



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

**2019 Annual Report**  
**Annual General Meeting**  
**25 February 2020**

**Welcome to the 2019 Annual Report for the Kingston Association of Museums, Art Galleries and Historic Sites. This past year has brought many changes and new opportunities to KAM, including the retirement of our previous Managing Director, Caroline Petznick, and the arrival of our new Managing Director, Jamie McKenzie-Naish. Our previous Strategic Plan (2015-2019) has come to a close, and new planning initiatives are underway for our next strategic phase. As 2019 gives way to 2020, and with KAM's 40<sup>th</sup> anniversary on the horizon, the upcoming year will be one of renewal and resiliency. Our Board, staff and volunteers thank you for your support and look forward to continuing into the future.**

**February 2020**



**This document was ratified by the Kingston Association of Museums, Art Galleries and Historic Sites Board of Directors on 20 February 2020.**

# Table of Contents

- A Message from the President ..... 4**
- A Message from the Treasurer ..... 5**
- Committee Reports..... 6**
  - Advocacy..... 6**
  - Governance ..... 6**
  - Human Resources..... 6**
  - Marketing ..... 8**
  - Professional Development ..... 9**
  - Programming and Community Engagement..... 10**
- Some Interesting Statistics about KAM Members ..... 12**
- What our Members say about KAM... ..... 13**
- Moving Forward, Looking Ahead – KAM’s Strategic Review (2020-2025) 15**
- Funders ..... 17**
- Community Partners ..... 17**
- Contact Information ..... 18**

## A MESSAGE FROM THE PRESIDENT

Since 1980, our organization has been working diligently to enhance and empower Kingston's museum, art gallery and cultural heritage community. We certainly have come a very, very long way over that time and many faces have come and gone. To those who have contributed their personal time, expertise and energy over the years to help KAM grow into the entity that it is today, we certainly owe a huge and undeniable debt of gratitude. The collegiality experienced within our group is heartening.

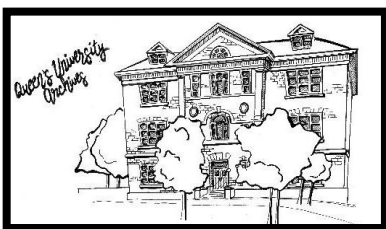


Our more than thirty museums, art galleries and historic sites are the keepers of our communal memory. Through our fascinating collections, each of our sites work together to collect, preserve and interpret Kingston's, and in many cases Canada's, history. I strongly encourage you to visit our sites, view our exhibits, participate in our programmes and make use of our resources. Doing so can only enhance your knowledge of your community.

As explained in my Human Resources Committee report, in 2019 we found ourselves undertaking a degree of reorganization. As a result, the board voted to extend the executive tenures that were to end at the AGM in February 2019 by one additional year in order to see the organization through this period of transition. I am glad to report that we have done so quite successfully.



For the past four years, I have been honoured to serve as President (or "Chair") of the Board. I have had the privilege of working with a group of wonderful and like-minded people who truly care about our community and its heritage. We have been busy over those four years. We relocated our offices from Sydenham Street United Church to 837 Princess Street; we provided a series of "Pop-Up Museums" throughout the city for 'Canada 150'; we hosted a number of "Engage for Change Talking Circles", and discussions about the de-colonization of museums are ongoing. We hosted the very successful 2017 Ontario Museums Association Annual Conference ("*Strong and Successful Museums: the Road to Renewal*") and we witnessed the Marine Museum having to leave their home and then, with the help of a very generous philanthropist and a dedicated team, be given the opportunity to return to it this year.



We saw the departure of our respected Managing Director, Caroline Petznick, and the hiring of our new talented Manager, Jamie McKenzie-Naish. Being the eldest "Museum Association" in Ontario, we were invited to participate in the Ontario Museum Association's new initiative, the province-wide "Regional Museum Network" (RMN). We also continue to enjoy a close relationship with City of Kingston Cultural Services. In particular, we are proud to administer the City of

Kingston Heritage Fund (CKHF) on their behalf. The CKHF is a vital grant program that enables our cultural heritage community to thrive by assisting with day-to-day operations and the completion of a wide range of fascinating and varied heritage projects. This year, the fund has increased from \$282,763 to \$338,976! The end-result is the enhancement of the quality of life in the Greater Kingston area. I would like to take this opportunity to thank the Mayor and City council, and particularly Colin Wiginton, Jennifer Campbell and Paul Robertson of Cultural Services, for their

confidence in us and for their ongoing support of KAM and of the programs and projects mentioned above.

Our success as an organization is due to our partnerships and the passion of our staff, our board members, our volunteers and our membership in general. This is what makes Kingston, and KAM, look so good. Thanks to you all.

As KAM enters its 40<sup>th</sup> year of operation, we have a number of exciting plans in store. *Stay tuned!*

Respectfully Submitted,

*Dave St. Onge*

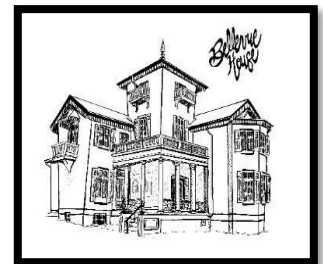
President

## **A MESSAGE FROM THE TREASURER**

Our organization continues to enjoy a period of positive growth. Our financial position in 2019 remained strong and positive thanks in large part to the support we receive from City of Kingston, our Partners, Members and Grants.

The City of Kingston Heritage Fund now in its seventh year was again administered through KAM. There were 16 applications received and 14 awarded.

Our investments continue to show positive growth. We continue to work with Collins Blay as our Auditors. They are now branded as MNP LLP. Once again, this year a balanced budget was presented to the Board of Directors and approved.



I should like to take a moment to thank the City of Kingston for their ongoing support to the Heritage Community through their continued funding of KAM.

A huge and hearty thank you to Debbie Holdich for keeping me on track. Our accounts are extremely well managed and the Auditors have no questions as everything is always in order. Thanks also to Jamie McKenzie- Naish our Managing Director. Jamie is always finding new sources of funding and keeping the Board on an even keel.

Respectfully Submitted,

*Kevin M. Fox*

Treasurer

# COMMITTEE REPORTS

## ADVOCACY

Advocacy efforts in 2019 focused on network strengthening and relationship building with new key players within our sector and community stakeholder organizations. Advocacy remains a critical function of KAM. With new research and planning processes underway for KAM's next strategic plan, our efforts will continue to evolve and develop both in purpose and scope, and 2020 will bring with it new tasks and new opportunities.

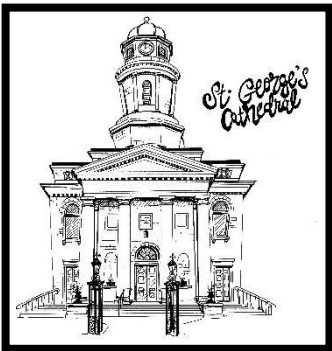
Respectfully Submitted,

*Bill Visser*

Chair, Advocacy Committee

## GOVERNANCE

The Committee members are: Ed Grenda Past Board Chair; Paul Robertson; Dave St. Onge Board Chair; Bill Visser, Vice President, Lena Beliveau, Board Member, Kevin Fox, Treasurer and Committee Chair.



This is the eighth full year for the Governance Committee. If you are interested in joining the Committee, please let Kevin Fox know. Kevin's coordinates have changed and are as follows, [Kevin.fox@canada.ca](mailto:Kevin.fox@canada.ca) or cell 613-539-9498.

First let me say thank you to all of the past and serving committee members. Lena Beliveau has left and I wish to thank her for her excellent contributions.

For the first time since its inception there was no need for Governance to meet. To this end, I submit this report.

Respectfully Submitted,

*Kevin Fox*

Chair, Governance Committee

## HUMAN RESOURCES

The Human Resources Committee is composed of Dave St. Onge, Board Chair; Kevin Fox, Board Member & Treasurer; Lena Beliveau, Board Member.

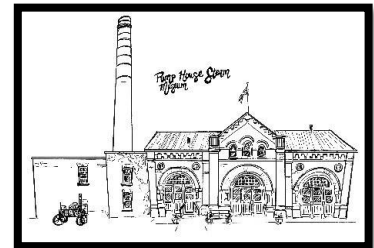
In late December 2018, our Managing Director, Caroline Petznick, requested a leave of absence from her position for personal reasons. As a result, our Administrative Coordinator, Debbie Holdich, agreed to take on those additional responsibilities for an interim period effective Jan. 4, 2019.

Upon Caroline's confirmation that she would not be returning to KAM, the Board agreed to initiate a formal process to hire a new Managing Director. Following the AGM on Feb. 26, 2019, the Board also voted unanimously to extend the terms of the current Board members for one additional year over the legislated time-lines until a new Managing Director could be hired, and to allow things to get back on track. Each of our directors agreed to undertake additional duties as necessary in order to assist Debbie.



The job posting commenced in March 2019. Director Lena Beliveau participated in the hiring process electronically and via telephone from her new home in Winnipeg. However, in order to maintain a proper balance in the live interviews, we reached out to past Board member and KAM associate, Heather Home of Queen's University Archives, to assist us with the interview process. Gladly, she agreed to do so. (Thank you, Heather!)

The response to the posting was quite satisfactory. After much discussion and consideration, the committee narrowed the field down to eight very qualified applicants. In the end, the Human Resources Committee was pleased to recommend Jamie McKenzie-Naish as the successful candidate. Jamie brings a wonderful balance of museum administration experience as well as extensive hands-on museum operations experience, both locally and internationally (UK). She holds a MA in Museum Studies from Leicester University, Leicester, UK, and is also working on her PhD in Cultural Studies from Queen's University. Besides a deep love of local history, she also has a particular interest in innovative resource and program development, management and delivery. We very much look forward to working with Jamie.



On behalf of the HR Committee, I would like to thank *everyone* (i.e. staff, volunteers, Board members, our membership and our City partners) for their great work, dedication, patience and understanding during this period of transition. We foresee great things for KAM in the years to come.

Lastly, we would like to express our sincerest thanks and appreciation once again to Caroline Petznick for her many years of dedication to KAM. Her contribution to the development of KAM as an organization, and to Kingston's cultural heritage scene in general, cannot be underestimated. We wish her all the best. Also, a sincere Thank you to Debbie for her excellent management of the KAM office through the 6-month interim period. Knowing that she was in our "Wheelhouse" was a great comfort to us all.

Respectfully Submitted,

*Dave St. Onge*

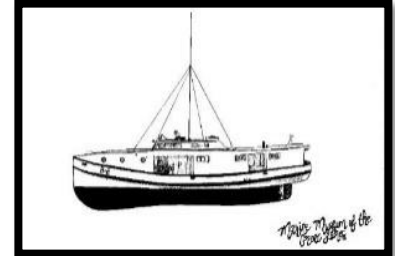
Chair, Human Resources Committee



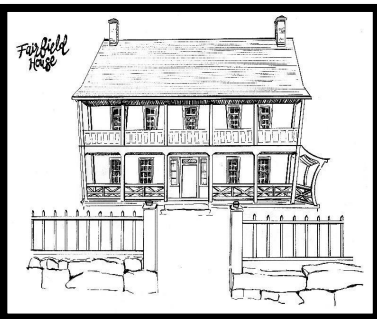
## MARKETING

This past year marked another transitional year for the KAM Marketing Committee with Karen Young, formerly Military Communications and Electronics Museum, stepping down as Chair following several months of remote access from Latvia. The Committee would like to recognize and thank her for all of her dedication, hard work and support over the past year and half. It was through her leadership that the Committee was reorganized into a steering committee model that continues to prove successful.

The Interim-Chair, Michelle Clarabut, would also like to thank the dedication and hard work of its Steering Committee Coordinators and marketing volunteers, and wishes those who have stepped down from their roles many successes for the future.



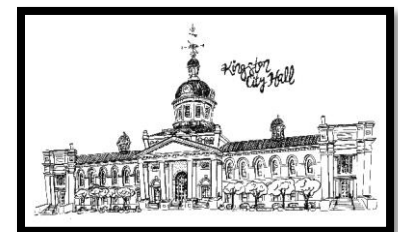
It was also a year of firsts for the Committee. One of its major objectives for 2019 was to focus on the research and analytics portion of marketing in order to inform future priorities. In addition to regular updates on social and digital media analytics, was the 'KAM Survey Day' on 15 August. Surveys were conducted with visitors across 11 different sites and provided valuable feedback on visitor demographics and marketing channels. This information has informed the Committee's 2020 objectives which will focus on building digital media marketing channels and engagement. We thank everyone who partook in the Survey Day and hope we can count on your help again this year. Research and analytics are an incredibly valuable tool for marketing as it helps us to identify best strategies and ensure our marketing budget has the greatest impact.



In an effort to expand marketing channels, KAM released its first television advert through WPBS this past year. This project, led by Doug Cowie, featured Full Marketing Partners in 15 second and 30 second video slots over the summer. Survey results suggest that the advert had some impact with visitors indicating they had heard about the site from the WPBS advert.

The pilot project – 'KAM Scavenger Hunt' – was another success for the Marketing Committee, bringing increased engagement on site and online. The March Break event featured 10 sites who each developed their own site challenge in an effort to engage visitors with the collections; successful participants were rewarded a KAM button, for which new designs were produced. Feedback from participants and sites was very positive and suggests future scavenger hunts would be well received.

Looking forward, the next year will focus on identifying and exploring digital marketing channels; including website improvements to facilitate member and visitor use, and YouTube adverts. In an effort to increase membership accessibility and build the KAM network, the Board has also approved the Marketing Committee's request to offer a reduced Student Membership. Finally, 2020 marks the 40<sup>th</sup> Anniversary of KAM. The Marketing Committee will be promoting this anniversary across its publications and initiatives; in addition to





developing an oral history project to celebrate the work of the association and achievements we have made together in advocating for the arts, histories and cultural heritages of our community.  
Respectfully Submitted,

*Michelle Clarabut*

Interim-Chair, Marketing Committee

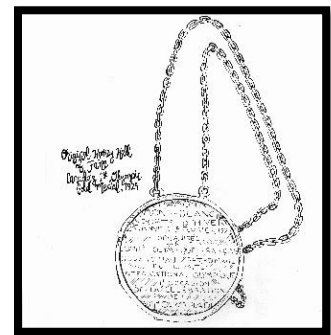
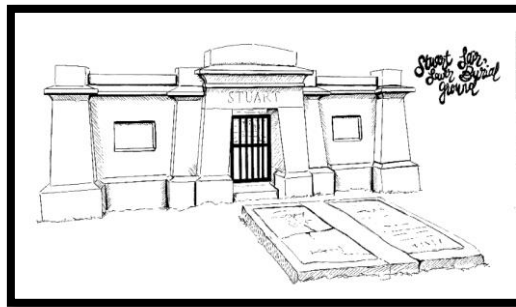
## **NOMINATIONS**

The Nominations Committee consists of the KAM Past President (Tabitha Renaud) and 2019 board member Dave St. Onge.

A call for nominations was made to the membership and deadline was set at February 20<sup>th</sup> 2020.

There will be an opportunity to receive nominations for the floor at the February 25, 2020 AGM of KAM. In the event that there are no nominations from the floor, the Nominations Committee is pleased to present the following slate of confirmed directors for 2020-21:

Dave St. Onge  
Kevin Fox  
Doug Cowie  
Bill Visser  
Alex Mclean  
Tabitha Renaud  
Annette Gillis  
Rodney Carter  
Ashley Mendes



Executive positions (President, Vice President, Secretary, Treasurer and Past-President) will be appointed from amongst the elected board members at their first meeting following the AGM in March 2020.

Respectfully submitted,

*Tabitha Renaud*

Past President  
Chair, Nominations Committee

## **PROFESSIONAL DEVELOPMENT**

The Professional Development Committee had several member changes throughout 2019. The initial members were: Annette Gillis (Chair), JoAnne Himmelman, Kathy Karkut, Gordon Robinson, Darragh De Groot, Shannon Brown, Barbara Neatby and Melissa Cruise. Midway through Darragh

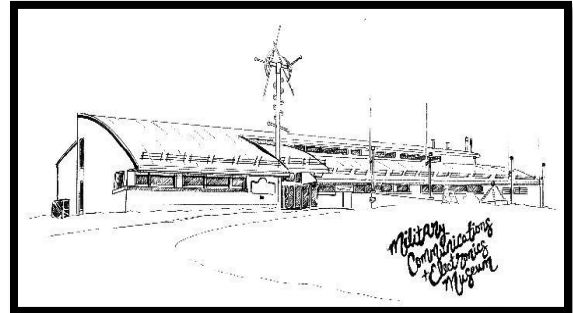
De Groot was replaced by Kevin Moorhouse and Cameron Willis joined the team while Kathy Karkut, Gordon Robinson, Shannon Brown and Barbara Neatby resigned.

The Professional Development Committee held multiple planning meetings throughout 2019, organizing and executing four different Professional Development workshops/events:

**Accessioning and De-accessioning with Darren Levestek** (Ottawa City Museum), KAM AGM 2019, with 54 attendees.

**Autism Awareness 101 with Rachel Marks** (Independent Consultant), May 2019 with 31 attendees.

**Conservation 101 with Fiona Graham** (Conservator and independent consultant), September 2019, with 14 attendees.



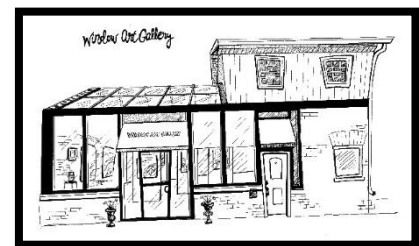
**Professional Peer Learning Coffee Break Series**, taking place from December 2019 to March 2020, with the theme of Museum Databases and Information Management Systems. None of these activities would have been possible without the support of the KAM Office Staff. The Professional Development Committee is blessed to have Melissa Cruise, JoAnne Himmelman, Kevin Moorhouse and Cameron Willis as its current members heading into 2020 and we look forward to providing more opportunities for the KAM Membership to learn and grow professionally. 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 capacity, professional best practice, and sector resiliency.

For 2020, the Professional Development Committee is hoping to offer a wide selection of workshops/events to the membership and welcomes any suggestions members may have. Anyone interested in joining the committee is most welcome! Please reach out to a current member of the Committee or the KAM Office.

Respectfully submitted,

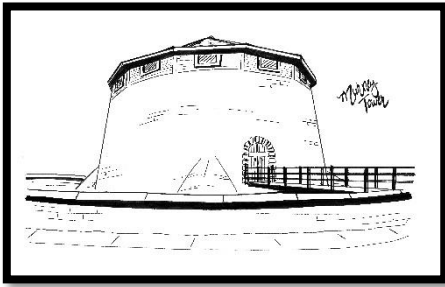
*Annette Gillis*

Board Secretary and  
Chair, PD Committee



## PROGRAMMING AND COMMUNITY ENGAGEMENT

The Programming and Community Engagement Committee (PaCE) consists of members of KAM sites who work to research, develop, and support innovative collaborative programming in support of the mission of KAM. I've had the pleasure of chairing the bi-monthly meetings with this wonderful group of programming wizards for the last year (Thanks to Alex for all of his work in the previous years!) In 2019 PaCE worked to foster collaboration between KAM member sites and the wider Kingston community.



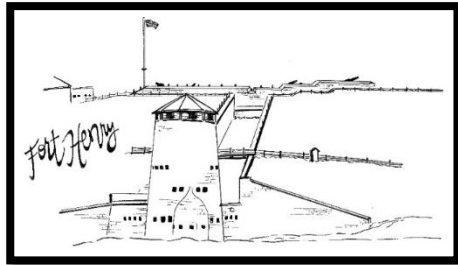
Some of the exciting programming and partnerships that happened in 2019 includes:

**March of the Museums:** in its second year this collaborative free March Break programming held at the Military Communications & Electronics Museum, with participation from the RMC Museum, the Frontenac Schools Museum, Murney Tower and the Miller Museum, saw over 400 participants which was an increase of the number of participants in 2018. A huge Thank you to the Military C&E Museum for hosting this event and participating museums year after year!

**Partnership with Kingston Frontenac Public Library:** We are working with KFPL to pilot an exhibition program at Central Branch. The purpose of this partnership is to engage and educate Kingston residents/library visitors of KAM member sites and the cultural heritage offerings in Kingston. We started out strong with a display on the Indigenous history of the region by guest Curator Terri-Lynn Brennan. Thank you, Terri, for sharing your expertise with us all! We are looking forward to the displays in 2020!



**Partnership with the Society of Graduate and Professional Students (SGPS) at Queen's**



**University:** as part of SGPS's new student orientation in September, Murney Tower Museum and the Museum of Health Care at Kingston provided two 30-minute tours before KAM sites 'Popped Up' at the Grad Club. We also gave the social programmer at SPGS a list of sites so that they could begin monthly tours of art galleries and museums in Kingston! Thank you to all the sites that have helped us make this partnership a success.

**Ontario Museum Conference: Net(works) Benefit.** Darragh De Groot, Danielle Marshall and Miranda Riley presented at the 2019 OMA Conference with a presentation titled "*March of the Museums: Collaborative Outreach within the Museum Sector*". The presentation highlighted the great work of PaCE and the strong collaborative spirit of KAM!

Thank you to Debbie and Jamie for their wonderful KAM coordination, which enables the committee to do what it does. As the Programming and Community Engagement Committee reflects on the past year and looks

towards 2020, we have many awesome ideas we are excited to share in 2020 and are looking forward to engaging with the community and enriching the programming sector in Kingston.

Respectfully submitted,

*Danielle Marshall*

Chair, Programming and Community Engagement Committee

## SOME INTERESTING STATISTICS ABOUT KAM MEMBERS<sup>1</sup>

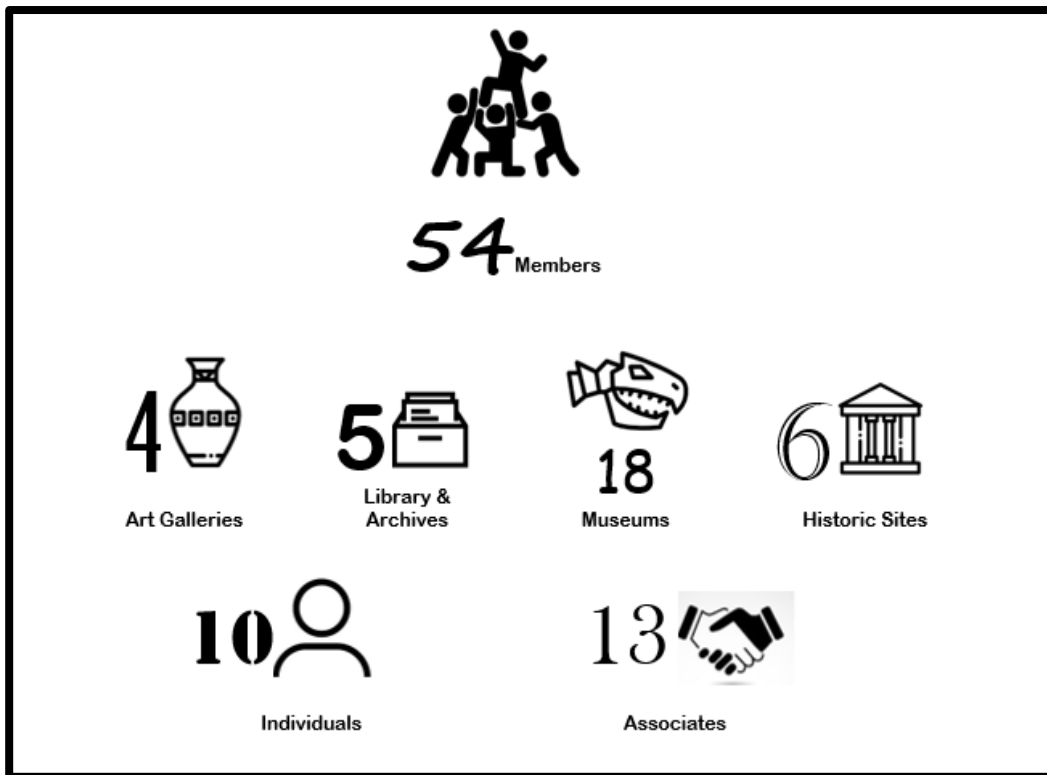


- ✓ Over **90%** of our members' operations occur **within** the municipal boundaries of Kingston.
- ✓ Approximately **39%** of members have an **annual operating budget under \$25 000**.
- ✓ Approximately **22%** of members have an **annual operating budget between \$200 000 and \$500 000**.
- ✓ The **majority** of our member sites receive funding from some level of government – Federal, Provincial and Municipal.
- ✓ **Municipal funding** provides the **greatest range across sites** in terms of the **percentage of funds**.  
**Federal** and **provincial funding** typically supports only **0-25%** of funds.
- ✓ **44%** of our members indicate **0-25%** of their budgets come from **non-government sources of revenue**.
- ✓ **26%** of our members indicate **75-100%** of their budgets come from **non-government sources of revenue**.
- ✓ **Over 65%** of our member sites indicate that they have the **potential capacity to be accessed by the public year round**.
- ✓ **Over 77%** of our members engage in **outreach activities through out the year**.
- ✓ On average, the majority of our member sites benefit from **0-500 hours of volunteer assistance per year**.
- ✓ Over **50%** of our member sites offer **on-site, site-led educational programming**.
- ✓ The **target audiences** for member sites' programming initiatives typically focus on: **children (4-13); Youth (13-18)** and **Adults (18-60)**.
- ✓ The majority of our member sites indicate they engage in **0-500 programming hours and 0-500 outreach hours per annum**.

✓ The **3 top outreach activities** for our member sites are: **Local Festivals and other community-planned events;**  
**Collaboratively planned events with other**

**KAM members; and, Classroom and school visits.**

## Who we are....



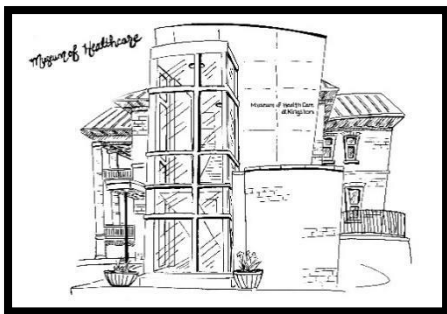
## WHAT OUR MEMBERS SAY ABOUT KAM...

“Being connected with KAM is great for our organization. It has allowed us to expand into off-season programming. The networking opportunities are also great as it allows staff the opportunity to reach out to members in the community and receive advice.”

“Amazing network of museum professionals to collaborate with. Our organization grew out of the collaboration of one of KAM's committees and continues to work with KAM sites and partners to run programming in Kingston's historic sites. We are able to offer unique opportunities and cultural programming to Kingston's youth because of KAM and its members.”

“Our organization is associated with a federal department whose primary function is not associated with cultural heritage and tourism. In many ways, our connection with KAM is invaluable in helping our museum to exist through advocacy and comradery.”

“We have found that our membership in KAM has benefited us tremendously. The staff have been a wonderful resource in our early years and the meetings have been very useful in making professional connections. KAM is our 'ear to the ground' for grant opportunities and professional development in many different ways. Thank you.”



“As a small museum, the pooled resources, both promotional as well as developmental, are a great advantage. Shared marketing among multiple smaller museums/historic sites lessens the burden on each. Professional networking and development in the Kingston area is also an advantage.”

“KAM provides our organization with opportunities - from networking and professional development to consultation and resource sharing, all in a supportive environment!”

“KAM keeps us connected to the other museums and sites in the Kingston heritage sector and the City's strategic plans that affect the heritage sector, including the Heritage Fund.”



“KAM is a crucial networking and advocacy organization for the heritage community in Kingston. We value and see potential in opportunities for effective shared marketing to local and non-local audiences.”

# MOVING FORWARD, LOOKING AHEAD – KAM’S STRATEGIC REVIEW (2020-2025)

In spring 2019, the KAM Board of Directors approved the initiation of a new strategic planning process, and directed KAM staff to research and develop a new Strategic Framework and Vision for 2020-2025, building upon KAM’s previous strategic outlook and position. This process is ongoing into the 2020 operating year, rolling out in a series of developmental phases, with two critical milestones.

## PHASE 1: Research and Review

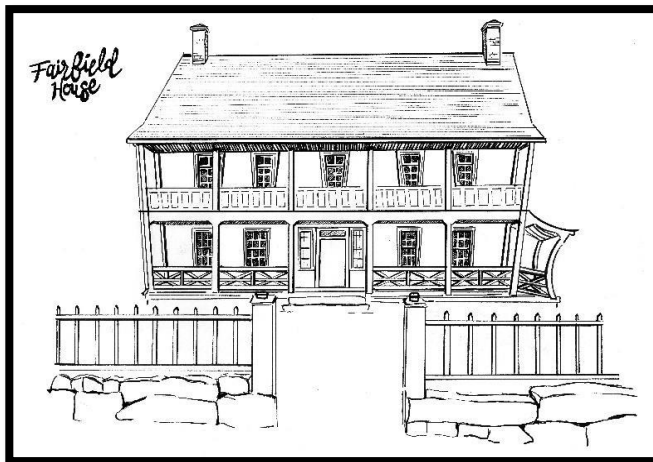
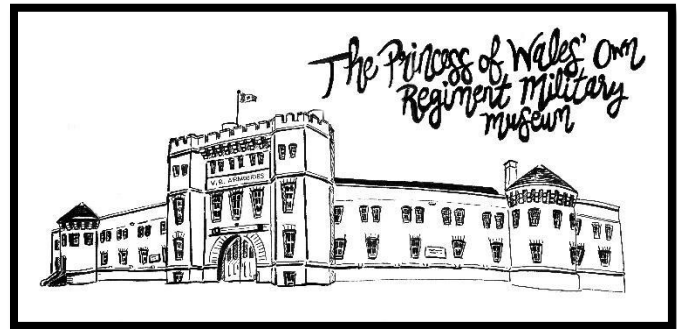
- July 2019-October 2019

## PHASE 2: Developing a Strategic Framework

- November 2019-December 2019

## PHASE 3: Developing a Strategic Action Map

- December 2019-March 2020



## CRITICAL MILESTONE: KAM AGM –

Introduction of Framework to Members

- February 2020

## PHASE 4: Developing an Organizational Evaluation Scheme

- March 2020-June 2020

## PHASE 5: Synthesis and Reflection

- June 2020-July 2020

## PHASE 6: KAM Board Ratification

- July 2020



## CRITICAL MILESTONE: Public Launch

- September 2020

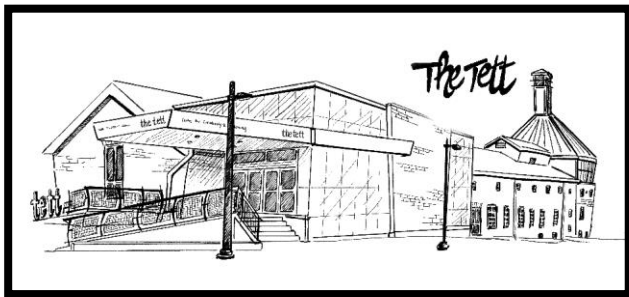
While still in the early phases of the KAM strategic planning review, 2020-2025 will see KAM deepening its role as a professional network and resource hub, and looking towards a

resilient, innovative and responsive cultural heritage network integral to the Kingston community.

As a cornerstone to this evolving model and outlook, KAM looks to ICOM's proposed definition for museums:

“Museums are **democratising, inclusive and polyphonic spaces for critical dialogue about the pasts and the futures.** Acknowledging and addressing the conflicts and challenges of the present, they **hold artefacts and specimens in trust for society, safeguard diverse memories** for future generations and **guarantee equal rights and equal access to heritage** for all people.

Museums are not for profit. They are **participatory and transparent,** and work in **active partnership with and for diverse communities** to collect, preserve, research, interpret, exhibit, and enhance understandings of the world, aiming to **contribute to human dignity and social justice, global equality and planetary well-being.**”





## FUNDERS



## COMMUNITY PARTNERS



## CONTACT INFORMATION

Kingston Association of Museums, Art Galleries and Historic Sites  
837 Princess Street, Suite 203A  
Kingston, ON K7L 1G8

(613) 507-4014

Jamie McKenzie-Naish, Managing Director  
managing.director@kingstonmuseums.ca

Debbie Holdich, Office Coordinator  
info@kingstonmuseums.ca

WEBSITE: [www.kingstonmuseums.ca](http://www.kingstonmuseums.ca)  
INSTAGRAM: @kingstonmuseums  
FACEBOOK: @kingstonmuseums  
TWITTER: @kingstonmuseums  
BLOG: [kingstonmuseumsblog.com](http://kingstonmuseumsblog.com)

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

**LINE DRAWINGS (WITHIN THIS REPORT) CREDIT: NICOLE MULDER (2017-2019)**

**COVER IMAGES CREDIT: SEAN McEVOY (2018- 2019)**

