



**Tett Centre for Creativity and Learning  
2021 Annual Report**



*Photo by Susanna Gordon*

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# the tett

The Tett Centre for Creativity and Learning (TCCL) is an independent, charitable arts organization that operates an historic, City-owned building as a dynamic arts hub.

We create and coordinate accessible programming and events for all levels of experience and abilities.

The J.K. Tett Centre is home to nine resident arts organizations, eight individual artist studios, four multi-purpose rental spaces, and a beautiful waterfront café.

## VISION

We connect people and communities through the arts.

## MISSION

We strive to be a welcoming destination where artists, arts organizations, and the community come together to explore, create, and be inspired.

## Strategic Objectives

- ✓ To **OPERATE** a historical building as a vibrant arts centre
- ✓ To **ACTIVATE** a welcoming arts hub by supporting artists, engaging the community with arts programming, and providing unique rental spaces
- ✓ To **SUSTAIN** operations with effective personnel (including Board of Directors, staff, and volunteers), leveraging resources, and nurturing relationships with all stakeholders.

## Board of Directors

<b>Board Director</b>	<b>Term of Appointment</b>	<b>Specialization</b>
Jan Allen	Mar. 2020 to Dec. 2022	Arts Sector Leader
Susan Bourette	Oct. 2021 to Oct. 2024	Communications
Janet Crocker	Mar. 2020 to Dec. 2024	Communications and HR
Janieta Eyre	Nov. 2021 to Nov. 2024	Artist and Arts Sector Advocate
Barbara Hammond	Dec. 2017 to Dec. 2023	Education and Community Advocate
Anita Jack-Davies	Oct. 2020 to July 2021	EDII Educator and Consultant
Sanjiv Kapoor	Dec. 2017 to Dec. 2023	Finance Specialist
Zoha Khalid	Oct. 2021 to Oct. 2024	Community Outreach
Sophie Kiwala	May 2019 to July 2021	Community Advocate
Rafael MacDonald	Nov. 2020 to July 2021	Artist and Arts Sector Advocate
Cassel Miles	July 2021 to Oct. 2021	Community Advocate
Jennifer Ross	Mar. 2020 to Nov. 2021	Community Advocate
Esmé Rottschafer	July 2021 to July 2024	Strategy and Innovation
Kent Williams	Sept. 2020 to Sept. 2023	Lawyer
Vacant – Affiliate	-	Subtenant Representative
Colin Wiginton – COK Affiliate	Aug. 2014 (ex-officio)	Director Arts & Culture

## Corporate Officers

<b>Officer</b>	<b>Position</b>
Jan Allen	Chair – July 2020 to present
Janet Crocker	Secretary – April 2020 to July 2021
	Vice Chair – July 2021 to present
Sanjiv Kapoor	Treasurer – July 2018 to present
Sophie Kiwala	Vice Chair – August 2020 to July 2021
Kent Williams	Secretary – July 2021 to present

## Board of Directors Standing Committees

**Governance** – Jan Allen (Chair) with Janet Crocker, Kent Williams, Colin Wiginton, and Nadine Baker (to October 2021), Brianne Franklin (October 2021 to present)



**Community Engagement in the Arts Committee** – Sophie Kiwala (Chair until July 2021), Esmé Rottschafer (Chair July 2021 to present), with Barbara Hammond, Nadine Baker (to October 2021), Brianne Franklin (April 2021 to present), Nicole Daniels (October 2021 to present)

**Subtenant Committee** – Jennifer Ross (Chair until November 2021), Susan Bourette (Chair November 2021 to present) with TCCL Staff

**Finance and Audit Committee** – Sanjiv Kapoor (Chair) with Jan Allen, Janet Crocker, and Nadine Baker (to October 2021), Brianne Franklin (October 2021 to present)

## TCCL Staff

- Nadine Baker, Director (to October 2021)
- Nicole Daniels, Interim Program and Communications Coordinator (Oct. 2021 to Mar. 2022); Program and Communications Coordinator, ongoing (March 2022 to present)
- Danielle Folkerts, Marketing and Programming Coordinator (to mid-January 2021)
- Brianne Franklin, Program and Communications Coordinator (April 2021 to October 2021); Interim Director (October 2021 to January 2022); Director, ongoing (January 2022 to present)
- Susanna Gordon, Rentals Coordinator/Arts Administrator
- Cat Snider, Tett Custodian (to September 2021)
- Matthew Withers, Facility and AV Assistant

## Our Member

Since December 17<sup>th</sup> 2019, the Corporation of the City of Kingston, represented by its Councillors and Mayor, is the Tett Centre for Creativity and Learning's one (1) Member:

Councillor Ryan Boehme  
Councillor Simon Chapelle  
Councillor Bridget Doherty  
Councillor Mary Rita Holland  
Councillor Wayne Hill  
Councillor Rob Hutchison  
Councillor Robert Kiley  
Councillor Jeff McLaren  
Councillor Jim Neill  
Councillor Gary Oosterhof  
Councillor Lisa Osanic  
Councillor Peter Stroud  
Mayor Bryan Paterson

## Message of the Chair of the Board

The 2021 Annual Report reflects a challenging but ultimately successful year in the life of the Tett Centre for Creativity and Learning. This second year of the COVID-19 pandemic brought successive shutdowns of our facility to public access, with inevitable impact on our revenue and in a context of reduced government supports. Our capacity was further affected by turnover in both Board membership and staff, a regrettable reality of our times. It's my pleasure to report that, despite these significant challenges, the organization had a successful year, entering 2022 well-prepared to revitalize program services and engagement with an eager and involved community. Throughout 2021, our organizational resilience has reflected the imagination and determination of the TCCL Board, staff, the subtenants and the wider community of support including the City of Kingston.

As this report makes clear, we finished 2021 with the committed community-based Board, talented staff, and sound finances needed to fulfill our role as an accessible and responsive engine of creative life in Kingston. The Tett Centre's anchor subtenants, Creativity Studio artists and the Juniper Café continue to serve the community and to collaborate with the TCCL and others to make fresh avenues for participation in the arts by diverse residents. New forms of collaboration have emerged including workshops with KEYS Employment and Newcomer Services, programs with units at Queen's University, and accessible hands-on art activities for children and families. The City can be enormously proud of this innovative arts hub, a life-changing incubator for talent across a striking range of disciplines.

On behalf of the Board, I thank the City of Kingston for entrusting operation of the Tett Centre to this organization. We rely on the collaboration and guidance of City staff throughout the year, and recognize with special gratitude the generosity of Colin Wiginton, Director of Arts and Culture; Kathy Gray, Property Specialist, Real Estate and Environmental Initiatives; and Therol Peterson, Manager of Facilities, Facilities Management and Construction Services.

I thank the Tett staff for their tenacity and vision, with special recognition of the role Brianne Franklin has played in navigating this period of change with such grace and spark, and of the crucial role of Susanna Gordon in ensuring continuity through many months of disruption. To the creative community at the heart of the Tett Centre, I am grateful for their tenacity and inspiring work to share and advance the arts: they make it all worthwhile! I also thank the members of the Board of Directors, each of whom so generously contributes their time and insights to make this organization thrive: it is a pleasure to be a part of this forward-thinking body as we exercise our shared passion for the arts and commitment to civic life.

Respectfully submitted,

Jan Allen  
Chair of the Board of Directors, Tett Centre for Creativity and Learning

## Director's Report

Looking back, 2021 was truly a year of transition for the Tett Centre for Creativity and Learning. The COVID-19 pandemic continued to require flexibility, creative problem solving, and perseverance. Despite the constant state of flux, the TCCL staff team, along with our subtenant organizations, artists, café, and community partners showed incredible resiliency, and continued

to work in the cooperative spirit for which the Tett Centre is known.

The TCCL experienced several staffing changes in 2021. I was hired as the new Program and Communications Coordinator in April 2021, joining the team during the Ontario Government's Emergency Break lockdown. In fall 2021, Nadine Baker resigned as Director, leaving a legacy of six years of dedicated leadership. I stepped into the Director role in an interim capacity, and Nicole Daniels joined the Tett team as the Interim Program and Communications Coordinator. During this time, Rentals Coordinator Susanna Gordon maintained exemplary customer service and offered a steady welcoming context for incoming staff. I am honoured and grateful to be writing this report as the now permanent Director of the TCCL, and to welcome Nicole Daniels as the permanent Program and Communications Coordinator. With Susanna, and Tett Facilities Assistant Matthew Withers, we are almost back to a full Tett staff team. After a lengthy process exploring various custodial/cleaning service models, we are currently hiring a Custodian to fill the role left vacant by Cat Snider's departure in fall 2021. We move into 2022 with a fresh and strong team.

Despite a succession of COVID-19-related shutdowns in 2021, we delivered a robust suite of programs throughout the year. The TCCL and our subtenants adjusted operations fluidly to accommodate changing regulations. A handful of program highlights illustrates the ups and downs. For example, when closure from mid-January to mid-February prevented our Family Day Open House, we worked with Tett Centre artists and organizations to offer virtual arts programming and beloved performer Gary Rasberry offered a virtual concert in the Malting Tower, which remains available on our YouTube channel. The Tett was open in March, with workshops up and running, rental events underway, and subtenants welcoming the public back. When Mid-April brought in-person activities to another halt, we pivoted to virtual programming and audience engagement through social media.

As the reports below make clear, the subtenants found creative ways to engage with the public and promote the arts while navigating the pandemic. The Creativity Studio artists leveraged virtual engagement through online artist talks, sharing weekly tips and tricks on their arts practises, developing online classes and workshops, and engaging with fellow artists for collaborative opportunities.

We opened our doors to the public again in June and offered outdoor programming to respect varying levels of comfort entering public spaces in this period. Our Outdoor Summer Pop Up Markets throughout July and August were a hit, providing artists and organizations an opportunity to showcase their works and upcoming programming, while welcoming the public. The TCCL offered a new virtual summer camp opportunity called Arts in August, where children signed up for up to 8 sessions exploring different mediums with our Tett teaching artists. They learned



*Photo by Michelle Reid*



creative expression and engaged with one another virtually in a program that garnered strong positive feedback for its flexibility.

The Tett Centre re-entered the full swing of programs in the fall, with back-to-back gallery shows, performances in rental spaces, arts-focused workshops, subtenant shows and sales, and we were able to participate in Doors Open Kingston. It was fantastic to welcome the public back into the Tett Centre, and to see our subtenants continue to thrive with increased participation and engagement.

I am extremely proud of the tenacity, flexibility, and perseverance of the Tett staff team, our subtenants, and our community partners. The continuous efforts of everyone throughout the pandemic sustained the TCCL's vision of connecting with the community through the arts in a welcoming and safe environment. I extend my heartfelt thanks to the staff, the TCCL Board of Directors, and the City of Kingston for their unwavering support and earnest commitment to our unique and wonderful arts organization. Above all, I am grateful to be part of this fantastic community of creatives, constantly working together to promote public participation in the arts, and never ceasing to learn from one another.

Sincerely,

Brianne Franklin  
Director, Tett Centre for Creativity and Learning

## Executive Summary

Despite the continued effects of unexpected closures, and partial openings with capacity restrictions, the 7th year of operations at the Tett Centre can be considered a success in many ways. We navigated the changing landscape to produce a balance of arts programming and events, when possible, while embarking on meaningful partnerships to welcome new and loyal visitors. Together with data from subtenants (workshop attendance and sales attendance), we estimate that total foot traffic to the building reached 90,000 visitors, a lower number than previous years but a great achievement in consideration of public comfort as the community continued to navigate the presence of COVID-19.

Our services at the Tett Centre, provided by TCCL Board of Directors and TCCL Staff, continued:

- Supporting the internal arts organizations by providing a collaborative arts hub
- Welcoming the public to our safe facility and informing users of its adapted operations

Activities supporting our mandate as an arts centre for the community included:

- Programming and Workshops: for all ages, designed and run on-site and virtually by the TCCL or offered in partnership with renters or artistic collaborators;
- Professional Development: for community artists and arts organizations;
- Events: multi-faceted arts-oriented events, open to the public and typically building-wide in coordination with our residents;
- Rentals of spaces and equipment in compliance with pandemic-related health and safety guidelines at affordable prices and rental times.

2021 programming highlights included our Tett Tuesday Open Studio programming, our Creativity Series for teens and adults, virtual Family Day events, Arts in August virtual summer camp for

kids, and Doors Open Kingston. We continued to promote learning in the arts and explore new ways of collaboration in the landscape of digital presentation to keep our community safe and engaged.

Revenue necessary for our charity from rentals (our Subtenants, our rental spaces, and the Juniper Café) was \$209,408 in 2021: a year over year increase of 16%. Events and workshops contributed an additional \$3,357: a decrease of 32%. Due to the various closures throughout the year, and subsequent limited capacity for regular levels of programming and rental events, the TCCL experienced a substantial loss of revenue, which resulted in a deficit of \$28,188.

The TCCL is grateful to have received approval for an Ontario Trillium Foundation – Resilient Communities Grant for \$57,400. This grant will allow us to adapt programming, develop strategic engagement models, build fundraising capacity, and ultimately serve our community better. We look forward to undertaking this project in 2022.



*Photo by Nancy Bowman courtesy of Kingston Handloom Weavers and Spinners*

## Standing Committee Reports

### Governance Committee Report

The TCCL Governance Committee assists the Board of Directors in creating and maintaining a healthy governance culture that reflects best practices and meets legal requirements of the corporation.

Over the past two years, our new Bylaw #1 (approved July 2020) has been a key focus. In 2021, the transition of governance structure was completed with minor revisions of the Master Lease Agreement with the City of Kingston and our Subtenant Lease Agreements. 2021 was our first full year using a revised calendar of meetings reflecting the Board's Engaged Governance role, an adjustment that is benefiting internal communication and building our organization's resilience. Kent Williams has kindly agreed to review our Bylaw #1 compliance with the new ONCA legislation, to report in 2022.

Plans to complete a Strategic Plan in 2021 were foiled by disruptive requirements of the ongoing COVID-19 crisis and the need to address a suite of Board membership and staffing changes.

At the Annual Board Retreat on 6 November, Rob Wood of 8020info identified components of a renewed Vision, Mission, and Values Statement for our new Strategic Plan. The afternoon session featured break out familiarization/update tours to the anchor subtenant facilities and Creativity Studios, offering insights into the creative energy, community engagement contributions, and needs of the subtenants we support. In this exhilarating set of meetings, new and continuing Board members gained fresh understanding of the Tett's potential.

The Governance Committee has three Working Groups.

In 2021, the Nominations Working Group (Jan Allen, Janet Crocker, and Sanjiv Kapoor) recruited and onboarded talented and committed members of our community to sustain a full Board complement and renewed the appointment of Janet Crocker. (Sanjiv Kapoor and Barbara Hammond's appointments were renewed in 2020.) A powerhouse suite of new Board members joined TCCL: Susan Bourette, Janieta Eyre, Zoha Khalid, and Esmé Rottschafer. We are fortunate to have a wonderful range of skills to support the work of the TCCL.

The Human Resources Working Group (Jan Allen, Janet Crocker [Chair] and Kent Williams) supported the recruitment and hiring of a new Program and Communications Coordinator, Brianne Franklin, following the resignation of Danielle Folkerts in January. In the fall, TCCL Director Nadine Baker resigned after six years of dedicated service, and our custodian also departed when she relocated to another city. Brianne Franklin became Interim Director and we hired Nicole Daniels as Interim Program and Communications Coordinator. Through this period, cleaning and maintenance were covered through contract services while discussions ensued regarding an option for custodial services through the City. After a wide search, Brianne Franklin was appointed Director at the beginning of January 2022. Nicole Daniels became Program and Communications Coordinator in March 2022. Our director is now posting the custodian position after confirming that this option best supports our needs.

Smoothly supporting these transitions has been a major endeavour. We are grateful to Rentals Coordinator Susanna Gordon for her steadfast warmth, dedication, and flexibility through this time, to the City staff who have welcomed and supported our new staff, and to the Tett Community for their positive involvement with orientation of the new team.

The Strategic Planning Working Group (Janet Crocker [Chair], Kent Williams, Jan Allen and ex-officio members Brianne Franklin, Director, and Colin Wiginton, Director, Arts & Culture Services) reported to the Board in April 2021, laying the groundwork for a new Strategic Plan to guide the work of the Tett through the next three to five years. While events of the past year forced a delay in community consultations, that process is now underway with a target of Plan completion in fall 2022.



## Community Engagement in the Arts Committee

Guided by the strategic priorities and program policies of the Tett Centre for Creativity

and Learning (TCCL), the Community Engagement in the Arts Committee (CEAC) researches and establishes program plans to fulfill the TCCL vision to 'connect people and communities through the arts.' On behalf of the Board of Directors, the CEAC helps the TCCL meet its Master Lease obligations with the City of Kingston by working to strengthen the relationship between our organization and the Greater Kingston community by:

- developing two-way communication strategies between the TCCL and the community
- identifying community needs, both potential and aspirational
- cultivating partnerships to enhance public participation in the arts and cultural sectors
- supporting internal partners with program development

The CEAC works closely with TCCL Staff to plan and develop an annual slate of Tett-created programs. The Committee reviews program offerings and proposals, actively assessing programmatic impacts in relation to the Strategic Goals determined by the Board of Directors. Public engagement activities created and coordinated by TCCL Staff include arts-focused workshops, creative community-building Tett Tuesdays, Family Day (virtual in 2021), Outdoor Summer Pop Up Markets, and a variety of events that are run in partnership with community organizations and our fellow resident artists and arts organizations. **See Appendix B for a list of our activities by the numbers.**



In 2021, the TCCL experienced several staffing transitions and continued challenges brought on by the pandemic. The Program and Communications Coordinator (PCC) role at the TCCL was held by three different staff members in 2021, including Danielle Folkerts, Brianne Franklin (prior to her transition to the role of Director), and Nicole Daniels, current Program and Communications Coordinator. Multiple onboardings for the PCC position inspired a strategic focus for the CEAC, working with limited resources to determine program planning shifts throughout lockdown measures, the Roadmap to Reopen Ontario, and the public's varying comfort levels in regards to participation.

The slate of programming for 2021 looked quite different than originally planned, but due to the resiliency and dedication of our Tett Teaching Artist Roster (comprised of local, professional artists), our resident Creativity Studio Artists, and Tett staff, we were able to offer unique opportunities for learning and connection for people of all ages and abilities. Participants had options to engage with TCCL virtual programming individually, as a group (household), or with their families. On-site programming welcomed

visitors back to the JK Tett Centre, working within capacity limits and health and safety protocols. Our teaching artists demonstrated extreme flexibility when it came to helping us navigate the cancellation and rescheduling of workshops and events. Moving between virtual gatherings and on-site events, we were able to maintain constant communication regarding new opportunities for connection.

Throughout 2021, the CEAC worked to reach out to the public through effective communication and promotion strategies. Feedback was collected through direct outreach, as well as at workshops, during virtual programming, and through our various social media platforms.

Our primary tools for sharing information with the public last year were social media and our monthly newsletter, coordinated by the TCCL, which currently has a subscriber total of 2533. Our subscribers learn directly about workshops, performances, classes, seminars, and other learning opportunities created by the Tett Centre, our resident arts organizations, artists, and rental clients. **See Appendix A for social media and website engagement information.**

Eventbrite, in addition to our other social media platforms and printed posters, has continued to be the most efficient marketing tool for promoting Tett-created programming and proves to be the easiest way for the community to register for workshops, events, and group activities.





## Creativity Studio Program

The Creativity Studios in the Tett Centre fill a need within Kingston and the broader arts community for affordable, high quality, community-based arts studios that support our mandate. Creativity Studio artists have access to studio space with public exposure and unique opportunities within our vibrant arts community. Artists work with the TCCL's Program and Communications Coordinator and Director to plan and implement arts activities and integrate them into the broader programming landscape of the Tett Centre. Studio artists typically offer two and a half (2.5) hours per month of community engagement activities such as artist talks, skill-sharing opportunities, workshops, demonstrations, advertised open studio times, and off-site promotion of the Tett Centre.



*Photo courtesy of Adele Webster*

In 2021, Suite 214 artists offered both in-person and virtual opportunities for the community to engage in various artmaking and learning workshops such as virtual artist talks and plein air painting workshops to accommodate social distancing and capacity requirements. When operations at the Tett Centre were extremely limited due to COVID-19 related regulations, the studio artists found creative ways to engage with the public on social media, sharing information on their arts practices, providing demonstrations, and encouraging public participation in the arts in various capacities. Opportunities to give back to the community is an exciting and integral part of the Tett and its presence within Kingston and beyond.

In the summer, the artists worked together on an initiative called “Sprinkle Some Joy” to show their heartfelt appreciation to local health care workers in Kingston for their dedicated work throughout the pandemic. Nine participating artists, both current and past Tett studio artists, donated original work of art to be gifted to staff at Kingston Health Sciences Centre and

Providence Care. This initiative symbolized the gratitude for our health sector employees and showed support during an extremely challenging time.

The TCCL offers one-year, renewable licenses to artists across various mediums and arts practices. The artists work in a cohesive environment, collaboratively prioritizing learning and sharing through the arts. In 2021, we had almost full occupancy of our Creativity Studios, welcoming new artists in Studios A and H, and supporting revised occupancy for one of our artists transitioning from a shared studio space (Studio H) to an individual studio (Studio F), while they continue to grow their arts practice:

**Studio A** - Alice Melo, Acrylic Painting (May 2021 to present)

**Studio B** - Floriana Ehninger-Cuervo, Illustration and Hand-lettering

**Studio C** - Pengyuan Wang, Painting and Calligraphy

**Studio D** - Bethany Garner, Textile Artist

**Studio E** - Natalie Bohnen-Twiddy, Oil Painting

**Studio F** - Adele Webster, Contemporary Landscape Painting

**Studio G** - Michelle Reid, Oil Painting

**Studio H** - Glocca Morra Studios (Rhonda Evans), Liquid Painting, Stained Glass, Felt Arts (to June 2021)

**Studio H** - Sasha French, Visual Art and Movement (September 2021 to present)

While the Tett Centre was closed to the public throughout 2021, the Creativity Studio artists continued to work, create, and engage the public through social media and virtual connection. Our professional artists were dedicated to animating the Tett Centre despite the restrictions in place and limitations for public access. The TCCL is grateful for the artists' community outreach efforts, finding innovative ways to encourage public participation in the arts. Visitors to the Tett Centre can always count on finding inspiration and creative learning opportunities in Suite 214, embracing the welcoming environment and engaging with the studio artists.

## **Subtenants Committee Report**

### **OVERVIEW**

The Subtenants Committee (STC) of the Board of Directors provides an important avenue of regular communication between subtenant anchor organizations and the TCCL Board of Directors for an ongoing healthy exchange regarding priorities and emerging initiatives. To fulfill the potential of the TCCL as a vital resource for Kingston and nurture the community-building integral to the success of the centre, the STC works together with TCCL Staff to identify both opportunities and obstacles. The STC also assists anchor subtenants in meeting their sublease obligations to enhance wide public participation in the arts and culture sector through supportive measures and policies.

Throughout the year, subtenant representatives met with the Subtenant Committee Chair and Director, providing opportunities for vital information sharing, and maintaining positive relationships and camaraderie among subtenants. These meetings acted as a touchpoint for brainstorming new initiatives and working together to explore opportunities for community engagement with the arts.



*Photo by Susanna Gordon*

The Tett Centre for Creativity and Learning works with the subtenant organizations to present collaborative events and arts programming that encourages connectivity among tenants, while providing unique experiences for the community to enjoy the arts. During the months that the Tett Centre was open to the public (the beginning of January, February to April, and mid-June onwards), we brought audiences together for joint shows and sales, gallery exhibitions, and newly configured open-house events. Family Day at the Tett consisted of various virtual engagement opportunities, participation in Doors Open Kingston welcomed visitors on-site, and holiday shows and sales events featured our 2<sup>nd</sup> floor artisans in collaboration with the Creativity Studio Artists. Despite various levels of comfort regarding in-person activities, each of these events was very well attended.

In 2021, the Tett Centre's subtenants showed incredible resiliency through the changing demands of the pandemic. The treasured, community-minded not-for-profit arts organizations within the Tett portrayed formidable perseverance and dedication to successfully sustain operations, while ensuring the safety of their members, staff, volunteers, and the public. Each organization continued to adapt in different ways as they navigated the challenges of the new landscape brought on by COVID-19. Although the Tett Centre subtenants faced many difficult decisions, they developed innovative and creative solutions for community participation within the Kingston arts sector.

Building on activities from the previous year, examples of collaborative initiatives created in response to the ongoing pandemic include:

- Outdoor Summer Pop Up Market
- Virtual engagement initiatives through social media
- Holiday Scavenger Hunt Map during multi-day events to promote onsite engagement, with prizes donated by creators and tenants within the Tett
- Collaborative gallery shows and sales with joint promotional campaigns

Highlights of each organization's contribution to the community and arts sector in 2021 can be found below. For details, please visit their websites found [here](#).

## SUBTENANT REPORTS

### Kingston School of Dance (Suite 303)

The Kingston School of Dance (KSD) is proud to be the Greater Kingston Area's only charitable dance organization. Dedicated to enriching the community through dance for over 55 years, it continues to provide the highest standard of classical ballet training



and a wide variety of dance genres for students of all ages and abilities.

In 2021, the Kingston School of Dance nurtured the love of dance for over 250 registered students. Under the new direction of Artistic Director Kay Kenney, the Kingston School of Dance sustained a positive learning environment despite the changing safety regulations brought on by the pandemic.

KSD continued to successfully run programming with a blend of in-person and virtual offerings, navigating capacity limits and safe-distancing measures throughout the year. The Kingston School of Dance embraced the virtual shift to online classes, offering weekly adult and professional training opportunities where Kingston-based students connected with attendees from all over the world. KSD continues to offer an average of 62 classes weekly, ranging from ballet, contemporary, and hip-hop, to creative movement, Bollywood, Zumba, and more.



*Photo by Susanna Gordon*

Throughout the year, dance students enjoyed Dance Camps, the Annual Professional Summer Intensive program, informal studio showings, and new programming opportunities to compliment the myriad of current offerings. The Kingston School of Dance welcomed Devanshi Mishra to the role of Studio Manager, which was a new position created in 2021. In addition to diversifying program offerings throughout the year, KSD partnered with local community groups such as the Movement Market Collective and Juvenis Festival.

After a year of transition and formidable resiliency of KSD's staff, board of directors and dance community, the Kingston School of Dance is currently revamping the Kingston Youth Dance Ensemble, as well as continuing to expand engagement and performance opportunities for adults, children and youth.



## Modern Fuel Artist-Run Centre (Suite 305)



Modern Fuel Artist-Run Centre is a non-profit organization in its 44<sup>th</sup> year of operations, facilitating the presentation, interpretation, and production of contemporary visual, time-based and interdisciplinary arts. Its 150 members are practicing artists, cultural workers, arts administrators, students, faculty, and general supporters of Modern Fuel's mandate: to meet the professional development needs of emerging and mid-career local, national and international artists, from diverse cultural communities, through exhibition, discussion, and mentorship

opportunities. Eight different membership levels accommodate different needs, financial situations, and donation options.

In 2021, Modern Fuel sought out creative solutions in response to the continually changing health and safety regulations in the region. Modern Fuel provided alternative opportunities for exhibiting artists, such as presenting art film screenings, contributing writing to the arts and culture publication *Syphon*, presenting virtual artist talks, and leading workshops, in addition to rescheduling the exhibition calendar. These opportunities allowed Modern Fuel to support their community of artists both professionally and financially.



*Where from here? exhibition view. Photo by Chris Miner*

Although the physical gallery was closed to the public for 5 months of the year, Modern Fuel successfully presented 14 exhibitions, 5 artist talks, 3 art film screenings, 3 opening receptions, 20 workshops, and showcased artwork from over 40 artists locally, nationally, and internationally.

In 2021 Modern Fuel board and staff engaged in a series of Anti-Racism and Anti-Oppression workshops with TwelfthSeed Consulting to conduct an in-depth analysis of Modern Fuel's policies, practices and programming in order to strengthen the organization's commitment to becoming an anti-oppressive art space. These consultations helped to build new strategies and



have come to shape their hiring practices, programming and strategic planning for the future of the organization. This work allows Modern Fuel to build generative relationships that support and reflect the diversity of the community.

Further operational and programmatic highlights for Modern Fuel Artist-Run Centre in 2021 include the “Making Art Work” series, in partnership with Agnes Etherington Art Centre and Union Gallery, as well as the Peer Crit series. Modern Fuel received grant funding from the Ontario Trillium Foundation, Kingston Arts Council, Ontario Arts Council, and Canada Council for the Arts. This funding has enabled Modern Fuel to hire a full-time Outreach & Development Manager, support the role of Marketing Coordinator, purchase new equipment to enable hybrid operations, and fund special projects.

Modern Fuel’s increased internal capacity has helped to bolster and adapt their programming, host newly formatted events, and strengthen the organization’s financial stability.

### **Kingston Handloom Weavers and Spinners (Suite 205)**



The Kingston Handloom Weavers and Spinners (KHWS) has been operating as a guild since 1948. It promotes the teaching of weaving, spinning and other related fibre arts crafts in their historic, contemporary and technical context to community members of all ages. The guild is the only one of its kind in the Kingston area and currently has 94 members drawn from over a 100 km radius.

In the fall of 2021, the Kingston Handloom Weavers and Spinners launched the “Threads of History” project, which was supported by a grant from the City of Kingston Heritage Fund. The project brings together oral histories, objects, and images to tell the story of KHWS from its founding in 1948. The project offered valuable research experience to two graduate student research assistants from Queen’s University, who conducted interviews with twenty guild members. “Threads of History” is accessible to the public through a digital archive and series of online exhibitions that

showcase the guild’s involvement with the Kingston community, its commitment to fibre arts education, its social importance, as well as the personal stories of guild members. Together, they highlight the continued importance of the fibre arts to individuals and the Kingston community, and the deep connections between KHWS members.

Additional highlights for the year include hybrid virtual and in-person open studios; speaker series for members; a spinning workshop; participation in the Outdoor Summer Pop Ups at the Tett; and a “Sheep to Shawl” demonstration for Doors Open Kingston, which showcased the process of transforming local fleece into a finished garment. KHWS also worked with Tett Staff on an exciting new initiative to plant a dye garden at the main entrance of the building. The guild is passionate about natural local fibres and dyes, so the garden is a fantastic way to educate folks on the natural dye process, eco-printing, and encourage visitors to stop by the studio.

The Kingston Handloom Weavers and Spinners were thrilled to safely hold their annual sale at the Tett Centre, showcasing the talent of 23 members. The sale was the most successful one yet, with increased sales by 50% from 2020. This is an especially exciting accomplishment, since the 2020 sale had been the most successful since 2015. The sale was a great way to connect with visitors while raising awareness of the guild and encourage further public participation with KHWS.

After a year of postponement, the guild is thrilled to move forward with the “Woven Together at the Tett” project in partnership with the Tett Centre and Kingston Community Health Centre Immigration Services. The cross-cultural project is funded by the Community Foundation for Kingston and Area and will welcome the New Sisters of Kingston to connect and collaborate through fibre arts at the Tett.



## The Kingston Potters' Guild (Suite 207)



*Artwork / photo by Tania Craan*

The Kingston Potters' Guild (KPG) is one of the oldest pottery guilds in Ontario, serving the Kingston community for more than 50 years. A well-established cooperative organization, its vision is to support a level of professionalism and the artistic development of its members and students in the fine craft of ceramics. To achieve this, the Guild typically runs classes and workshops, offers communal studio space and equipment to its members, holds juried shows, establishes synergies with fellow Tett Centre subtenants and reaches out to the Kingston community.

Together with 6 other potters' guilds, the Kingston Potters' Guild participated in the Cross-Provincial Potters' Collaborative E-clay project in 2021, which was funded by the Canada Council for the Arts. This project explored how to teach the ceramic arts online, which increased public participation by

providing access to students unable to visit the guild onsite. The KPG was the first guild to run an online class in the winter of 2021, which was a great success! Incorporating online instruction allows the Kingston Potters' Guild to expand its reach and diversify ceramic arts instruction. Moving forward, part two of the project focuses on refining teaching strategies that are best suited for virtual platforms.

The Kingston Potters' Guild successfully offered thirteen 8-week classes with 50% capacity in order to accommodate physical distancing and capacity requirements. The guild presently has 74 members, with a long wait list for both classes and membership. Although the KPG had to cancel their Spring Sale in 2021, the guild was able to hold their annual Christmas Sale at the Tett Centre, which was very successful despite the reduced capacity for attendees and potters.

In 2021, the Kingston Potters' Guild began the process of sponsoring a mentorship program under the tutelage of a well-known potter, Angelo diPetta. Nine successful applicants will spend a year working together and with Angelo to increase their ceramic arts skills and develop their artistic vision.

Despite the challenges from the on-going pandemic, the KPG maintained flexibility and resiliency, and closed the year with good financial stability, along with high membership and registration numbers. The guild is embarking on a strategic planning project to consider new ways to connect with the community.



### **Kingston Lapidary and Mineral Club (Suite 209)**



Founded in 1962, the Kingston Lapidary and Mineral Club (KLMC) provides a positive environment for local rockhounds, lapidary enthusiasts and silversmiths. Members gather in the shop to develop their interests, share information and ideas, and socialize with others interested in the earth sciences. The KLMC typically offers workshops that permit complete use of the studio and its tools and equipment.

Due to the restrictions regarding shared tools, the Kingston Lapidary and Mineral Club was limited in operations for the first part of 2021. Working closely with the Kingston Frontenac Lennox and Addington Public Health Unit, KLMC received guidance as regulations eased and various restrictions were lifted. The club was thrilled to open shop doors to members of the organization in response to these changes in late spring. In October, the members and instructors at KLMC were ecstatic to be able to return to the studio for silversmithing classes, wax casting, precious metals clay courses, open shop times, and in-person learning opportunities once again. By the end of 2021, KLMC was proud to record 438 active family and adult memberships.

Kingston Lapidary and Mineral Club members were eager to take part in the Tett's Outdoor Summer Pop Ups throughout July and August, as it allowed them the opportunity to safely engage with the public and sell their works and wares once again. In the fall, KLMC was able to move forward with their Metal Rocks show and sale at the Tett Centre, which was a huge success! KLMC is looking forward to planning further classes, increasing club engagement, and participating in future TCCL programming partnerships and open house events.

### **Joe Chithalen Memorial Instrument Lending Library (Suite 110)**

Joe's M.I.L.L. is a registered charity founded by musician, Wally High, in memory of his friend and bandmember, the late Joe Chithalen, who was a talented bass player in several well-known Kingston bands. Joe's M.I.L.L. operates in tribute to Joe's love of music such that everyone who wants to can enjoy playing music as he did.

With over 1000 instruments and resources available to borrow free of charge, Joe's M.I.L.L. is a beloved destination for music enthusiasts of all experience levels throughout the Greater Kingston Area. Its vision and operations continue to inspire the creation of other musical libraries across

Canada.

In 2021, Joe's M.I.L.L. welcomed approximately 500 new registrants, many of whom vocalized how grateful they were to borrow musical instruments during the pandemic, especially during the province-wide stay at home orders. Throughout the year, the library has also been working on an inventory management system that will simplify their operations and help to manage their instrument inventory.

Joe's M.I.L.L. is thrilled to have received an Ontario Trillium Foundation grant, which will allow them to upgrade and repair the library's equipment and inventory. The grant will also fund the development of an online portal, where borrowers will be able to view and reserve instruments remotely. This will play an integral part in making instrument borrowing more accessible for the community.

Communications with the library's borrowers were extremely important throughout the year. The librarians and staff stayed connected through information sharing on the library's website and social media sites, while maintaining flexibility and adapting with grace throughout changing health and safety regulations. Several of Joe's M.I.L.L.'s procedures were translated to an online format, allowing transactions to be completely remotely in order to limit the number of physical contacts. This worked extremely well, because it maintained engagement and borrowing despite the physical library being closed to the public.

Support for Joe's M.I.L.L. has fueled operations and enabled the library to offset revenue due to closures related to the pandemic. The Homegrown Live Festival, a major fundraiser for Joe's M.I.L.L. was held virtually this year after being cancelled in 2020. Additionally, Spark, an advertising agency affiliated with St. Lawrence College, built the library a fresh new website, [www.joesmill.org](http://www.joesmill.org), which they are delighted to share with the public.



## Theatre Kingston (Suite 111B)



Theatre Kingston is a charitable organization that produces new and existing work, the Storefront Fringe Festival, a series of child/youth engagement activities and collaborates with local theatre practitioners to build a strong cultural voice in the region. Its primary goal is to give its audiences examples of the art form at a caliber seen on the stages of the major Canadian urban centres. Driven by the mission to strengthen the city's theatre community and to allow the possibility for its stories and artists to move beyond the city limits into the Canadian cultural landscape, Theatre Kingston is continually creating exciting high-quality program content.

Throughout 2021, Theatre Kingston embraced the challenge of changing regulations, constantly working to find creative solutions for programming and productions. Under the direction of Rosemary Doyle, Artistic Director and Producer, Theatre Kingston found ways to coordinate new audience configurations that complied with all health and safety regulations, while also supplying an enriched theatre-going experience to attendees. Working with pods, alley staging, staging in



triangles, and more, theatre performers were welcomed back to the stage, accompanied by eager audience members ready to support and fully engage with theatre arts in the new landscape brought on by the pandemic.

In recognition of Theatre Kingston's artistic merit, innovation, and work to further advance the arts in Kingston, the organization was honoured to be awarded the Mayor's Arts Awards: Creator Award for 2021, from the City of Kingston.

Additional highlights for the year include the Storefront Fringe Festival in the summer of 2021 (after a hiatus in 2020), and the ability to complete and present the projects of the 30<sup>th</sup> Anniversary season, one of which was the community-driven project "WE SPEAK" that engaged members of the community as playwrights and actors.

Overall, Theatre Kingston's programming consisted of three plays, for three weeks each; the 10-day Fringe Festival, which offered 32 shows and online experiences; participation in the Tett Outdoor Summer Pop Ups; and the receipt of a number of government and organizational grants that will further the development of theatre camps, studio classes, performances, and community-based initiatives.

## Kingston Arts Council (Suite 115)



The Kingston Arts Council (KAC) is the region's primary resource for arts information and support. Through communications, programming, and advocacy, the KAC promotes the creation, development, and appreciation of the arts in

Kingston and supports artistic growth and engagement for arts organizations and artists at all levels of their careers.

The Kingston Arts Council administers the City of Kingston Arts Fund (CKAF) on behalf of the City of Kingston. This program annually provides more than \$500,000 in Operating and Project grants. In 2021, the City provided \$200,000 in one-time additional funds for COVID-19 relief and the KAC developed and delivered two new grant streams: Resiliency and Adapt. Resiliency provided one hundred \$1,000 grants to local artist to continue working safely during the pandemic. Adapt provided \$100,000 in total through fifteen grants to artists, collectives, and arts organizations for projects addressing pandemic challenges in the community. The KAC administers another key funding program, the Nan Yeomans Grant for Artistic Development.



During In the spring of 2021, the Kingston Arts Council launched *Artists Are Essential* to engage the Kingston community and support local artists, who were deeply impacted by COVID-19.

Artists are a vital part of the community and brought joy, connection, and reflection during the most difficult periods of the pandemic. The KAC sought to



advocate for the rights of artists as workers and promote artists who show, perform, and sell their work in Kingston. The KAC created a video and awareness campaign that featured the work of 5 talented local artists.

The Kingston Arts Council has continued to deliver high quality professional development programs for artists, arts workers, and arts organizations throughout the pandemic, with exceptional attendance at digital workshops and webinars. In 2021, the KAC presented a total of 7 workshops, including Effective Grant Writing from Idea to Proposal, Anti-Oppression for Artists and Cultural Producers and Contemporary Arts Institutions: Meaningful Inclusion in Action, and Introduction to Website Accessibility. The KAC also grew its partnership with WorkInCulture to bring two programs, Marketing Masterclass and FLeX: Collaboration, to Kingston.

The KAC received a Community Grant from Community Foundation for Kingston & Area to work with Accessibility Services Canada in addition to support from the Ontario Arts Council through the Arts Service Organizations.

Under the leadership of the new Executive Director, Felix Lee, the KAC is hiring for new staffing positions, and embarking on a new strategic plan. The KAC will be focusing its public programs on advocacy for arts and culture and community engagement with professional development support as Kingston enters a new phase of pandemic recovery.

## **Juniper Café (Suite 118)**



*Photo courtesy of the Juniper Café*

The Juniper Café at the Tett Centre continues to be an important social destination within our heritage arts hub. It is situated on the waterfront level with an outdoor patio and a direct pedestrian entrance from the lakefront.

The Juniper Café is a team-oriented business, delivering a unique customer experience through quality food and drink all made in house, while honouring sustainability in their practices. The Café is constantly adapting to the changing environment, responding to customer needs one learning opportunity at a time. The Café does their best to source the finest ingredients from local farmers and businesses when possible and they are especially grateful to be an integral part of Kingston's academic and arts community.

Although 2021 was challenging due to the constantly changing health and safety regulations and temporary closures of the Tett Centre facility, the Juniper Café had a successful year serving the community. POS transactions reached almost 45,000, with an additional 40,000 curbside pickups.

With the continued support of the community stopping in to get their coffee beans and treats, the Café was able to keep doors open and staff working throughout the entire year. Welcoming visitors back to the Café throughout the summer season and into the fall, the Juniper was able to recover from a slower winter.

Catering and box lunch services have been refined to allow the Café to better serve the Tett community, and to work collaboratively with Tett programs and rentals.

The Juniper is grateful to the Tett Centre for Creativity and Learning and the City of Kingston for their ongoing collaboration and support. In 2021, the Juniper collaborated with the TCCL for building-wide events and Outdoor Summer Pop-Up Markets, and with fellow subtenants during gallery shows and sale. The Café is looking forward for future community projects and initiatives in 2022.



## **Finance and Audit Committee Report**

The Finance and Audit Committee (FAC) of the TCCL Board of Directors assists and fulfills oversight responsibilities for the financial reporting process, the system of Internal Financial Controls, the audit process, and risk management protocols. The FAC meets regularly to ensure compliance with all municipal, provincial, and federal requirements of a registered charity, and the on-going financial stability of the organization.

The TCCL's annual operations are funded through earned revenue primarily from subtenant rent, program fees, venue rent, and from external sources including operating and project grants, fundraising and philanthropic gifts. In 2021, the TCCL posted a deficit of \$28,188. Revenue was down by 7.2% (\$32,509) compared to last year. The TCCL was grateful to receive the Canadian Emergency Wage Subsidy (CEWS), which amounted to \$35,031, and enabled us to retain all staff in 2021. CEWS received in 2021 was less than 2020, due to revised criteria for the subsidy program. Due to various closures and limited capacity for typical programming and rental events, the TCCL experienced a loss of revenue. With the operating surplus of \$25,750 in 2020, the TCCL has weathered the COVID-19 crisis well. We remain in solid financial standing.

The City of Kingston (through the Department of Cultural Services) provided the Tett Centre with financial support in 2021: \$46,585 earmarked for regular repair and maintenance in accordance with the Master Lease between the City and the Tett Centre, and \$20,400 that was placed in a capital reserve to be used by the City for future improvement and maintenance of the J.K. Tett Centre. A remaining \$44,307 of the Municipal Contribution was used by the Tett Centre to help support full-time staff in meeting the goals of the organization and fulfilling the needs of community engagement and the arts hub. The Municipal Contribution of 2021 constituted 27% of our total revenue (same as 2020).

We express our thanks to MNP LLP, CMD CPA, and Balanced Accounting for financial services in 2021.

We also want to thank all our donors who supported Tett Centre activities.

## Forward Guidance

We hope that The TCCL will be able to resume full operations in 2022. When the centre can operate at full capacity, the TCCL will be able to expect a significant increase to earned revenue.

The TCCL Board of Directors has approved a balanced operating budget presented by the TCCL Finance and Audit Committee for 2022.

Moving forward, the TCCL Board has decided to create and implement a Fund Development subcommittee in 2022, which will increase focus for generating funds from donations. As per Subleases, base rent for Subtenants will increase by 1.9% and increase in the additional rent component (CAM) for subtenants by 4.76%. The annual budget provides for transfer of approximately \$11,231 to capital reserve to use for the replacement of furniture and fixtures.

The TCCL is grateful to have received approval for an Ontario Trillium Foundation – Resilient Communities Grant for \$57,400. We look forward to undertaking the project in 2022, which will allow us to build fundraising capacity, adapt programming, develop strategic engagement models, and ultimately serve our community better.



Kingston Fibre Artists  
Photo by Susanna Gordon

## Facility Maintenance, Security and Safety

Maintaining a safe and welcoming environment for our facility users is a top priority for our organization, our Subtenants, and the City of Kingston as owners of the J.K. Tett heritage building. Throughout 2021, we worked closely with the City's Facility Management Construction Services to help us maintain safety standards and important protocols to keep our community safe.

The City of Kingston and the TCCL Director continued to ensure the security of the facility, working with key professionals to develop and implement further plans to address issues. The door access system installed in 2020 proved extremely user-friendly throughout 2021, with added security elements with the revised fob program. This ensured the safety of the facility, especially when Subtenants work outside of public operating hours. We are grateful to the City for their support and attention in making security a priority at the Tett Centre.

During the months that the Tett Centre was closed to the public, our Subtenants were permitted access to the facility, in accordance with Sublease and license agreements. TCCL Staff worked closely with Kingston Frontenac Lennox and Addington Public Health, continuing to develop best practices for safety guidelines and coordinated with the City of Kingston for safe operations. The Juniper Café remained operational despite Tett facility closures, continuing to adapt to meet restaurant sector guidelines and remain open for curb-side pickup.

To provide support and up-to-date guidance on Covid-19 regulations, the TCCL Director led regular virtual meetings with Subtenants. These meetings provided an opportunity for information sharing on various funding opportunities and promoted discussion on other helpful resources.

Throughout the year, TCCL Staff worked hard to adapt to the constantly changing Municipal, Provincial and Federal Covid-19 Safety Guidelines and Restrictions. Although we experienced another year of dramatic revenue loss from rental revenue, we continued to focus our efforts on modifying venue policies and procedures to accommodate smaller, safer rentals, and remaining adaptable to the changing needs of rental clients.

We are grateful to the City of Kingston Arts & Culture Services for approval of a substantial functioning capital request for new technology, furniture, a website upgrade, and strategic planning assistance. These funds will enable us to increase our programming and rental capacity, help us through the strategic planning process, as well as ensure the TCCL's virtual platforms are fully accessible, fresh, and user-friendly.

## Our Donors

We are grateful for the generous donations made to our charitable organization throughout the year at our events, at our drop-in programming, directly in our office, and through Canada Helps. Donations in 2021 totaled \$12,843.

Tett Centre for Creativity and Learning donors become part of a community that believes everyone deserves a place that fosters imagination and encourages creativity. With the support of individuals and businesses in Kingston, the Tett Centre will continue to be a welcoming and inspiring arts hub for years to come.

Our year-end Annual Appeal resulted in a heartening out-pouring of support, which will be directly invested into our arts programming for 2022.

We recognize and celebrate our annual contributors on a special donor plaque in the main stairwell.

Our 2021 Donors were:

Jan Allen  
Gary and Janie Baldwin for Linda Keymer  
Natalie Bohnen-Twiddy  
Nancy Bowman  
Janet Crocker  
Janieta Eyre  
Thomas Gardner for Linda Keymer  
Shannon Gray for Linda Keymer  
Barbara Hammond  
Kingston Film Office  
Patricia Kinnaird for Linda Keymer  
Anita Jack-Davies  
Maggie Dorn for Linda Keymer  
The Juniper Café  
Sanjiv Kapoor  
David Kerr  
Barbara Linds  
Jeri Mooney  
Patty Petkovich  
Margaret Petre  
Deidre Pontbriand for Linda Keymer  
Anne Smithers  
Ainslie Thomson

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*After months of hesitation,  
I overcame my shyness and  
gave myself the gift  
of joining [Tett Tuesdays],  
where I really did find a  
“space for encouragement,  
resource and skill-sharing, and  
creative accountability”  
that had been missing from my  
life for far too long.*

*For me, Tett Tuesdays were the  
first steps on a journey to find  
myself and help me grow as an  
artist, month after month.  
—Anik Dawson*

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*The Tett Centre is a place for bringing together the community, especially during  
challenging times...I have taught **four** workshops there so far and am beyond grateful  
for the support and flexibility of the staff members...  
—Rebecca MacDonald*

*Wow! What a beautiful space! We had team photos done today...in the Malting Tower. Susanna  
Gordon is a lovely person to deal with if you're looking to book a special space for your event.  
—Victoria Jodoin*

---



## Contact Information

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For more information about our regular arts programming, our tenants, and upcoming events, and/or to subscribe to our monthly newsletter, please visit:  
**[www.tettcentre.org](http://www.tettcentre.org)**

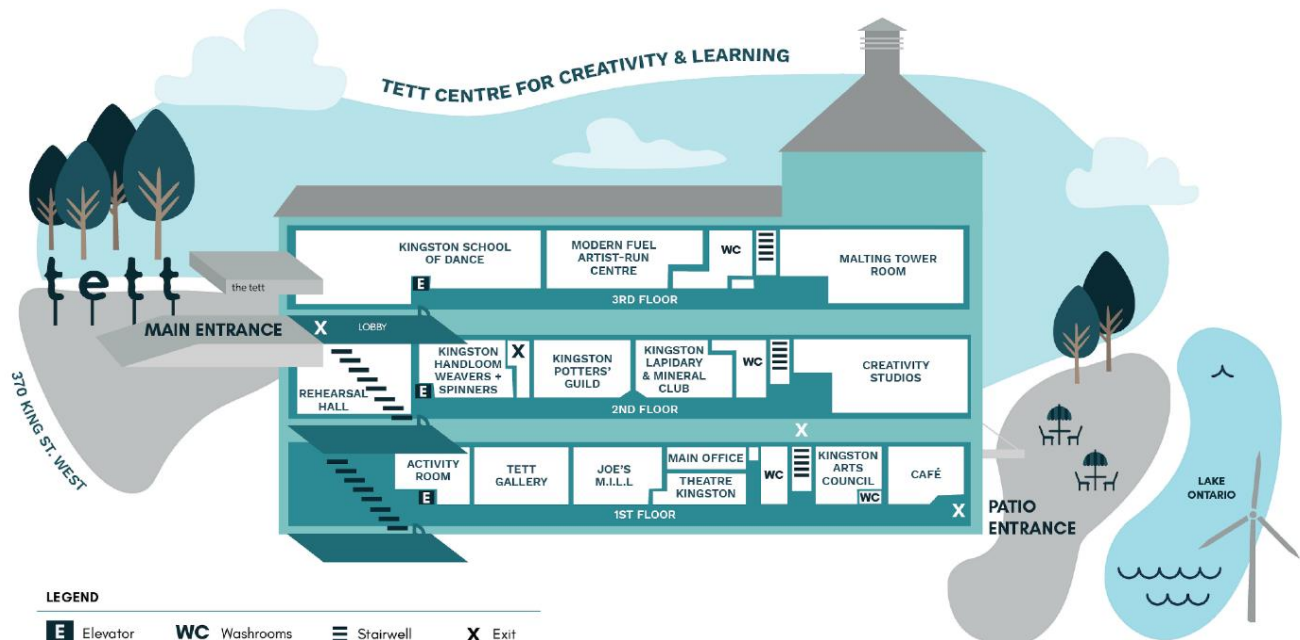




Photo by Nicole Daniels

## Appendix 'A'

### Rental Statistics in 2021

Four multi-purpose rental spaces at the Tett Centre provide a vital revenue source to enable our charitable organization to continue to provide accessible arts-focused programming for the community.

The table below shows the number of rentals separated by type of rental client. The type of rental determines the base rental rate. The Tett Centre offers a considerable discount (25%) to rental clients who meet our eligibility requirements.

	Malting Tower		Rehearsal Hall		Activity Room		Tett Gallery		Total Rentals	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>AF &amp; NFP</b>	13	15	22	82	14	67	7	7	56	171
<b>Regular</b>	1	4	-	1	-	1	-	1	1	7
<b>TOTAL</b>	<b>14</b>	<b>19</b>	<b>22</b>	<b>83</b>	<b>14</b>	<b>68</b>	<b>7</b>	<b>8</b>	<b>57</b>	<b>178</b>

**AF** = arts-focused: workshops, performances, presentations

**NFP** = not-for-profit organizations, Post-secondary student-run events

**Regular** = weddings, memorials, corporate meetings, conferences

Throughout 2021, we strived to support the arts community. In order to provide further accommodation and acknowledge the extra measures necessary in our public spaces in response to the pandemic, we offered extended rental times with reduced rates. Arts-focused and NFP rentals comprised 98% of the uses of our spaces, an increase from 96% in 2020 and evidence that we are a necessary venue for community organizations and local artists.

We experienced a significant decline in rentals in 2021 due to the continually changing regulations, capacity limits, and the common desire to postpone events and programming until restrictions were lifted. During this time, we worked hard to accommodate our renters by moving their events into larger rental spaces. This helped to maintain increased attendance, while following all regulations regarding physical distancing and capacity limits.

As a thank you to health care providers in Kingston and surrounding area, we offered our rental spaces to healthcare organizations at the reduced not-for-profit rental rate. As a result of this initiative, a number of these organizations have become repeat rental clients, offering series of learning opportunities and events within the healthcare sector.

Total revenue associated with rental spaces was \$21,264 in 2021, a decline of 30% from a total of \$30,988 in 2020. This exhibits a drastic decline of 78% from a total of \$91,520 (pre-pandemic) revenue associated with rental spaces in 2019.

### Social Media Reach

As a result of our efforts to stay connected with the community, attention to our social media accounts and engagement with our website increased across the board. Although some of these increases are slight, each increase is significant in response to having to limit our programming.



<b>Social Media</b>		<b><u>2021</u></b>	<b><u>2020</u></b>
	Facebook Followers	6242	5820
	Twitter Followers	2105	2015
	Newsletter Subscribers	2533	2520
	Instagram Followers	3512	3130
<b>www.tettcentre.org</b>	Page views	87,959	82,327
	Users	28,807	22,477
	Events views	31,558	30,333



*Photo courtesy of Pengyuan Wang*



## Appendix 'B'

### Participation Numbers

<b>Service/Activity</b>	<b>Achievements</b>	<b>Participants</b>
<b>Events</b>	<b>TCCL-Created Events</b>	
	Family Day Virtual Programming	50
	Gary Rasberry Virtual Performance	200 views
	Creativity Studio Show by the TCCL	300
	<b>Resident Organization Events &amp; Sales</b>	
	Kingston Potters' Guild Christmas Sale	1075
	Kingston Lapidary and Mineral Club Metal Rocks Show and Sale	1060
	Kingston Handloom Weavers and Spinners Annual Sale	900
	3 Creativity Studio Artists' Indiv. Exhibitions	750
<b>TCCL-Created Programs and Workshops</b>	Creativity Series Programs (12 workshops)	165
	12 Tett Tuesdays – Creative Accountability Group (on site + virtual)	200
	Community Engagement Contribution (Creativity Studio Artists – on site + virtual)	650
	Arts in August Virtual Summer Camp (4 weeks, 8 sessions)	35
<b>Sponsorships</b>	<b>Tett-Supported Rentals (discounted and/or free equipment, space, seconded TCCL Staff)</b>	
	Queen's Vogue Charity Fashion Show	24
	Queen's Faculty of Health Sciences	100
	The Kick and Push Festival (rehearsals)	15
	Office of the Clerk, City of Kingston	12
	Queen's School of Medicine, Department of Emergency Medicine	25
	Theatre Kingston	580
	Kingston Handloom Weavers and Spinners	20
	Kingston Fibre Artists	20
<b>Community Partnerships &amp; Outreach</b>	Art for Epilepsy – Community Wall Exhibition	100
	Arte el Martes Project – Kingston Latino Open Studio (virtual)	90
	LCVI – Karen Peperkorn, Creative Arts Focus Program student exhibition	150
	Kingston Pride and Kingston Writers Fest – Queer Writers Showcase	50
	Doors Open Kingston, in partnership with Kingston Association of Museums, Art Galleries and Historic Sites	100

## Appendix 'C'

### Statement of Operations

REVENUE (2021, audited)		EXPENDITURES (2021, audited)	
Rentals	\$ 209,408	Salaries and Benefits	\$ 186,845
Programming	\$ 3,357	Professional Services, Maintenance, and Repairs	\$ 93,380
Contributions, Municipal	\$ 120,000	Capital Contribution and Rent	\$ 32,039
Trillium Grants, Provincial	\$ 4,282	All Programming and Events	\$ 8,646
Other Contributions/Grants	\$ 30,000	Advertising and Promotion	\$ 2,786
Donations	\$ 12,843	Utilities, IT and Telephone	\$ 65,978
Government Assist.	\$ 35,031	Office + Miscellaneous	\$ 44,969
Other Revenue Incl.			
Interest	\$ 3,788	Amortization	\$ 12,254
<b>Total Revenue</b>	<b>\$ 418,709</b>	<b>Total Expenditures</b>	<b>\$ 446,897</b>

### Statement of Cash Flow

SUMMARY	2021	2020	2019
TOTAL REVENUE	\$ 418,709	\$ 451,218	\$ 451,904
TOTAL EXPENSES	\$ 446,897	\$ 425,468	\$ 459,960
OPERATING SURPLUS	\$ (28,188)	\$ 25,750	\$ (8,056)
+ amortization adjustments	\$ 7,243	\$ 6,703	\$ 7,684
+ change, non-cash capital	\$ 2,728	\$ (38,138)	\$ (2,886)
+ cash flow, inv. activities	\$ (15,132)	\$ (830)	\$ 0
+ cash flow, financing	\$ 6,959	\$ 0	\$ 0
Increase in Cash & Equiv.	\$ (26,390)	\$ (6,515)	\$ (3,258)
Cash & Equiv., start of year	\$ 212,448	\$ 218,963	\$ 222,221
Cash and Equiv. year-end	<b>\$ 186,058</b>	<b>\$ 212,448</b>	<b>\$ 218,963</b>