



**City of Kingston  
Report to Council  
Report Number 24-048**

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**To:** Mayor and Members of Council  
**From:** Jennifer Campbell, Commissioner, Community Services  
**Resource Staff:** Kevin Gibbs, Director, Heritage Services  
**Date of Meeting:** January 9, 2024  
**Subject:** Renewal of the Service Level Agreement between the City of Kingston and the Kingston and Area Association of Museums, Art Galleries and Historic Sites

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**Council Strategic Plan Alignment:**

Theme: 5. Drive Inclusive Economic Growth

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

**Executive Summary:**

The purpose of this report is to ask Council to approve the renewal of the Service Level Agreement (SLA) between the City of Kingston and the Kingston and Area 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 include financial support transferred to KAM to fund initiatives that align with various City-approved strategies and plans as well as Council's Strategic Priorities. Funds to support this SLA are included annually as part of the Heritage Services Department's operating budget. The relationship has been renewed each year since 2011.

In 2023, KAM received \$104,937 in funding through their SLA with the City of Kingston. As a component of their 2023 agreement, KAM administered the 2023-2024 City of Kingston Heritage Fund, which was one of several deliverables. The 'KAM SLA 2023 Report' (Exhibit A) provides an overview of all of KAM's activities over the past year. The report has been reviewed by staff who are satisfied KAM has met its obligations as required by the 2023 SLA.

January 9, 2024

Page 2 of 6

The renewal of the SLA between the City of Kingston and KAM in 2024 will also include several deliverables, notably the administration of the 2024-2025 City of Kingston Heritage Fund as well as the provision of professional development opportunities and support for the cultural heritage and intersecting tourism sectors in Kingston. It is proposed that the SLA include a 2% inflationary increase over the 2023 SLA funding, which is the targeted annual funding increase. The total proposed SLA funding for 2023 is \$107,036 and this amount has been included as part of the 2024 Heritage Services operating budget.

**Recommendation:**

**That** the Mayor and Clerk be authorized to execute a Service Level Agreement between the City of Kingston and the Kingston and Area 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 \$107,036 from the Heritage Services Department's 2024 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 2024.

January 9, 2024

Page 3 of 6

**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

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**Jennifer Campbell,  
Commissioner, Community  
Services**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

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**Lanie Hurdle, Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Growth & Development Services	Not required
Neil Carbone, Commissioner, Corporate Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Peter Huigenbos, Commissioner, Major Projects & Strategic Initiatives	Not required
Brad Joyce, Commissioner, Infrastructure, Transportation & Emergency Services	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	

January 9, 2024

Page 4 of 6

**Options/Discussion:****Background**

The City of Kingston established its first SLA with KAM in 2011 with an initial allocation of \$45,000 transferred to KAM from the then Cultural Services Department's operating budget. This relationship was renewed and expanded in 2012 through a SLA requiring additional services alongside an increase in funding to \$90,000 and has continued in the time since. From 2012 to 2020 the City provided an annual inflationary increase of 2% to the funding allocated to KAM. Due to the budgetary impacts of the COVID-19 pandemic, the 2021 and 2022 KAM SLA funding was held at the 2020 amount and did not include any inflationary increase.

For 2023, the SLA funding again included a 2% inflationary increase and an additional \$2,000 was approved to support increased responsibilities related to the popular Doors Open program for a total of \$104,937. For 2024, it is proposed that the SLA funding include a 2% inflationary increase over the 2023 funding amount. Therefore, the total proposed SLA funding for 2024 is \$107,036 and this amount has been included as part of the 2024 Heritage Services operating budget.

**Analysis**

At this time, it is being recommended that the City's SLA with KAM be renewed again in 2024. It is anticipated the services to be included as part of the 2024 agreement will be as follows:

- Administration of the 2024-25 City of Kingston Heritage Fund (CKHF) that includes, but is not limited to, the following:
  - Develop the 2025 Administration Plan;
  - Oversee and administer the necessary submission, review and reward processes;
  - Pursue 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; and
  - Work with staff to facilitate a review of the CKHF to ensure it continues to meet the needs and expectations of the community, fund recipients and the City.
- Provide organizational support to the delivery of Doors Open events in Kingston.
- Support sector development through the provision of professional development and training opportunities designed to benefit KAM, its member organizations and the broader cultural heritage and tourism sectors in Kingston.

As in previous years, the agreement will include language specifically related to the management and expenditure of the funding KAM receives. It will also outline requirements related to reporting that includes providing quarterly reports as well as a year-end report. The agreement will also include general terms and conditions typical of all such agreements the City of Kingston uses when entering partnerships with external organizations like KAM.

January 9, 2024

Page 5 of 6

**KAM 'Year End Report'**

In November 2023, KAM submitted a year end report, 'SLA 2023 Report' (Exhibit A). This report provides an overview of the services identified as part of their 2023 SLA along with activities that are in keeping with the principles and intent of various City-approved heritage, cultural and tourism strategies and plans as well as Council's Strategic Priorities.

City staff have reviewed the Year End Report and are satisfied KAM has met its obligations as required by the 2023 SLA. As a result, staff are recommending that the City of Kingston renew its SLA with KAM in 2024 so the organization can continue to develop and administer the CKHF as well as further support the development of the heritage sector in Kingston. Museums, galleries and historic sites are a vital part of the cultural and creative economies and offer important experiences as part of the tourism and hospitality sectors, and as a professional development agency, KAM plays a critical role in supporting the overall heritage sector.

**Next Steps**

With Council's approval to renew the City of Kingston's SLA with KAM, staff will meet with representatives of the KAM Board and administrative staff to review the outcomes of the 2023 agreement and to discuss any alterations, changes and/or additions that need to be made to finalize the 2024 Agreement. Once that work has been completed, the 2024 SLA can then be executed by the Mayor and Clerk in a form that is 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 first 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.

**Financial Considerations:**

Funding for KAM in 2024 was included as part of the proposed 2024 operating budget for the Heritage Services Department. The SLA funding in the amount of \$107,036 will be paid out in two installment that include: (1) 25% to be paid out when Council approves the renewal of the SLA between the City of Kingston and KAM; and (2) 75% to be paid out when the 2024 agreement has been signed by both parties.

**Contacts:**

Kevin Gibbs, Director, Heritage Services, 613-546-4291 extension 1354

**Other City of Kingston Staff Consulted:**

None

January 9, 2024

Page 6 of 6

**Exhibits Attached:**

Exhibit A – KAM SLA 2023 Report



**kingston and  
area association  
of museums  
art galleries +  
historic sites**

# **SLA 2023 Report**

**The Kingston & Area Association of Museums, Art Galleries and Historic Sites, Inc. (KAM) is pleased to submit a to-date, year-end report in compliance with the 2023 Service Level Agreement with the Corporation of the City of Kingston.**

This document was ratified by the Kingston Association of Museums, Art Galleries and Historic Sites Board of Directors on 10 November 2023.

## **With Hopefulness and Gratitude...**

We recognize and acknowledge that our work and the work of our membership takes place on a range of Indigenous territories across the regions now known as Eastern Ontario.

We recognize and acknowledge that this work, and the communities it strives to serve, is woven within our experiences of these lands, and those of the Anishinaabe, Haudenosaunee and Huon-Wendat peoples, whose traditional and ongoing stewardship of these territories is fundamental to our pasts, presents and futures.



## **Table of Contents**

Introduction.....	5
Governance and Operations.....	5
Operations Team:.....	5
Board of Directors: .....	6
KAM Committees: .....	6
KAM Governance Committees.....	6
KAM Advisory Committees.....	6
Strategic vision .....	7
Our Strategic Pillars .....	8
Strategic commitments .....	9
KAM Statement of Commitment: Inclusion, Indigeneity; Diversity, Equity and Accessibility (IIDEA) .....	9
KAM Statement of Commitment: Sustainability and Climate Justice.....	10
Membership.....	10
Communications.....	12
Professional Development.....	15
Professional Sector Engagement and Community Stakeholder Partnerships .....	16
1. Ontario Museum Association (OMA) - Regional Museum Network (RMN).....	16
2. Canadian Museum Association (CMA):.....	16
3. Tourism Kingston:.....	16
4. Educational Institutions – SLC and Queen’s University:.....	17
5. Coalition of Museums for Climate Justice (CMCJ): .....	17
6. Lodge Pole Arts Alliance: .....	17
7. Other Local Community Partnerships:.....	17
Public Engagement .....	18
1. March of the Museum 2023: .....	18
2. Doors Open Kingston & Area 2023:.....	19
3. Community Services Recovery Fund Grant (CSRF):.....	20
Data Analytics.....	20
1. Kingston Resiliency Dashboard Project – Kingston IN Focus: .....	20
2. Annual Membership Benchmark Survey: .....	21

Financial Highlights .....	22
Revenues .....	22
Expenditures .....	23
CITY OF KINGSTON HERITAGE FUND.....	24
CKHF Recipients (2013-2023) .....	24
CKHF Investment in Kingston’s Cultural Heritage Sector to Date (2013-2023).....	25
CKHF 2022-2023 Cycle Highlights .....	26
CKHF Transition Grant 2022-2023 – Kingston Scout Museums .....	27
CKHF 2023-2024 Recipients.....	27
2023-2024 CKHF Adjudication Committees .....	28
Moving Forward, Looking Ahead: .....	29
Funders .....	29
Sector and Community Partners.....	30
Contact Information .....	31

## INTRODUCTION

The Kingston & Area 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 supports its membership through the dissemination of information, sector best practices, and professional development training related to cultural heritage in all its forms. 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. We are pleased to partner with the City of Kingston through a Service-Level Agreement to provide relevant cultural heritage sector services that "support initiatives that align with the City's strategic objectives and promotion of heritage and cultural vitality" (SLA 2023).

## 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 and is responsible for governance and general over-sight of the organization. Operations are led and managed by KAM Staff. In 2011, KAM hired its first Managing Director, which is currently maintained as a part-time position. In June of 2012, through a job creation partnership grant (Ontario Ministry of Universities and Colleges), KAM hired an Office Coordinator, which is currently maintained as a full-time position. In 2022, KAM received a Tourism Relief Fund (TRF) Grant through the Federal Economic Development Agency for Southern Ontario, through which we were able to hire a Marketing and Communications Coordinator under a full-time, temporary contract which ended in March 2023. In June 2023, KAM was awarded a Community Services Recovery Fund grant, and this position will continue until June 2024.

### **KAM services, provided by staff and Board Members, are aimed at:**

- SUPPORTING professional best practices and access to resources.
- FACILITATING collaboration within the cultural heritage community, across related sectors and with community stakeholders.
- ASSISTING member sites to develop market-capacities to fulfill their individual missions.
- FACILITATING public access and engagement with cultural heritage experiences
- ADVOCATING for sector support, investment, and resource development.
- 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 core contract; upgraded to F/T grant funded contract)

- Debbie Holdich, Officer Coordinator (F/T)
- Sadie Babcock, Marketing and Communications Coordinator (F/T grant-funded contract)

### **Board of Directors:**

- Lena Beliveau, President
- Kevin Moorhouse, Vice-President
- Bill Visser, Past-President
- Ashley Mendes, Treasurer
- Amber Meyer, Secretary
- Simge Erdogan-O'Connor, Director at Large
- Tamara van Dyk, Director at Large
- Kevin Fox, Director at Large
- Liz McLean, Director at Large

### **KAM Committees:**

Traditionally, KAM operations have been supported through additional member-volunteer committees, which included regular standing committees and ad hoc committees. A member of the KAM Board of Directors is usually assigned to a committee portfolio, to 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 recruited from the larger KAM member-volunteer base, depending on their expressed area of expertise and interest.

In 2023, KAM restructured its Operating Committees into Advisory Committees – to ensure member input into service development. KAM now has two categories of committees – Governance and Advisory. Governance Committees meet as required, consist of current or previous board members and address governance issues related to operations; Advisory Committees meet 2-3 times per annum, consists of volunteers are recruited from the general membership and address issues related to member services.

### **KAM Governance Committees**

#### **Constitution (Governance) Committee:**

- Dave St. Onge
- Kevin Fox
- Bill Visser
- Kevin Moorhouse
- Annette Gillis

#### **Nominations Committee:**

- Bill Visser
- Amber Meyer

#### **Health and Safety Committee:**

- Kevin Fox
- Debbie Holdich

### **KAM Advisory Committees**

**Programming and Community Engagement Committee (PaCE)**

- Staff Lead: Jamie McKenzie-Naish
- Dave McCarey
- Claire Notman
- Simge Erdogan-O'Conner
- Amber Meyer
- Liz Watkins-McLean
- Nicole Mulder
- Dakota LaPierre
- Turner Douglas
- Ashlyn Gregory
- Mathew Thivierge
- Alice McMurty

**Professional Development (PD)**

- Staff Lead: Jamie McKenzie-Naish
- Kevin Moorhouse
- Jennifer Lucas
- Lena Beliveau

**The purpose of KAM's Professional Development (PD) Advisory 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.

**Marketing & Analytics Committee (MAC)**

- Staff Lead: Sadie Babcock
- Sarah Deacon
- Karen Young
- Alex McLean

**STRATEGIC VISION**

SLA 2023 (1): "KAM SHALL CONTINUE TO IMPLEMENT ITS MULTI-YEAR STRATEGIC FRAMEWORK: RENEWAL AND RESILIENCY 2020-2025 TO ENSURE ITS SERVICES SERVE THE EVOLVING NEEDS OF THE LOCAL CULTURAL HERITAGE COMMUNITY AND SUPPORT THE PROFESSIONAL DEVELOPMENT AND SUSTAINABILITY OF THE CULTURAL SECTOR IN KINGSTON."

KAM's strategic framework, entitled **Renewal and Resiliency 2020-2025**, further refines, and evolves KAM's historic mission, vision, and values, and fundamentally drives KAM's operational activities through its four strategic pillars. 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 it 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 to 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 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 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.**

## **STRATEGIC COMMITMENTS**

### **KAM Statement of Commitment: Inclusion, Indigeneity; Diversity, Equity and Accessibility (IIDEA)**

We at KAM believe in the power of cultural heritage to ignite imagination, dialogue, and engagement. We envision a resilient, innovative, and responsive cultural heritage network integral to the identity, health, and expression of our local communities. However, we also recognize historic and ongoing forces of domination, forces of differentiation and varying forms of privilege and penalty within cultural heritage systems, activities and purposes that impact what narratives are shared, how they are told, who does the telling, what audiences they are told too, and why.

As an organization, KAM embraces the principles of inclusivity, Indigeneity, diversity, equity and accessibility as both ethical imperatives and necessary best practices within the 21<sup>st</sup> century cultural heritage sector. We are committed to growing and infusing our own organizational systems, attitudes, and protocols in ways reflective of and authentic to these principles, and to prioritizing their conscious deployment in our real-world activities and actions. This is and will always remain a persevering process of un-learning and learning. We also remain committed to supporting our members in their own IIDEA commitments, processes, and actions, not only by modelling our own priorities and actions, but also by providing access to tools and resources, and building collaborative relationships across community stakeholders.

KAM has expanded our IDEA commitments to include 'Indigeneity/Indigenization' to explicitly embrace the findings of the Truth and Reconciliation Commission and its "Calls to Action," and to acknowledge our obligations not only to unsettle colonial power inequities, but to re-imagine and affirm all our futures in just and equitable ways.

#### **Actions to Date:**

- Developed IIDEA Statement of Commitment (2022)
- Joined the KEYS *Workplace Inclusion Charter* program (2022)
- Review of processes, protocols, and language for recruitment of volunteers and staff
- Community Supporter of Lodge Pole Arts Alliance (2022)
- Develop an organizational Land Acknowledgement Statement (2023)

**Next Steps:**

- Review Operational Policies and develop an explicit IIDEA policy document
- Continue to expand IIDEA resources for membership

**KAM Statement of Commitment: Sustainability and Climate Justice**

Climate change is the defining issue of our time. It affects us all and all have a role to play in securing a more just and sustainable future. Sustainability, in its broadest conception, is both practical necessity and ethical imperative. Sustainability builds capacity for resiliency and ingenuity; while resiliency and ingenuity inform commitments to climate action that is just and purposeful.

At KAM, we are committed to infusing principles of sustainability and climate justice at the heart of what we do as an organization and to actively expanding intersections between heritage and sustainability. We look to the *UN Sustainable Development Goals* as a guiding framework for operations and embrace the persistent process of unlearning and learning to improve our capacity for action within our biosphere.

We believe that small, consistent changes lead to profound impacts, and that the first step into sustainable practices is being conscious and accountable within our own decision-making processes, actively deploying a *'think global, act local'* stance, and implementing the 4Rs – *Refuse, Reduce, Reuse, Recycle*.

We are equally committed to supporting our members in their sustainability and climate justice obligations, processes, and actions; not only by modelling our own obligations and actions, but also by providing equitable access to tools and resources and building collaborative ecologies and partnerships across community stakeholders.

**Actions to Date:**

- Created Statement of Commitment (2022)
- Became a Supporting Partner of the Coalition of Museums for Climate Change (2022) - <https://cmcj.ca/>
- Joined the Ontario Living Wage Network (2022) - <https://www.ontariolivingwage.ca/>

**Next Steps:**

- Develop an explicit Sustainable Procurement Policy
- Build a community partnership with Sustainable Kingston
- Evaluate and publish KAM office Carbon Footprint
- Initiate Carbon Footprint evaluation for KAM events
- Continue to expand Sustainability & Climate Justice resources for membership

**MEMBERSHIP**

As the Ontario Museum Association's Regional Museum Network (RMN) office hub for Kingston and area, our membership is diverse, and includes virtually all local cultural heritage sites within the



municipality of Kingston and continues to grow within neighbouring counties and townships. We represent and connect our members at the provincial and even federal levels.

Our members range from federally owned sites with professional staff, to sites which are member-owned, and volunteer operated. Their financial capacities are also wide-ranging. Some operate seasonally, others, year-round. Many tell the stories and histories of our communities from local, regional, and national perspectives. In addition to built (architectural) heritage, KAM members' collections include archaeology, earth sciences and natural history, fine art, trade and technology, social history, education, marine, medical, military, and sports history.

**KAM offers three types of membership, each with different sub-categories, and all renewable on an annual basis:**

1. **Institutional Member**: operates within Kingston and the surrounding area that is recognized by the Association, and includes the following sub-categories:
  - a. Museum
  - b. Art Gallery
  - c. Library or Archive
  - d. Historic Site
  
2. **Associate Member**: A group or organization in Kingston and the surrounding area that is sympathetic to the Mission of the Association, and includes the following sub-categories:
  - a. Cultural Heritage Programming/Advocacy Organization
  - b. Historic Church
  - c. Historical Society
  
3. **Individual Member**: An individual who is sympathetic to the Mission of the Association and is recognized by the Association, and includes the following sub-categories:
  - a. Community Individual/Cultural Heritage Sector Professional
  - b. Student: An individual in full or part-time studies at a recognized post-secondary institution in a field related to cultural heritage.
  - c. Emerging Museum Professional (EMP): an individual in the first 10 years of their cultural heritage career.

**2023 Membership:**

Our members make us who we are as an organization, driving KAM's development over the past 43 years. Our members define the focus and determine 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.
- Building professional and collegial networks.

- Benefit from peer mentoring and operational support resources.
- Benefit from our Community Volunteer program.
- 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*.

KAM's membership roster for 2023 included a total of **60 members**:

- **10 Individual Members**, which include:
  - 2 Student
  - 10 Community/Cultural Sector Professional
- **12 Associate Members**, which include:
  - 4 Cultural Heritage Programming/Advocacy Organization
  - 4 Historic Churches
  - 4 Historical Societies
- **38 Institutional Members**, which include:
  - **3 Art Galleries**
  - **4 Libraries and Archives**
  - **32 Museums**
  - **16 Historic Sites**

## 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. KAM continues to maintain a variety of communication management platforms to ensure quality communications and membership information management.

### Digital Engagement Platforms

KAM maintains multiple digital communication platforms including a public website ([www.kingstonmuseums.ca](http://www.kingstonmuseums.ca)), a Facebook organization page, Twitter, Instagram, Wordpress blog, and LinkedIn page. Our website remains the critical access portal for both members and the 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. We deploy our Instagram as an organic engagement tool, with some promotional content, and with the support of our Marketing Assistant summer student, created, for the first time, Instagram Reels, to engage with a variety of audiences. KAM continues to maintain a "Visitor-in-Residence" Blog through Wordpress. And bloggers continue to be recruited from the Department of History at Queen's University. We continue to develop and activate our organizational LinkedIn page as an additional digital networking resource and continue develop Instagram reels as a digital engagement hook. Overall, we gained followers and views across all platforms from the previous year.

KAM Website ([www.kingstonmuseums.ca](http://www.kingstonmuseums.ca)) Analytics:



**64K**

Website  
Engagem



**19K**

Website  
Traffic



**7.9K**

Website  
New users

KAM Social Media (@kingstonmuseums) Analytics:



**192**

Blog  
Views



**1882**

Facebook  
Followers



**2069**

Instagram  
Followers



**3142**

Twitter  
Followers



**208**

LinkedIn  
Followers

**Member Communications**

As required by our constitution, KAM facilitates regular member meetings on behalf of our membership. Membership meetings take place on a quarterly basis, for a total of four meetings per annum, and continue to occur digitally with Zoom and are organized by KAM staff. The first membership meeting of 2023 was KAM's AGM in March 2023 (Q1). The remaining meetings occurred in Q2, Q3 and Q4 – themed to topics such as programming and community engagement, marketing and analytics and professional development. Member meetings are designed to offer member-led, peer-learning opportunities, for the purpose of co-learning, skill-building, information sharing and networking, as well as to share any relevant information and discuss current topics or issues. In addition to our member meetings, KAM staff distributes a quarterly newsletter (KAM Quarterly) which reminds members about key dates, initiatives, and shares relevant information on resources and programs at the beginning of each operating quarter.

**Marketing and Member Promotions**

Historically, marketing and promotions has been a central purpose of KAM as an organization. KAM has been providing collaborative marketing support to local cultural heritage sites since its inception and prior to the creation of tourism regions and DMOs in Ontario. Kingston's cultural heritage sector is diverse and uneven in site resources and capacities. KAM's collaborative marketing approaches provide a sustainable, launchpad brand model that balances and mitigates these capacities so that all members can effectively participate in, contribute to, and benefit from the tourism economy. It serves to further amplify already established sites and renders visible those who are not. 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 platforms and annual collaborative brochure (including racking fees at the VIC) remain our key marketing outputs, however, we continue to expand into digital ads. Ongoing stakeholder partnerships with Tourism Kingston and Downtown BIA are also an important part of our marketing strategy. KAM continues to explore additional high-impact and complementary promotional activities to our usual marketing services.

### **Tourism Relief Fund (TRF) Grant**

In late 2021, KAM applied to the Tourism Relief Fund, a COVID-19 recovery program administered through Federal Economic Development of Southern Ontario. KAM applied for a total of **\$172, 989** and received approval for this amount. This grant ran from September 2021 to March 2023. This external funding permitted KAM to hire a full-time Marketing and Communications Coordinator, redevelop our digital marketing resources, expand our wayfaring sign program, expand shoulder season events, and redevelop our marketing strategy. It also allowed KAM to offer member marketing services free of charge for 2022 and 2023. Our TRF project encompassed 4-key outcomes and 9-specific outputs related to tourism infrastructure and program development.

### **Project Outcomes:**

1. Develop an evidence-based collaborative marketing and communications strategy AND implement a marketing program appropriate to the COVID-19 recovery context which serves to amplify and connect Kingston and area cultural heritage sites and organizations with hyper-local audiences, as well as laying foundations for engagements with provincial, national, and international audiences
2. Further strengthen professional partnerships and interconnections with cultural tourism stakeholders (e.g. Tourism Kingston; Kingston Accommodation Partners) to collaborate in and mutually support destination development within the Kingston area as an explicit COVID-19 recovery tactic, and to maximize long-term cultural tourism infrastructure and sustainability, with particular emphasis on off-peak, shoulder season resource development
3. Develop and execute, through public-private partnership, a destination-focused, shoulder-season event (tourism product) as a specific COVID-19 recovery tactic that engages multiple cultural sites across the Kingston region, and which promotes accessible and diverse audience (re)engagement with cultural heritage through cultural tourism destination development
4. Identify, generate, and integrate short, medium and long-term tourism services and promotional infrastructure explicitly in support of Kingston's cultural heritage and which support the broader context of cultural and experiential tourism of Kingston as a 4-season destination location.

### **Project Outputs:**

1. Create a new Marketing & Communications Coordinator employment position.
2. Generate a contemporary, evidence-based marketing & communications strategy.
3. Update and enhance a context-sensitive, collaborative marketing program/collateral for KAM members.
4. Commission contemporary photographic collateral of all member sites across all 4-seasons.
5. Implement a fully subsidized marketing program for all members in 2022 & 2023 as a COVID recovery support.
6. Create a high-impact, shoulder-season, play-based destination event with Improbable Escapes (local private business) to engage non-traditional audiences with local cultural heritage and expand March of the Museums event.

7. Expansion of KAM member webpages into dynamic digital site sneak peaks and development of other digital marketing assets.
8. Expand and update cultural heritage wayfaring & road sign program (VIC and roadsigns)
9. Redevelop a regional cultural heritage educational tour/programming roster (appropriate to COVID context) and promotional booklet for Travel/Trade clientele (in partnership with Tourism Kingston).

## PROFESSIONAL DEVELOPMENT

SLA 2023 (5A): “SUPPORT THE GROWTH OF PROFESSIONAL CAPACITY WITHIN THE HERITAGE SECTOR THROUGH THE DELIVERY OF THREE (3) PROFESSIONAL DEVELOPMENT EVENTS IN 2022.”

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 Strategic Plan: Renewal and Resiliency 2020-2025, PD is one of our core strategic pillars. The Professional Development Advisory committee provides expertise and advice to KAM staff in terms of planning and implementing a professional development program that is fit-for-purpose for KAM members.

### a. 2023 Professional Development Program

KAM continued to implement its **Professional Development Program Framework** in the organization of our 2023 PD program. 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). As identified in our strategic framework, KAM has committed to offering at minimum six PD sessions per annum. We reintroduced in-person learning workshops, while also continuing to facilitate digital engagements over Zoom or MS Teams.

1. **A Short Guide to the City of Kingston Heritage Fund – Information Sessions – July 17<sup>th</sup> 2023**
2. **CKHF Grant Writing Series: Critical Approaches to Project Grants – July 20<sup>th</sup> 2023**
3. **CKHF Grant Writing Series: Critical Approaches to Operating Grants – July 27<sup>th</sup> 2023**
4. **Improved Accessibility in Museums: Consultation, Design & Co-Creation- 24 August 2023** with Dr. Singe Erdogan-O’Connor.
5. **Advocacy for Community Museums and the Communities they Serve – 27 September 2023** with Michael Rikley-Lancaster
6. **Digital Photo-documentation of Museum Objects (CCI workshop)– 24-25 October 2023** with Mylène Choquette and Germain Wiseman
7. **iUnsettling! – Confronting our Histories through Play – 9 November 2023** with Dr. Lib Spry
8. **Sisters Doing it for Themselves: A Museum of Women’s History – 21 November 2023** with Heather Morrison.

### b. KAM Quarterly Members’ Meetings (PD Component):

All members' meetings include a PD knowledge-sharing and co-learning component through peer-led presentation or member discussion roundtables.

c. **Other PD Opportunities:**

KAM continues to actively promote external PD events, opportunities, and resources with members through our Twitter and member emails.

## PROFESSIONAL SECTOR ENGAGEMENT AND COMMUNITY STAKEHOLDER PARTNERSHIPS

SLA 2023 (5B): "ACT AS A SUPPORT AND COORDINATION AGENCY TO BUILD CONNECTIONS BETWEEN MEMBER ORGANIZATIONS AND PARTNERS ACROSS THE CULTURAL HERITAGE, CULTURAL TOURISM AND HOSPITALITY SECTORS IN KINGSTON."

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. The KAM Managing Director was designated co-chair for the RMN network for 2024.

2. **Canadian Museum Association (CMA):**

KAM maintains our membership with the Canadian Museum Association on behalf of our membership and actively participates in their AGM. The KAM Managing Director also participated as a stakeholder in a national Museum Ethics Review focus group.

3. **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* (2022). KAM continues to work in partnership with Tourism Kingston to integrate and align strategic and operational opportunities within the Kingston area. We work closely with Tourism Kingston on a variety of initiatives and committees, often providing letters of support for their various grant applications, and assisting them in liaising with local cultural heritage sites.

- 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 Managing Director.
- c. **Solar Eclipse Working Group** – planning, organizing and implementing programmatic activations, branding and other operational planning and supports for the 2024 solar eclipse event.
- d. **In-Persons Attractions Committee** – to discuss, organize and implement attraction-based packages and communications as part of the Visit Kingston brand.

**4. Educational Institutions – SLC and Queen’s University:**

KAM recognizes the critical importance of supporting emerging professionals as they pursue their studies and training, and the valuable contribution they have to offer the cultural heritage sector through placements and internships. KAM actively seeks to develop and maintain relationships with our local educational institutions and facilitates member engagement with them as well. In 2023, KAM made new connections with the SLC Office Administration Program to host placement students in 2024, and hosted a total of 5 placement students/interns (in-person and hybrid).

- SLC Digital Marketing Communications Placement students – (January – February 2023) and (May – June 2023)
- SLC Tourism and Hospitality Placement Student – (July 2023)
- Queen’s University Department of History Intern – (January – April 2023) and (September – December 2023)

**5. Coalition of Museums for Climate Justice (CMCJ):**

Sustainability and climate action is a key strategic priority for KAM, and although we are in the early stages of mapping and developing how we will enact it, connecting and working with appropriate organizational partners is a critical component of this work. As part of these first steps, KAM actively shares resources and promotes dialogue on this issue through our Twitter platform. In 2022, KAM became an official CMCJ supporting organization (on behalf of our members) and is listed as such on the CMCJ website.

**6. Lodge Pole Arts Alliance:**

KAM continues to be a community partner to Lodge Pole Arts Alliance, a newly developed organization that seeks to build an Indigenous owned, operated, programmed, and animated land-based cultural creative centre within the Frontenac biosphere. This partnership role will continue to evolve as Lodge Pole Arts Alliance further develops its operations.

**7. Other Local 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)**, **Downtown BIA**, **Sustainable Kingston**, and **Preserve our Wrecks (POW)**.

## PUBLIC ENGAGEMENT

SLA 2023 (2B): “WORK IN PARTNERSHIP WITH ORGANIZATIONS ACROSS THE CULTURE, HOSPITALITY, AND TOURISM SECTORS IN KINGSTON TO CREATE/SUPPORT PROFESSIONAL DEVELOPMENT AND PARTNERSHIP OPPORTUNITIES FOR KAM MEMBER SITES.”

SLA 2023 (2D): “ORGANIZE AND PROMOTE A DOORS OPEN KINGSTON 2023 EVENT.”

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 2023, the KAM organized and implemented two major programming events and developed several new programming partnerships.

### 1. March of the Museum 2023:

- March of the Museums is a week-long collaborative, free-of-charge, shoulder-season museum festival, focused on creative play, craft, imagination, and cultural heritage stories that took place over the March Break. Our 2023 event was hybrid in approach, with both take home activities and online resources, as well as onsite crafting events. Seventeen sites/cultural heritage organizations from across the KAM membership participated, providing hands-on craft activities. 150 hundred activity bags were assembled, and available free of charge through Eventbrite ticket booking. Activity bags were once again collected from various Kingston Frontenac Public Library Sites. All available activity bags were booked, and activity instructions were available for free download from the KAM website for those who missed out. For the 2023 event, we forged a new community partner relationship with Kahwa:tsire Indigenous-Led Child & Family Programs to activate and amplify Indigenous-led programming as part of March of the Museums.

#### Participating sites/organizations included:

- Military Communications & Electronics Museum
- Royal Canadian Electrical and Mechanical Engineers Museum
- Murney Tower National Historic Site
- Fort Henry National Historic Site
- Bellevue National Historic Site
- Frontenac County Schools Museum
- Smiths Falls Heritage House Museum (Smiths Falls, ON)
- 1000 Islands History Museum (Gananoque, ON)
- Miller Museum of Geology
- Museum of Health Care at Kingston
- Kingston Frontenac Public Library
- Great Lakes Museum
- Royal Military College Museum
- Mississippi Valley Textile Museum (Almonte, ON)
- Perth Museum (Perth, ON)
- Bath Museum and Information Visitor Centre (Bath, ON)
- Fairfield-Gutzeit House (Bath, ON)

We also partnered with several other community organizations and service providers to offer additional added-value programming through out the weeklong event, at multiple sites. They include:



- Drumming with Kahwa:tsire Indigenous-Led Child & Family Programs
- Stories & Songs with Grandmother Judi
- Paddling Puppeteers and Soapstone Carving
- 101 Things to Do With Kids Media Raffle
- Improbable Escapes Wonderland: Boardgame Cafe

## **2. Doors Open Kingston & Area 2023:**

For 2023, KAM modified our approach to organizing a Doors Open event to maximize opportunity for site as well as visitor participation. Doors Open Kingston & Area took place over three separate days between July and September and returned to a fully in-person event, with no additional digital engagement offerings. The registration fee was reinstated by the Ontario Heritage Trust for 2023 (\$1130.00). KAM member sites were invited to participate, as well as non-members located within the Municipality of Kingston. In total, **nineteen sites participated**, with several participating over multiple days.

### **The following sites participated on 23 July 2023:**

- Military Communications & Electronics Museums
- HMCS Cataraqui
- Bellevue House National Historic Site
- Murney Tower National Historic Site
- Museum of Health Care at Kingston
- Frontenac County Schools Museum
- Macpherson House and Park
- Museum of Lennox and Addington
- Smiths Fall Heritage House Museum
- Agnes Etherington Art Centre
- Loving Spoonful
- Royal Military College of Canada
- Marine Museum of the Great Lakes at Kingston

### **The following sites participated on 26 August 2023:**

- Pumphouse
- St. Georges Cathedral
- Military Communications & Electronics Museums
- HMCS Cataraqui
- Murney Tower National Historic Site
- Frontenac County Schools Museum
- Museum of Health Care at Kingston
- Bellevue House National Historic Site
- Agnes Etherington Art Centre
- Marine Museum of the Great Lakes at Kingston
- Perth Museum
- Inge-Va

### **The following sites participated on 23 September 2023:**

- WD Jordan Rare Books and Special Collections (Queen's University Libraries)
- The Spire
- Frontenac County Schools Museum

- Bellevue House National Historic Site
- Agnes Etherington Art Centre
- St. George's Cathedral

KAM also promoted other public, heritage spaces within Kingston, including: Manidoo Ogitigan (The Spirit Garden) @Lake Ontario Park; Barriefield Village Heritage District and Rock Garden; Old Sydenham Heritage Conservation District; Market Square Heritage Conservation District; Queen's University Campus; Royal Military College of Canada; Portsmouth Village; Kingston Waterfront Pathway.

KAM maintains a separate Doors Open Kingston & Area event page on our website, and in 2023 we implemented a robust social media marketing campaign, as well as providing a digital resource guide (available to download). The Doors Open Kingston & Area event was also promoted through the Doors Open Ontario website, and Teachers on Call wrote two blogs about the Kingston event (July and September). A **total of 3932 visitors attended Doors Open Kingston & Area 2023** (July – 1306; August – 2171; September - 455). Visitor participation continues to significantly grow year on year for this event. In comparison, total visitors for 2020 was 117 (social bubbles); 2021 – 640 (strict site maximums); 2022 – 1070 (single day event).

### **3. Community Services Recovery Fund Grant (CSRF):**

In February 2023, KAM applied to the Community Services Recovery Fund (another Federal COVID-recovery program) to redevelop and rebuild the KAM volunteer program, intended to recruit, train, and connect a range of community volunteers and placement students to member sites. We received notification of our approval in June 2023. This funding (approximately \$99K) will not only help us to rebuild an important member service in an appropriate and context-sensitive way, but it also allows us to re-hire the Marketing & Communications Coordinator position for another 12month period. This project will be complete in June 2024 and the program will be launched for September 2024.

## **DATA ANALYTICS**

SLA 2023 (5C): “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, actively seeking 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. KAM initiated our first annual member survey in 2019, using google forms as the digital deployment platform. Survey questions evolved between on a year-on-year basis between 2019 and 2021 to improve data sets and their analysis. In 2022, KAM engaged in two major projects to improve and further develop our data analytic processes, and this work continued in 2023.

### **1. Kingston Resiliency Dashboard Project – Kingston IN Focus:**

In late summer 2021, KAM partnered with the Department of Geography & Planning, Queen's University, the Centre for Advanced Computing, Kingston Economic Development, MITACS, and the City of Kingston to research, develop and launch the “Kingston InFocus” Dashboard. KAM participated as a

community project investor, financially sponsoring the hiring of a computer science undergraduate to undertake the coding work for the cultural heritage dashboard, in partnership with MITACS (KAM invested 1/3 of the total amount, MITACS funded the remaining 2/3).

This publicly accessible virtual Dashboard brings together real-time data points, from a variety of shared and open data sources, within eight areas: Local Economy, Employment, Community Health, Mobility, Housing, Environment, Cultural Heritage, and Demographics. This collaborative data project is the first of its kind to explicitly feature region-specific data through type of public dashboard platform and is intended to serve as a data tool for policymakers, community stakeholders, researchers, as well as residents and visitors.

The data for the cultural heritage dashboard is derived from the KAM member benchmark survey. Data reported between 2019-2021 will be static (due to how we previously collected this information) on the dashboard, but data from 2022 onwards will be updated in real-time through a JSON feed –on an annual and quarterly basis. The pilot dashboard launched in September 2022.

Phase 2 of this project work took place in 2023 to integrate Indigenous perspectives and data points within the Kingston IN Focus Dashboard. KAM once again participating as a community investor, along with Queen’s University for a MITACS funded Indigenous graduate student researcher to lead this phase of dashboard development. This research and relationship-building process with Indigenous organizations culminated in a day-long workshop with Indigenous rights-holders on November 30<sup>th</sup> 2023. The data collected through this collaborative workshop event will inform what and how Indigenous-related data will be incorporated into the dashboard moving forward.

## **2. Annual Membership Benchmark Survey:**

2023 marks the fifth year of KAM’s Membership Benchmark Survey. Its purpose is to map the local cultural heritage sector, its trends, gaps, and strengths 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 is shared Heritage Services at City of Kingston, 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, is also more specifically defined by the data needs of Kingston’s cultural heritage sector.

Through our involvement in the dashboard project, KAM has transformed and improved our own data collection and management approaches – making better use of digital resources available to us and simplifying accessibility. We have redeveloped and redeployed the membership benchmark survey as webform through the KAM website. Member data is secured through our webmaster JumpHost, following information management standards. See KAM’s Privacy & Data Collection Use statement: <https://www.kingstonmuseums.ca/about/privacy-data-collection-use-statement>. 2023 marked the first full year of quarterly and annual benchmark surveys as established through the dashboard project. KAM members will complete both an annual survey in December of each operating year, and a shorter quarterly survey, completed within two-weeks of previous quarter. Member data from both the annual and quarterly surveys will be aggregated, and data points pulled into the Kingston InFocus Dashboard and become part of the larger “picture” of Kingston and area’s cultural heritage sector. KAM also authors a summative and aggregated survey report made available to Heritage Services at City of Kingston, as well as to all our members. This annual report will be available each year at the KAM AGM.

## **FINANCIAL HIGHLIGHTS**

### **1 January 2023 – 31 December 2023**

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 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. KAM is committed to maintaining a balanced annual budget; any year-end surpluses are directed into financial reserves for future access or re-invested directly into member services. KAM's ongoing organizational wellbeing and resiliency depends on the continuous assessment of our revenue streams in relation to our mission driven activities and outputs, ensuring ongoing improvement of KAM operations and member services. As part of our new strategic vision for 2020-2025, KAM continues to pursue revenue diversification opportunities. In 2023, KAM completed a major Federal government grant through the Tourism Relief Fund (TRF), which was intended to support tourism cluster COVID-19 recovery. KAM also received another Federal grant through the Community Services Recovery Fund (CSRF) to support the redevelopment of the KAM Volunteer program. TRF deployed a cost-recovery model, which meant that KAM fronted project costs on a quarterly basis between 2022 and Q1 2023. These highlights, which include actuals and projections, are derived from staff interrogation of KAM 2023 finances at the time of writing this report. The 2023 indicated surplus is actually a recovery of previously existing organizational reserves rather than an actual surplus. For a full and detailed analysis of KAM 2022 finances, please see our 2023 audited statements (available in March 2023).

**\$244,082.19**  
2023 Operational Revenue

**\$225,708.19**  
2023 Operational Expenses

**\$18, 374.00**  
2023 Recovery of Reserves

### Revenues

Type	Source	\$ Received & projected to 12.31.2022	Approx. % of Revenues
Operational (SLA)	Municipal	\$102,937.00	42%
Programming – Door Open	Municipal	\$3,130.00	1.5%
Operational	Membership	\$3,435.00	1.5%
Operational (HODG)	Provincial	\$1,159.00	0.47%
Operational (CSJ)	Federal	\$7,518.00	3%
Operational (Tourisielief Fund)	Federal	\$64,644.65	26.4%
Operational (Commuty Services Recovery Fund)	Federal	\$54,070.54	22%
Operational	Corporate/Community Sponsorship	\$2,500.00	1%
Operational	Reclaimed Shared Services fees (LPAA)	\$967.00	0.6%
Project (IN Focus Dashboard)	Strategic Reserves	\$3,750.00	1.54%
	<b>TOTAL</b>	<b>\$244,082.19</b>	<b>100%</b>

**Expenditures**

<b>Value Stream</b>	<b>Description</b>	<b>\$ Actual &amp; Projected Spend to 12.31.2023</b>	<b>Approx. % of expenditures</b>
Administration – Staffore Budget	Office Coordinator Wages & overhead	45346.34	24%
Administration Staff Tism Relief Fund Project Bud	Office Coordinator Wages & Overhead	3240.63	
Administration Staff Community Services Recovery Fund Project Budget	Office Coordinator Wages & Overhead	5,733.84	
Administration – Staffore Budget	Managing Director Wages & Overhead	31019.56	21%
Administration – Staff Tourism Relief Fund Prect Budget	Managing Director Wages & Overhead	5078.10	
Administration – Staff Community Services Recovery Fund Project Budget	Managing Director Wages & Overhead	11290.30	
Administration – Staff Tourism Relief Fund Prect Budget	Marketing and Communications Coordinator Wages & Overhead	12869.30	19%
Administration – Staff Community Services Recovery Fund Project Budget	Marketing and Communications Coordinator Wages & Overhead	30141.58	
Administration	Liability and Board Insurance	\$1,647.00	1%
Administration	General Office/ Operations	\$5,037.91	2%
Administration	Auditors	\$10,000.00	4%
Administration	Rent/Utilities	\$9,460.00	4%
Administration	Telecommunications	\$2,640.00	1%
Administration	Subscribed Services (Digital Platforms)	\$8,439.90	4%
Professional Sector Engagement	Networking & Professional Association fees	\$400.00	Less than 1%
Professional Developpmt	Professional Development Program	\$2000.00	1%
Doors Open	Programming and Outreach	\$3130.00	1%
Tourism Relief Fund	Sector Investment Marketing and Programming Initiatives	\$34,250.00	15%
Special Projects	Kingston IN Focus Dashboard – Community Partner	\$3,750.00	2%
	<b>TOTAL:</b>	<b>\$225,474.50</b>	<b>100%</b>

## CITY OF KINGSTON HERITAGE FUND

SLA 2023 (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.”

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. Many organizations are returning applicants year on year in both grant categories.

CKHF is administered by the Kingston & Area 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 and to facilitate community engagement with cultural heritage experiences. 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 those who value and champion 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 (2013-2023)

- Lower Burial Ground Society
- HIV/AIDS/National Indigenous Peoples Day
- CFRC Radio
- Frontenac County Schools Museum
- Community Living Kingston
- Cataraqui Cemetery
- International Hockey all 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 Health Care at Kingston
- 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

- Kingston Handloom Weavers and Spinners
- SWITCH Ontario
- Prison 4 Women Collective
- Single Thread Theatre

**CKHF Investment in Kingston's Cultural Heritage Sector to Date (2013-2023)**

**\$2,613,024.62**

Total amount awarded

**15.4% over**

Average percentage of requests  
to funds awarded

**31**

Community organizations  
amplified through project grants

**\$3,089,370.49**

Total amount requested

**47**

Total applicants

**40**

Full/Large Operating Grants  
awarded

**\$2,009,962.27**

Total amount of Full/Large  
Operating Funds awarded

**107**

Total Grants Awarded

**20**

Investment/Small Operating  
Grants awarded

**\$67,612.23**

Total amount of  
Investment/Small Operating  
Funds awarded

**70%**

Overall Success rate of  
applicants

**54**

Project Grants awarded

**\$535,450.12**

Total amount of Project Funds  
awarded

**9**

Organizations developed through  
Operating Grants

**\$15.14 per capita**

CKHF investment in cultural  
heritage from 2013 to 2023 <sup>1</sup>

<sup>1</sup> Based on 2021 population Kingston Census Metropolitan Area (CMA) of 172, 546 -  
<https://kingstoninfocus.ca/dashboards/demographics>

**CKHF 2022-2023 Cycle Highlights**

SLA 2023 (3K): "COLLABORATE WITH THE CITY TO DEVELOP PERFORMANCE MEASURES AND INDICATORS APPROPRIATE TO THE CITY OF KINGSTON HERITAGE FUND (CKHF)."

<b>\$385,967.97</b> Total amount awarded	<b>\$518,944.00</b> Total amount requested	<b>25.6%</b> Average percentage of requests to funds awarded	<b>\$2.23</b> CKHF investment in cultural heritage in 2023 per capita
<b>5</b> Large Operating Grants awarded	<b>1</b> Small Operating Grants awarded	<b>6</b> Community Cultural Heritage Project Grants Awarded	<b>4</b> Cultural Heritage Development Project Grants Awarded
<b>\$306,053.32</b> Total amount of Full Operating Funds awarded	<b>\$3,183.04</b> Total amount of Small Operating Funds awarded	<b>\$60,021.61</b> Total amount of Community Cultural Heritage Project Funds awarded	<b>\$16,710.00</b> Total amount of Cultural Heritage Development Project Funds awarded

For 2023, it is anticipated that CKHF funding will have facilitated:

<b>8</b>	<b>9</b>	<b>17</b>	<b>140</b>
FT Positions	PT Positions	Seasonal Staff	Volunteers engaged
<b>1451</b>	<b>35</b>	<b>202</b>	<b>231</b>
Programming Hours	Exhibitions Developed	Program Events	Digital Events
<b>22,759</b>	<b>269,059</b>	<b>\$1, 121, 599</b>	
Total visitors/participants	Total Digital Engagements	Total Revenues generated by CKHF Recipients in 2023	



**CKHF Transition Grant 2022-2023 – Kingston Scout Museums**

In 2022, Scouts Canada notified the City of Kingston that it wished to terminate their lease of the land at 640 MacDonnell Street and their intent to demolish Selby Hall – the location of the Kingston Scout Museum (a separately incorporated organization from Scouts Canada). As the demolition of Selby Hall will permanently displace the Kingston Scout Museum, KAM assisted in facilitating conversations with Heritage Services and the Kingston Scout Museum to determine possible solutions moving forward that would enable the museum’s operations and collections to remain within Kingston. As such, KSM was ultimately offered free, temporary storage space for KSM’s collections at 42 Church Street (Former Harold Harvey arena) with an initial 1-year term (August 2022 until August 2023) – which was later extended until December 2023. A CKHF Transition Grant of \$2000 was offered from the City of Kingston to assist in relocation expenses. This grant was administered through KAM to the KSM.

**CKHF 2023-2024 Recipients**

Applicant numbers increased for the 2023-2024 adjudication cycle, particularly within the project grant category, and the overall total requested amount of grant funds exceeded the total amount available for award by 11.7%. CKHF applications offered interesting and innovative themes and projects to enhance community engagement with cultural heritage assets and experiences.

<b>\$448,596.37</b>	<b>\$508,400.00</b>	<b>\$428,496.37</b>	<b>11.7%</b>	<b>4.4%</b>
			<b>over</b>	<b>less</b>
<b>Total amount available</b>	<b>Total Amount requested</b>	<b>Total amount Awarded</b>	<b>Average percentage of requests to funds available</b>	<b>Average percentage of award to funds available</b>

**Large Operating Grant Recipients**

Beyond Classrooms Kingston	\$61, 707.98
Frontenac County Schools Museum	\$61,128.81
Marine Museum of the Great Lakes at Kingston	\$62,087.07
Murney Tower Museum	\$63, 308.59
Museum of Healthcare at Kingston	\$64, 193.14
<b>Total Awarded</b>	<b>\$312,425.59</b>

**Small Operating Grant Recipients**

Kingston Regional Heritage Fair	\$2882.16
<b>Total Awarded</b>	<b>\$2882.16</b>

**Community Cultural Heritage Project Grant Recipients**

Beth Israel Congregation	\$20,000.00
Lakeshore Parents Council, Inc.	\$20,000.00
Military Communications & Electronics Museum Foundation	\$20,000.00
Kingston Scout Museum	\$11,644.31

Canadian Museum of Women’s History	11,644.31
<b>Total Awarded</b>	<b>\$83,288.62</b>

**Cultural Heritage Development Grant Recipients**

Beyond Classrooms Kingston	\$5000.00
Frontenac County Schools Museum	\$5000.00
Kingston Scout Museum	\$5000.00
Military Communications & Electronics Museum Foundation	\$5000.00
Lakeshore Parents Council, Inc	\$5000.00
Kingston School of Art	\$4,900.00
<b>Total Awarded</b>	<b>\$29,900.00</b>

**2023-2024 CKHF Adjudication Committees**

**Operating Grants:**

Voting Members

- Kim Hill-Tout
- Jim Neill
- Brianne Franklin
- Judith Brown
- Michael Rikley-Lancaster

Non-voting Members

- Kevin Gibbs, City of Kingston
- Councillor Wendy Stephen, City of Kingston
- Jamie McKenzie-Naish, KAM
- Debbie Holdich, KAM
- Cameron Smith, Adjudication Chair

**Project Grants:**

Voting Members

- Linda Tsuji
- Hugh Ostrom
- Heather Home
- Deirdre Bryden
- Jake Miller

Non-voting Members

- Kevin Gibbs, City of Kingston
- Councillor Vincent Cinanni, City of Kingston
- Jamie McKenzie-Naish, KAM
- Debbie Holdich, KAM
- Cameron Smith, Adjudication Chair

## MOVING FORWARD, LOOKING AHEAD:

Looking ahead towards 2024, KAM remains committed to deepening member services and sector development. While our focus and operations will continue to be shaped by our Strategic Plan: Renewal and Resiliency 2020-2025, it is important to note that 2024 marks the final year of this strategic plan. Despite the impacts of COVID-19 over the last three years, KAM has continued to evolve in significant ways, by capitalizing on recovery initiatives and funding opportunities. Our strategic vision and our collaborative ethos are even more relevant and more important than ever – not only for our members, but for our communities and the sector at regional, provincial, and national levels.

2024 will be a crucial year for KAM and will define our organizational development for the next 5 to 10 years. As we look to developing our next strategic plan and roadmap, we need to critically evaluate our funding structures, and both reinvigorate and secure sustainable funding structures. We are also committed to exploring the question and possibility of creating a Regional Curatorial Centre and Cultural Heritage Programming Hub – a non-profit, collaborative, shared storage and programming facility for this region's cultural heritage sector. To answer this question, we have applied to the Ontario Trillium Foundation (2023) for funding to pursue a feasibility study and will continue to pursue other sources of funding for this project in 2024.

We look forward to continuing our partnership with the City of Kingston in the upcoming year and our work to amplify and celebrate cultural heritage within the Kingston region. Many thanks, as always to our funders, partners, and members - we could not achieve what we do without your interest and support.

## FUNDERS



## SECTOR AND COMMUNITY PARTNERS



## CONTACT INFORMATION

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area association  
of museums  
art galleries +  
historic sites**