

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

Annual Report 2023 A Year in Review



**“COLLABORATION IS
HOW WE SURVIVE.”**

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



*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 region 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, whose traditional and ongoing stewardship of these territories is fundamental to all our pasts, presents and futures.

**Our organizational land
acknowledgment statement
approved by the Board of
Directors in 2023**



WELCOME TO KAM!

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.

MISSION, VISION, VALUES

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

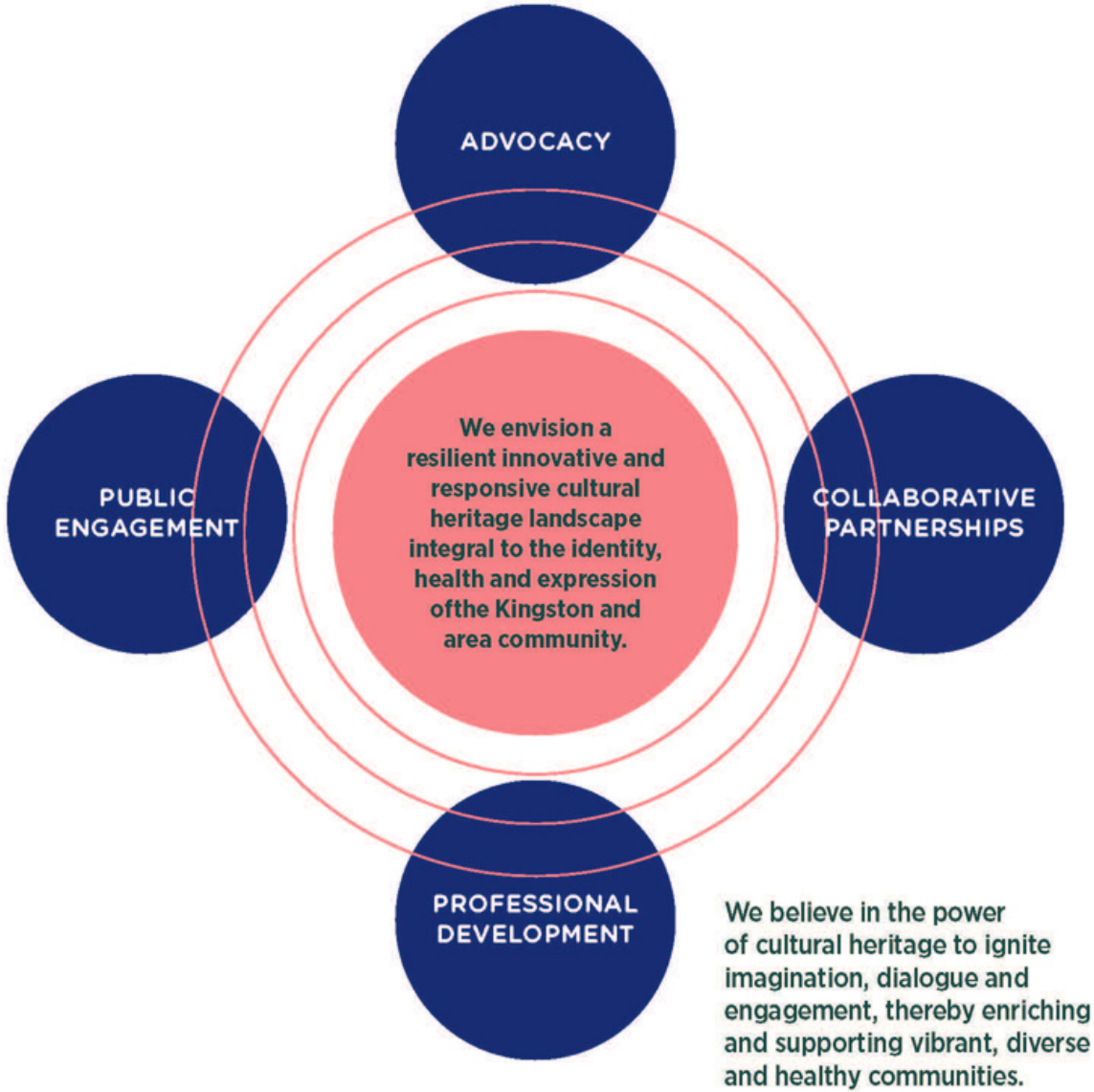
- EMBRACE COLLEGIABILITY.
- INSPIRE EXCELLENCE.
- ENCOURAGE INNOVATION.
- FACILITATE COLLABORATION.
- EMBRACE DIVERSITY.
- ACT WITH INTEGRITY.

STRATEGIC PRIORITIES

Find out More:
kingstonmuseums.ca/about

Strategic Framework

RESILIENCY & RENEWAL
2020-2025



We believe in the power of cultural heritage to ignite imagination, dialogue and engagement, thereby enriching and supporting vibrant, diverse and healthy communities.

2023 STAFF AND VOLUNTEERS

Operations

Jamie McKenzie-Naish,
Managing Director

Debbie Holdich,
Office Coordinator

Sadie Babcock,
Marketing &
Communications
Coordinator

Programming & Community Engagement Committee

Dave McCarey
Simge Erdogan-O'Connor
Liz Watkins-McLean
Claire Notman
Amber Meyer
Nicole Mulder
Dakota LaPierre
Turner Douglas
Ashlyn Gregory
Mathew Thiveirte
Alice McMurty

Operations - Summer Staff

Nicole Mulder,
Summer Marketing
Assistant

Cat Cadigan,
Summer Special
Projects - Program
Assistant (Lodge Pole
Arts Alliance)

Professional Development Advisory Committee

Kevin Moorhouse
Jennifer Lucas
Lena Beliveau

Marketing Analytics Advisory Committee

Sarah Deacon
Karen Young
Alex McLean

Board of Directors- 2023

Lena Beliveau, President
Kevin Moorhouse, Vice President
Amber Meyer, Secretary
Bill Visser, Past President
Ashley Mendes, Treasurer
Liz Watkins-McLean, Director
Kevin Fox, Director
Simge Erdogan-O'Connor, Director
Tamara van Dyk, Director

Governance Committee

Dave St. Onge
Annette Gillis
Kevin Fox
Kevin Moorhouse

KAM Visitor-in-Residence Guest Bloggers

Queen's University Department of
History Students

Student Interns

Eva MacDonald (Queen's History)
Ava Delaney (Queen's History)
Nataly Ortiz (SLC Marketing)
Marie Claudia Penaranda Vargas (SLC
Marketing)

MEMBERSHIP 2023

Our members define who we are as an organization. Their needs driving KAM's development over the past 44 years.

12 Individual Members, including:
2 Student; 10 Community

12 Associate Members, including:
4 Cultural Heritage Programming/
Advocacy Organizations
4 Historic Churches
4 Historical Societies

38 Institution Members, including:
3 Art Galleries
4 Libraries & Archives
32 Museums
16 Historic Sites

In 2023,
KAM
engaged
with 62
members.

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...

Members Meetings

March 2023 (AGM)

September 2023

November 2023

YEAR AT A GLANCE

Professional Development

Improved Accessibility in Museums: Consultation, Design & Co-Creation (August 2023)

Advocacy for Community Museums and the Communities they Serve (September 2023)

Digital Photo-documentation of Museum Objects Workshop (October 2023)

iUNSETTLING! - Confronting our Histories through Play (November 2023)

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 2023

Doors Open Kingston & Area 2023

Marketing Partnership 2023

Kingston In FOCUS Dashboard

City of Kingston Heritage Fund

Collaborative

Partnerships & Affiliations

City of Kingston - Heritage Services

Tourism Kingston

Tourism Relief Fund - FEDDEV
Community Services Recovery Fund (CRC)

Ontario Museums Association
Canadian Museum Association

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://



69k ENGAGEMENTS | 25k Users



11924 Views | 723 Visitors



1,882 Followers | @kingstonmuseums



2069 Followers | @kingstonmuseums



3,158 Followers | @kingstonmuseums



4.8k Impressions | 4360 Views

2023 FINANCIAL SNAPSHOT

PLEASE SEE OUR 2023 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)

Community Services Recovery Fund (CRC)

Canada Summer Jobs Employment Grants

Community/Corporate Sponsorships

Membership Fees

Strategic Actualization Fund

Service Fees

2023
Revenues
\$242,065

Expenditure Commitments

Staff Salaries

PD Facilitator Fees

Marketing Program Development

Collaborative Programming & Outreach

Professional Association Fees

Liability Insurance

Auditors' Fee

Contracted Services

KAM office & Equipment

Telecommunications & Digital Platforms

2023
Expenditure:
\$232,420

These highlights are derived from staff interrogation of KAM 2023 finances at the time of writing this report. Any indicated surplus represents reclamation of financial reserves following the completion of the Tourism Relief Fund grant.

2023 REFLECTIONS

2023 marked yet another exciting and busy year for KAM, filled with both opportunity and challenge. We successfully completed our Tourism Relief Fund grant (March 2023) - which saw a major development of our marketing and promotional resources and capacities on behalf of our members, including hiring our first Marketing and Communications Coordinator, Sadie Babcock. KAM was also approved for another federal grant - the Community Services Recovery Fund (CSRF) - from Employment and Social Development Canada and administered by the Canadian Red Cross. The purpose of this grant was to redevelop our Volunteer program and allowed us to maintain our Marketing and Communications Coordinator position for another 12 month period.

As always, our work was shaped and driven by our strategic framework - Renewal and Resiliency 2020-2025 - which holds a dual-focus - robust and sustainable organizational development in order to provide robust and sustainable service provision to our members. KAM oversaw another successful year of the City of Kingston Heritage Fund (CKHF) program, public programming in the form of Doors Open Kingston & Area and March of the Museums, as well as our professional development learning program, named in honour of our colleague Paul Robertson (who passed away in 2022), and sponsored by his spouse, Edgar Tumak.

We continued to maintain a focus on sector and public advocacy, building stronger ties with the Ontario Museum Association through the Regional Museum Network, and the Canadian Museum Association - both of whom who are undergoing major restructuring and revising themselves. We continued to build community and cross-sector relationships and partnerships within the Kingston region. We continued work towards our EDII commitments (updated to the following acronym - IIDEA - Inclusion, Indigeneity, Diversity, Equity and Accessibility) and developed our own official land acknowledgement statement. We continued our work as a collaborative research partner for Phase 2 of the Kingston IN Focus Dashboard project - which focused on how to integrate urban Indigenous voices, perspectives and data needs within the dashboard.

It is always a difficult process to encapsulate an entire year's worth of activity (!) - these are just a few key highlights of a very busy year.

On a personal note, it is a real pleasure working for KAM, as well as with all our members. I am deeply moved and impressed by the passion, expertise, endurance, and commitment of our members to their work, their communities, and to cultural heritage more broadly - despite the (often) heartbreaking and (usually) frustrating challenges of chronic sector underfunding, lack of investment, and employment precarity. I've come to believe more firmly than ever that collaboration (as exemplified by KAM members and KAM's organizational history) is both the means to survive when times are difficult, and the means to thrive, when times are easier.

Thank you for letting us be apart of your professional lives. As always we couldn't do what we do without you.

Jamie McKenzie-Naish
KAM Managing Director

SPECIAL PROJECT: KAM VOLUNTEER PROGRAM

**Community Services
Recovery Fund (CSRF):**
Employment & Social
Development Canada
and the
Canadian Red Cross
(June 1st 2023–May 31st 2024)

“REBUILDING BETTER: COMMUNITY CONNECTIONS & VOLUNTEER CAPACITIES FOR CULTURAL HERITAGE”

Rebuilding volunteer-pools post-COVID has been challenging for the cultural heritage sector. KAM has identified the redevelopment of a comprehensive volunteer recruitment program as a key member service. CSRF funding has allowed KAM to pursue this program development and maintain our Marketing & Communications Coordinator for another 12-month period.

The KAM volunteer program is designed as an added-value member service, to assist in volunteer recruitment processes. Member participation in the program

Our volunteer program offer the following features:

- Recruitment of three volunteer types: Community; Post-Secondary interns; Secondary School students
- Administration of volunteer database
- Basic volunteer training provided, including: Health & Safety, Customer Service and Experiential Tourism; Best Practices in Cultural Heritage; and IIDEA
- Connecting individual volunteers to members sites

This program will be launched in Autumn 2024.



SPECIAL PROJECT: DATA ANALYTICS

Kingston In FOCUS Dashboard Phase 2: Incorporating Indigenous Voices

In 2023, KAM participated in the next phase of research for the Kingston In Focus Dashboard project, taking on the role once again as community funding partner, alongside the Department of Geography and Planning (Queen's University) and MITACS. This phase explored how to incorporate Indigenous voices, perspectives and data needs within the dashboard. Project work will continue in 2024, incorporating the action items identified in the Indigenous Community Consultation Report (2023), as well as to update and improve the dashboard more broadly.

"Since its inception, the Kingston In Focus Dashboard has been created with the community in mind. The Kingston In Focus Dashboard website is a knowledge translation tool that has been developed to create accessible visualizations of both real-time and static data across eight priority areas including local economy, employment, community health, mobility, environment, housing, cultural heritage and demographics.

While the intention was always to incorporate Indigenous voices as esteemed members of the community on the Kingston In Focus Dashboard website, the website in its current state lacks information regarding Indigenous histories, knowledge, or current demographics. The inclusion of Indigenous-specific content is a priority for the next iteration of the Kingston In Focus Dashboard website. This report outlines the results of our community engagement strategy carried out in efforts to gather input from a variety of Indigenous rightsholders on their vision for the next iteration of the Kingston In Focus Dashboard."

-Indigenous Community Consultation Report 2023

Find out more
about this project!



www.kingstoninfocus.ca

[Read the Indigenous Community
Consultation Report \(2023\)](#)

LOOKING AHEAD....

Alongside the many positives in 2023, this past year also posed some significant challenges, which follow us into 2024 – particularly in relation to financial and inflationary pressures. Rising costs across all expense categories and limited operational funding have required difficult conversations at the Board about how KAM should continue to operate and meet its mandate within a rapidly changing and (already) resource-starved sector. These issues are, of course, not unique to KAM but are ones we see mirrored within our member sites to varying degrees and are common to the cultural heritage sector as a whole. 2024 finds KAM at a new developmental juncture within our 21st century context – we must shrink or grow to survive. KAM staff and the Board of Directors continue to work on solutions to these serious challenges, but it is (happily) not all doom and gloom going forward.

We continue to build on our gains and successes to date. Our priority, as always, is to provide relevant and high-quality member services focused through our four strategic pillars. 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 inclusion, Indigeneity, diversity, equity, and accessibility (IIDEA), as well as sustainability and climate action.

But we also continue to “dream big” not only for ourselves, but for our members and the cultural heritage sector. In 2024, KAM has the privilege of co-chairing (along with the Ottawa Museum Network) the Ontario Museum Association’s Regional Museum Network (RMN)- where cultural heritage sites from across the province are working towards better advocacy mechanisms for funding support and development. We are also revisiting the idea of non-profit shared collections storage facility for KAM members – a Regional Curatorial and Cultural Heritage Centre – and are actively seeking funding for a feasibility study to explore this concept further. We continue, as well to seek diversified operational and project funding, both short-term and long-term, that appropriately aligns with our mission and mandate. Most recently, we have applied to FED DEV’s Tourism Growth Program for funding support for our March of the Museums event for the next three years; and we have applied to Multiculturalism and Anti-Racism Program (organizational capacity development funding component) for the purposes of our next strategic review and framework development.

Whatever 2024 brings, KAM remains committed to our members . As always, we encourage all members to get more involved with KAM. Feel free to reach out to the KAM office and find out how!

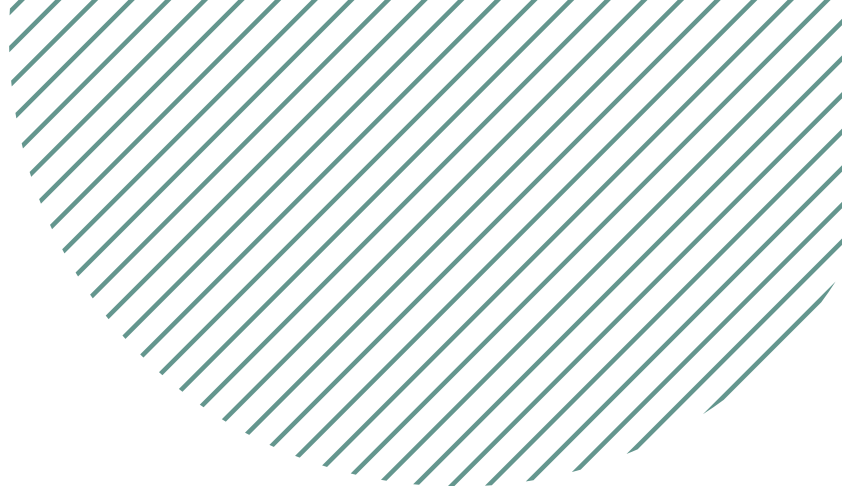


Our work continues with thanks to our members, funders, community and sector partners.





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art galleries +
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