

2018 ANNUAL REPORT

ANNUAL GENERAL MEETING
FEBRAURY 26, 2019, KINGSTON, ON



kingston
association
of museums
art galleries +
historic sites

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Welcome to the 2018 Annual Report for the Kingston Association of Museums, Art Galleries & Historic Sites. 2018 has been a year of opportunity, innovation, networking, and advocacy. Our Board, staff and volunteers thank you for your support and look forward to continuing into the future.

Message from the President

Our 38th year of operation has been another challenging, but very successful one as we work diligently to uphold our Mission to *“champion, nurture and manage innovative cultural heritage in Kingston and area through collaboration and coordination”*.

As indicated in our Vision Statement, we realize that *“Culture and heritage are vital, engaging, and core aspects of life in Kingston and area”*. As such, we continue to actively seek and nurture partnerships within our community and to advocate for the support of the sector. Principal amongst these relationships is our thriving and valued partnership with our colleagues at City of Kingston Cultural Services, namely Cultural Director Colin Wiginton; Manager, Cultural Heritage Jennifer Campbell and City Curator Paul Robertson. Much work was accomplished through this partnership in 2018, particularly with the refinement of the administration plan for the City of Kingston Heritage Fund, the management of which has been entrusted to our organization on behalf of the City for the past 5 years. Through the management of the Heritage Fund, we are honoured to assist the City in supporting a number of organizations that work so hard to enhance and enliven Kingston’s cultural heritage presence. We are also pleased to support valued cultural heritage projects that are taking shape within the community. We look forward to the continued growth of this fund as an essential aspect of this sector. I would like to acknowledge the skilled leadership of Director Lena Beliveau as our outgoing chair of the Heritage Fund Committee.

With regard to partnerships, we also appreciate our collaboration with a number of other local organizations such as the Kingston Accommodation Partners (KAP); Tourism Kingston; Beyond Classrooms Kingston; and the Kingston Destination Group, amongst others. Our 34 Institutional and 5 Associate Member sites together form the core of this area’s

tourism offerings and together we look forward to playing an even stronger role in the future.

I am also pleased to be able to state that this year our KAM team successfully achieved each of our stated ‘Core Values’, namely: - to *“Embrace Collegiality; Inspire Excellence; Encourage Innovation; Facilitate Collaboration; Embrace Diversity; Act with Integrity.”* Well done team!

Kingston is blessed to be infused with such a far-reaching and significant history.

Unlike many other communities,

Kingston’s early appreciation for the preservation of the tangible evidence of this history has placed us in a very unique position. This would not have been possible without the vision and foresight of a number of pioneering people who saw the value in our community’s heritage and culture many years ago. As the trusted keepers of this history, our institutional member sites are not only the custodians of these buildings and artefacts, but we also collect, preserve and interpret the *intangible* history of our community...the countless stories and biographies that bring these items back to life. It could be said that *‘time travel’* is part of our business, and it is evident that the general public want to experience what we have to offer.



I have been extremely honoured to have been President of this collegial organization for the past three years. As my tenure comes to a close, I am inspired. I see a respected association moving forward in a positive and innovative way. Of course, I cannot take credit for this myself. These achievements would not be realized without our growing team of dedicated volunteers. These energetic people have been guided by Elizabeth Cashman as Volunteer Coordinator (herself a volunteer) and by the unparalleled expertise and professionalism of our exemplary office staff - Managing Director Caroline Petznick and Office Coordinator,



Deborah Holdich. I would also like to thank my fellow board members for their ongoing support and patience as we worked through the various challenges that presented themselves over the past three years.

Lastly, on behalf of the Board of KAM, I would like to welcome the new and returning members of Kingston City Council. I would like to extend an open invitation to come explore the 34 member sites in 'Canada's Museum Capital' and to contact our office if we may be of any assistance. We anticipate a fruitful and interactive relationship with the new Council and Heritage Committee going forward.

Submitted respectfully,

Dave St. Onge
President

Message from the Treasurer

Our organization continues to enjoy a period of positive growth. Our financial position in 2018 remained strong and positive thanks in large part to the support we receive from City of Kingston, our Partners, Members and Grants.

The Heritage fund now in its sixth year was again administered through KAM. There were 12 applications received and 11 awarded. Our investments continue to show positive growth.

The grant from the City of Kingston for our Pop Up Displays has shown extremely positive results. Thanks to Darragh De Groot. The program finished in early 2018.

We continue to work with Collins Blay as our Auditors.

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 Caroline Petznick our Managing Director. Caroline is always finding new sources of funding and keeping the Board on an even keel.

Respectfully Submitted

Kevin M. Fox
Treasurer

Committee Reports

Advocacy

In 2018 the Advocacy Committee shifted focus to act as an Executive Sub-Committee charged with the responsibility to increase the Advocacy activities on behalf of the membership to external, primarily political, entities. The majority of effort in 2018 was focussed on the Municipal level.

I n 2018 membership was surveyed to establish the priorities of our membership in relation to the Provincial and Municipal elections.

Based on the feedback Provincial Election candidates were approached to gauge their knowledge and support for our sector. As a result of the engagement with candidates it was established that KAM will need to increase our interaction with the new Provincial representative (Ian Arthur) to educate on our sector needs and possible solutions. This will

need to be done in concert with the Ontario Museums Association to maintain message continuity.

For the Municipal Election, all Council and Mayoral candidates were asked to response to a series of question to help us establish their knowledge and support of the sector. From their limited responses we have identified potential “Champions” on Council who will keep our

message alive at Council. We have also established that we will need to educate all Councillors on the importance of our sector to the well-being of the City as a whole, not as a special interest group. This will need to be done prior to the “Priorities setting” exercise that will be conducted by City Council early in their term. This exercise will identify how high a priority Cultural Heritage issues will be over

the next four years, which will also have an effect on budget planning.

Relationships were cultivated with the new “KEDCO” and “Tourism Kingston” bodies as well as the Greater Kingston Chamber of Commerce so that our membership will have a stronger voice in the Kingston Tourism industry as well as other economic development opportunities. We have also initiated discussions with St. Lawrence Parks Commission to enhance our relationship with them.

In 2019 there will be a Federal Election. In addition to cultivating the previously noted relationships, Advocacy will again be engaging the candidates to both gauge their support of the sector and increase their knowledge of how Cultural Heritage is important to the ongoing well-being of Kingston and the Islands.

Respectfully submitted.

Bill Visser,

KAM Vice President
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 Belliveau, Board Member, Kevin Fox, Treasurer and Committee Chair.

This is the seventh full year for the Governance Committee. If you are interested in joining the Committee please let Kevin Fox know. Kevin’s co-ordinates have changed and are as follows, Kevin.fox@canada.ca or cell 613-539-9498.

First let me say thank you to all of the past and serving committee members.

This has been a busy time.

At the direction of the Board, the Governance Committee reviewed the following policy documents, The Board Manual, The Finance Policy that includes a Sponsorship component, HR Policies, Information Systems Management and The Information Management Policy. On the horizon are minor changes to the Board Manual due to changes in Government Legislation. The Governance Committee also recommended that any changes to the Marketing policy in regards to Membership in the Marketing package be recommended to the Board by the Marketing Committee

As well the Board asked for a substantive review of the bylaws of the Association. The Governance Committee

recommended no changes to the Bylaws at this time.

The Governance Committee felt that the wording in the Bylaws was sufficient at present.

With current policies in place the HR Committee will move forward with an overall Human Resources Policy. This will also be reviewed by Governance for any required changes to the Bylaws. All current published

policies are updated as legislation changes by Governance.

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 and Lena Beliveau, Board Member.



In 2018, the committee completed our Human Resources policy manual in keeping with the 'Fair Workplaces, Better Jobs Act' (Bill 148) and other legislation etc. This was ratified by the Board in July and it is now in effect.

We were also successful in obtaining Canada Summer Jobs funding, which enabled us to fill seven (7) student job positions.

A number of Board changes have taken place, namely, Jayne Henry has requested a leave of absence to fill a contract position with City of Kingston Cultural Services, and long-time board member Lena Beliveau has moved with her family to Winnipeg, though she agreed to remain in contact electronically until the end of her term.

Respectfully Submitted,

Dave St. Onge

Chair

Marketing

The KAM Marketing Committee was in a transitional year as Mark Badham, the previous chair, retired from the Miller Museum. The KAM Marketing Committee would like to express their appreciation for all that Mark has done for the committee and KAM in the years he served as Marketing Committee chair. With the support of KAM staff, the KAM Marketing Committee moved to a working steering committee model, where every member had a core area that they were responsible for completing; Print Advertising, Member Communication, External Stakeholder Communication, Website & Digital Media, Social Media, Research & Analytics, Outreach Events & Exhibits, and Media & Public Relations. To date this has been working successfully, with many new initiatives having been developed. The focus for marketing for 2018 has been local rather than regional/provincial/national/international as we decided to rely on our Tourism Kingston partners publications and trade shows to draw visitors to Kingston.

Print Advertising: Lead - Doug Cowie The largest expense for the marketing committee is print advertising. The committee decided that they would not participate in the Kingston City Guide as the cost was prohibitive. We also



had the benefit of Kingston Tourism including museums, galleries and historic sites in their Visit Kingston publication sent across the province. This freed \$4000 that was directed into making the KAM website mobile friendly (\$2900) and into Social Media and Outreach Events & Exhibits for 2018.

The KAM Brochure was redesigned and now includes "Canada's Museum Capital" on the brochure. A print run of 20000 for 2018 was ordered. Further redesigns for 2019 are underway. KEDCO is interested in potentially

buying the back page of the brochure. Through a sponsorship (Mark Malinoff), KAM has had several promotional ads in the Whig-Standard. For 2019, Kingston Tourism has decided to not publish Visit Kingston as an outreach marketing piece.

Member Communication: Lead - Linda Tsuji

The committee needed better contact with the KAM community, in order to ask and receive marketing information to make the KAM Marketing Committee more effective. This is now done through contact with our members in person, email and through Workplace. Member communications is a key focus for 2019 as we ask sites to track the number of visitors, request postal codes and ask how the visitor found the site. This will help us evaluate the success of our marketing as well as guide future decision making



External Stakeholder Communication: Lead -

Karen Young /Robyn Paine The committee was interested in managing marketing relationships with our partners the City of Kingston, Kingston Tourism, Kingston Economic Development Corporation (KEDCO), Regional Tourism Ontario 9 (RTO9), Kingston Accommodation Partners (KAP), Kingston Chamber of Commerce, Kingston East Business Association (KEBA) and others. The goal was to increase the visibility of KAM with these groups to foster the sharing of information and opportunities.

While a strategic overall external stakeholder strategy still needs to be developed with ongoing deliverables in 2019, including a cultural benefits infographic to share with our external stakeholders, the focus of the strategy will be increasing our visibility with our partners, who often make cultural decisions without our input (Integrated Destination Tourism Strategy for example). To counter this, KAM has increased its visibility this year, particularly with KEDCO and Kingston

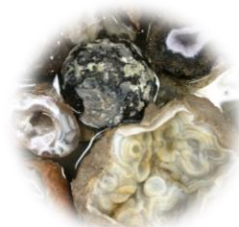
Tourism. This included opportunities to network with KAP, KEDCO, RTO9, KEBA and Kingston Tourism as well as tour operators, accessing offered tourism training, sharing of announcements such as the Brier, the upgrading of the Visitor Experience Centre and information on the new cruise berth in downtown Kingston.

Website & Digital Media: Lead - Iris Russak

As our website and content are one of KAM's premier tools to reach our community and visitors the committee has focussed in 2018 on developing content for the website, generated by volunteers writing blogs, adding photos and asking members to regularly update the site. This resulted in 22 original blogs with photos and text for 2018 about the KAM sites, large and small, which was a huge amount of effort from our dedicated bloggers and resulted in an increase in visitors to the site.

These blogs, when released, are also found on the KAM Facebook page, Twitter account and Instagram. The main website was recently upgraded to be mobile friendly. This committee also monitors the frequency the site is used through Google Analytics (2018 vs 2017 numbers to be reported later) and participates in the Kingston Digital Marketing Group where they share KAM's marketing strategies and goals.

Social Media: Lead - Michelle Clarabut The committee recognised the importance of social media as a separate type of marketing but with ties to the Website and Digital Media mandate. The social media team produces KAM content for Facebook, Twitter and Instagram, including text and photos. The focus for 2018-2019 has been on building a following for KAM on these three digital platforms, monitoring the performance (free or paid) of the content and analysing what works or doesn't work. We now have more than 1000 followers on each platform. 2019 will include building a calendar for KAM sites of potential social engagement days as we require



the sites to provide content. The committee supported the piloting a social media scavenger hunt in 2019 developed by Michelle Clarabut.

Research & Analytics: Lead - Eric Ferguson

The committee was interested in focusing on analysing the marketing strategies and outcomes of both paid and unpaid KAM advertising in order to facilitate better decision making for 2019/2020. The information will be the backbone of the cultural benefits infographic to share with KAM members and our stakeholders. In 2019, the focus will be on asking KAM members to gather certain information from their visitors.

Outreach Events & Exhibits: Lead: Erica Young
The committee focused on connecting with Kingstonians for 2018/2019. The members of this committee have participated in over 8 outreach events this year, setting up a pop-up tent where they could connect with the community as KAM ambassadors. More than 1000 brochures were

given away in face to face contact opportunities.

Each event attended was marketed

instantaneously using Instagram. The members found that many

Kingstonians have

incorrect information about many of the sites in town. The committee supported the request to make buttons representing the various themes represented in the rack cards developed in 2017 as giveaways to visitors and for promotions.

KAM members decided not to participate in the Santa Claus Parade. This will be reviewed for 2019.



Media & Public Relations: Lead - Kirsi

Hunnakko/ Anne Marie Grenier The overall goal for the Media and Public Relations lead was the development of a strategy to sell KAM sites to Kingstonians. A draft plan was developed by Kirsi Hunnakko and was accepted by the committee. In 2019 the hope is to engage KAM members to help them to provide and develop organizational lore, staff profiles and news stories (before, during and after) for

dissemination through our existing media channels and to develop new channels to spread our stories.

Administratively, the committee decided that it was prudent to raise the fee of sites to belong to KAM by \$5.00 from \$25.00 to \$30.00 a year.

Going forward into 2019, the Marketing Committee has developed a realistic budget to support getting our local community to invest in their cultural assets and provide strong, innovative digital and social media development, continue with outreach to the community as well as produce the required brochures to support KAM sites.

Karen Young

Chair 2018

Marketing Committee

Nominations

The Nominations Committee for 2018 consisted of the KAM Past President (Tabitha Renaud) and an outgoing board member (Lena Beliveau).

In 2018, Jayne Henry and Lena Beliveau indicated they would not be returning to the KAM Board for 2019. A call for nominations to fill these vacancies was made to the KAM membership by February 17, 2019 as mandated by the KAM constitution. No nominations were received by the committee by the February 24, 2019 deadline.

There will be an opportunity to receive nominations from the floor at the February 26, 2019 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 2019:

Ashley Mendes

Alex Mclean

Rodney Carter

Dave St. Onge
Kevin Fox
Doug Cowie
Bill Visser
Tabitha Renaud
Annette Gillis

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 2019.

Respectfully submitted,

Tabitha Renaud

Past President
Chair, Nominations Committee

Professional Development

The professional development committee had seven members in 2018: Lena Beliveau (Chair), JoAnne Himmelman, Kathy Karkut, Gordon Robinson, Darragh De Groot, Annette Gillis and Barbara Neathy.

The Professional Development Committee held one meeting in 2018. Unfortunately, due to workload, personal commitments and health issues for its committee members, the committee disbanded in the spring. Prior to its disbanding a number of initiatives were started



and the work progressed thanks to contributions from the KAM staff, and specifically an intern, Rachel Newton. Aside from the guest speaker, Donald MacPherson at the AGM in 2018 there were no other speakers or presentations for 2018 for the KAM membership meetings.

Professional Development Activities Initiated by the Committee:

- ✚ Rebranding of the FAM pass as the MOP (Museum Orientation Pass)
- ✚ Rachel Newton prepared report for the KAM membership using data from two membership surveys (a needs assessment and a skills inventory) and research on the museum sector. Two of the main features of this report were the main fields most of the skills fell into as well as which specific skills member sites excelled in. Rachael highlighted proposed workshops which reflected subjects KAM members were both interested in learning and which there existed current subject matter experts within the KAM membership.
- ✚ Available members of the former PD Committee, KAM Board members and KAM staff organized the AGM for 2018.

This past year has been difficult but the committee was able to focus on Strategic Goal 4.3.2 to create opportunities for professional development, and encourage member participation due to the support of the KAM staff. It was not as productive as hoped but looking to 2019 it is hoped more there will be more opportunity to provide value-added skills/services to the KAM Membership at large.

Programming & 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. This past year, the creative programmers, curators, and museum professionals of PACE have collaborated to improve Engagement in the Kingston Heritage sector. The sharing and collaboration this year has strengthened the KAM community and many projects are on the go - some of these include:

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- ✚ Beyond Classrooms Kingston continues to grow with more KAM sites joining in on programming.
- ✚ Pop-Up Museum events ran in summer 2018 providing continued community outreach.
- ✚ The KAM Website released in a new and improved format – special thanks to Erica Young, Alex Stobo and Ashley Mendes for their hard work on this!
- ✚ Brainstorming for a large-scale collaborative “museum festival” event continues.

- ✚ March of the Museums - a collaborative March Break program held at the Military Communications & Electronics Museum along with the RMC Museum, the Frontenac Schools Museum, and Murney Tower ran successfully in March 2018 and is set to run again in March 2019.
- ✚ Music in Museums – Barb Neatby leads a program that provides live music and players for events and programs at KAM sites.

ground from brainstorming to planning to implementation. An employed coordinator who can dedicate their time and focus to this project is integral.

Respectfully Submitted,

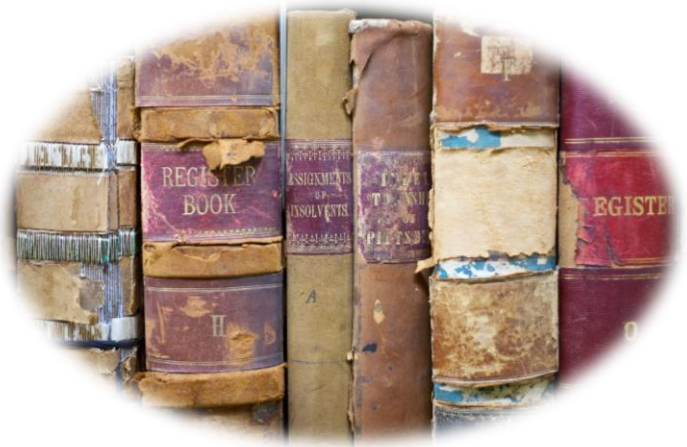
Alex McLean



Thank you to Caroline and Debbie 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 2019, we are excited to be continuing our work of engaging with the

community and enriching the programming sector in Kingston.

The biggest future project for PACE is the Museum Festival which has such great potential to share the greatness that is Kingston Museums, Art Galleries and Historic Sites. However, it will require buy in from the membership and key stakeholders to get off the



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