



**City of Kingston  
Report to Council  
Report Number 25-032**

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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 14, 2025  
**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 2024, KAM received \$107,136 in operational funding through their SLA with the City of Kingston plus an additional \$2,000 to administer the Kingston's Doors Open event. As a component of their 2024 agreement, KAM administered the 2024-2025 City of Kingston Heritage Fund as one of their deliverables. The 'KAM SLA 2024 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 2024 SLA.

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The renewal of the SLA between the City of Kingston and KAM in 2025 will also include multiple deliverables, notably the administration of the 2025-2026 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 with KAM remain at the same amount for 2025 and not include the additional funds to administer Doors Open. The total proposed SLA funding for 2025, therefore, is proposed to be \$107,036 and this amount has been included as part of the 2025 Heritage Services operating budget.

**Recommendation:**

**That** Council authorize the Mayor and Clerk 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, subject to the deemed adoption of the 2025 operating budget, and 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 2025 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 2025, subject to the deemed adoption of the 2025 operating budget.



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**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.

The value of KAM's SLA has increased over time, often through a 2% growth in the base funding allocation year over year. Due to the impacts of the COVID-19 pandemic the SLA funding amount was held to the 2020 amount in both 2021 and 2022. The SLA funding then grew again by 2% in both 2023 and 2024. In the development of the 2025 Heritage Services operating budget the SLA funding has been held at the 2024 funding level and this approach has been discussed with KAM. As a result, the total proposed SLA funding for KAM in 2025 is \$107,036.

**Analysis**

At this time, it is being recommended that the City's SLA with KAM be renewed again in 2025. It is anticipated the services to be included as part of the 2025 agreement will be as follows:

- Administration of the 2025-2026 City of Kingston Heritage Fund (CKHF) that includes, but is not limited to, the following:
  - Develop the 2025-2026 Administration Plan;
  - Oversee and administer the necessary submission, review and award 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 review the CKHF to ensure it continues to meet the needs and expectations of the community, fund recipients and the City.
- 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.

**KAM 'Year End Report'**

In November 2024, KAM submitted a year end report, 'SLA 2024 Report' (Exhibit A). This report provides an overview of the services identified as part of their 2024 SLA along with activities that

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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 2024 SLA. As a result, staff are recommending that the City of Kingston renew its SLA with KAM in 2025 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 2024 agreement and to discuss any alterations, changes and/or additions that need to be made to finalize the 2025 Agreement. Once that work has been completed, the 2025 SLA can then be executed by the Mayor and Clerk in a form that is acceptable to the Director of Legal Services and subject to the deemed adoption of the 2025 operating budget.

**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:**

SLA Funding for KAM in 2025 was included as part of the proposed 2025 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 2025 agreement has been signed by both parties. Dispersal of these funds are subject to the deemed adoption of the 2025 operating budget.

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Melanie Banks, Manager, Heritage Programming, Heritage Services, 613-546-4291 extension 1358

**Other City of Kingston Staff Consulted:**

None

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**Exhibits Attached:**

Exhibit A – KAM SLA 2024 Report



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

# **SLA 2024 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 2024 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 19 November 2024.

## **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 Huron-Wendat peoples, whose traditional and ongoing stewardship of these territories is fundamental to our pasts, presents and futures.



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## INTRODUCTION

The Kingston & Area Association of Museums, Art Galleries and Historic Sites (KAM) first emerged over 45 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 (CSRF), and this position continued until June 2024. The Marketing and Communications Coordinator's contract was further extended until September 2024. Currently this position is non-active due to lack of funding.

### **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 until September 2024)

**Board of Directors:**

- Lena Beliveau, Chair
- Amber Meyer, Vice-Chair
- Ashley Mendes, Treasurer
- Simge Erdogan-O'Connor, Secretary
- Brendan Cull, Director at Large
- Tamara van Dyk, Director at Large
- Rowena McGowan, Director at Large
- Liz McLean, Director at Large
- Kevin Moorhouse, Director at Large
- Past-Chair position unfilled due to changes in Board Membership.

**KAM Committees:**

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. 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.

**KAM Governance Committees**

**Constitution (Governance) Committee:**

- Dave St. Onge
- Kevin Moorhouse
- Annette Gillis
- Brendan Cull
- Simge Erdogan-O'Connor (Chair)

**Nominations Committee:**

- To be Appointed by the Board

**Health and Safety Committee:**

- Simge Erdogan-O'Connor
- 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
- Turner Douglas
- Mathew Thivierge
- Alice McMurty

### **Professional Development (PD)**

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

### **Marketing & Analytics Committee (MAC)**

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

## **STRATEGIC VISION**

SLA 2024 (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 Ally of Lodge Pole Arts Alliance – Indigenous Arts & culture organization (2022-2024)
- Development of an organizational Land Acknowledgement Statement (2023)
- Development of an explicit IIDEA policy (2024)

#### **Next Steps:**

- 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.

#### **2024 Membership:**

Our members make us who we are as an organization, driving KAM's development over the past 45 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 Connecting with Cultural Heritage 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*.
- Cross-Sector visibility and partnerships

KAM's membership roster for 2024 included a total of **60 members**:

- **14 Individual Members**, which include:
  - 1 Emerging Professional
  - 3 Student
  - 10 Community/Cultural Sector Professional
- **10 Associate Members**, which include:
  - 4 Cultural Heritage Programming/Advocacy Organization

- 4 Historic Churches
- 3 Historical Societies
- **38 Institutional Members**, which include:
  - **3 Art Galleries**
  - **4 Libraries and Archives**
  - **30 Museums**
  - **13 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/X (@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. We continue to upgrade and update our website as a key point of communication contact with members and the public. Overall, we gained followers and views across all platforms from the previous year – in particular website activity – engagement, traffic and new users as increased approximately 3x from the previous year.

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



**92K**

Website  
Engagement



**27.1K**

Website  
Traffic



**19.6K**

Website  
New users

KAM Social Media (@kingstonmuseums) Analytics:



2300

Blog  
Views



2000

Facebook  
Followers



2263

Instagram  
Followers



3131

Twitter  
Followers



232

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 2024 was KAM's AGM in March 2024 (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.

## PROFESSIONAL DEVELOPMENT

SLA 2024 (6A): "SUPPORT THE GROWTH OF PROFESSIONAL CAPACITY WITHIN THE HERITAGE SECTOR THROUGH THE DELIVERY OF THREE (3) PROFESSIONAL DEVELOPMENT EVENTS IN 2024."

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. **2024 Professional Development Program**

KAM continued to implement its **Professional Development Program Framework** in the organization of our 2024 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. **Finding, Hiring, Retaining Student Positions - 2024 Best Practices - KAM Virtual Panel Discussion** – February 5<sup>th</sup>, 2024
2. **Student and Job Fair at the Department of History, Queen's University** – February 7<sup>th</sup>, 2024
3. **A Short Guide to the City of Kingston Heritage Fund – Information Session** – July 17<sup>th</sup> 2024
4. **CKHF Grant Writing Series: Critical Approaches to Project Grants** – July 25<sup>th</sup> 2024
5. **CKHF Grant Writing Series: Critical Approaches to Operating Grants** – August 1<sup>st</sup> 2024
6. **A Short Guide to the City of Kingston Heritage Fund – Information Session** – August 8<sup>th</sup>, 2024
7. **Sensory Bag Program: Making Museums More Accessible Webinar (with the Ottawa Museum Network)** – November 5<sup>th</sup>, 2024

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.

**Q1** – KAM AGM Keynote Presentation: "A Journey of Collaboration at Bellevue House National Historic Site" with Tamara Van Dyk – March 19, 2024

**Q2** – Connecting with Cultural Heritage Volunteer Program and brochure swap at Murney Tower National Historic Site Museum – May 27<sup>th</sup>, 2024

**Q3** – Review of Member Services and Guest Speaker – Rosemary Wagner – Executive Director of the Canadian Federation of Friends of Museums – August 27<sup>th</sup>, 2024

**Q4** – Member Roundtable Consultation for Next Strategic Planning Process and Review – November 26<sup>th</sup>, 2024

c. **Other PD Opportunities:**

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

## PROFESSIONAL SECTOR ENGAGEMENT AND COMMUNITY STAKEHOLDER PARTNERSHIPS

SLA 2024 (3A): “WORK COLLABORATIVELY WITH HERITAGE SERVICES TO IMPLEMENT THE KINGSTON CULTURE PLAN (2010) AS WELL AS EMERGING PRIORITIES DIRECTION THE WORK OF THE HERITAGE SERVICES DEPARTMENT AND TO RESPOND TO COUNCIL’S STRATEGIC PRIORITIES RELEVANT TO ARTS, HERITAGE, AND CULTURE.”

SLA 2024 (6B): “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 Organization (RMO) Representative 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 co-chair for the RMN network for 2024, alongside the Executive Director of the Ottawa Museum Network.

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 and event weekend** – planning, organizing and implementing programmatic activations, branding and other operational planning and supports for the April 2024 solar eclipse event – including a social media campaign and working with various member sites for programming and access provision.
- d. **In-Persons Attractions Committee** – to discuss, organize and implement attraction-based packages and communications as part of the Visit Kingston brand.

**4. Mayor Patterson’s Community Call:**

KAM’s Managing Director participates in these monthly community roundtables to discuss and share information about issues, challenges, and successes facing the Kingston community with Kingston City Mayor and other community services providers and organizations.

**5. 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 2024, KAM hosted a total of 4 interns – 1 from the SLC AMC program, 2 from the Department of History at Queens University, and 1 from the SLC Office Administration Program.

- SLC Advertising and Marketing Communications – (January – April 2024)
- Queen’s University Department of History Interns – (September – December 2024)
- SLC Office Administration Program – (December 2024)

**6. 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. KAM continues to be a CMCJ supporting organization (on behalf of our members) and is listed as such on the CMCJ website.

**7. Lodge Pole Arts Alliance:**

KAM continues to be a community ally 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. Through an MOU agreement, KAM provided LPAA webpage presence on our website, provided 3 hours of administrative support per month, and provided sponsoring partner support as a flow through

agency between granting organizations and LPAA when needed. As of October 2024, LPAA now has its own website and management protocols, and while we remain a community advocate, the official MOU has served its purpose and closed.

**8. 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, KEYS**, and **Preserve our Wrecks (POW)**.

## **PUBLIC ENGAGEMENT**

SLA 2024 (3B): “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 2024 (3D): “ORGANIZE AND PROMOTE A DOORS OPEN KINGSTON 2024 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 2024, the KAM organized and implemented two major programming events and developed several new programming partnerships.

**1. March of the Museum 2024:**

- 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 2024 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 2024 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

## **2. Tourism Growth Program (TGP):**

The TGP is a federal funding program through the Federal Economic Development Agency for Southern Ontario intended to support the development of local tourism products and experiences. KAM applied to this funding program in January 2024 to augment and further develop our March of the Museums event as a regional cultural heritage festival for 2024, 2025, and 2026. In March 2024, we were awarded \$120,000 between 2024 and 2025. Though the award notification was too late to greatly impact event development for 2024, planning for 2025 and 2026, with significant development of marketing and promotional assets and activities is underway. Project development is focused through 5 objectives and 6 outputs:

- Objective #1: Extend the Tourism Season.
  - Objective #2: Increase Tourism Benefits for Community.
  - Objective #3: Sustainable Growth.
  - Objective #4: Indigenous Tourism and Partnerships.
  - Objective #5: Equity, Diversity, Inclusion and Accessibility.
- 
- Outcome #1: Transform and redevelop a local annual cultural heritage event (March of the Museums) into a dynamic, multi-site regional tourism festival during the early spring shoulder-season (March Break) that explicitly targets leisure and family traveler segments and prioritizes rebuilding these traveler segments within the Kingston & Area tourism economy, while extending beyond the traditional visitor season.
  - Outcome #2: Working in partnership with Tourism Kingston to better platform the range of cultural heritage experiences available and amplify cultural heritage opportunities as a high-impact, added-value feature to tourism experiences within Kingston & area, as well as to create incentivized itinerary packages with other tourism hospitality providers, so that all cultural heritage sites can effectively participate in, contribute to, and benefit from the tourism economy.
  - Outcome #3: Develop a comprehensive event brand identity and marketing communications strategy, approach, and campaign to promote this event to regional, national and potentially international visitors (internal and working with Tourism Kingston)



- Outcome #4: Establish policies and implement protocols through the use of carbon calculation and reporting tools (e.g. Creative Green Tools Canada) to record, measure and understand the carbon footprint associated with cultural heritage tourism events and to use this information to inform the planning and organization of future events.
- Outcome #5: Build relationships with Indigenous organizations, knowledge keepers, artists and performers and work together to actively integrate and make visible Indigenous cultural heritage and artistic experiences as part of Kingston & area cultural heritage sector and tourism.
- Outcome #6: Expand French Language services and resources associated with the March of the Museum festival event to improve accessibility and engagement for French-speaking visitors to Kingston & Area.

### **3. Doors Open Kingston & Area 2024:**

Following the program model established in 2023, Doors Open Kingston & Area 2024 took place over three separate days between July and September and returned to a fully in-person event, with no additional digital engagement offerings. KAM member sites were invited to participate, as well as non-members located within the Municipality of Kingston. In total, **twenty-two sites participated**, with several participating over multiple days.

#### **The following sites participated on 20 July 2024:**

- Museum of Health Care at Kingston
- Museum of Lennox & Addington
- MacPherson House
- Murney Tower Museum
- Canada's Penitentiary Museum
- PumpHouse
- Queen's University Archives
- South Frontenac Museum
- Frontenac County Schools Museum
- St. Georges Cathedral
- St. Mary's Cathedral
- Barriefield Village
- Gallery Raymond
- Bring Your thing Event with Agnes Etherington Art Centre @ Fort Henry

#### **The following sites participated on 24 August 2024:**

- Museum of Health Care at Kingston
- Murney Tower Museum
- Canada's Penitentiary Museum
- PumpHouse
- South Frontenac Museum
- Frontenac County Schools Museum
- St. Georges Cathedral
- St. Mary's Cathedral
- St. Marks Church

- Barriefield Village
- Gallery Raymond

**The following sites participated on 28 September 2024:**

- WD Jordan Rare Books and Special Collections (Queen's University Libraries)
- The Spire
- Tett Centre for Creativity and Learning
- Frontenac County Schools Museum
- St. George's Cathedral
- St. Mary's Cathedral
- Canada's Penitentiary Museum
- Gallery Raymond
- Kingston Frameworks
- Great Lakes Museum
- Military Communications & Electronics Museum
- Barriefield Village
- Smiths Falls Heritage House Museum
- PumpHouse

KAM also promoted other public, heritage spaces within Kingston, including: Manidoo Ogitigan (The Spirit Garden) at 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 2024 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, Teachers on Call wrote a blog about the Kingston & Area event, and The Ontario Heritage Trust selected Kingston to be highlighted by a (paid) social media influencer. **A total of 4509 visitors attended Doors Open Kingston & Area 2024** (July – 1709; August – 1330; September - 1473). Visitor participation continues to significantly grow year on year for this event.

## **CONNECTING WITH CULTURAL HERITAGE VOLUNTEER PROGRAM**

In February 2023, KAM applied to the Community Services Recovery Fund (another Federal COVID-recovery program through Employment and Social Development Canada) 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 as a complementary member service. The funding cycle for this project started June 2023 and ran until June 2024 (approximately \$99K total). This funding assisted us in rebuilding an important member service in an appropriate and context-sensitive way and allowed us to re-hire the Marketing and Communications Coordinator for another 12-month period. Between November and December 2024, structural upgrades were undertaken on the KAM website to platform this new program and member service. KAM initiated a soft launch of the program in autumn 2024, with a full launch intended for 2025.

## **DATA ANALYTICS**

SLA 2024 (6C): "AGGREGATE AND PROVIDE THE CITY OF KINGSTON WITH MEMBERSHIP STATISTICS AND SECTOR INFORMATION RELEVANT TO THE KAM MEMBERSHIP"

KAM is committed to evidence-based 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 2024.

### **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.

Phase 3 of this project commenced in 2024 and includes the updating and inclusion of new data points across all the individual dashboards. As part of this, Cultural Heritage Dashboard is being redeveloped from static data presentation to an active data visualization through a JSON feed link to our member benchmark survey database.

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

2024 marks the sixth 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>.

Member surveys are divided into an annual survey (completed in December of each operating year) and a shorter quarterly survey, completed within 2-weeks of the previous quarter. Compliance with member survey completion has been a challenge in 2024, and KAM staff continue to work with members to facilitate data sharing and collection in a timely manner.

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 2024 – 31 December 2024**

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 strategic vision for 2020-2025, KAM continues to pursue revenue diversification opportunities. In 2024, KAM received our final claims payout from the Tourism Relief Fund (TRF) grant (completed in 2023). In June 2024, we completed our Community Services Recovery Fund (CSRF) grant to redevelop our volunteer program. In March 2024, we were awarded a Tourism Growth Program grant (2024-2026) which provides funding support for our March of the Museums program. These highlights, which include actuals and projections, are derived from staff interrogation of KAM 2024 finances at the time of writing this report. For a full and detailed analysis of KAM 2022 finances, please see our 2024 audited statements (available in May 2024).

**\$200,741.04**  
2024 Operational Revenues

**\$199,071.31**  
2024 Operational Expenses

**\$1,669.73**  
Surplus

#### Revenues

Type	Source	\$ Received & projected to 12.31.2024	Approx. % of Revenues
Operational (SLA)	Municipal	\$107,036.00	53%
Programming – Doors Open	Municipal	\$1,130.00	1%
Operational	Membership	\$4,340.00	2%
Operational (HODG)	Provincial	\$1,159.00	1%
Operational (Tourism Relief Fund 2022-23 final claim reimbursement)	Federal	\$8,393.00	4%
Operational (Community Services Recovery Fund)	Federal	\$44,037.54	22%
Operational (Tourism Growth Fund)	Federal	\$25,005.07	12%
Operational	Corporate/Community Sponsorship	\$7,065.28	4%
Operational	Reclaimed Shared Services fees/HST refunds/Other	\$2575.15	1%
<b>TOTAL:</b>		<b>\$200,741.04</b>	<b>100%</b>

**Expenditures**

<b>Value Stream</b>	<b>Description</b>	<b>\$ Actual &amp; Projected Spend to 12.31.2024</b>	<b>Approx. % of expenditures</b>
Administration – Staff Core Budget	Office Coordinator Wages & overhead	\$45,016.05	23%
Administration Staff - Community Services Relief Fund Budget	Office Coordinator Wages & Overhead	\$5,169.29	3%
Administration Staff- Core Budget	Managing Director Wages & Overhead	\$32,340.90	16%
Administration Staff- Community Services Relief Fund Budget	Managing Director Wages & Overhead	\$10,569.82	5%
Administration Staff – Community Services Relief Fund Budget	Marketing & Communications Coordinator Wages & Overhead	\$23,474.23	12%
Administration	Liability and Board Insurance	\$546.48	0.3%
Administration	General Office/ Operations	\$6049.82	3%
Administration	Auditors	\$10,000.00	5%
Administration	Rent/Utilities	\$7501.96	4%
Administration	Telecommunications	\$1666.28	1%
Administration	Subscribed Services (Digital Platforms)	\$4920.24	2%
Marketing & Communications	Sector Marketing Initiatives	\$12,062.14	6%
Professional Sector Engagement	PD program & Professional Association Fees	\$1,310.00	1%
Doors Open	Programming and Outreach	\$1,630.00	1%
Community Services Relief Fund 2023-2024	Connecting with Cultural Heritage Volunteer Program – project expenses (Jan-June)	\$10,872.32	5%
Tourism Growth Program 2024-2026	March of the Museums Project Expenditures	\$25,941.78	13%
<b>TOTAL:</b>		<b>\$225,474.50</b>	<b>100%</b>

**CITY OF KINGSTON HERITAGE FUND**

SLA 2024 (2): “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 (2013-2024)**

- 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 Health Care at Kingston
- Great Lakes Museum
- 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
- Canadian Museum of Women's History
- Military Communications and Electronics Museum Foundation
- Lakeshore Parents Council (with the Vulnerable Film Lab)

CKHF Investment in Kingston's Cultural Heritage Sector to Date (2013-2024)

**\$3,035,620.95**

Total amount awarded

**18.3% over**

Average percentage of requests  
to funds awarded

**34**

Community organizations  
amplified through project grants

**\$3,592,870.49**

Total amount requested

**50**

Total applicants

**45**

Full/Large Operating Grants  
awarded

**\$2,322,387.86**

Total amount of Full/Large  
Operating Funds awarded

**123**

Total Grants Awarded

**21**

Investment/Small Operating  
Grants awarded

**\$70,494.39**

Total amount of  
Investment/Small Operating  
Funds awarded

**94%**

Overall Success rate of  
applicants

**64**

Project Grants awarded

**\$643,738.74**

Total amount of Project Funds  
awarded

**9**

Organizations developed through  
Operating Grants

**\$16.12 per capita**

Total CKHF investment in  
cultural heritage from 2013 to  
2024 <sup>1</sup>

<sup>1</sup> Based on 2024 population estimate of 188,267



**CKHF 2023-2024 Cycle Highlights**

SLA 2024 (2K): "COLLABORATE WITH THE CITY TO DEVELOP PERFORMANCE MEASURES AND INDICATORS APPROPRIATE TO THE CITY OF KINGSTON HERITAGE FUND (CKHF)."

<b>\$423,596.33</b> Total amount awarded	<b>\$503,500.00</b> Total amount requested	<b>19%</b> Average percentage of requests to funds awarded	<b>\$2.24</b> CKHF investment in cultural heritage in 2024 per capita
<b>5</b> Large Operating Grants awarded	<b>1</b> Small Operating Grants awarded	<b>5</b> Community Cultural Heritage Project Grants Awarded	<b>5</b> Cultural Heritage Development Project Grants Awarded
<b>\$312,425.59</b> Total amount of Full Operating Funds awarded	<b>\$2,882.16</b> Total amount of Small Operating Funds awarded	<b>\$83,288.62</b> Total amount of Community Cultural Heritage Project Funds awarded	<b>\$25,000</b> Total amount of Cultural Heritage Development Project Funds awarded

For 2024, it is anticipated that CKHF funding will have facilitated:

<b>11</b>	<b>5</b>	<b>38</b>	<b>294</b>
FT Positions	PT Positions	Seasonal Staff	Volunteers engaged
<b>2382</b>	<b>42</b>	<b>132</b>	<b>83</b>
Programming Hours	Exhibitions Developed	Program Events	Digital Events
<b>31,190</b>	<b>566,205</b>	<b>\$2,409,231.32</b>	
Total visitors/participants	Total Digital Engagements	Total Revenues generated by CKHF Recipients in 2024	

**CKHF 2024-2025 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>\$400,454.00</b>	<b>\$556,388.33</b>	<b>\$376,449.00</b>	<b>40%</b>	<b>6%</b>
<b>Total amount available</b>	<b>Total Amount requested</b>	<b>Total amount Awarded</b>	<b>over Average percentage of requests to funds available</b>	<b>less Average percentage of award to funds available</b>

**Large Operating Grant Recipients**

Beyond Classrooms Kingston	\$47,827.29
Frontenac County Schools Museum	\$46,470.03
Marine Museum of the Great Lakes at Kingston	\$47,051.71
Murney Tower Museum	\$46,615.45
Museum of Healthcare at Kingston	\$50,735.70
Kingston Scout Museum	\$30,419.88
<b>Total Awarded</b>	<b>\$272,343.00</b>

**Small Operating Grant Recipients**

Kingston Regional Heritage Fair	\$3,222.96
<b>Total Awarded</b>	<b>\$3,222.96</b>

**Community Cultural Heritage Project Grant Recipients**

Beth Israel Congregation	\$8,134.47
All Our Relations Land Trust	\$14,696.34
Military Communications & Electronics Museum Foundation	\$15,873.37
Lodge Pole Arts Alliance	\$16,931.59
OPIRG (with Roots & Wings)	\$14,941.03
Kingston Film Festival (with Broom Factory)	\$10,031.97
Friends of the Spire	\$3,497.22
<b>Total Awarded</b>	<b>\$84,106.00</b>

**Cultural Heritage Development Grant Recipients**

Beyond Classrooms Kingston	\$5000.00
Murney Tower Museum	\$5000.00
All Our Relations Land Trust	\$5000.00
OPIRG (With Roots & Wings)	\$5000.00
<b>Total Awarded</b>	<b>\$20,000.00</b>

## 2024-2025 CKHF Adjudication Committees

### Operating Grants:

#### Voting Members

- Keeley Plouffe
- Asliyah Strachan
- Nicolas DuPrey
- Andrea Gunn
- Michael Rikley-Lancaster

#### Non-voting Members

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

### Project Grants:

#### Voting Members

- Linda Tsuji
- Jennifer Lucas
- Heather Home
- Nicole Kapphahn
- Richard Powers

#### Non-voting Members

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

## **MOVING FORWARD, LOOKING AHEAD:**

Looking ahead towards 2025, KAM remains committed to deepening member services and sector development, with focus on developing a new strategic Plan and roadmap for 2025-2030. 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.

As we look to developing our next strategic plan and roadmap, we need to critically evaluate sector needs, organizational priorities, and both reinvigorate and secure sustainable funding

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