



Kingston and Area Association of Museums, Art Galleries + Historic Sites

Annual Report 2022 A Year in Review



kingston and
area association
of museums
art galleries +
historic sites



Welcome to KAM!

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.

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 VISION

Our VALUES

EMBRACE COLLEGIALLY.
INSPIRE EXCELLENCE.
ENCOURAGE INNOVATION.
FACILITATE COLLABORATION.
EMBRACE DIVERSITY.
ACT WITH INTEGRITY.

Who we are...

The Kingston & Area Association of Museums, Art Galleries and Historic Sites (KAM) is a professional network and collaborative resource hub championing Kingston and area's cultural heritage sector. KAM first emerged in 1980 as a grass-roots organization and formally incorporated as a non-profit in 2009. Our membership includes virtually all local cultural heritage sites within the municipality of Kingston, and continues to grow within neighboring counties and townships - such as Loyalist, Lennox & Addington, Leeds & Grenville, and Frontenac. We also fulfill the role of regional museum network hub on behalf of the Ontario Museum Association, representing and connecting our members at both provincial and federal levels.

We serve our members through four areas of activity: professional development, advocacy, public engagement, and collaborative partnerships. We provide access to professional learning and training; collaborative programming initiatives, collaborative marketing programs; peer mentoring, operational support resources; and professional networks at the local, regional, and provincial level. Our purpose is to model best practices and support our members in their work to engage audiences and communities in cultural heritage narratives and experiences.

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. 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, value and relevancy within and across communities.

Strategic Pillar #1: Professional Development:

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

Strategic Pillar #2: Advocacy:

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

Strategic Pillar #3: Public Engagement:

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

Strategic Pillar #4: Collaborative Partnerships:

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

2022 Staff and Volunteers

Operations

Jamie McKenzie-Naish,
Managing Director

Debbie Holdich,
Office Coordinator

Sadie Babcock,
Marketing &
Communications
Coordinator

Operations - Summer Staff

Linnea Uunila,
Summer Marketing
Assistant

Alexander Stratton,
Summer Special
Projects - Collections
Assistant (Kingston
Scout Museum)

Board & Governance- 2022

Bill Visser, President
Rodney Carter, Vice President
Kevin Moorhouse, Secretary
Tabitha Renaud, Past President
Ashley Mendes, Treasurer
Liz Watkins-McClean, Director
Kevin Fox, Director
Tamara Van Dyk, Director

Programming & Community Engagement Committee

Danielle Marshall, Chair
Dave McCarey
Simge Erdogan-O'Connor
Alex McLean
Liz Watkins-McClean

Amber Meyer
Claire Notman
Terri Brennan
Valerie Martin
Keely Maddock
Linda Tsuji
Karla Tynski

KAM Visitor-in-Residence Guest Bloggers

Queen's University Department
of History Students

Professional Development & Marketing & Analytics Committees

Inactive in 2022

Student Interns

Rhianna Wood (Queen's History)
Tyler Storrar (SLC Marketing)

Membership 2022

Our members define who we are as an organization. Their needs driving KAM's development over the past 43 years.

15 Individual Members, including:

2 Student; 1 EMP; 12 Community

11 Associate Members, including:

5 Cultural Heritage Programming/Advocacy Organizations
3 Historic Churches
3 Historical Societies

33 Institution Members, including:

3 Art Galleries
5 Libraries & Archives
21 Museums
9 Historic Sites

In 2022,
KAM
engaged
with **58**
members.

Members Meetings

Q1: March 2022 (AGM)

Q2: June 2022 (MAC)

Q3: Sept. 2022 (PD)

Q4: Nov. 2021 (PaCE)

Benefits

- Professional Development Learning & Training
- Collaborative programming initiatives
- Collaborative marketing support
- building professional & collegial networks
- Quarterly Members' Meetings
- peer learning & mentoring
- Sector Advocacy and staying connected to the OMA and CMA
- KAM continues to grow member services each year...

YEAR AT A GLANCE

Professional Development

Cultural Heritage & Data Analytics: What, Why Informed Decisions?

Museum Unplugged? Reflections on Digital Transformations from the Museum of Lennox & Addington

Introduction to the First Nations Principles of OCAP (ownership, control access & possession)

Resilience: The biology of Stress and the Science of Hope

Community Resilience Initiative - Trauma Informed Training

CKHF Information Sessions

Critical Approaches to Grant Writing - Project & Operation

Advocacy

Ontario Association of Museums _ Regional Museum Network

Canadian Association of Museums - AGM participation & Board Vote

KEYS Workplace Inclusion Charter

Mayor's Community Check-In

Public

Engagement

March of the Museums 2022

KAM Collaborative Exhibition at Fort Henry

KFPL Community Exhibition

Doors Open 2022

Marketing Partnership 2022

Kingston In FOCUS Dashboard

City of Kingston Heritage Fund

Collaborative Partnerships & Affiliations

City of Kingston - Heritage Services

Tourism Kingston

Tourism Relief Fund - FEDDEV

Group of Emerging Museum Professionals

Coalition of Museums for Climate Justice

Lodge Pole Arts Alliance

Queen's University, History

Queen's University, Geography & Planning

KEYS

MITACS

Ontario Living Wage Network

St. Lawrence College - Marketing Program

DIGITAL OUTREACH

http://



40,822 Views | 17k Users



1,277 Views | 601 Visitors



1,627 Followers | @kingstonmuseums



1,929 Followers | @kingstonmuseums



3,144 Followers | @kingstonmuseums



4.6k Impressions | 754 Views

2022 Financial Snapshot

Please see our 2022 Financial Statements for further details

Revenue Sources

City of Kingston Service Level Agreement
(Contracted services)

Heritage Organization Development Grant
(HODG)

Tourism Relief Fund (FED DEV)

Canada Summer Jobs Employment Grants

Community/Corporate Sponsorships

Membership Fees

PD Fees

Strategic Reserves

2022

Revenues

(not including strategic Reserves):

\$226,396.00

Expenditure Commitments

Staff Salaries

PD Facilitator Fees

Marketing Program Development

Collaborative Programming & Outreach

Professional Association Fees

Liability Insurance

Auditors' Fee

KAM office & Equipment

Telecommunications & Digital Platforms

2022

Expenditure:

\$230,390.00

Note: Additional 2022 expenditure (covered by Strategic Reserves) included unanticipated tech repair and new equipment, memorial activities, additional HST and inflationary impacts within a COVID recovery context.

2022 Reflections

2022 has been a formidable year for KAM, marking a major period of growth and development for our organization. We were approved \$172K through the Tourism Relief Fund initiative – a COVID-19 fund administered by the Federal Economic Development Agency to support tourism recovery initiatives (2022-2023). As KAM's very first federal grant, it allowed us not only to pursue a variety of marketing projects in support of cultural heritage and the KAM membership, but also allowed us to hire KAM's very first Communications and Marketing Coordinator. Sadie Babcock joined the KAM team in March 2022, leading our TRF initiatives and transforming KAM's brand presence and identity through our digital and social media platforms. By happy coincidence, Sadie was also KAM's very first marketing placement student from St. Lawrence College in 2015 and assisted Ann Blake (our first Managing Director) to understand and set up our Facebook account!

KAM also became a collaborative partner in the Kingston IN Focus Dashboard project – a data analytics project funded by MITACS that involved multiple community partners – City of Kingston, Kingston Economic Development, the Department of Planning and Geography at Queen's University, as well as the Centre for Advance Computing in the creation of a publicly accessible, digital dashboard that visualizes a variety of data points specific to Kingston and area. It includes eight dashboards: Local Economy; Employment; Community Health; Mobility; Environment; Housing; Cultural Heritage; and, Demographics. In the early days of COVID-19, a lack of contemporary and easily accessible data specific to Kingston and area became readily apparent to both policy and decisions makers, and this project emerged to address this deficit. The KAM member survey provides the data source for the Cultural Heritage Dashboard, revealing features and structures of our local cultural heritage sector. Collaborating in this project also helped KAM to transform our own data collection methods and procedures, and update our digital capacities.

Alongside these outward-facing projects, KAM's work also turned inward – with internal development work focused on our Equity, Diversity, Inclusion (EDI), TRC, and sustainability and climate justice commitments. We pursued organizational training through the KEYS Inclusive Workplace Charter, reviewing internal policies and protocols, and ratified statements of commitment within these spheres of work. Our work in these areas continues.

These are just a few key highlights of the previous year - like all of our members, KAM continues to grow, change and learn in the wake of COVID-19 and its impacts in our communities and our sector. As always we couldn't do what we do without you.

Jamie McKenzie-Naish
KAM Managing Director

Special Project: Tourism Recovery for Cultural Heritage

Tourism Relief Fund Federal Economic Development Agency for Southern Ontario

4 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 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 capstone 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.

9 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 for KAM members
- #4: Commission contemporary promotional photography of all member sites across all 4-seasons
- #5: Support digital development / marketing products for all members in 2022 & 2023 as a COVID recovery support
- #6: Create a high-impact, shoulder-season, play-based, blended destination event with Improbable Escapes to engage non-traditional audiences with local cultural heritage
- #7: Expansion of KAM member webpages into dynamic digital site sneak peaks
- #8: Expand and update cultural heritage wayfaring road sign program
- #9: Redevelop a regional cultural heritage educational tour/programming roster and promotional booklet for Travel/Trade clientele

Special Project: Data Analytics

Kingston In FOCUS Dashboard

The online platform allows community members to delve deeper into the themes, and compare local, provincial, and national data, and relies on advanced computing techniques to perform automatic updates whenever new data becomes available, allowing site visitors to reference meaningful information when exploring changes in the landscape of the Kingston area over time.

The project has been a collaborative effort with the City of Kingston, Kingston Economic Development Corporation, Kingston and Area Association of Museums, Art Galleries and Historic Sites (KAM), the Centre for Advanced Computing (CAC), Office of Indigenous Initiatives at Queen's University and the Department of Geography and Planning.

The creation of the dashboard was supported by Mitacs through the Mitacs Business Strategy Internship, and draws on research supported by the Social Sciences and Humanities Research Council Insight Grant (SSHRC), as well as community partner investments.

"This project has been exciting for KAM on many different levels. As a lean, non-profit we do not have the resources to produce a data analytics project at this level of complexity and quality on our own – but working in collaboration with Queen's University, the Centre for Advance Computing, Kingston Economic Development and City of Kingston, sharing resources and expertise, has been transformative. Not only did KAM have the opportunity to shape an innovative community data resource, but because of our involvement, we transformed our own internal data collection and management protocols, making better use of available digital technologies and improving ease of access."

-Jamie McKenzie-Naish, KAM Managing Director

Learn More:

<https://kingstoninfocus.ca/>

<https://www.queensu.ca/artsci/news/mining-for-data-in-the-city-of-kingston>

<https://www.queensu.ca/gazette/stories/data-helps-define-kingston>

Special Project: Statement of Commitment

Equity, Diversity, Inclusion, Indigeneity/Indigenization (EDII)

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 to, and why.

As an organization, KAM embraces the principles of equity, diversity, inclusivity, and Indigeneity/Indigenization as both ethical imperatives and necessary best practices within the 21st 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 EDII 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 EDI 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 EDII Statement of Commitment
- Joined the KEYS Workplace Inclusion Charter program
- Review of processes, protocols, and language for recruitment
- Joined the Ontario Living Wage Network
- Community Supporter of Lodge Poll Arts Alliance (MOU agreement for admin support)
- Community Partner & financial support for research and integration of Indigenous data, perspectives and ways of knowing within Kingston IN Focus Dashboard.

Next Steps:

- Develop an organizational Land Acknowledgement Statement
- Review Operational Policies and develop an explicit EDII policy document
- Continue to expand EDII resources for membership
- Stay tuned, more to come!

Special Project: Statement of Commitment

Sustainability & 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
- Became a Supporting Partner of the Coalition of Museums for Climate Change
- Joined the Ontario Living Wage Network

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
- Stay tuned, more to come!

Looking Ahead....

Looking ahead, 2023 is already proving to be a busy and impactful year for KAM. Our priority, as always, is to provide relevant and high-quality member services focused through our four strategic pillars. We are committed to building on the successes of 2022, and learning from its challenges. We continue to invest in community partnerships and collaborations as a mechanism for advocacy and sector development, and we will continue to strengthen our organizational commitments and practices to the principles of equity, diversity, Inclusivity and Indigeneity (EDI), as well as sustainability and climate action. We have applied to the Community Services Recovery Fund (another Federal COVID recovery initiative) to help us redevelop our Volunteer Program (recruitment, training, retention & connection to KAM members) and to aid in KAM staff investment and retention - particularly that role of Communications & Marketing Coordinator that has proven vital in KAM's development over the past year.

We also remain committed to continuing to improve our data collection and analysis processes for the benefit of our regional cultural heritage sector, and are mindful of how these relates to our EDI commitments. In fact, KAM is continuing its collaborative partnership with the Kingston IN Focus Dashboard, and has committed to being the community partner in next phases of research and development of "Indigenizing" the dashboard - that is to include data, perspectives and ways of knowing relevant and representative of Kingston Indigenous communities.

With new and ongoing changes and evolutions at the national and provincial museum association levels, our work as a regional museum network will undoubtedly develop as well in new and exciting ways.

Here's to 2023! As always, we encourage all members to get more involved with KAM. Feel free to reach out to the KAM office and find our how!



We recognize that our work and the work of our membership takes place on Indigenous territories across the biosphere known as Eastern Ontario.

Our work continues with thanks to our members, funders, community and sector partners.





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