

# Strategic Framework

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## RESILIENCY & RENEWAL

**2020-2025** The KAM Board of Directors ratified  
this Document on April 14th, 2020.



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## Foreword

On behalf of the Board of Directors, I am pleased to present our updated Strategic Framework: Resiliency and Renewal 2020-2025.

Forty years ago, the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) was formed by a group of enthusiastic cultural heritage professionals and volunteers. They recognised a need to coordinate their marketing activities at a local level, and realised that by operating as a group they would be able to better advocate for themselves and the local cultural heritage sector as a whole. KAM thrives because of its members – their ingenuity, knowledge, talent and raw enthusiasm. As the professional network and resource hub for the local cultural heritage sector, we remain committed to supporting our members. To this day, KAM continues to operate on the principal that “we do better together,” and our new strategic framework continues to reflect this.

Over the years, KAM has tackled a number of sector issues, and is recognised at the provincial level as a conceptual leader within the Ontario Regional Museum Networks. KAM’s incorporation as a formal non-profit organization in 2009, and the development of the City of Kingston Heritage Fund program in 2013, mark major organizational milestones and tangible points of achievement for KAM and the local cultural heritage sector. We continue to work with the City of Kingston and other regional stakeholders to cultivate opportunities for engagement, growth and development.

It is fitting that we release our updated Strategic Plan in our 40th anniversary year. This plan was developed by the Board of Directors with input from you, the members, and polished by our fantastic staff, Managing Director Jamie McKenzie-Naish and Administrative Co-ordinator Debbie Holdich. We believe that this plan provides us with an effective road map for our continued growth and success.

With Thanks,  
Bill Visser, KAM President



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# Who we are

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) first emerged 40 years ago as a community-initiated, professional support network to promote public awareness of local cultural heritage and to facilitate collective marketing approaches and joint programming initiatives between sites. 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 within and across communities.

KAM has continued to evolve in scope and activity, transforming from an entirely volunteer-run operational model (1980-2009) to a not-for-profit corporation model (2009-to present) where staff are tasked to perform daily operations under the direction and oversight of a (volunteer) Board of Directors, comprised of cultural heritage professionals and representatives from local sites and institutions.

Our membership is diverse. KAM's member institutions range from federally owned sites with professional staff, to sites that are member-owned and volunteer-operated. Some operate seasonally; others are open year round. Many sites have specialist collections which range anywhere from local, to national, to international significance. In addition to built (architectural) heritage, KAM members' collections include archaeology, earth sciences, fine art, trade and technology; education, marine, medical, military, and sports history. Our members define who we are and what we do as an organization.

As the professional network and resource hub within Kingston's cultural heritage landscape, KAM is committed to facilitating a resilient, innovative and responsive cultural heritage sector within the Kingston and area community.

# 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

KAM has evolved over time, but the values that drive what we do and how we do remain the same: **EMBRACE COLLEGIALITY. INSPIRE EXCELLENCE. ENCOURAGE INNOVATION. FACILITATE COLLABORATION. EMBRACE DIVERSITY. ACT WITH INTEGRITY.**



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## OUR STRATEGIC PILLARS

### 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.**

#### Outcome #1:

Enhance and develop skills, capacities and competencies through improved range of and accessibility to professional learning opportunities for both individual professionals and cultural heritage organizations within the Kingston area.

#### Outcome #2:

Broaden and expand relevancy and outreach of Professional Development programming beyond KAM membership to other sector stakeholders, both within and beyond the Kingston area.

#### Outcome #3:

Support our members to reflect upon, engage with, and implement the Truth and Reconciliation Commission Calls to Action, and to broaden tenets of inclusivity and diversity, within their personal professional and institutional practices.



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# 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 in order to EMPOWER local cultural heritage sites and organizations and to FACILITATE external support, interest and understanding of cultural heritage within the broader Kingston area.**

## Outcome #1:

Advocate for and educate about the public value of cultural heritage to Kingston area residents and the broader public.

## Outcome #2:

Act as sector advocate on behalf of KAM members to generate goodwill and interest from funding partners and policy groups within the Kingston community as well as across the region. Assume a leadership role in the movement to balance mission and market by translating KAM's mission-focused objectives to benefit the cultural heritage sector into market-focused objectives that boost Kingston's economy and quality of life.

# ADVOCACY (CONTINUED)

## Outcome #3:

Support our members to reflect upon, engage with, and implement sustainable practices and climate action as a critical necessity within their personal professional and institutional practices and model such practices within our own organization.

## Outcome #4:

Develop an outcomes-based evaluation strategy and framework relevant to the Kingston cultural heritage sector in order to collect, analyse, understand and communicate critical evidence and performance metrics with internal and external sector stakeholders and empower our members to improve practice and operational capacities.

## Outcome #5:

Diversify operating revenue streams to stabilize operations and better allow KAM to fulfill its purposes and strategic mandate as a professional network and sector resource hub.



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# 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.**

## Outcome #1:

Implement a comprehensive public relations and communication strategy and workplan, and a targeted, collaborative marketing plan that both promotes the public profile of KAM member sites and organizations and which enhances engagement opportunities with visiting publics.

## Outcome #2:

Support and facilitate collaborative ventures between member sites and organizations through high-impact, fit-for-purpose programming initiatives that connect cultural heritage resources with local community audiences, as well as broader visitor audiences.

## Outcome #3:

Capture, communicate, and advocate the history and value of KAM's role within Kingston's cultural heritage landscape.

# 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, and 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 in order 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.**

## Outcome #1:

Encourage and develop mutual and collegial interest in sharing and co-developing resources, which benefit individual KAM member sites and organizations, and which strengthens the cultural heritage sector as a whole within Kingston.

## Outcome #2:

Explore and develop strategic alignments with other cultural heritage sector programs, partners and organizations outside of KAM and outside of Kingston that further enhance and support member sites and organizations and their capacity to engage with diverse audiences.

## Outcome #3:

Facilitate strategic partnerships and alignments within KAM member sites and organizations, as well as with key Kingston community stakeholders in order to develop new community engagement initiatives and to further promote and enhance the public profile of KAM's member sites and organizations.



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## FUNDERS



## COMMUNITY PARTNERS



## CONTACT INFORMATION

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