



**City of Kingston
Report to Council
Report Number 26-008**

To: Mayor and Members of Council
From: Jennifer Campbell, Commissioner, Community Services
Resource Staff: Kevin Gibbs, Director Heritage Services
Date of Meeting: December 16, 2025
Subject: Renewal of the Service Level Agreement between the City of Kingston and the Kingston and Area Association of Museums, Art Galleries and Historic Sites

Council Strategic Plan Alignment:

Theme: 5. Drive Inclusive Economic Growth

Goal: 5.7 Foster culture, history, education, arts and recreation (CHEAR).

Executive Summary:

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

Since 2011, the City of Kingston has entered into an SLA with KAM on an annual basis. These agreements include financial support transferred to KAM to fund initiatives that align with various City-approved strategies and plans as well as Council's Strategic Priorities. Funds to support this SLA are included annually as part of the Heritage Services Department's operating budget. The relationship has been renewed each year since 2011.

As a component of their 2025 agreement, KAM administered the 2025-2026 City of Kingston Heritage Fund as one of their deliverables. The 'KAM SLA 2025 Report' (Exhibit A) provides an overview of all of KAM's activities over the past year. The report has been reviewed by staff who are satisfied KAM has met its obligations as required by the 2025 SLA.

December 16, 2025

Page 2 of 6

The renewal of the SLA between the City of Kingston and KAM in 2026 will also include multiple deliverables, notably the administration of the 2026-2027 City of Kingston Heritage Fund (CKHF) or equivalent as well as the provision of professional development opportunities and support for the cultural heritage and intersecting tourism sectors in Kingston. It is proposed that the SLA with KAM be held at \$107,136 and this amount has been included as part of the 2026 Heritage Services operating budget.

Recommendation:

That Council authorize the Mayor and Clerk to execute a Service Level Agreement between the City of Kingston and the Kingston and Area 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, subject to the deemed adoption of the 2026 operating budget, and in a form acceptable to the Director of Legal Services; and

That Council approve the release of \$107,136 from the Heritage Services Department's 2026 operating budget to support the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) and the services identified as part of a Service Level Agreement between the City of Kingston and KAM in 2026, subject to the deemed adoption of the 2026 operating budget.

December 16, 2025

Page 3 of 6

Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Jennifer Campbell,
Commissioner, Community
Services

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

Lanie Hurdle, Chief
Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Growth & Development Services	Not required
Neil Carbone, Commissioner, Corporate & Emergency Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	
Jenna Morley, City Solicitor	Not required
Ian Semple, Commissioner, Transportation & Infrastructure Services	Not required

December 16, 2025

Page 4 of 6

Options/Discussion:**Background**

The City of Kingston established its first Service Level Agreement (SLA) with the Kingston and Area Association of Museums, Art Galleries and Historic Sites (KAM) in 2011 with an initial allocation of \$45,000 transferred to KAM from the then Cultural Services Department's operating budget. This relationship was renewed and expanded in 2012 through an SLA requiring additional services alongside an increase in funding to \$90,000 and has continued in the time since.

The value of KAM's SLA has increased over time, typically (2012-2020) through a 2% annual growth in the base funding allocation. Due to the impacts of the COVID-19 pandemic the SLA funding amount was held to the 2020 amount in both 2021 and 2022. The SLA funding then grew again by 2% in both 2023 and 2024. In the development of the 2025 Heritage Services operating budget the SLA funding did not receive a 2% increase and it is again recommended to hold the SLA funding level for 2026. The total proposed SLA funding for KAM in 2026 is \$107,136.

Analysis

At this time, it is being recommended that the City's SLA with KAM be renewed again in 2026. Services to be included as part of the 2026 agreement will be as follows:

- Contribute as necessary to a staff led review of the scope of the City of Kingston Heritage Fund (CKHF) as well as application processes and eligibility for both the CKHF and the City of Kingston Arts Fund (CKAF) to ensure the City of Kingston continues to provide appropriate and accessible funding opportunities.
- Administration of the 2026-2027 City of Kingston Heritage Fund (CKHF) or equivalent, that may include, but is not limited to:
 - Develop or contribute to a grants Administration Plan;
 - Oversight and administer the necessary submission, review and award processes for cultural heritage grants;
 - Pursue strategies to increase the profile of City of Kingston grant programs to ensure continued growth and success, including targeted efforts to attract an increased number of applications from across the community; and
 - Collect feedback (including from grant applicants, recipients and jurors) to ensure City of Kingston grant programs continue to meet the needs and expectations of the community, grant recipients and the City.
- Support sector development through the provision of professional development and training opportunities designed to benefit KAM, its member organizations and the broader cultural heritage and tourism sectors 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 requirements

December 16, 2025

Page 5 of 6

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 partnerships with external organizations like KAM.

KAM ‘Year End Report’

In November 2025, KAM submitted a year end report, ‘SLA 2025 Report’ (Exhibit A). This report provides an overview of the services identified as part of their 2025 SLA along with activities that are in keeping with the principles and intent of various City-approved heritage, cultural and tourism strategies and plans as well as Council’s Strategic Priorities.

City staff have reviewed the Year End Report and are satisfied KAM has met its obligations as required by the 2025 SLA. As a result, staff are recommending that the City of Kingston renew its SLA with KAM in 2026 so the organization can continue to develop and administer the CKHF as well as further support the development of the heritage sector in Kingston. Museums, galleries and historic sites are a vital part of the cultural and creative economies and offer important experiences as part of the tourism and hospitality sectors, and as a professional development agency, KAM plays a critical role in supporting the overall heritage sector.

Next Steps

With Council’s approval to renew the City of Kingston’s SLA with KAM, staff will meet with representatives of the KAM Board and administrative staff to review the outcomes of the 2025 agreement and to discuss any alterations, changes and/or additions that need to be made to finalize the 2026 agreement. Once that work has been completed, the 2026 SLA can then be executed by the Mayor and Clerk in a form that is acceptable to the Director of Legal Services and subject to the deemed adoption of the 2026 operating budget.

Existing Policy/By-Law:

Investing in KAM through an SLA on an annual basis aligns with a number of recommendations first identified in the Kingston Culture Plan approved by Council in September 2010. It also helps to fulfill various City-approved strategies and plans as well as Council’s Strategic Priorities.

Financial Considerations:

SLA Funding for KAM in 2026 was included as part of the proposed 2026 operating budget for the Heritage Services Department. The SLA funding in the amount of \$107,136 will be paid out in two installment that include: (1) 25% to be paid out when Council approves the renewal of the SLA between the City of Kingston and KAM; and (2) 75% to be paid out when the 2025 agreement has been signed by both parties. Dispersal of these funds are subject to the deemed adoption of the 2026 operating budget.

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December 16, 2025

Page 6 of 6

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Other City of Kingston Staff Consulted:

None

Exhibits Attached:

Exhibit A KAM SLA 2025 Report



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

2025 Service Level Agreement Report

The Kingston & Area Association of Museums, Art Galleries and Historic Sites, Inc. (KAM) is pleased to submit a to-date, year-end report in compliance with the 2025 Service Level Agreement with the Corporation of the City of Kingston.

This document was ratified by the Kingston Association of Museums, Art Galleries and Historic Sites Board of Directors 19 November 2025.

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 regions 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 peoples, whose traditional and ongoing stewardship of these territories is fundamental to our pasts, presents and futures.

Table of Contents

1.0 INTRODUCTION	5
2.0 GOVERNANCE AND OPERATIONS	5
2.1 KAM Services.....	5
2.2 Operating Team.....	6
2.3 Board of Directors	6
2.4 KAM Committees	6
3.0 STRATEGIC VISION	7
3.1 Our Mission.....	7
3.2 Our Vision	7
3.3 Our Values	7
3.4 Our Strategic Pillars	7
4.0 STRATEGIC COMMITMENTS.....	8
4.1 KAM Statement of Commitment: Inclusion, Indigeneity; Diversity, Equity and Accessibility.....	9
4.2 KAM Statement of Commitment: Sustainability and Climate Justice.....	9
5.0 MEMBERSHIP.....	10
5.1 KAM Membership Categories.....	10
5.2 2025 KAM Membership	11
6.0 COMMUNICATIONS.....	12
6.1 Digital Engagement Platforms	12
6.2 Member Communications.....	13
6.3 Marketing and Member Promotions.....	13
7.0 PROFESSIONAL DEVELOPMENT	14
7.1 2025 Professional Development Program	14
8.0 PROFESSIONAL SECTOR ENGAGEMENT AND COMMUNITY STAKEHOLDER PARTNERSHIPS	15
8.1 2025 Partnership Overview	15
9.0 PUBLIC ENGAGEMENT.....	16
9.1 March of the Museums 2025	17
9.2 Tourism Growth Program (TGP).....	18
9.3 Connecting with Cultural Heritage Volunteer Program.....	19
10.0 DATA ANALYTICS.....	19
10.1 Annual Membership Benchmark Survey.....	19
11.0 FINANCIAL HIGHLIGHTS: 1 January 2025 – 31 December 2025.....	20
11.1 Financial Overview	20

11.2 Revenues and Expenditures..... 21

12.0 CITY OF KINGSTON HERITAGE FUND..... 23

 12.1 CKHF Recipients 2013-2025..... 23

 12.2 CKHF Investment in Kingston’s Cultural Heritage to Date (2013-2025) 24

 12.3 CKHF 2024-2025 Cycle Highlights 25

 12.4 2025-2026 CKHF Recipients 25

 12.5 2025-2026 CKHF Adjudication Committees..... 26

13.0 LOOKING TO THE FUTURE 27

14.0 FUNDERS 28

14.0 SECTOR AND COMMUNITY PARTNERS 28

16.0 CONTACT INFORMATION 29

1.0 INTRODUCTION

The Kingston & Area Association of Museums, Art Galleries and Historic Sites (KAM) was established over 45 years ago as a community-driven professional network dedicated to promoting public awareness and engagement with Kingston’s cultural heritage. From the outset, KAM has facilitated collective marketing, promotion, and joint programming initiatives on behalf of its members, while providing sector best practices, information sharing, and professional development opportunities across all forms of cultural heritage.

Founded on the principle that collaboration strengthens practice and community connections, KAM has consistently worked to unite organizations of varying sizes, mandates, and resources under a shared vision: to achieve more together. Over time, KAM has evolved in scope and activity, yet its original spirit of cooperation remains as relevant today as ever. Incorporated as a non-profit in 2009, KAM has administered the Heritage Fund in partnership with the City of Kingston since 2013.

As Kingston’s cultural heritage network and resource hub, KAM is committed to fostering a resilient, innovative, and responsive sector. Through our Service-Level Agreement with the City of Kingston, we proudly deliver services that “support initiatives aligning with the City’s strategic objectives and promotion of heritage and cultural vitality” (SLA 2025).

2.0 GOVERNANCE AND OPERATIONS

KAM transitioned from a fully volunteer-run operational model (1980–2009) to a not-for-profit corporation (2009–present), where daily operations are managed by staff under the oversight of a volunteer Board of Directors. The Board comprises a strategic mix of cultural institution representatives and sector experts, providing governance and organizational oversight. KAM hired its first Managing Director in 2011 and its first Office Coordinator in 2012. In 2025, a staff reorganization combined these roles into a single full-time Managing Director position, strengthening operational efficiency and leadership continuity.

In 2022, KAM secured a Tourism Relief Fund (TRF) grant through the Federal Economic Development Agency for Southern Ontario, enabling the hiring of a full-time Marketing and Communications Coordinator on a temporary contract. In April 2025, KAM received a Multiculturalism and Anti-Racism Program (MARP) grant, extending this position through March 2026. These staffing enhancements have expanded KAM’s capacity for strategic communications, stakeholder engagement, and sector-wide initiatives.

2.1 KAM Services

KAM services are provided by staff and Board Members, and are aimed at:

- **SUPPORTING** professional best practices and access to resources.
- **FACILITATING** collaboration within the cultural heritage community, across related sectors and with community stakeholders.
- **ASSISTING** member sites to develop market-capacities to fulfill their individual missions.
- **FACILITATING** public access and engagement with cultural heritage experiences
- **ADVOCATING** for sector support, investment, and resource development.
- **ADMINISTERING** the City of Kingston Heritage Fund, and other SLA-contracted services, on behalf of the City of Kingston.

2.2 Operating Team

The KAM Operating Team consists of full-time core and grant-funded contract staff:

- **Zane Smith**, Managing Director (F/T core contract)
- **Sadie Babcock**, Marketing and Communications Coordinator (F/T grant-funded contract until March 2026)

2.3 Board of Directors

The KAM Board of Directors includes a strategic mix of representatives of cultural institutions and cultural sector experts:

- Lena Beliveau, Chair
- Tamara van Dyk, Vice Chair
- Ashley Mendes, Treasurer
- Rowena McGowan, Secretary
- Amber Meyer, Director at Large
- Mathew Thivierge, Director at Large

2.4 KAM Committees

KAM operates two categories of committees: Governance and Advisory. Governance Committees, composed of current or former Board members, meet as required to address operational governance matters. Advisory Committees, consisting of volunteers from the general membership, meet two to three times annually to focus on member services. Committee members are drawn either from KAM's member organizations or recruited from the broader volunteer base based on their expertise and interests.

This structure ensures strong organizational oversight while leveraging sector expertise to guide member-focused initiatives and enhance service delivery.

KAM Governance Committees

- **Constitution (Governance) Committee:**
 - Tamara van Dyk (Co-Chair)
 - Amber Meyer (Co-Chair)
 - To be Appointed by the Board
- **Nominations Committee:**
 - To be Appointed by the Board

KAM Advisory Committees

- **Programming and Community Engagement Committee (PaCE)**
 - To Be Appointed by the Board
- **Professional Development Committee (PD)**
 - Staff Lead: Zane Smith
 - Rowena McGowan (Chair)
 - Lena Beliveau
 - Tamara van Dyk
 - Melissa Cruise

- Kevin Moorhouse
- **Marketing & Analytics Committee (MAC)**
 - Staff Lead: Sadie Babcock
 - Sarah Deacon
 - Karen Young
 - Alex McLean

3.0 STRATEGIC VISION

SLA 2025 (1): “KAM shall continue to implement its multi-year strategic framework: renewal and resiliency 2020-2025 to ensure its services serve the evolving needs of the local cultural heritage community and support the professional development and sustainability of the cultural sector in Kingston”

KAM’s current strategic framework, Renewal and Resiliency 2020–2025, refines and advances the organization’s historic mission, vision, and values, guiding operational activities through four strategic pillars. The full framework is available on the KAM website. In 2026, KAM will finalize a new Strategic Framework designed to strengthen and expand upon these pillars, ensuring continued alignment with sector priorities and community needs.

This forward-looking approach positions KAM to remain adaptive and resilient while driving innovation and collaboration across Kingston’s cultural heritage sector.

3.1 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.

3.2 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.

3.3 Our Values

KAM has evolved over time, but the values that drive what we do and how we do it remain the same: Embrace Collegiality. Inspire Excellence. Encourage Innovation. Facilitate Collaboration. Embrace Diversity. Act with Integrity.

3.4 Our Strategic Pillars

Strategic Pillar #1: Professional Development

Life-long learning and professional development opportunities are critical to building capacity, resiliency and advancing best practice within the cultural heritage sector. Sector workers who are consciously engaged in learning practices infuse their organizations with a sensibility of possibility, innovation, and connection – thereby improving visitor experience and engagement opportunities. KAM’s intention is to be the first-line, core provider and facilitator of high quality and high impact professional development opportunities for the Kingston cultural heritage sector.

Strategic Pillar #2: Advocacy

Advocacy is the process of generating and sustaining networks of support for the public value of museums and other cultural heritage sites and organizations. Networks of support involve a variety of factors, including, but not limited to, appropriate funding and staff support, community participation, sector development, and political goodwill. Advocacy signifies a long-term commitment to the purposeful communication of the public value cultural heritage to communities, as well as demonstrating and evidencing their worth. Advocacy also represents an opportunity for negotiation and dialogue between other cultural heritage sites and organizations, community and political stakeholders, and wider visiting publics – an outwardly-focused point of education and an inwardly-focused growth of aspiration, social values, and ambition. KAM aspires to model and champion clear, thoughtful, and sustainable advocacy-based leadership, and practices to empower local cultural heritage sites and organizations and to facilitate external support, interest and understanding of cultural heritage within the broader Kingston area.

Strategic Pillar #3: Public Engagement

Public engagement refers to the many and varied ways that KAM (as a professional network and resource hub) engages with others outside the organization, both in partnership with, and on behalf of, our members. Purposeful, high quality public engagement benefits everyone involved, both professional and visiting publics, and creates opportunities for improving access to cultural heritage resources, learning new knowledge sets, developing new skills, gaining new insights or ideas, raising aspirations, or simply being inspired. KAM aims to facilitate (support our member sites and organizations to do their best work), to connect (support our member sites and organizations to reach wider and diverse audiences), and to sustain (support our member sites and organizations to be durable and relevant) effective and high-quality public engagement opportunities.

Strategic Pillar #4: Collaborative Partnerships

Collaborative partnerships are both a practice and a statement of values. They have been, and remain to this day, the driving force behind KAM's resiliency and purpose. They are a means of looking towards the future, of transforming challenges into opportunities, a source of creativity and innovation. Collaborative partnerships represent our commitment to the communities we serve, and a call to our stakeholders for the value of sustained investment in both KAM and the cultural heritage sector. To be successful, they require a commitment to authentic communication, mutual respect, and the ability to recognize the expertise and contribution of all parties involved, accountability, transparency, and a willingness to pool common interests, assets, and professional skills to promote broader goals and outcomes. KAM aspires to be a community leader within the local cultural heritage sector, modelling best practice and building social capital with other community stakeholders and partners to implement effective, productive, and forward-looking endeavours.

4.0 STRATEGIC COMMITMENTS

As part of KAM's Strategic Framework, the organization has several strategic commitments that inform and guide work within the cultural heritage sector.

4.1 KAM Statement of Commitment: Inclusion, Indigeneity; Diversity, Equity and Accessibility

KAM believes in the power of cultural heritage to spark imagination, dialogue, and engagement. We envision a resilient, innovative, and responsive cultural heritage network that is integral to the identity, health, and expression of our communities. At the same time, we acknowledge historic and ongoing systems of privilege and exclusion that shape which narratives are shared, how they are told, and by whom.

As an organization, KAM embraces the principles of Inclusivity, Indigeneity, Diversity, Equity, and Accessibility (IIDEA) as both ethical imperatives and essential best practices for the 21st-century cultural heritage sector. We are committed to embedding these principles into our organizational systems, attitudes, and protocols, and to applying them consciously in all activities. This work is an ongoing process of learning and unlearning.

KAM also supports its members in advancing their own IIDEA commitments by modeling best practices, providing tools and resources, and fostering collaborative relationships across community stakeholders. Our expanded commitment to Indigeneity/Indigenization explicitly responds to the Truth and Reconciliation Commission's Calls to Action and affirms our responsibility to challenge colonial inequities while reimagining a just and equitable future for all.

These principles will be fully integrated into KAM's next Strategic Framework, ensuring that equity and inclusion remain central to our vision and operations.

Actions to Date:

- Developed IIDEA Statement of Commitment (2022)
- Joined the KEYS *Workplace Inclusion Charter* program (2022)
- Review of processes, protocols, and language for recruitment of volunteers and staff
- Community Ally of Lodge Pole Arts Alliance – Indigenous Arts & culture organization (2022- 2024)
- Developed an organizational Land Acknowledgement Statement (2023)
- Developed of an explicit IIDEA policy (2024)
- Integrated the IIDEA policy into KAM's Strategic Planning Process (2025)

Next Steps:

- Provide dedicated IIDEA training to all Board members and KAM staff
- Continue to expand and offer IIDEA resources for membership

4.2 KAM Statement of Commitment: Sustainability and Climate Justice

Climate change is a defining challenge of our time, impacting all sectors and requiring collective action to secure a just and sustainable future. Sustainability, broadly conceived, is both a practical necessity and an ethical imperative. It builds capacity for resilience and innovation, while resilience and innovation inform purposeful climate action.

At KAM, we are committed to embedding principles of sustainability and climate justice at the core of our operations and to strengthening the intersections between heritage and sustainability. Guided by the UN Sustainable Development Goals, we embrace an ongoing process of learning and unlearning to enhance our capacity for meaningful action.

We believe that small, consistent changes lead to significant impact. Our approach begins with accountability in decision-making, adopting a “think global, act local” stance, and implementing the 4Rs—Refuse, Reduce, Reuse, Recycle.

KAM is equally committed to supporting members in advancing sustainability and climate justice by modeling best practices, providing equitable access to tools and resources, and fostering collaborative partnerships across community stakeholders. These efforts position KAM as a leader in integrating environmental responsibility within the cultural heritage sector.

Actions to Date:

- Created Statement of Commitment (2022)
- Became a Supporting Partner of the Coalition of Museums for Climate Change (2022) - <https://cmcj.ca/>
- Joined the Ontario Living Wage Network (2022) - <https://www.ontariolivingwage.ca/>

Next Steps:

- Develop an explicit Sustainable Procurement Policy
- Build a community partnership with Sustainable Kingston
- Evaluate and publish KAM office Carbon Footprint
- Initiate Carbon Footprint evaluation for KAM events
- Continue to expand Sustainability & Climate Justice resources for membership

5.0 MEMBERSHIP

SLA 2025 6b. Act as a support and coordination agency to build connections between member organizations and partners across the cultural heritage, cultural tourism and hospitality sectors in Kingston.

As the Ontario Museum Association’s Regional Museum Network (RMN) hub for Kingston and area, KAM represents a diverse membership that includes nearly all cultural heritage sites within the City of Kingston and continues to grow across neighboring counties and townships. We connect and advocate for our members at provincial and federal levels.

Our members range from federally owned sites with professional staff to volunteer-operated organizations, reflecting a wide spectrum of financial capacities and operational models. Some operate seasonally, others year-round. Collectively, they tell the stories of our communities from local, regional, and national perspectives. In addition to built heritage, member collections encompass archaeology, earth sciences, natural history, fine art, trade and technology, social history, education, marine, medical, military, and sports history.

This diversity strengthens KAM’s ability to foster collaboration and amplify the cultural heritage sector’s impact across multiple disciplines and communities.

5.1 KAM Membership Categories

KAM offers three types of membership, each with different sub-categories, and all renewable on an annual basis:

1. *Institutional Member*: operates within Kingston and the surrounding area that is recognized by the Association, and includes the following sub-categories:
 - a. Museum
 - b. Art Gallery
 - c. Library or Archive
 - d. Historic Site

2. *Associate Member*: A group or organization in Kingston and the surrounding area that is sympathetic to the Mission of the Association, and includes the following sub-categories:
 - a. Cultural Heritage Programming/Advocacy Organization
 - b. Historic Church
 - c. Historical Society

3. *Individual Member*: An individual who is sympathetic to the Mission of the Association and is recognized by the Association, and includes the following sub-categories:
 - a. Community Individual/Cultural Heritage Sector Professional
 - b. Student: An individual in full or part-time studies at a recognized post-secondary institution in a field related to cultural heritage.
 - c. Emerging Museum Professional (EMP): an individual in the first 10 years of their cultural heritage career.

5.2 2025 KAM Membership

Our members are the foundation of KAM, driving the organization's growth and evolution for over 45 years. They shape the focus and success of KAM's four strategic pillars: Professional Development, Advocacy, Public Engagement, and Collaborative Partnerships. This member-driven approach ensures that KAM remains responsive to sector needs while fostering collaboration and shared success.

By joining KAM, members become part of a dynamic community dedicated to promoting cultural heritage and gain access to a range of resources and opportunities, including:

- Professional development learning and training opportunities – both for individuals and for organizations.
- Collaborative programming initiatives that engage with local and visiting publics.
- Collaborative marketing program promoting cultural heritage resources and experiential engagement opportunities.
- Building professional and collegial networks.
- Benefit from peer mentoring and operational support resources.
- Benefit from our Connecting with Cultural Heritage Volunteer program.
- Actively contribute to your local community and cultural heritage sector.
- Stay connected to local community stakeholders through collaborative partnerships and programs.
- Stay connected to the Ontario Museum Association and the wider cultural heritage sector through the *Regional Museum Network*.
- Cross-Sector visibility and partnerships

KAM's membership roster for 2025 included a total of **61 members**:

- **12** Individual Members, including Emerging Professionals, Students, and Community/Cultural Sector Professionals.
- **10** Associate Members, including Cultural Heritage Programming/Advocacy Organization, Historic Churches, and Historical Societies.
- **39** Institutional Members, including Museums, Art Galleries, Libraries and Archives, and Historic Sites.

6.0 COMMUNICATIONS

KAM's communications strategy serves two primary audiences:

1. **Professional members**—sites, organizations, and individuals within the cultural heritage sector.
2. **The broader public**—local residents and visitors from beyond Kingston.

Our communications activities include digital platforms, member meetings and engagements, and marketing and promotional initiatives. KAM maintains a range of communication management tools to ensure consistent, high-quality messaging and effective membership information management.

This dual approach strengthens sector connectivity while enhancing public awareness and engagement with Kingston's cultural heritage.

6.1 Digital Engagement Platforms

KAM maintains multiple digital communication platforms, including a public website (www.kingstonmuseums.ca), Facebook, Instagram, a WordPress blog, and LinkedIn. The website remains the primary access point for both members and the public. Our Facebook page has been repositioned as a promotional and communication tool for public audiences, while Instagram serves as an organic engagement platform with supplemental promotional content. In 2025, with support from a Marketing Assistant summer student, KAM produced Instagram Reels for the first time to broaden audience engagement.

We continue to maintain the KAM Blog through WordPress, feature staff-created content and recruiting contributors from Queen's University's Department of History. Our LinkedIn page is an additional networking resource, and Instagram Reels remain a key engagement strategy. The website is regularly updated to ensure accessibility and relevance. Overall, KAM achieved growth in followers and views across all platforms compared to the previous year, strengthening both member connectivity and public engagement.

KAM Website (www.kingstonmuseums.ca) Analytics:



15K

**Website
Engagement**



102K

**Website
Traffic**



15K

**Website New
Users**

KAM Social Media (@kingstonmuseums) Analytics:



42,000
Blog
Views



2,163
Facebook
Followers



2,556
Instagram
Followers



257
LinkedIn
Followers

6.2 Member Communications

As required by its constitution, KAM facilitates regular member meetings, including the Annual General Meeting, to support engagement and collaboration. These meetings provide member-led, peer-learning opportunities focused on co-learning, skill-building, information sharing, and networking, while also addressing current topics and organizational updates.

In addition, KAM distributes a quarterly newsletter, KAM Quarterly, at the start of each operating quarter. The newsletter highlights key dates, initiatives, resources, and programs, ensuring members remain informed and connected.

This consistent communication fosters transparency, strengthens member relationships, and supports sector-wide knowledge exchange.

6.3 Marketing and Member Promotions

Marketing and promotion have been central to KAM's purpose since its inception—long before the establishment of tourism regions and Destination Marketing Organizations (DMOs) in Ontario. Kingston's cultural heritage sector is diverse, with significant variations in site resources and capacities. KAM's collaborative marketing approach provides an inclusive, sustainable brand model that mitigates these disparities, enabling all members to participate in and benefit from the tourism economy. This strategy amplifies established sites while increasing visibility for smaller organizations.

KAM continues to offer an Inclusive Marketing Partnership and individual asset buy-in options. While participation requires membership in good standing, it is not mandatory. Our primary marketing outputs include the KAM website, social media platforms, and the annual collaborative brochure (including racking at the Visitor Information Centre), complemented by ongoing expansion into digital advertising. Strategic partnerships with Tourism Kingston and the Downtown Kingston BIA remain integral to our marketing efforts, alongside exploration of additional high-impact promotional activities.

These initiatives strengthen Kingston's cultural heritage profile, drive visitor engagement, and support equitable access to tourism opportunities across the sector.

7.0 PROFESSIONAL DEVELOPMENT

SLA 2025 3b. Work in partnership with organizations across the culture, hospitality and tourism sectors in Kingston to create/support professional development and partnership opportunities for KAM member sites;

SLA 2025 3c. Work with Heritage Services to deliver programs, promotions and professional development opportunities, where appropriate, with the support of additional funding to be negotiated separately through an amending agreement;

SLA 2025 6a. Support the growth of professional capacity within the heritage sector through the delivery of three (3) professional development events in 2025.

KAM is committed to delivering Professional Development (PD) opportunities that strengthen both individual and organizational capacity, advance best practices, and build sector resiliency. As outlined in KAM's Strategic Plan: *Renewal and Resiliency 2020–2025*, PD is one of our four core strategic pillars.

The Professional Development Advisory Committee provides expertise and guidance to KAM staff in planning and implementing programs that are relevant, practical, and responsive to member needs. These initiatives ensure that KAM members remain equipped to meet evolving sector challenges and opportunities.

7.1 2025 Professional Development Program

In 2025, KAM continued to implement its **Professional Development Program**, guided by a structured framework that includes:

- **Learner Stages:** Exploratory, Emergent Professional, Established Professional, Expert Professional
- **PD Types:** Self-led, Facilitated Workshop, Peer-learning, External Workshop
- **Thematic Categories:** Operations Management; Research and Evaluation; Personal Development; Special Topics; Collections Care and Management; Interpretation and Exhibition Design; Programming and Engagement; HR and Leadership

As outlined in our strategic framework, KAM is committed to delivering a minimum of six PD sessions annually. In 2025, we exceeded this target through a mix of in-person learning and digital engagements via Zoom and MS Teams, ensuring accessibility and flexibility for members.

These efforts strengthen sector capacity, foster continuous learning, and support the development of resilient cultural heritage organizations.

Professional Development opportunities offered in 2025:

1. **KAM AGM Keynote Presentation: “Cooperation and Coordination: The Origin and Evolution of the Kingston Association of Museums” by John Grenville – May 7, 2025**
2. **City of Kingston Heritage Fund, Public Information Session – August 8, 2025**
3. **City of Kingston Heritage Fund Grant Writing Series: Operating Grants – August 15, 2025**
4. **City of Kingston Heritage Fund Grant Writing Series: Project Grants – August 18, 2025**
5. **KAM Lunch and Learn Series: Grant Writing Basics – September 3, 2025**

6. **KAM Lunch and Learn Series: Creating and Managing Budgets for Small Museums, with Bep Schippers** – October 1, 2025
7. **KAM Members Meeting: Managing Director’s Vision for KAM; Member Roundtable Consultation for Next Strategic Framework** – October 2, 2025
8. **Creative Museums Summit presented by Museum Next** (KAM purchased an unlimited event ticket for members to attend the virtual conference for free) – October 22-23, 2025
9. **Sharing Difficult History: A Tour of Bellevue House, with Tamara van Dyk** – October 29, 2025
10. **KAM Lunch and Learn Series: The Four Pillars Art Project - Where Archives become Art, with Lena Beliveau** – November 5, 2025
11. **CCI Mount Making Workshop – Presented by KAM** – November 18-19, 2025
12. **KAM Lunch and Learn Series: An Illustrated Introduction to the 10 Agents of Deterioration, with Rowena McGowan** – December 3, 2025

KAM continues to actively promote external PD events, opportunities, and resources with members through social media.

8.0 PROFESSIONAL SECTOR ENGAGEMENT AND COMMUNITY STAKEHOLDER PARTNERSHIPS

SLA 2025 3a. Work collaboratively with Heritage Services to implement the Kingston Culture Plan (2010) as well as emerging priorities directing the work of the Heritage Services department and to respond to Council’s strategic priorities relevant to arts, heritage and culture;

SLA 2025 3b. Work in partnership with organizations across the culture, hospitality and tourism sectors in Kingston to create/support professional development and partnership opportunities for KAM member sites;

SLA 2025 6b. Act as a support and coordination agency to build connections between member organizations and partners across the cultural heritage, cultural tourism and hospitality sectors in Kingston.

KAM is committed to engaging with sector-wide best practices, research, and advocacy to strengthen member operations and advance cultural heritage excellence. We actively represent and connect our members with local, regional, provincial, and national stakeholders, ensuring their voices contribute to broader policy discussions and sector development.

This engagement positions KAM as a trusted advocate and resource hub, fostering collaboration and amplifying the impact of Kingston’s cultural heritage community within the wider museum network.

8.1 2025 Partnership Overview

1. **Ontario Museum Association (OMA) – Regional Museum Network (RMN)**
KAM serves as the Regional Museum Organization (RMO) Representative for Kingston, acting as a communications conduit between OMA and local member sites to share best practices and support advocacy initiatives. The Managing Director co-chairs the RMN network and assists

other local networks in developing sustainable models through information sharing and professional development.

2. **Canadian Museum Association (CMA)**

KAM maintains membership on behalf of its members and actively participates in CMA's Annual General Meeting to stay engaged with national sector priorities.

3. **Tourism Kingston**

KAM collaborates closely with Tourism Kingston to align strategic and operational opportunities within the Kingston area, supporting initiatives outlined in the *Integrated Destination Strategy (2022)*. Activities include participation in:

- a. Kingston Destination Marketing Committee – Strategic coordination of joint marketing and data analytics.
- b. Sales Committee – Updates and collaboration on travel trade, business events, and sport tourism.
- c. Attractions Committee – Development of attraction-based packages and communications under the Visit Kingston brand.

KAM also provides letters of support for grant applications and facilitates connections with cultural heritage sites.

4. **Mayor Paterson's Community Call**

The Managing Director participates in roundtables with the Mayor and community stakeholders to discuss issues, challenges, and successes affecting Kingston.

5. **Educational Institutions – Queen's University and St. Lawrence College**

KAM supports emerging professionals through internships, placements, and participation in job fairs (e.g., Queen's Summer & Part-Time Opportunities Fair). We also facilitate job postings and member engagement with academic partners.

6. **Coalition of Museums for Climate Justice**

As a supporting organization, KAM promotes sustainability and climate action by sharing resources and fostering dialogue through social media, aligning with our strategic priority for environmental responsibility.

7. **Local Community Partnerships**

KAM continues to strengthen relationships with stakeholders such as Kingston Frontenac Public Library, Kingston Arts Council, Downtown Kingston BIA, Sustainable Kingston, KEYS, Lodge Pole Arts Alliance, and Preserve Our Wrecks.

Impact: These partnerships enhance advocacy, expand professional networks, and create collaborative opportunities that amplify Kingston's cultural heritage sector locally and nationally.

9.0 PUBLIC ENGAGEMENT

SLA 2025 3b. Work in partnership with organizations across the culture, hospitality and tourism sectors in Kingston to create/support professional development and partnership opportunities for KAM member sites;

SLA 2025 6b. Act as a support and coordination agency to build connections between member organizations and partners across the cultural heritage, cultural tourism and hospitality sectors in Kingston.

KAM is committed to facilitating to amplifying the profile and relevancy of the cultural heritage sector within the broader Kingston and area community by facilitating professional and organizational collaborations.

9.1 March of the Museums 2025

Overview

March of the Museums is a week-long, collaborative, free-of-charge festival held during March Break, designed to engage families through creative play, craft, imagination, and cultural heritage storytelling. The 2025 event was primarily in-person, featuring KAM-produced activity booklets, take-home projects, and on-site crafting and programming.

Eighteen cultural heritage organizations from across the KAM membership participated, offering hands-on activities that encouraged visits to multiple sites. The festival attracted **4,989 participants** throughout the week, including visitors from outside Kingston, such as Bath, Gananoque, and Ottawa.

This initiative strengthens community engagement, promotes cultural tourism during the shoulder season, and amplifies the visibility of Kingston's diverse heritage sites.

2025 Participating Sites/Organizations: 18 total sites

- 1000 Islands History Museum
- Bath Museum
- Bellevue House NHS
- Brockville Museum
- Fort Henry NHS
- Frontenac County Schools Museum
- Great Lakes Museum
- Kingston Scouts Museum
- Military Communications & Electronics Museum
- Miller Museum of Geology
- Mississippi Valley Textile Museum
- Modern Fuel Artist-Run Centre
- Murney Tower NHS
- Museum of Health Care at Kingston
- Neptune & Salacia Diving with Preserve Our Wrecks
- PumpHouse
- Royal Military College of Canada Museum
- Smiths Falls Heritage House Museum

Added-Value Programming and Performances: 7 total

- Paddling Puppeteers
- LodgePole Arts Alliance
- Indigenous Drumming - Mandy and Crystal
- Indigenous Artist - Jaylene Cardinal
- Indigenous Catering - Cadue First Foods
- Kahwa:tsire Indigenous Programming
- Drone Demonstrations - Aanii Nichii Drones

9.2 Tourism Growth Program (TGP)

The Tourism Growth Program (TGP) is a federal funding initiative through the Federal Economic Development Agency for Southern Ontario, designed to support the development of local tourism products and experiences. In January 2024, KAM applied to the program to expand March of the Museums into a regional cultural heritage festival for 2024, 2025, and 2026.

In March 2024, KAM was awarded \$120,000 in funding for this three-year project. While the late award notification limited its impact on the 2024 event, the funding significantly increased planning and implementation capacity for 2025 and will continue to do so in 2026.

Project development is guided by five objectives and six outcomes, ensuring alignment with TGP priorities and KAM's strategic goals for cultural tourism growth.

- Objective #1: Extend the Tourism Season.
- Objective #2: Increase Tourism Benefits for Community.
- Objective #3: Sustainable Growth.
- Objective #4: Indigenous Tourism and Partnerships.
- Objective #5: Equity, Diversity, Inclusion and Accessibility.

- Outcome #1: Transform and redevelop a local annual cultural heritage event (March of the Museums) into a dynamic, multi-site regional tourism festival during the early spring shoulder-season (March Break) that explicitly targets leisure and family traveler segments and prioritizes rebuilding these traveler segments within the Kingston & Area tourism economy, while extending beyond the traditional visitor season.

- Outcome #2: Working in partnership with Tourism Kingston to better platform the range of cultural heritage experiences available and amplify cultural heritage opportunities as a high-impact, added-value feature to tourism experiences within Kingston & area, as well as to create incentivized itinerary packages with other tourism hospitality providers, so that all cultural heritage sites can effectively participate in, contribute to, and benefit from the tourism economy.

- Outcome #3: Develop a comprehensive event brand identity and marketing communications strategy, approach, and campaign to promote this event to regional, national and potentially international visitors (internal and working with Tourism Kingston)

- Outcome #4: Establish policies and implement protocols through the use of carbon calculation and reporting tools (e.g. Creative Green Tools Canada) to record, measure and understand the carbon footprint associated with cultural heritage tourism events and to use this information to inform the planning and organization of future events.

- Outcome #5: Build relationships with Indigenous organizations, knowledge keepers, artists and performers and work together to actively integrate and make visible Indigenous cultural heritage and artistic experiences as part of Kingston & area cultural heritage sector and tourism.

- Outcome #6: Expand French Language services and resources associated with the March of the Museum festival event to improve accessibility and engagement for French-speaking visitors to Kingston & Area.

9.3 Connecting with Cultural Heritage Volunteer Program

In February 2023, KAM applied to the Community Services Recovery Fund, a federal COVID-recovery program through Employment and Social Development Canada, to redevelop and rebuild the KAM Volunteer Program. This initiative was designed to recruit, train, and connect community volunteers and placement students with member sites as a complementary member service.

The funding cycle ran from June 2023 to June 2024, providing approximately \$99,000 to support the program's development in a context-sensitive and sustainable way. Between November and December 2024, structural upgrades were completed on the KAM website to host this new program. In 2025, KAM officially launched the Volunteer Program, featuring a dedicated webpage to facilitate recruitment and engagement.

This initiative restores a critical member service, strengthens sector capacity, and creates meaningful pathways for community involvement in cultural heritage.

10.0 DATA ANALYTICS

SLA 2025 6c. Aggregate and provide the City of Kingston with membership statistics and sector information relevant to the KAM membership through an annual member survey (across all sites), implementing as a standard the kind and type of information currently collected by the Ontario Museum Association and the Ministry of Heritage, Sport, Tourism and Culture Industries as part of the Community Museums Operating Grants program.

KAM is committed to evidence-based policy and practice, actively analyzing and synthesizing relevant data to inform advocacy, enhance operational effectiveness, improve market readiness, and create exceptional visitor experiences. We share this information with members and community stakeholders to strengthen sector capacity and decision-making.

KAM launched its first annual member survey in 2019 using Google Forms, refining survey questions between 2019 and 2021 to improve data quality and analysis. In 2022, KAM initiated two major projects to advance data analytics processes, and this work continued in 2025, positioning the organization to deliver more robust insights and actionable recommendations.

These efforts ensure that KAM remains a trusted source of sector intelligence, supporting informed strategies and continuous improvement across the cultural heritage community.

10.1 Annual Membership Benchmark Survey

2025 marks the seventh year of **KAM's Membership Benchmark Survey**, designed to map Kingston's cultural heritage sector, identify trends, gaps, and strengths, and assess socio-economic impact. This data informs advocacy, strategic planning, and sector support. Aggregated results are shared with **Heritage Services at the City of Kingston** and KAM members.

The survey collects standardized data aligned with Ontario Museum Association (OMA) and Ministry of Tourism, Culture and Sport requirements for the Community Museums Grants Program, while addressing Kingston-specific sector needs.

Through participation in the Kingston InFocus Dashboard Project, KAM has enhanced its data collection and management processes, leveraging digital tools for improved accessibility. The survey was redeveloped as a secure webform hosted on the KAM website, with data managed by JumpHost in compliance with KAM's Privacy & Data Collection Use Statement.

Member surveys include an annual survey (completed in December) and a quarterly survey (completed within two weeks of each quarter). KAM continues to work with members to improve timely data sharing. Aggregated data from both surveys feeds into the Kingston InFocus Dashboard, contributing to a comprehensive picture of the sector. KAM also produces an annual summative report, shared with Heritage Services and members at the KAM AGM.

These efforts strengthen evidence-based advocacy, improve sector visibility, and support informed decision-making for cultural heritage development.

11.0 FINANCIAL HIGHLIGHTS: 1 January 2025 – 31 December 2025

KAM maintains a lean management and operations model, which maximizes value to our members while minimizing resource waste. KAM's objectives include: 1) defining value from the standpoint of the members; 2) minimizing waste in resource management; and 3) continuously improving processes for long-term sustainability and improvement.

KAM is committed to maintaining a balanced annual budget; any year-end surpluses are directed into financial reserves for future access or re-invested directly into member services. KAM's ongoing organizational wellbeing and resiliency depends on the continuous assessment of our revenue streams in relation to our mission driven activities and outputs, ensuring ongoing improvement of KAM operations and member services.

As part of its strategic vision KAM continues to pursue opportunities to diversify its revenue. In March 2024, the organization was awarded a Tourism Growth Program grant (2024-2026) which provides three years of support for the March of the Museums program. In 2025, KAM received the Multiculturalism and Anti-Racism Program (MARP) Grant for organizational capacity building .

The financial highlights below include actuals and projected (to year end) finances at the time of writing this report. For a full and detailed analysis, 2025 audited statements will be available spring of 2026.

At this point in the year KAM is predicting a surplus of funds made possible by several factors. Through grant funding the organization was able to finance the cost of one full time staff position, partially fund the salary of the Managing Director and cover the cost of many operational expenses. This allowed KAM to recuperate funds borrowed from our reserve savings. An allocation of funds has been made to replenish our reserve account. The remaining profit will be invested into operations in 2026.

11.1 Financial Overview

\$258,848.44
2025 Operational Revenues

\$256,676.87
2025 Operational Expenses

\$2,171.57
Surplus

11.2 Revenues and Expenditures

Revenues

Type	Source	\$ Actual & Projected to 12.31.2025	Approx. % of Revenues
Operational (SLA)	Municipal	\$107,036.00	41%
Operational	Membership	\$5,360.00	2%
Operational (Tourism Growth Fund)	Federal	\$50,000.00	19%
Multiculturalism and AntiRacism Project (95%)	Federal	\$83,216.00	32%
QVE Training	Programming and Outreach	\$7,500.00	3%
Professional Development			
CCI Workshop	Programming and Outreach	\$780.00	0%
Operational	Corporate/Community Partnerships	\$3,327.24	1%
Total		\$258,848.44	

Expenditures

Value Stream	Description	\$ Actual & Projected to 12.31.2025	Approx. % of Expenditures
Administration – Staff Core Budget	Managing Director Wages & Overhead	\$37,361.22	15%
Administration Staff - Multiculturalism and AntiRacism Project (MARP)	Managing Director Wages & Overhead	\$9,603.36	4%
Administration Staff - Multiculturalism and AntiRacism Project (MARP)	Marketing & Communications Coordinator Wages & Overhead	\$56,019.60	22%

Administration Staff - Multiculturalism and AntiRacism Project (MARP)	predicted underspend in staff wages - to be deferred to 2026	\$4,801.68	2%
Administration Staff - Multiculturalism and AntiRacism Project (MARP)	Staff wages Jan - Mar 2026 * see note	\$18,806.58	7%
Administration	Liability and Board Insurance	\$596.16	0%
Administration	General Office/ Operations	\$3,866.04	2%
Administration	Auditors	\$13,911.00	5%
Administration	Professional fees	\$4,152.75	2%
Administration	Bookkeeping	\$9,944.00	4%
Administration	Rent/Utilities	\$8,416.73	3%
Administration	Telecommunications	\$2,039.51	1%
Administration	Subscribed Services (Digital Platforms)	\$1,375.78	1%
Marketing & Communications	Sector Marketing Initiatives	\$3,785.50	1%
Professional Sector Engagement	PD program & Professional Association Fees	\$1,016.00	0%
Programming and Outreach	QVE Training Facilitators	\$3,330.00	1%
Programming and Outreach	Professional Development CCI Workshop	\$847.50	0%
Tourism Growth Program 2024-2026	March of the Museums Project Expenditures	\$57,803.46	23%
Multiculturalism and AntiRacism Project	MARP Project expenses	\$10,000.00	4%
Total		\$256,676.87	

12.0 CITY OF KINGSTON HERITAGE FUND

SLA 2025 4. KAM shall provide the following Services related to the City of Kingston Heritage Fund (CKHF) to the City in a diligent and timely manner, using qualified staff.

The City of Kingston Heritage Fund (CKHF) provides financial support for museums, heritage projects, cultural groups, and historical societies to strengthen how Kingston's stories are shared locally and beyond. Operating Grants offer a stable funding base for cultural heritage organizations, supporting long-term sustainability and capacity building, while Project Grants nurture innovative heritage initiatives. Many organizations return annually to both grant categories, reflecting the program's value and impact.

CKHF is administered by the KAM to ensure the fund strengthens sector capacity and fosters community engagement with cultural heritage experiences. Applications are reviewed through a peer assessment process, engaging stakeholders from across Kingston as jury members. Jurors are selected for their knowledge of the heritage sector, awareness of Kingston's context, and commitment to diversity, ensuring representation of gender, demographic, and cultural perspectives. This process promotes transparency, equity, and sector-driven decision-making, while ensuring CKHF investments deliver meaningful cultural and community benefits.

12.1 CKHF Recipients 2013-2025

- Lower Burial Ground Society
- HIV/AIDS/National Indigenous Peoples Day
- CFRC Radio
- Frontenac County Schools Museum
- Community Living Kingston
- Cataraqui Cemetery
- International Hockey Hall of Fame
- Friends of the Penitentiary Museum
- CAMH (Kingston)
- Alzheimer Society of FKL&A
- Kingston Community Health Care
- Boys & Girls Club of Kingston
- Four Directions Indigenous Student Centre
- Friends of Kingston Inner Harbour
- Beth Israel Congregation of Kingston
- Limestone Learning Foundation
- Loving Spoonful and Kingston Indigenous Language Nest
- Frontenac Heritage Foundation
- Museum of Health Care at Kingston
- Great Lakes Museum
- Kingston Regional Heritage Fair
- Beyond Classrooms Kingston
- Kingston Scouts Museum
- Kingston African Caribbean Collective
- Friends of the Spire Inc
- Kingston Handloom Weavers and Spinners
- SWITCH Ontario
- Prison 4 Women Collective

- Single Thread Theatre
- Canadian Museum of Women’s History
- Military Communications and Electronics Museum Foundation
- Lakeshore Parents Council (with the Vulnerable Film Lab)
- Murney Tower (Kingston Historical Society)
- All Our Relations Land Trust
- Lodge Pole Arts Alliance
- Ontario Public Interest Research Group Kingston (sponsoring Roots & Wings)
- Kingston Film Festival (with Broom Factory)

12.2 CKHF Investment in Kingston’s Cultural Heritage to Date (2013-2025)

\$3,460,217.36

Total amount awarded

15.5% over

Average percentage of requests to funds awarded

36

Community organizations amplified through project grants

\$4,096,370.49

Total amount requested

52

Total applicants

50

Full/Large Operating Grants awarded

\$2,634,813.45

Total amount of Full/Large Operating Funds awarded

146

Total Grants Awarded

22

Investment/Small Operating Grants awarded

\$73,376.55

Total amount of Investment/Small Operating Funds awarded

95%

Overall Success rate of applicants

74

Project Grants awarded

\$752,027.36

Total amount of Project Funds awarded

9

Organizations developed through Operating Grants

\$17.99 per capita

Total CKHF investment in cultural heritage from 2013 to 2024 ¹

¹ Based on Statistics Canada population estimate of 192,389.
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710014801>

12.3 CKHF 2024-2025 Cycle Highlights

\$376,449.00 Total amount awarded	\$556,388.33 Total amount requested	32% over Average percentage of requests to funds awarded	\$1.95 CKHF investment in cultural heritage in 2024 per capita
6 Large Operating Grants awarded	1 Small Operating Grants awarded	7 Community Cultural Heritage Project Grants Awarded	4 Cultural Heritage Development Project Grants Awarded
\$269,120.04 Total amount of Large Operating Funds awarded	\$3,222.96 Total amount of Small Operating Funds awarded	\$84,106.00 Total amount of Community Cultural Heritage Project Funds awarded	\$20,000.00 Total amount of Cultural Heritage Development Project Funds awarded

For 2025, it is anticipated that CKHF funding will have facilitated:

14 FT Positions	5 PT Positions	61 Seasonal/Temporary Staff
243 Volunteers engaged	2,375 Programming Hours	62 Exhibitions Developed
169 Program Events	84 Digital Events	72,825 Total visitors/participants
528,802 Total Digital Engagements		

12.4 2025-2026 CKHF Recipients

Applicant numbers decreased for the 2025-2026 adjudication cycle, particularly within the project grant category. Operating grant applicants remained consistent with 2024-2025. CKHF applications offered interesting and innovative themes and projects to enhance community engagement with cultural heritage assets and experiences.

The 2025-2026 CKHF Operating Jury committee awarded grants to seven organizations for a total allocated amount of \$260,000.00, with \$0.00 to be carried over into 2027. The 2025-2026 CKHF Project Jury committee awarded grants to four projects for a total allocated amount of \$78,800.00 with \$2,063.48 to be carried over into 2027. The 2025-2026 CKHF Project Jury committee awarded grants to two applicants for a total allocated amount of \$10,000, with \$20,000.00 to be carried over into 2027.

\$370,863.48
Total amount available

\$518,800.00
Total Amount requested

\$348,800.00
Total amount Awarded

Large Operating Grant Recipients

Frontenac County Schools Museum	\$44,395.01
Museum of Health Care	\$47,520.53
Murney Tower Museum (Kingston Historical Society)	\$46,882.67
Kingston Scout Museum	\$26,875.14
Beyond Classrooms Kingston (BGC SE)	\$44,905.3
Great Lakes Museum	\$46,181.02
Total Allocated	\$256,759.67

Small Operating Grant Recipients

Kingston Regional Heritage Fair	\$3,240.33
Total Allocated	\$3,240.33

Community Cultural Heritage Project Grant Recipients

Harmonaire Music Association	\$20,000.00
Lower Burial Ground Restoration Society	\$18,800.00
Kingston Theatre Alliance	\$20,000.00
All Our Relations Land Trust	\$20,000.00
Total Allocated	\$78,800.00

Cultural Heritage Development Project Grant

Frontenac County Schools Museum (Theme – Accessibility)	\$5,000.00
Museum of Health Care (Theme – Accessibility)	\$5,000.00
Total Allocated	\$10,000.00

12.5 2025-2026 CKHF Adjudication Committees

Operation Grants

- **Voting Members**
 - Marian Clark
 - Molly Shea
 - Nicolas du Prey
 - Karen Raittinen
 - Jessica Zimmerman

- **Non-Voting Members**
 - Kevin Gibbs, City of Kingston
 - Melanie Banks, City of Kingston
 - Zane Smith, KAM
 - Cameron Smith, Adjudication Chair

Project Grants

- **Voting Members**
 - Hugh Ostrum
 - Alison Dringenberg
 - Nicole Kapphahn
 - Charlotte Elizabeth
 - Aaliyah Strachan
- **Non-Voting Members**
 - Kevin Gibbs, City of Kingston
 - Melanie Banks, City of Kingston
 - Zane Smith, KAM
 - Cameron Smith, Adjudication Chair

13.0 LOOKING TO THE FUTURE

KAM remains committed to deepening member services and advancing sector development, with a primary focus on finalizing and implementing a new Strategic Plan and five-year roadmap. The year 2025 marked a period of transition, as we welcomed a new Managing Director and continued planning for the future of both the organization and the cultural heritage sector. Our mission, vision, and values are more relevant than ever—not only for our members, but for our communities and the sector at regional, provincial, and national levels.

As we move forward, KAM recognizes the need for a Strategic Plan that addresses sector-wide trends and priorities while securing sustainable funding structures. We look forward to continuing our partnership with the City of Kingston and working together to amplify and celebrate cultural heritage across the region.

KAM extends sincere gratitude to our funders, partners, and members. This dedication and support make our shared success possible.

14.0 FUNDERS



14.0 SECTOR AND COMMUNITY PARTNERS



16.0 CONTACT INFORMATION

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