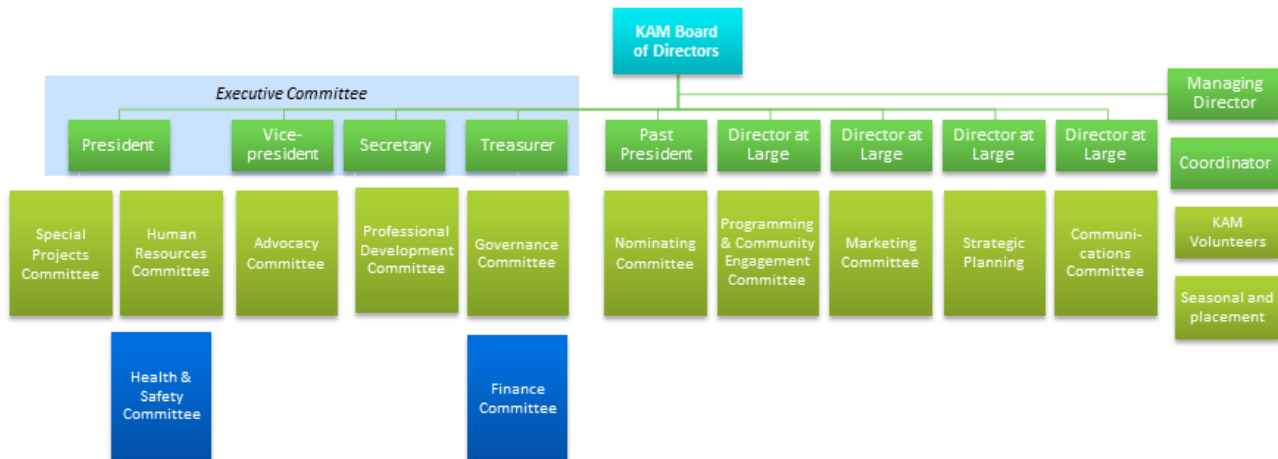


# KINGSTON ASSOCIATION OF MUSEUMS, ART GALLERIES & HISTORIC SITES – COLLABORATIVE BUSINESS MODEL TOWARDS SUCCESS

Note to Reader: This document was originally created by staff as part of a research request from the Canadian Heritage Bushplane Museum and Innovation Sault Ste Marie, Ontario (November 2017). As this is a living document, It is hoped this information will help shape the conversation into a new and innovative cultural initiatives.



## ***Business Organization***

Starting as a small group of museums professionals wanting to raise the profile of the cultural sector in Kingston in the early 1980s, KAM has grown into a formalized structure that is led by a Board of Directors. The make up of the board includes a strategic mix of representatives of cultural institutions and cultural sector experts. Directly under the board are committees with mandates related to a particular function within the organization. Each board member is assigned to a committee to act as a point of contact between the two levels to share information up and down.

A KAM committee consists of those individuals who either represent a member organization or association, or pulled from a large KAM volunteer base depending on their expressed area of expertise and interest.

Working with external stakeholders including private and public organizations, municipal, provincial and federal agencies, KAM leads and collaborates through cultural initiatives. These initiatives range from heritage fund administration, collaborative marketing partnerships, outreach and advocacy.

## ***Staffing***

KAM has moved from an entirely volunteer run operational model to a governance/policy model where staff are tasked to perform under the direction of the Board the day-to-day operations. In 2011, KAM hired its first Managing Director (0.6 FTE). In April of 2012, through a job creation partnership grant (Ontario Ministry of Universities and Colleges), KAM hired an office coordinator. Once the grant/funding timeline had been completed, KAM continued with the office coordinator (0.6 FTE).

As anticipated, KAM experienced business growth, Now, 2019, KAM’s staffing complement is as follows:

Managing Director	0.6 FTE – permanent staff
Administrative Coordinator	1.0 FTE – permanent staff

As future projects and partnerships present themselves, KAM intends to continue to hire contract staff to support and deliver programming / marketing product and services.

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



KAM has an active group of twenty plus dedicated volunteers available to support the many KAM events and projects. Further to this, KAM has strong partnerships with Kingston’s long standing academic institutions – Queen’s University and St. Lawrence College. These partnerships support various history and marketing interns as part of their post-secondary curriculum requirements.

## Strategic Objectives

As determined from KAM’s Strategic Plan 2014 – 2019, the three primary strategic goals are as follows:

1. To reinforce the value of KAM through advocacy that promotes KAM’s interests and demonstrates its social value;
2. To support member sites through effective value-added services;
3. To increase public engagement with member institutions through collaborative product development and marketing.

KAM has been successful in meeting and exceeding these objectives. Examples for past and current programming / initiatives / projects below:

KAM Marketing Partnership buy in program (institutional membership)	1980 – ongoing	<p>Regular marketing partnership with KAM members focussing on delivering collaborative marketing products to market</p> <ul style="list-style-type: none"> <li> KAM brochure (since 1980)</li> <li> External publishing partnerships</li> <li> Digital presence (social media, blog, website, etc)</li> <li> Experience Rack Card Series (2018)</li> <li> Current value (2018) \$50,000+ for a collaborative buy-in of \$500</li> </ul>
Collaborative Outreach Events	1980 – ongoing	<ul style="list-style-type: none"> <li> Tradeshow and community street showcases</li> <li> Santa Parade event – buy in options as necessary</li> <li> Special partnerships – OMA Conference 2017 hosts</li> <li> Canada 150 municipal funding – <i>Bring Your Thing</i> event series – pop-up museum events throughout 2017</li> </ul>
Brand Identity Project	2012	<p>Development of a brand presence within the tourism marketplace – deliverables noted as:</p> <ul style="list-style-type: none"> <li> Website re-design and launch</li> <li> Image library photography</li> <li> Brand development and identity use definitions</li> </ul>
City of Kingston Heritage Fund (CKHF) – Administration	2013 – ongoing	<p>In 2013, KAM entered into a service level agreement to administer, on behalf of the City of Kingston, a cultural funding stream available to eligible organizations. The funding pot is set up into three streams: Full Operating (max \$75,000), Investment (Operations) (max \$5,000) and Project funding (max \$20,000). Through a juried adjudicated process, the</p>

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CKHF has distributed over \$1 M in operating, regular project and special project grants from 2013 – 2018. KAM continues to monitor the process of the grant recipients through regular reporting and supports changes as requested. KAM works closely with Cultural Services, City of Kingston to ensure that the strategic goals rising from the City of Kingston Culture Plan (2010) continues to be met.

Beyond Classrooms Kingston                      2014 – 2017

The Beyond Classrooms Kingston (BCK) began as an initiative through the programming and community engagement committee and has grown into its own incorporated, registered charity.

“Beyond Classrooms Kingston moves teachers and their classrooms into community museums, art galleries and community sites for an entire week. The host site becomes an extension of the teacher’s classroom, where he or she can help students enhance their literacy, critical thinking and problem solving skills, in an authentic environment.”  
([www.beyondclassrooms.ca](http://www.beyondclassrooms.ca)).

In 2016-2017, KAM led a special research and evaluation project funded by the Ontario Trillium Foundation (\$113,600).

Bring Your Thing - a Pop-Up Museum                      2017

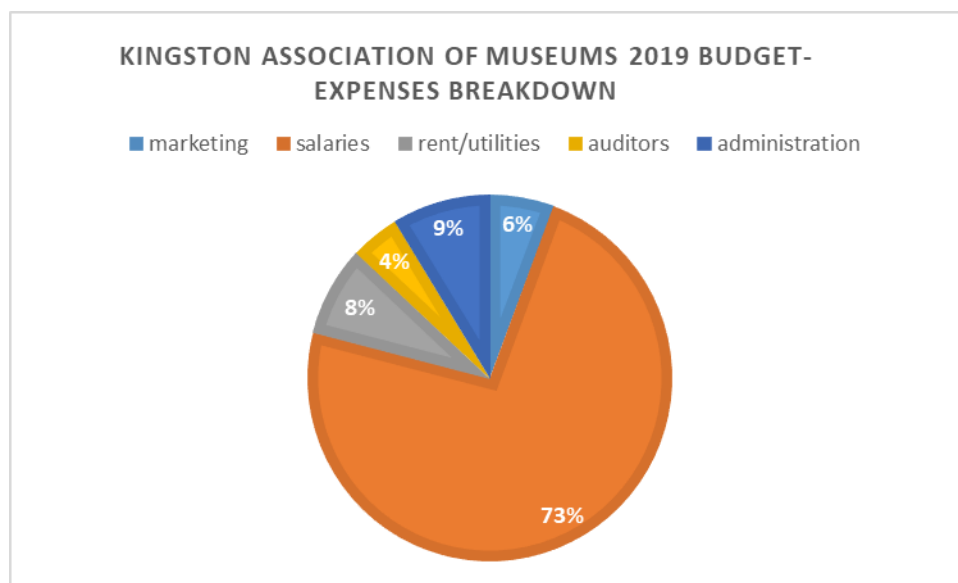
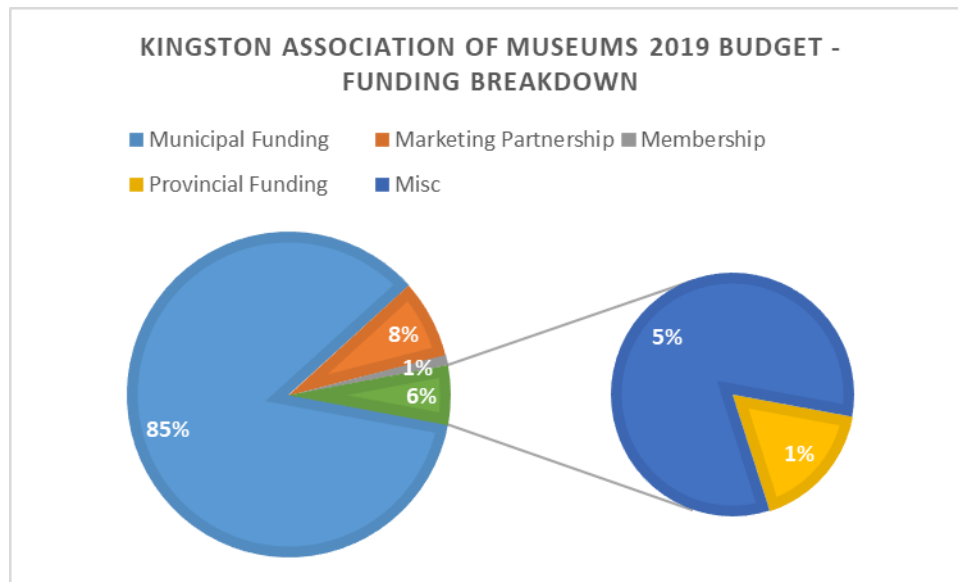
KAM led a Canada 150 project funded by the City of Kingston (\$80,000) to develop and deliver a series of outreach events. This model focussed on delivering two-hour events that encouraged community to bring in a personal object related to the event theme and tell its story in a small group setting. The program received positive feedback and KAM has continued to build on the pop-up museum concept through partnering at various community festivals / venues throughout 2018

KAM has also been successful in securing matching funding project grants for the production of new and relevant images from the cultural sites. In 2014 and 2016, provincial matching funding (\$5,000) was received. KAM will continue to work within this funding stream and deliver new photography in upcoming years.

KAM continues to research for future potential project proposals, funding and sponsorship opportunities that will fit within our strategic plan objectives.

Also noted is that KAM in 2019 will be undergoing a review of the strategic plan. This process will include input and discussion from the membership, key stakeholders and funders. The long term vision will take KAM forward into 2025.

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Based on 2019 fiscal year, KAM continues to remain on a solid financial footing. Also noted (but not reflected in the chart) is that KAM does have a strong reserve fund, which is drawn on and replenished as required.

KAM has maintained a sound financial and risk management regimen to best predict potential shortfalls and mitigate their influence.