



**City of Kingston
Report to Council
Report Number 19-024**

To: Mayor and Members of Council
From: Lanie Hurdle, Commissioner, Community Services
Resource Staff: Colin Wiginton, Cultural Director, Cultural Services
Date of Meeting: January 8, 2019
Subject: Renewal of the Service Level Agreement between the City of Kingston and the Kingston Association of Museums, Art Galleries and Historic Sites (KAM)

Executive Summary:

The purpose of this report is to ask Council to renew the existing Service Level Agreement (SLA) between the City of Kingston and the Kingston Association of Museums, Art Galleries and Historic Sites (KAM).

Since 2011, the City of Kingston has entered into a SLA with KAM on an annual basis. These Agreements also include financial support that are transferred to KAM from the Cultural Services Departments' operating budget to fund initiatives that align with the strategic priorities identified in the Kingston Culture Plan and Council's Strategic Priorities. This relationship has been renewed and expanded each year in exchange for an increased level of service.

In 2018, KAM received \$97,000 in funding through a SLA with the City of Kingston. As a component of their 2018 Agreement, KAM administered the 2019 City of Kingston Heritage Fund. The 'KAM Year End Report to the City of Kingston - 2018', attached as Exhibit A to Report Number 19-024, provides an overview of KAM's activities over the past year and fulfills the final requirements of their most recent agreement.

The renewal of a SLA between the City of Kingston and KAM in 2019 also includes financial support, totalling \$98,940, which was previously approved as part of the 2018 operating budget for the Cultural Services Department.

Recommendation:

That the Mayor and Clerk be authorized to execute a Service Level Agreement between the City of Kingston and the Kingston Association of Museums, Art Galleries and Historic Sites

(KAM) that identifies the services to be provided by KAM and the associated funding to be issued by the City of Kingston for those services, in a form acceptable to the Director of Legal Services; and

That Council approve the release of \$98,940 from the Cultural Services Departments' 2018 operating budget to support KAM and the services identified as part of a Service Level Agreement between the City of Kingston and KAM in 2019.

Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Lanie Hurdle, Commissioner, Community Services

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer Commissioner, Corporate & Emergency Services	
	Not required

Options/Discussion:

In 2011, the City of Kingston entered into its first SLA with KAM. An initial allocation of \$45,000 was transferred to KAM from the Cultural Services Departments' operating budget to support initiatives that align with the City's strategic priorities as identified in the Kingston Culture Plan and Kingston's Strategic Plan 2011-2014. This relationship was renewed and expanded in 2012 requiring that additional services be provided in exchange for an increase in funding that totalled \$90,000. The City of Kingston has continued to renew its SLA with KAM each year and has provided an inflationary increase in terms of the funding allocated.

At this time, it is being recommended that the SLA be renewed again in 2019. It is anticipated that the services to be identified as part of the 2019 agreement will include the following:

- Administration of the 2020 City of Kingston Heritage Fund (CKHF) that includes, but is not limited to, the following:
 - Develop the 2020 Administration Plan;
 - Oversee and administer the necessary submission, review and award processes; and
 - Pursue strategies to increase the profile of the CKHF, as well as its continuing growth and success that includes targeted efforts to attract an increased number of applications from across the community.
- Participation in a City-led review of the CKHF as part of a larger review of arts and heritage funding to be undertaken by the Cultural Services Department in 2019.
- Support sector development through the provision of professional development and training opportunities designed to benefit KAM, its member organizations and the broader heritage sector in Kingston.

As in previous years, the agreement will include language specifically related to the management and expenditure of the funding KAM receives. It will also outline what is required related to reporting that includes providing quarterly reports as well as a year-end report. The agreement will also include general terms and conditions typical of all such agreements the City of Kingston uses when entering into partnerships with external organizations like KAM.

KAM 'Year End Report'

In December 2018, KAM submitted a 'Year End Report' (Exhibit). This report provides an overview of its activities, including the services identified as part of their 2018 SLA and activities that are in keeping with the principles and intent of the Kingston Culture Plan and Council's Strategic Priorities. Along with administering the CKHF in 2018, other highlights included as part of this Year End Report are as follows:

- KAM's membership has grown to include four art galleries, five libraries and archives, 17 museums and eight historic sites;
- KAM diversified its funding in 2018 that now includes 67% (\$97,000) of its revenue coming from the SLA with the City of Kingston, 19% (\$27,507) of its revenue coming from

Federal and Provincial sources and 5% (\$13,029) of its revenue coming from membership fees;

- KAM developed a Media and Public Relations Strategy and implemented an Advocacy Strategy around the 2018 municipal elections that asked questions of candidates to gauge their support for cultural heritage initiatives;
- KAM's Museum Orientation Pass for front line tourism staff and volunteers engaged 280 participants in 2018;
- KAM moved to Workplace (by Facebook) as an information sharing and collaboration tool. To date, 50% of KAM members engage via this platform weekly and 70% engage monthly;
- KAM piloted a 'March of the Museums' program over March Break 2018 that involved five partner sites and engaged 301 participants;
- KAM participated in 10 community events where it delivered Pop-up Museum experiences to 823 participants;
- KAM completed an inventory of skills related to its membership and the data gathered will be used to foster mentorship and peer training opportunities in 2019; and
- KAM hired five students in 2018 with the support of funding obtained through the Canada Summer Jobs program and an additional 2 were brought in through internships/placements.

City staff have reviewed the Year End Report and are satisfied that KAM has met its obligations as required. As a result, staff are recommending that the City of Kingston renew its SLA with KAM in 2019 so that the organization can continue to build upon what has been achieved to date and also so that it can continue to develop and administer the CKHF. Such an agreement is also necessary to support the work of the Cultural Services Department as it relates to sector development and the ongoing implementation of many of the recommendations included in the Kingston Culture Plan as well as Council's Strategic Priorities.

Next Steps

With Council's approval to renew the SLA with KAM, City staff will meet with representatives of the KAM Board and staff in the New Year to review the 2018 Agreement and to discuss any changes that need to be made to the 2019 Agreement. It is anticipated these discussions will include a particular focus on issues that emerged in 2018 related to the administration of the CKHF and the lack of participation in the project funding program in particular. These issues were previously shared with Council as part of [Report Number 19-014](#) that asked Council to approve the Project and Operating Grant Recommendations for the 2019 CKHF.

The City of Kingston and KAM are jointly responsible for the effective administration of the CKHF as well as for the continuing growth and sustainability of the heritage sector in Kingston. Museums are critical to the success of this sector as are many smaller heritage-related groups and organizations from across the community that are involved in helping to tell Kingston's stories. It is critical these smaller groups and organizations have the chance to benefit from the potential to access municipal funding to build their capacity and to develop and deliver programs that are intended to reach a broader cross-section of Kingston residents. As previously stated, it is anticipated that some of the topics to be discussed will include the allocation and distribution

of funds between the Operating Grant and Project Grant streams; the practice of redistributing unallocated funds from one stream to the other; and strategies that need to be developed to ensure the Heritage Fund is properly promoted in order to attract an increasing number of grant applications each year.

It is also anticipated that City staff will meet with representatives of the KAM Board and staff to discuss their participation in a City-led review of the CKHF as part of a larger review of arts and heritage funding to be undertaken by the Cultural Services Department in 2019. Such a review is necessary in order to ensure the funding programs administered through the Cultural Services Department support the sector as intended, reflect best practices with regard to municipal funding programs, and ensure Kingston residents have access readily available to arts, heritage and cultural programs and resources.

These discussions between City staff and representatives of the KAM Board and staff will provide the basis for renewing an Agreement in 2019 and will ensure any necessary revisions are included.

Existing Policy/By-Law:

Investing in KAM through a SLA aligns with a number of recommendations identified in the Kingston Culture Plan approved by Council in September 2010 and supports the priority to ‘Protect Heritage’ identified as part of Council’s Strategic Priorities, 2015-2018.

Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

Financial Considerations:

Funding for KAM in 2019, in the amount of \$98,940, was included and approved as part of the 2018 Operating Budget for the Cultural Services Department. An initial 25% of this funding will be released pending Council’s approval to renew the SLA between the City of Kingston and KAM and the balance of the funding will be released once a new agreement has been finalized and signed by both parties.

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Other City of Kingston Staff Consulted:

Jennifer Campbell, Manager Cultural Heritage, Cultural Services

Exhibits Attached:

Exhibit A KAM Year End Report to the City of Kingston - 2018



kingston
association
of museums
art galleries +
historic sites

REPORT

to the City of Kingston
November 2018



Introduction

The Kingston Association of Museums, Art Galleries and Historic Sites, Inc. (KAM) is pleased to submit a report in compliance with the 2018 Service Level Agreement with the Corporation of the City of Kingston.

Starting as a small group of museum professionals wanting to raise the profile of the cultural sector in the 1980s, KAM has grown into an incorporated organization that is led by a Board of Directors. The make-up of the board includes a strategic mix of community representatives, heritage institutions and cultural sector experts. There are a number of operational committees within KAM advising the Board. Each board member acts as a liaison between the Board and committees.

A KAM committee consists of those individuals who represent a member organization or who are interested sector volunteers. Working with external stakeholders, including private and public organizations, municipal, provincial and federal organizations, KAM leads and collaborates through cultural initiatives. These initiatives range from City of Kingston Heritage Fund administration to collaborative marketing partnerships, outreach and advocacy.

Strategic Objectives

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.

Activities and Services

Activities that support KAM's mandate to champion, nurture and manage innovative cultural heritage in Kingston and area through collaboration and coordination include:

- **Advocacy:** KAM advocates for the cultural heritage sector that contributes to a vibrant community and is worthy of strong and continued support as a core aspect of life in Kingston and area.
- **Marketing:** KAM coordinates sector marketing-efforts, including collaborative brochures, advertisements, website, social media, and other communication plans.
- **Professional development:** KAM develops, facilitates, and delivers learning opportunities for individuals and organizations in the cultural heritage sector.
- **Programming and community engagement:** KAM researches, develops, and supports innovative collaborative programming and community engagement.

KAM services, provided by staff and volunteers, are aimed at:

- facilitating collaboration within the cultural heritage community;
- helping member sites to develop market-capacities to fulfill their individual missions; and
- administering the City of Kingston Heritage Fund, on behalf of the City of Kingston.

Membership

There are three KAM membership categories:

- *Individual*: An individual who is sympathetic to the Mission of the Association and is recognized by the Association.
- *Associate*: A group or organization in Kingston and the surrounding area that is sympathetic to the Mission of the Association.
- *Institution*: A museum, art gallery or a historic site in Kingston and the surrounding area that is recognized by the Association. KAM includes:



Art Galleries



Library &
Archives



Museums



Historic Sites

Advocacy

Funding from the City of Kingston through the Service Level Agreement supports the implementation of KAM's Strategic Plan. An important goal of the Plan is to reinforce the value of Kingston's cultural heritage. KAM developed a *Media and Public Relations Strategy* in 2018 to help impart in Kingston residents a sense of pride and ownership for its cultural sector and museums. KAM also developed an advocacy strategy for the municipal elections highlighting the importance of the sector and posing two questions to all the Kingston mayoral and district councillor candidates to gauge their support.

Sector Collaboration

KAM actively participates in meetings and networking events on behalf of its membership, engaging in pro-active relationships with tourism sector partners including Tourism Kingston, City of Kingston, Kingston Destination Group, Kingston Arts Council, Kingston Accommodation Partners, Kingston Economic Development, Ontario Museums Association, St. Lawrence College, Chamber of Commerce and the South Eastern Ontario Regional Tourism Organization. These relationships provide conduits for

information and promote Kingston's museums, art galleries and historic sites, including hosting visiting tour operators and exposure at international tradeshows.

KAM continued to administer the MOP program (Museum Orientation Pass) for all Kingston front line tourism staff and volunteers. With over 280 participants this year, each received complimentary admission to all of Kingston's member sites, a Sunset Ceremony, Kingston Penitentiary Tour, Trolley ride, Haunted Walk, and a 1000 Islands Boat Cruise. Future plans include expanding the program to other front line tourism staff.

Services to Kingston's Cultural Heritage Sector

A key priority of KAM's Strategic Plan is to support member sites through effective value-added services. KAM enhanced communication and engagement within its membership and volunteers through the introduction of *Workplace (by Facebook)* as a tool to share important information and use project groups for more considered conversations. Over 50% of members engage weekly, and more than 70% engage monthly. KAM continues to host regular networking events for the sector to further increase communications.

City of Kingston Heritage Fund

KAM administers the CKHF on behalf of the Corporation of the City of Kingston. Administration of the Heritage Fund includes an annual call for submissions, managing the adjudication and allocating process, contracting with the successful applicants, and ongoing monitoring of project and operating grants.

The City of Kingston Heritage Fund (CKHF) was established to provide municipal support to organizations that tell Kingston's story, and by so doing, improve quality of life for Kingston residents and ultimately increasing cultural heritage sector viability.

Working collaboratively with the Manager of Cultural Heritage, KAM undertook a review of the CKHF Administrative Plan. The revised Administrative Plan, application forms and scoring matrices were prepared and released for the 2018-2019 CKHF call for submissions. There were two information sessions in 2018 and a free Grant Writing Workshop. These sessions introduced new community partners to the CKHF and strengthened applications (as reported by jurors).

KAM administered all matters related to the applications for grants from the CKHF in accordance with the Plan for Administration of the City of Kingston Heritage Fund. All communications with the public in relation to the CKHF were submitted to the City of Kingston for approvals prior to release, displaying both the City's logo and KAM's logo, and adhered to the City's accessibility requirements.

City of Kingston Heritage Fund Recommendations – 2018-2019	
Operating Grant (8 recipients)	\$ 267,192
Project Grant (2 recipients)	\$ 15,571
Total CKHF to be awarded	\$ 282,763

KAM receives all CKHF funds transferred from City of Kingston in trust and kept a separate account and records of the financial activity of the CKHF. All interest earned on the CKHF funds held in Trust are directly re-invested in the CKHF program. After the jury recommendations are ratified by Kingston City Council in 2018, \$282,763 will be awarded in operating and program grants to fund and grow cultural heritage in the community.

Public Engagement

The strong internal collaboration of KAM's membership leads the work of its committees and moves forward the priorities of the Association. To further the strategic goal of increasing public engagement with member institutions, the KAM Programming and Community Engagement Committee piloted *March of the Museums* in 2018. This collaborative program and marketing allowed seasonal sites to operate over the March Break. Further research was undertaken to determine the feasibility of expanding this new program into a Kingston Festival of Museums.

March of the Museums

5 

Participating
Partners

301 

Participants

7 

Themed
Exhibits

10 

Activities



823
Visitors

KAM's volunteers and summer students provided the capacity for the Association to have exhibits and pop-ups at events such as the Lifestyle Showcase, Heritage Fair, Doors Open, Farmers Markets, Skeleton Park Festival, Buskers Rendezvous, Movies in the Square, Sheep Dog Trials, Princess Street Promenades, Multicultural Festival. Pop-up museums at community events allow greater access and increased awareness of Kingston's cultural heritage sites.

Social Media and Website

The growing KAM volunteer program has increased sector capacity. KAM's talented volunteers enhance KAM's marketing efforts to highlight Kingston's heritage resources. Regular blog posts, monthly newsletters, eye-catching photography and engaging social media posts have increased member's digital presence. The volunteer's efforts enabled a

redesign of KAM’s website to improve accessibility and ease of use with direct links to these new marketing assets.



Professional Development

Creating opportunities for sector professional development is an important role of KAM and part of the strategic plan. KAM has continued to host workshops to increase members’ knowledge. A presentation in February by Donald MacPherson offered great low-cost, high impact print solutions.

A great strength of KAM is its cultural expertise and knowledge base. An extensive skills inventory of KAM members and volunteers was undertaken to help identify members’ skills and resources. This inventory will be used for mentorship opportunities and to identify future workshops for skill development.

Financial Overview



Federal funding: Canada Summer Jobs grant

Provincial funding: Heritage Organization Development Grant

Membership funding: Marketing partnership and membership fees

Staffing and Volunteers

The Kingston Association of Museums, Art Galleries & Historic Sites (KAM) continues to build on its long history (since 1980) as an umbrella organization of cultural heritage institutions in the Kingston region. Many people contribute to the on-going success of KAM, a not-for-profit corporation, including:

- *Full-time staff:* Debbie Holdich, KAM Coordinator.
- *Part-time staff:* Caroline Petznick, Managing Director.
- *Volunteer Board of Directors:* Dave St. Onge, Bill Visser, Kevin Fox, Lena Beliveau, Tabitha Renaud, Doug Cowie, Annette Gillis, Rodney Carter and Jayne Henry (currently on leave of absence from Board).
- *Grant-supported student staff:* Marketing Assistants (Alexandra Stobo), Pop-Up Museums Coordinator (Andrea Gyimah), Researcher for Festival of Museums (Briana Sullivan), Skills Inventory Project Coordinator (Rachel Newton) and Video Content Creator (Morgan Chin-Yee).
- *Internship and placement students:* Kirsten Walt and Isabella Buratti.
- *KAM committee volunteers:* Karen Young, Alex McLean, Lena Beliveau, Kathy Karkut, Darragh de Groot, Barb Neatby, Annette Gillis, Kevin Fox, Dave St. Onge, Edward R. Grenda, Paul Robertson, Bill Visser, Mark Badham, Eric Ferguson, Doug Cowie, Kirsi Hunnako, Erica Young, Michelle Clarabut, Iris Russak, Linda Tsuji, Robyn Paine, Anne-Sophie Grenier, Linda Lamoureux, Mark Badham, Ann Blake, Kim Sutherland-Mills, Dave McCarey, Keely Maddock, Francesca Pang, Ashley Mendes, Darragh de Groot, Jayne Henry, Danielle Marshall, Tabitha Renaud and JoAnne Himmelman.
- *Volunteers (for marketing efforts, projects and events):* Elizabeth Cashman, Robyn Paine, Cynthia Thompson, Barb Neatby, Lynn Brown, Erica Young, Nicole Mulder, Violet Tang, Marilyn Keable, Nicole Bruce, Darragh De Groot, Joanne van Herpt, Yanny Zhang, Laurieanne Montpetit, Vincent Durant, Iris Russak, Susanna Gordon, Michelle Clarabut, Olivia Wade, Helen Cutts, Jacqueline Lee, Meggie Wu, Jackie Powell, Mary Armstrong, Emily Manson and Hannah Ryley.

Looking to 2019

We look forward to continuing our partnership with the City of Kingston, under the 2019 Service Level Agreement, to further the support of Kingston's cultural heritage. KAM will continue to administer the City of Kingston Heritage Fund and promote an increase in qualified applications. We will also continue to pursue projects and associated funding streams that support our strategic objectives. And, as always, we will continue to advocate for our membership and the cultural heritage sector.

Contact Information

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