices, and sector resiliency. As identified in KAM’s new Strategic Plan: Renewal and Resiliency 2020-2025, PD is one of our core strategic pillars.

The purpose of KAM’s Professional Development (PD) committee is to:

- a. Be an advocate for sector development through individual capacity building;
- b. Provide consistent opportunities for ongoing personal learning and professional development;
- c. Facilitate access and knowledge-sharing of current policies, procedures, best practice and research;
- d. Facilitate the sharing of professional knowledge, skills, and expertise within the KAM membership network;
- e. Facilitate sharing of knowledge, skills and expertise of KAM members outside of the KAM network

In 2020, KAM developed a **Professional Development Program Framework** for implementation in 2021. This framework includes: **Learner Stages** (Exploratory; Emergent Professional; Established Professional; Expert Professional); **PD Type** (Self-led; Facilitated Workshop; Peer-learning; External Workshop); and, **Thematic Content Categories** (Operations Management; Research and Evaluation; Personal Development; Special Topics; Collections Care and Management; Interpretation and Exhibition Design; Programming and Engagement; HR and Leadership).

KAM organized and hosted PD events:

In 2020, the KAM Professional Development Committee and KAM staff organized and delivered seven Professional Development workshops/events:

- a. **“All Things…” Webinar Series:** to discuss Challenges, Deficits, Opportunities and Solutions in response to COVID-19: 4 individual workshop sessions, led by KAM Staff over Zoom.
 - o April 15th 2020 – “All Things Manager”
 - o April 17th 2020 – “All Things Engagement”
 - o April 21st 2020 – “All Things Collections”
 - o April 27th 2020 – All Things Volunteer”
- b. **Social Media (Peer-Led) Webinar (Zoom):** to discuss tips and tricks for making the most of social media, led by Michelle Clarabut (Chair of the KAM Marketing Committee & Programming and Communications Manager at the Marine Museum of the Great Lakes).
 - o April 24th 2020

- c. **KAM Quarterly Members' Meetings (PD Component) (Zoom)**: newly organized members' meetings now include a PD knowledge-sharing and co-learning component such as a peer-led presentation or member discussion roundtables.
- June 30th 2020 – Q2 Members' Meeting: “How do I? Practical Strategies and Examples for Safe Re-opening with Alex McLean, Fort Henry NHS and Jenn Campbell, City of Kingston.”
 - September 29th 2020 – Q3 Members' Meeting: “Making the Most of Social Media Analytics,” led by Michelle Clarabut, Chair of KAM Marketing and Analytics Committee.
 - November 24th 2020 – Q4 Members' Meeting: “

1. **Collaborative PD Events:**

- a. **Evaluation workshop in partnership with Kingston Arts Council (KAC)**: Facilitated by Helen Yung, this session served as an introduction to how best to plan for, capture and assess your organization's impact on your target audience or community.
- March 7th 2020, 1:30-4:30 pm: “Impact Evaluation: A Workshop for the Arts.”

2. **External PD Events:**

KAM actively promotes external PD events, opportunities and resources with members through our Twitter and member emails. **Examples include:**

- KFL&A Public Health: “COVID-19 Safe Opening Recovery Webinar” - May 21, 2020 1:00 PM - 2:00 PM (EST)
- Kingston Region Business Support Network – “Free Community Classroom Sessions” – every Wednesday
- Museum of Hope – Museum Dialogues webinar series exploring Museums and their role in Environmental Wellbeing (ongoing)
- Agnes Etherington Art Centre – “Art and Wellness Speaker Series” – October 2020
- ICOM – “Keeping in Touch: Digital Transformations for Museums in the time of COVID-19” - October 21 2020.

PROFESSIONAL SECTOR ENGAGEMENT AND COMMUNITY STAKEHOLDER INITIATIVES

SLA 2020 (2B): “WORK TO GROW CAPACITY WITHIN THE HERITAGE SECTOR TO SUPPORT CULTURAL VITALITY THROUGH PROGRAMMING AND SPECIAL EVENTS, PARTNERSHIPS AND INITIATIVES THAT FURTHER THE BRANDING OF KINGSTON AS A PLACE “WHERE HISTORY AND INNOVATION THRIVE.”

KAM is committed to engaging with broader museum and cultural heritage sector best practice, research and advocacy in order to serve and strengthen member operations; as well as to represent and connect our members with local, regional, provincial and national stakeholders.

1. **Ontario Museum Association (OMA) - Regional Museum Network (RMN):**

KAM continues to deepen our relationship with the Ontario Museum Association, supporting its advocacy and professional networking efforts. Since 2017, KAM has assumed the role as Regional Museum Network node for the Kingston area within the broader operations umbrella of the Ontario Museum Association (OMA). Our role is to provide a communications conduit between the OMA and our member sites for the purposes of sharing best practice and information, as well supporting sector advocacy initiatives. We also support other local networks to develop their own models through information sharing and professional development.

2. **Tourism Kingston:**

KAM is committed to developing sustainable and enriching partnerships with community stakeholders to amplify engagement and impact across the cultural heritage sector, and to better acknowledge and deepen alignments with the hospitality and tourism sectors, the arts sector, as well as other community organizations, as indicated in the *Integrated Destination Strategy (2019)*. KAM continues to work in partnership with Tourism Kingston to integrate and align strategic and operational opportunities within the Kingston area.

- a. **Kingston Destination Marketing Committee:** this committee consists of a cross-section of for-profit and non-profit professionals from the cultural heritage, hospitality and tourism sectors. This committee works at a strategic level to develop and coordinate joint-marketing and data analytic efforts through the Tourism Kingston Brand. KAM is represented by the Managing Director.
- b. **Travel Trade Committee:** this committee works to better engage and develop strong relationships with international and education tour operators, and to coordinate and amplify available services and product from local providers, including cultural heritage sites. KAM is represented by the Office Coordinator.
- c. **Kingston Tourism Market Readiness Website Development Bursary – Pilot Program:** In February 2020 (in response to the *Integrated Destination Strategy 2019*), KAM approached Tourism Kingston to discuss the potential of developing a bursary program to assist KAM members to improve digital engagement and market readiness through website development. KAM and TK entered into a collaborative partnership to develop a pilot program, with TK providing funds as the sponsoring partner and KAM providing program development and bursary administration. A total of 5 bursaries of \$2,000 each were made available, with 4 successful applicants.

3. **COVID-19 Response Initiatives:**

Since March 2020, KAM has participated in various COVID-19 response forums aimed at amplifying information-sharing and problem-solving between the City of Kingston and community organizations and services in response to circumstances.

- a. **Community Check-in with Mayor Bryan Patterson:** Both Managing Director and Office Coordinator participate in these information sharing sessions

between Mayor Patterson (City of Kingston) and community organizations and stakeholders.

- b. **Kingston Economic Recovery Taskforce (KERT) – Working group for Arts and Culture:** With the creation of KERT, KAM reached out to Tricia Baldwin (arts and culture rep) to introduce our organization to her and to offer support in this work. She then organized an informal working group with local stakeholders to discuss and brainstorm issues relevant to KERT. This group is now organized as a formal City of Kingston working group under the supervision of Danika Lockhead.

4. **Other Community Partnerships:**

KAM continues to actively strengthen professional relationships and working partnerships with other local stakeholders such as **the Kingston Frontenac Public Library (KFPL)**, **the Kingston Arts Council (KAC)**, **Sustainable Kingston**, and the **SLC-City Opportunities Office**.

PUBLIC ENGAGEMENT

SLA 2020 (2B): “WORK TO GROW CAPACITY WITHIN THE HERITAGE SECTOR TO SUPPORT CULTURAL VITALITY THROUGH PROGRAMMING AND SPECIAL EVENTS, PARTNERSHIPS AND INITIATIVES THAT FURTHER THE BRANDING OF KINGSTON AS A PLACE “WHERE HISTORY AND INNOVATION THRIVE.”

KAM is committed to facilitating to amplifying the profile and relevancy of the cultural heritage sector within the broader Kingston and area community by facilitating professional and organizational collaborations. In 2020, the KAM Programming and Community Engagement Committee (PACE) organized and initiated 4 major programming events and partnerships.

1. **March of the Museum 2020:**

March of the Museums is a week-long collaborative, free-of-charge, programming event focused on creative play and imagination. 2020 would have marked the 3rd iteration of MoM, however, due to COVID-19 restrictions, this event was cancelled for 2020. MoM was to be hosted by the Military C&E Museum, along with RMC Museum, Murney Tower Museum and Frontenac County Schools Museums. Other KAM members were set to provide special programming events, and this year’s event would have also included additional performers such as children’s singer, Gary Raspberry, and a puppeteer performance group. KAM partnered with Tourism Kingston to promote this shoulder season, March break event.

2. **Bring Your Thing – Together at Home:**

As an alternative event to the cancelled March of the Museums, KAM relaunched the 2017 “Bring Your Thing!” program as an online engagement. Themed to the colours of the rainbow, this program took place over 7 weeks, with each week assigned its own colour and host KAM member site. This site posted objects from their collection, related in some way to the themed colour, and invited the Kingston community to post and share

stories about their favourite objects over social media channels, in particular Facebook and Instagram. The original program run was extended to include two additional colours (Grey and Black/White). **Participating members included: Military C&E Museum; Museum of Healthcare at Kingston; Frontenac County Schools Museum; Lennox and Addington Museum and Archives; Miller Museum, City of Kingston; Murney Tower Museum; Marine Museum of the Great Lakes; Fort Henry NHS.** Though object posting from the general community was not as responsive as initially hoped, we had high levels of community engagement with the member site postings. This online program was promoted in partnership with Tourism Kingston through their “Together at Home” landing page.

3. Society of Graduate and Professional Students (SGPS) at Queen’s University:

2020 marked the continuation and evolution of our community partnership with the SGPS, and an increase in programming ventures.

- a. **Beyond Boundaries Conference (February 2020):** KAM (through PaCE) hosted a workshop exploring the presence, purpose and impacts of heritage plaques within the Kingston area, and contextualized this conversation within the work of cultural heritage organizations to generate and support difficult conversations in hopeful and productive ways.
- b. **SGPS Virtual Orientation 2020 – Museums Mash-up/Bring your Thing (September 2020):** KAM organized a panel webinar discussion introducing Queen’s graduate and professional students to 5 KAM member sites located within or around Queen’s campus – AEAC; Museum of Healthcare at Kingston; Miller Museum of Geology; Union Gallery; and the McDonald Institute. Each site introduced their organization, and each panelist “brought their thing” (a favourite or difficult object) from their collections, and talked about their sites, collections, and professional roles.
- c. **Bring Your Thing – SGPS! (November 2020-April 2021):** A continuation of the Orientation Event, using the Bring your Thing program brand, SGPS students are invited to post to Facebook or Instagram their “thing” and the stories associated with it, organized to a general theme. Similar to Museum Mashup, cultural heritage professionals from other KAM member sites share a short video clip highlighting a selected object from their collections, which is shared through SGPS and KAM social media channels. This program is intended to help build community connection between SGPS members despite COVID-19 restrictions.

4. Kingston Frontenac Public Library (KFPL) Exhibition Program:

Initially launched in autumn 2019, this exhibition program is a continuing partnership between KFPL and KAM. These community exhibitions are targeted to Kingston community residents, rather than holiday visitors. Although the pilot exhibition schedule was interrupted due to COVID-19 closures, early response from the community was incredibly positive and KFPL and KAM have decided to continue the program into 2021. A new community exhibition was installed for November 2020, marking Indigenous Peoples month.

- Feb-March 2020 - Health Care Theme, COMMUNITY CURATOR: MARLA DOBSON/KATHY KARKUT (EXTENDED UNTIL OCTOBER 2020 DUE TO COVID-19 CLOSURES)
- November 2020– Indigenous Peoples Month Theme – Unsettling Canada about the Inconvenient Indian – Thinking about Cultural Appropriation, COMMUNITY CURATOR: TERRI-LYNN BRENNAN
- Other exhibition dates and themes TBA.

DOORS OPEN KINGSTON 2020

SLA 2020 (6): “KAM SHALL PROVIDE THE FOLLOWING SERVICES RELATED TO THE DELIVERY OF THE 2020 KINGSTON DOORS OPEN EVENT ON BEHALF OF THE CITY...”

Doors Open Kingston 2020 marked the return of the Doors Open program to the Kingston area, and the first time this community event was organized through KAM. Due to COVID-19 impacts, Doors Open Kingston was postponed from May 2020 until September 2020, with significant programming variations from the original proposed event. Doors Open Kingston 2020 took place on 26 September 2020, with 8 participating sites, including: Frontenac County Schools Museum, Barriefield Village and Rock Garden; Marine Museum of the Great Lakes; Lower Burial Ground Society; the Secret Garden B&B at Argyle Place, the Spire (Sydenham Street United Church); the McDonald Institute; and the Cataraqui Boatyard Project. To ensure health and safety protocols, **Doors Open Kingston was organized through pre-booked tours to established social bubbles.** Registration was made available through the Eventbrite platform and appropriate PPE (masks and hand sanitizer) was supplies for all participants and site staff. Though total numbers were small, especially in comparison to previous years’ drop-in events, **Doors Open Kingston 2020 was highly successful with over 90% participation rate through booked tours, with positive participant feedback.** The majority of Doors Open programming across the province had pivoted almost completely to a virtual format, and **the Kingston event was one of the few to host in person site visits.** Though an unusual year for Doors Open, the 2020 demonstrated how community members might engage with cultural heritage spaces in safe and appropriate ways. Please see the Doors Open Kingston 2020 final report for more details (submitted Cultural Services October 2020).

DATA ANALYTICS

SLA 2020 (5B): “AGGREGATE AND PROVIDE THE CITY OF KINGSTON WITH MEMBERSHIP STATISTICS AND SECTOR INFORMATION RELEVANT TO THE KAM MEMBERSHIP”

KAM is committed to evidence-base policy and practice, and actively seeks to analyse and synthesis relevant information and data, and to share this information with our members and community stakeholders for purposes of advocacy, improving relevancy and operational practice, market readiness and to create stellar visitor experiences.

1. Annual Membership Benchmark Survey:

- October 2020

2020 marks the second year of KAM's Membership Benchmark Survey. Its purpose is to map the local cultural heritage sector, its trends, gaps and strengths in order to better understand its composition and socio-economic impact, as well as to better plan and advocate for future growth and support of the sector. This aggregated data was shared with both the City of Kingston through Cultural Services, and with our members. The standard kind and type of information collected reflects that collected by the OMA and the Ministry of Tourism, Culture and Sport as part of the Community Museums Grants program. KAM continues to explore avenues to improve survey delivery, data aggregation and analysis. Over time, this year-by-year analysis will also help us to map COVID-19 impacts on the local cultural heritage sector.

Some Interesting Statistics about KAM Members²:

- Over 80% of our members' operations occur within the municipal boundaries of Kingston.
- Approximately 20% of members have an annual operating budget under \$25 000.
- Approximately 23% of members have an annual operating budget between \$200 000 and \$500 000.
- The majority of our member sites receive funding from some level of government – Federal, Provincial and Municipal.
- Municipal funding provides the greatest range across sites in terms of the percentage of funds. Federal and provincial funding typically supports only 0-25% of funds.
- 37% of our members indicate 0-25% of their budgets come from non-government sources of revenue.
- 17% of our members indicate 75-100% of their budgets come from non-government sources of revenue.
- Main sources of non-government sources of revenue include: Admissions and at the Door Donations (60%); Tour Groups (43%); Membership Fees (40%); and Private Granting Agencies (40%).
- The highest subscribed COVID-19 relief program by KAM members was the COVID-19 Museum Assistance Program (MAP); 6 sites applied for and received funding from this program.
- Over 50% of our member sites indicate that they have the potential capacity to be accessed by the public year-round.
- Our member sites are least likely to be open to the public on Sunday.

² Statistics reference the KAM 2020 Membership Benchmark Survey, and are limited to survey respondents.

- Over 77% of our members engage in outreach activities through out the year.
- On average, the majority of our member sites benefit from 0-500 hours of volunteer assistance per year.
- Over 86% of our member sites offer some form of on-site, organized programming.
- Most commonly offered programs by our member sites include: Registration Required Adult Programming (57%); Drop-in Family Oriented Programming (54%); Site-led school/educational programming (50%).
- Over 50% of our member sites offer some form of on-site, educational programming.
- Of sites who offer curriculum-linked educational programming at the Elementary level (57%), programming is most often linked to: History (88%); Social Studies (77%); and Science and Technology (59%).
- Of sites who offer curriculum-linked educational programming at the Senior level (33%), programming is most often linked to: Social Studies and Humanities (82%); Canada and World Studies (55%); and Science (55%).
- The majority of our member sites indicate they engage in 1-500 programming hours and 1-500 outreach hours per annum.
- The 4 top outreach activities for our member sites are: Local Festivals and other community-planned events (70%); Collaboratively planned events with other KAM members (70%); Collaboratively planned events with other non- KAM members (70%); and, Community Guest Speaker Spots (67%)

KAM's value to Members (in their own words):

“Being connected with KAM allows me to access a wealth of information, first-hand experiences and practical support from many other like-minded individuals in my field. We (as a museum) use KAM's support to access material and knowledge from a network of other sites that has constantly allowed us to provide better quality work, faster results from adapting resources, and allowed us to form more meaningful and useful relationships in Kingston. This connection has also proved very valuable in staying in-the-loop with local news and plans to be able to better serve the community as a whole.”

“KAM has been a major contributor to the success of our museum over these our first 4 years. The staff are well informed, approachable and dedicated. Meetings are informative and welcoming.”

“KAM allows me to stay connected to the heritage sector (spaces and people) across the region to share ideas, collaborate on projects, celebrate successes, and support alternatives when challenged.”

“Being involved with KAM helps my institution to grow its professional networks, work at a full professional capacity, maintain and strengthen its connections with the broader Kingston heritage community, and expand its public outreach and engagement beyond the operating season. Moreover, our KAM membership provides us with invaluable professional development and networking opportunities.”

“KAM has helped me be aware of just what our city has to offer in terms of historical sites. cultural sites etc. Of course, it is also helpful in letting me know just how KACC can access funding from the municipal government. It also helps our organization feel a part of the city and recognized. It therefore brings a bit of diversity to KAM.”

“Having a museum network is key for a small museum like us to know what is going on in our community, collaborate on projects, and have fun! It provides us with opportunities, a sounding board, and just a group of fun heritage professionals to chat with!”

“The collegiality of KAM is extremely important. I have appreciated and enjoyed the interchange of experience and ideas with my KAM partners.”

“As a small museum, being associated with an organization that can pool resources in marketing and professional development is vital.”

CITY OF KINGSTON HERITAGE FUND

SLA 2020 (3): “KAM SHALL PROVIDE THE FOLLOWING SERVICES RELATED TO THE CITY OF KINGSTON HERITAGE FUND (CKHF) TO THE CITY IN A DILIGENT AND TIMELY MANNER, USING QUALIFIED STAFF.”

SLA 2020 (3K): “COLLABORATE WITH THE CITY TO DEVELOP PERFORMANCE MEASURES AND INDICATORS APPROPRIATE TO THE CITY OF KINGSTON HERITAGE FUND (CKHF)...”

The City of Kingston Heritage Fund (CKHF) provides support for museums, heritage projects, cultural groups and historical societies to improve how Kingston’s stories are told both locally and to the world. Operating grants help provide a stable base of funding for cultural heritage organizations in Kingston to support their long-term sustainability and capacity building. Project Grants nurture and support cultural heritage initiatives in Kingston.

CKHF is administered by the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) to ensure that the Heritage Fund supports and nurtures the capacity of Kingston’s cultural heritage sector. While KAM administers the CKHF grant program on behalf of the City of Kingston, applications are reviewed using a peer assessment process that engages stakeholders from across Kingston as jury members. Jury members are themselves representative of the heritage sector in the City of Kingston and are selected for their knowledge,

awareness of the City of Kingston context and the broader heritage environment and, where possible, are reflective of the gender, demographic and cultural diversity of Kingston itself.

CKHF Recipients (2013-2020)

- Lower Burial Ground Society
- HIV/AIDS/National Indigenous Peoples Day
- CFRC Radio
- Frontenac County Schools Museum
- Community Living Kingston
- Cataraqui Cemetery
- International Hockey Hall of Fame and Kingston Film Festive
- Friends of the Penitentiary Museum
- CAMH (Kingston)
- Alzheimer Society of FKL&A
- Kingston Community Health Care
- Boys & Girls Club of Kingston
- Four Directions Indigenous Student Centre
- Friends of Kingston Inner Harbour
- Beth Israel Congregation of Kingston
- Limestone Learning Foundation
- Loving Spoonful and Kingston Indigenous Language Nest
- Frontenac Heritage Foundation
- Museum of Healthcare
- Marine Museum of the Great Lakes at Kingston
- Kingston Regional Heritage Fair
- Beyond Classrooms Kingston
- Kingston Scouts Museum
- Kingston African Caribbean Collective
- Friends of the Spire Inc.

CKHF Investment in Kingston's Cultural Heritage Sector to Date (2013-2020)

\$1,522, 242.82

Total amount awarded

158%

Average percentage of requests
to funds available

25

Community organizations
amplified through project grants

\$2,411,258.00

Total amount requested

91

Total applications

25

Full Operating Grants awarded

\$986,370.26

Total amount of Full Operating
Funds awarded

76

Grants Awarded

15

Investment Operating Grants
awarded

\$49,488.09

Total amount of Investment
Operating Funds awarded

84%

Overall Success rate of
applicants

36

Project Grants awarded

\$361,624.00

Total amount of Project Funds
awarded

9

Organizations developed through
Operating Grants

\$2.60 per capita

Investment in cultural heritage
through CKHF³

“The CKFH has enabled Beyond Classrooms Kingston to pilot a remote delivery model to provide youth in our community access to in-depth cultural heritage programming. At a time when classes are unable to participate in field trips, BCK is helping to bridge the gap between museums and school communities through close collaborations with community cultural sites and teachers. Thanks to the CKHF, BCK is exploring new ways to bring heritage collections and expertise into classrooms and to help Kingston's youth view our cultural sites as places for fun, learning, and inspiration.” – Karla Tynksi, BCK Coordinator

³ 2020 Kingston population (590,940) based on www.worldpopulationreview.com report.

CKHF 2019-2020 Cycle Highlights

SLA 2020 (3K): "COLLABORATE WITH THE CITY TO DEVELOP PERFORMANCE MEASURES AND INDICATORS APPROPRIATE TO THE CITY OF KINGSTON HERITAGE FUND (CKHF)."

\$338,976.47

Total amount awarded

\$531,003.35

Total amount requested

10

Total Grants Issued

5

Full Operating Grants awarded

3

Investment Operating Grants
awarded

6

Project Grants Awarded

\$246,744.26

Total amount of Full Operating
Funds awarded

\$7,488.09

Total amount of Investment
Operating Funds awarded

\$84,744.12

Total amount of Project Funds
awarded

Despite COVID-19 Impacts, the CKHF still facilitated:

7

FT Positions Facilitated

6

PT Positions Facilitated

15

Seasonal Staff Facilitated

153

Volunteers Engaged

7

Exhibitions Developed

67

Program Events Facilitated

1415

Programming Hours

4550

Total Program Participants

\$687,801

Total Revenues generated by
CKHF Recipients in 2020

CKHF 2020-2021 Recipients

The 2019-2020 CKHF grant program saw a strong uptake in applications, most notably within the Project Grant funding stream, with the total request for funds exceeding the total available grant monies. The majority of applications offered interesting and innovative themes and projects to enhance community engagement with cultural heritage assets and experiences.

\$396,153.58
Total amount available

\$422,017.00
Total Amount requested

\$331,972.18
Total amount issued

107%
Average percentage of
requests to funds available

Full Operating Grant Recipients

Beyond Classrooms Kingston	\$59, 036.56
Frontenac County Schools Museum	\$57, 652.89
Marine Museum of the Great Lakes at Kingston	\$56,928.11
Kingston Historical Society and Murney Tower Museum	\$57,916.45
Museum of Healthcare at Kingston	\$59, 036.56
Total Awarded	\$297,115.18

Investment Operating Grant Recipients

Kingston Regional Heritage Fair	\$3,672.21
Kingston Scouts Museum	\$2,872.40
Total Awarded	\$6544.61

Project Grant Recipients

“Kingston, the Limestone City: a Study of the Stone Buildings in the Kingston Region” – Frontenac Heritage Foundation	\$12,000.00
“The Spire: Telling our Stories.” – Friends of the Spire, Inc.	\$7,200.00
“Threads of History through the Limestone City (Phase 1)” – Kingston Handloom Weavers and Spinners.	\$15, 657.00
Total Awarded	\$34,857.00

Project Extensions from 2020 (COVID-19 related):

- **Loving Spoonful & KILN** – “Re-Building Indigenous Culture and Language around Good Food – Cooking in the Nest”
- **Lower Burial Ground Restoration Society** – “The ‘Lost’ Burial Ground – Inventory and Recording (Phase 2)”

2020-2021 Operating Grants Adjudication Committee

Voting Members

- Michael Murphy
- Veronica Steinburg
- Cameron Smith
- Emily Harmsen
- George Katinas

Non-voting Members

- Jennifer Campbell, City of Kingston
- Councillor Robert Kiley, City of Kingston
- Jamie McKenzie-Naish, KAM
- Debbie Holdich, KAM

2020-2021 Project Grants Adjudication Committee

Voting Members

- Peter Gower
- Paula Antonakos
- Elizabeth Nelson
- Danielle Marshall
- Efkan Oguz

Non-voting Members

- Jennifer Campbell, City of Kingston
- Councillor Jim Neill, City of Kingston
- Jamie McKenzie-Naish, KAM
- Debbie Holdich, KAM

MOVING FORWARD, LOOKING AHEAD:

Looking ahead towards 2021, KAM remains committed to deepening member services and sector development. Our focus and operations for the next five years will be shaped by our Strategic Plan: Renewal and Resiliency 2020-2025. Our strategic vision is even more relevant and more important than ever. 2020 offered unexpected and unprecedented challenges due to COVID-19, but it also marked KAM's 40th anniversary as a professional sector network and organization – our purpose and success exemplified through those of our members, both institutional and individual.

We look forward to continuing our partnership with the City of Kingston in the upcoming year. Many thanks, as always to our funders and partners, we could not achieve what we do without your interest and support.

FUNDERS



COMMUNITY PARTNERS



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A PLAIN TEXT VERSION OF THIS REPORT IS AVAILABLE UPON REQUEST.

