



the tett

Centre for Creativity & Learning

**Tett Centre for Creativity and Learning
2020 Annual Report**



Photo: Eric Buchan

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The Tett Centre for Creativity and Learning (TCCL) is an independent, charitable arts organization that operates an historic, municipally-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

Board Director	Term of Appointment	Specialization
Jan Allen	Mar. 2020 to Dec. 2022	Arts Sector Leader
Janet Crocker	Mar. 2020 to Dec. 2021	Communications and HR
Barbara Hammond	Dec. 2017 to Nov. 2023	Education and Community Advocate
Anita Jack-Davies	Oct. 2020 to Sept. 2023	EDII Educator and Consultant
Sanjiv Kapoor	Dec. 2017 to Nov. 2023	Finance Specialist
Sophie Kiwala	May 2019 to May 2022	Community Advocate
Rafael MacDonald	Nov. 2020 to Nov. 2022	Artist and Arts Sector Advocate
Jennifer Ross	Mar. 2020 to Dec. 2022	Community Advocate
Kent Williams	Sept. 2020 to Sept. 2023	Lawyer and HR Specialist
David Kerr - Affiliate	Apr. 2013 to March 2020	Artist and Educator
Anne-Sophie Grenier - Affiliate	Nov. 2018 to Dec. 2020	Arts Sector Leader
Colin Wiginton – COK Affiliate	Aug. 2014 (ex-officio)	Director Arts & Culture

Corporate Officers

Officer	Position
Jan Allen	Vice Chair - March 2020 to July 2020 Chair – July 2020 to present
Janet Crocker	Secretary – April 2020 to present
Sanjiv Kapoor	Treasurer – July 2018 to present
Sophie Kiwala	Interim Chair - March 2020 to July 2020 Vice Chair – July 2020 to present
David Kerr	Chair – June 2015 to February 2020 Past Chair – March 2020 to December 2020

Board of Directors Standing Committees

Governance –Jan Allen (Chair) with Janet Crocker, Kent Williams, Colin Wiginton and Nadine Baker

Community Engagement in the Arts Committee –Sophie Kiwala (Chair) with Barbara Hammond, and Nadine Baker

Subtenant Committee –Jennifer Ross and Anne-Sophie Grenier (Co-Chairs) with TCCL Staff

Finance and Audit Committee –Sanjiv Kapoor (Chair) with Jan Allen, Janet Crocker and Nadine Baker

TCCL Staff

- Nadine Baker, Director
- Danielle Folkerts, Marketing and Programming Coordinator
- Susanna Gordon, Rentals Coordinator/Arts Administrator
- Cat Snider, Tett Custodian
- Matthew Withers, Facility and AV Assistant

TCCL Member

Since December 17th 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

In the first quarter of 2020, The Tett Centre for Creativity and Learning (TCCL) celebrated its fifth birthday. In this moment, the vibrant arts hub was hitting its stride with thriving programs, stable tenancy and sturdy financial underpinnings based on its role as a dynamic high-demand community service in a beautiful heritage facility. The Board was in-transition at that time as it implemented a freshly approved change in governance model, requiring adjusted operations and a new slate of Board members drawn from community leaders.

The arrival of the Covid-19 global pandemic in March introduced a shockwave when shutdown orders impacted space use and access and brought dramatic constraints to all hands-on arts programs and classes. Overnight, staff workloads had to be adjusted and rental revenues were crushed. High levels of uncertainty through the remainder of the year forced all involved to think and act in new ways to find a path for the organization to not only survive and meet our responsibilities, but to continue to fulfill our mandate of community service as an inspiring beacon and a welcoming home for diverse makers and creators.

The 2020 Annual Report reflects our success in navigating this extremely challenging year. It is a testament to the imagination, determination and resilience of the TCCL, its staff, the subtenants and the wider community of support including the City of Kingston. With the crucial help of government programs, we finished 2020 with robust organizational health, financial stability and operating integrity as an accessible and responsive engine of creative life in Kingston. We end the year with a committed community-based Board and newly configured Standing Committees. Sound financial management and aggressive pursuit of external funding opportunities, including a new Annual Appeal to donors, allowed us to achieve a small budget surplus and, at the same time, to substantively alleviate financial pressures on our anchor subtenants. New digital programs have been introduced and flexible forms of program delivery were invented and supported. Driven by solutions-based thinking, Tett staffing schedules were tweaked to support the evolving service of the Juniper Café through these difficult months. We also used this time for research and reflection in preparation for the creation of a new Strategic Plan to guide the life of the Tett through the next three to five years. Building on the TCCL's achievements, we need to fully understand and exercise our best potential in our rapidly evolving context, for example, through proactive integration of diversity, equity and inclusion at every level of our work.

On behalf of the Board, I thank the City of Kingston for entrusting operation of the Tett Centre to this organization. I gratefully acknowledge the key roles played by City staff: we rely on their collaboration and guidance throughout the year. Special gratitude for astute, endlessly good natured and timely help is due to 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.

The success of the Tett Centre for Creativity and Learning in navigating this year is the product of many hands. I thank first and foremost the Tett staff under the leadership of the Director, Nadine Baker, for their tireless commitment and enthusiasm. Equal thanks are owed to the awesome creative community that makes its home at the Tett for their tenacity and inspiring work to share and advance the arts. I am endlessly grateful to the Board members, each of whom so generously contributes their time and insights to make this organization thrive: it has been a great pleasure to be a part of this team, an energetic forward-thinking body joined by shared a passion for the arts and commitment to civic life.

In closing, I extend my special appreciation for the enormous contributions and generous support of outgoing past-Chair David Kerr, and to Interim Chair Sophie Kiwala, who so gracefully managed a crucial transition period through the middle of this extraordinary year.

Respectfully submitted,

Jan Allen
Chair, Tett Centre for Creativity and Learning

Director's Report

The year 2020 started out as it always has. It was full of new, exciting and diverse programs and events aimed at engaging and educating arts enthusiasts. In true form, the TCCL Staff team, together with our resident arts organizations and artists, worked hard to ensure that the Tett Centre for Creativity and Learning continued to offer high quality services to the Kingston

community. Most of our unique workshops were sold out, we had maximum attendance at our beloved free drop-in arts programming for families, and there were only 2 days in the first couple of months during which our rental spaces for public use were not booked. The building was bustling with an excitement for the new year with a new energy. Subtenants had begun presenting classes and workshops to both loyal and new clients, and our Creativity Studios were a popular destination for visitors interested in meeting professional working artists.

At the end of January, we celebrated a major milestone: The Tett Centre's 5th Birthday. To mark the occasion, we held an event for Subtenants, staff of the Tett Centre for Creativity and Learning and the City of Kingston, project supporters, Board Directors, and community partners. City of Kingston Arts and Culture Services staff generously produced beautiful posters for the corridors on every floor, highlighting the Tett's journey to date in becoming a meaningful and welcoming community arts centre. Four spectacular videos were filmed to celebrate our success with participation by several key past and present members of the community. We launched a brand-new interactive blackboard for visitors to engage with in our main entrance and it quickly became a favourite platform for fun drawings and valuable feedback.



February arrived in full force with a record-breaking 1900 visitors for our Family Day at the Tett event. What a day! Arts workshops, dance performances, demonstrations and open doors to each and every Subtenant arts studio and arts organization made for a community event like no other presented before in the City.

Before the news of Covid-19's presence in Kingston, the Tett Centre for Creativity and Learning was set on a

trajectory to break records in all areas of our operations. Our rental spaces, which provide sustaining revenue for our charity, were nearly fully booked for the upcoming year, including 16 weddings for couples who planned to share their special day with loved ones in our beautiful heritage building. We had expanded our Teaching Artist Roster with diversity in mind to accommodate an increased demand for our reputable arts instruction. Partnerships for on-site engagement were forged with a plan to gather together and inspire new audiences throughout the year.

Much like the rest of the world, we were surprised and saddened by the rapid onset of the pandemic which in turn caused a mandated closure of our public building and a cessation of our community services in mid-March. Covid-19 brought our lively, community-minded activities to a full stop.

Despite the unexpected closure lasting nearly five months, the Tett Centre for Creativity and Learning did not stand still. Our Subtenants had limited access to their spaces and we worked together within a framework of ever-changing safety restrictions to adjust plans. We knew it was important to our community that we get back to what we do best.

Our adept staff quickly adjusted to the new normal within weeks, creating virtual and safe-distanced on-site arts experiences, communicating best new safe-practices and rescheduling booked events. Staffing needs were re-aligned, processes were re-evaluated, and expenses were closely examined along with funding opportunities to preserve the infrastructure needed to recover our financial footing. Our Subtenants rose to the challenge as well, focusing their energy on what was possible in a seemingly impossible situation. Once again, they demonstrated the heart-warming, cooperative spirit that the Tett Centre is known for. We truly didn't skip a beat. By late summer and throughout the remainder of the year, we continued to provide the community with engaging experiences in the arts while respecting the newest health and safety guidelines.

It seems cliché to point out that every cloud has a silver lining. The on-going situation with Covid-19 is a very good example of this adage. In 2020, I witnessed new connections and relationships formed within the building as we leaned on each other for practical and emotional support. I participated in regular virtual meetings with leaders from over 40 cultural hubs across Canada in a network created by Artscape to share ideas and recuperative strategies. I had many meaningful conversations with local arts sector leaders and artists, and I was moved by the incredible displays of innovation and partnerships which have been seeded. The gelling of the arts community in a time of wildly unprecedented stress on our sector is something that I feel very excited and positive about.

To say that I am proud of the flexibility and perseverance continually demonstrated by my team and our internal and community partners is inadequate. I am extremely grateful to each of these remarkable individuals and organizations, and to the many partners and benefactors who help sustain our vision of connecting with the community through the arts in a welcoming and safe building. My heartfelt thanks go out to the staff, the Board of Directors and the City of Kingston for their on-going support and passionate commitment to our unique and wonderful organization.

Sincerely,

Nadine Baker
Director

Executive Summary

Despite the effects of unexpected closures, and partial openings with capacity restrictions, the 6th year of operations at the Tett Centre can be considered a success in many ways. We persevered to produce a balance of interesting arts programming and events when possible and embarked on meaningful partnerships to welcome new and loyal visitors. Together with data from tenants (workshop attendance and sales attendance), we estimate that total foot traffic to the building reached 32,500 visitors, a much lower number than previous years but an achievement nonetheless in consideration of public comfort as the community navigated 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.

2020 programming highlights included the Kids Creativity Club on Saturday mornings, our Creativity Series for teens and adults, a record-breaking Family Day Event and our Tett Tuesday Open Studio programming. We learned how to approach learning in the arts and collaboration in a new 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 \$180,068 in 2020: a year over year decrease of 35%. Events and workshops contributed an additional \$10,542: a decrease of 61%. Expenditures decreased by 7.5% overall as a reflection of lower costs due to closures, resulting in a respectable surplus of \$25,750 for the year.



Standing Committee Reports

Governance Committee Report

The TCCL Governance Committee is a standing committee to assist the Board of Directors in creating and maintaining a healthy and effective governance culture that reflects current

standards, best practices and legal requirements.

Following on the revision of the Tett Centre for Creativity and Learning (TCCL) Bylaw #1 in December 2019, the work of the Governance Committee through 2020 was necessarily preoccupied with implementation of the changes wrought. This work continued, despite the many urgent distractions and complex issues raised by the COVID-19 pandemic, which dominated operations from March 2020 through the year and continues to raise many challenges.

The measures achieved include:

- a further overhaul of the Bylaw #1 to address the implications of the governance transformation. The revised version was presented and approved at last year's Annual General Meeting (July 2020);
- revision of Terms of Reference for the four standing committees of the Board, that is, Governance, Finance and Audit, Community Engagement in the Arts and the Subtenants Committee;
- development of a new annual calendar of meetings to reflect the revised structure and to promote Board cohesion and effectiveness.

In 2021, this work has continued as we have developed, with City of Kingston Staff, the revision of the Master Lease Agreement with the City of Kingston and the Subtenant Lease Agreements.

In fall 2020, the Governance Committee organized the first annual Board Retreat, supported by staff and with a special session with Rob Wood of 8020info focusing on models of strategic planning. Our preparation for Strategic Plan development was further supported by a SWOT exercise among Board members. With many members having less than one year's service experience with TCCL, this retreat was tremendously valuable in exchanging views, identifying key drivers and values, and better understanding the Tett's potential.

The work of the Governance Committee is supported by Working Groups.

In 2020, the **Nominations Working Group** (Dave Kerr (to March 2020), Jan Allen (after July 2020), Sophie Kiwala and Sanjiv Kapoor) succeeded in recruiting and onboarding talented and committed members of our community to complete the Board's full complement.

A **Human Resources Working Group** (Jan Allen, Janet Crocker and Kent Williams) was established. Supported by an external consultant, several issues were addressed. All have noted the high level of commitment and enthusiasm for our mission demonstrated by Tett Centre staff. This has been especially visible through the challenges of the 2020 health crisis, which has required constant adaptation, and new and added duties along with the challenge of delivering arts programs, and significant shifts to digital program delivery. We

- reviewed and updated the TCCL Human Resources Policy;
- updated job descriptions for staff;
- reviewed compensation levels;
- revised senior staff title. Research affirmed the recommendation of the KPMG Report that the Facility Manager's title be changed to Director to better reflect present and evolving responsibilities and support the new model of the engaged/governance community-based Board: we were happy to implement this change in fall 2020.

- undertook the annual performance review of the Director and advised regarding an updated review framework for other staff.

In 2021, this group supported the recruitment and hiring of a new Program and Communication Coordinator following the resignation of Danielle Folkerts.

Following the Board Retreat, a **Strategic Planning Working Group** was established (Jan Allen, Janet Crocker, Kent Williams, and ex-officio members Nadine Baker, Director, and Colin Wiginton, Director, Arts & Culture Services.) Our efforts benefited from the expertise of Meghan Lindsay, a PhD candidate in the Cultural Studies program at Queen’s University, who provided fascinating insights into community arts program impact, introducing us to fresh considerations regarding its measurement and conceptual framing. This group’s work laid groundwork for the planning process by:

- reviewing the Strategic Plans of inspiring like organizations
- researching founding documents
- identifying preferred methods for plan development
- identifying stakeholder clusters and
- collating demographic data.

The Group’s report was presented at the Board meeting of April 2021, setting the stage for proceeding with the creation of a new Strategic Plan to guide the work of the Tett through the next three to five years. We will commence development in summer 2021.

Community Engagement in the Arts Committee Report

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 (e.g., surveys)
- identifying community needs, potential and aspirational
- cultivating partnerships to enhance public participation in the arts and cultural sectors
- supporting internal partners with program development

Working closely with TCCL Staff to develop an annual slate of Tett-created programs, CEAC reviews internal and external program offerings and proposals, and assesses program impacts

with regard to Strategic Goals established by the Board of Directors. Opportunities created and coordinated by TCCL Staff for public engagement in 2020 included arts-focused workshops, community-building Tett Tuesdays, Family Day at the Tett, Summer Pop-Up Markets, and numerous events in partnership with community organizations and fellow resident artists and arts organizations. **See Appendix B for a list of our activities by the numbers.**



To present our programming to the community, we rely upon our Tett Teaching Artist Roster that is comprised of local, professional artists. The Tett Teaching Artist Roster plays a key role in our ability to provide arts instruction for a variety of experience levels and ages in the community. Artists with a variety of professional backgrounds can apply to become part of the programming our organization creates to complement the creative activities of our resident groups and artists. In 2020, our teaching artists demonstrated extreme flexibility when it came to helping us navigate the cancellation and rescheduling of workshops and events.

Outreach to the public through effective communication and promotion strategies were particularly key in 2020, especially as we moved back and forth between on-site events and virtual gatherings. We consulted with the public via our interactive

blackboard which was installed at the beginning of the year and created an online survey to measure participant readiness during the pandemic in the spring. In person feedback was solicited onsite at workshops and during virtual programming.

Information for the public was shared via social media platforms and our monthly newsletter, coordinated by TCCL, which now boasts a subscriber total of 2520. Our subscribers learn directly about workshops, seminars, and performances created by the Tett Centre, our resident arts organizations, artists, and rental clients. **See Appendix A for more social media information.**

Eventbrite continues to be our primary means of promoting Tett-created programming (in addition to our other social media platforms and posters) and has proved to be the most efficient marketing tool and the easiest way for the community to register for workshops.

Creativity Studio Program

The Creativity Studios in the Tett Centre fill a need in 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 in our vibrant arts community. Artists take part in the larger Tett Centre community by offering two and a half (2.5) hours per month of community engagement activities such as small drop-in



workshops, demonstrations, presentations, skill-sharing, advertised open studio times, and off-site promotion of the Tett Centre to promote public participation in the arts. Artists work with the Tett Centre's Programming and Communication Coordinator and Director to develop these activities and integrate them into the broader artistic programming of the Tett Centre. This opportunity to give back to the community is an exciting and integral part of the Tett and its presence in Kingston and beyond.

The TCCL offers one-year, renewable licenses to artists with a variety of arts practices who prioritize learning and sharing through the arts. We had full occupancy in our Creativity Studios in 2020:

- Studio A - Lisa Morrissey, Dragonfly Handmade Wood Cut Art
- 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 - Melissa Howlett, Photography
- Studio G - Michelle Reid, Oil Painting
- Studio H - Glocca Morra Studios (Adele Webster and Rhonda Evans), Liquid Painting, Stained Glass, Felt Arts

During the months that the building was closed to the public, our professional artists on the 2nd floor continued to work, create and engage the public through social media. The TCCL is grateful for the dedication of this group and their efforts to animate the Tett Centre in 2020 despite capacity restrictions impacting other anchor tenants. Visitors can always count on finding a welcoming and inspiring environment in Suite 214.

Subtenants Committee Report

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.

Meetings throughout the year with the TCCL Director and Tenant Subtenant Committee Co-Chairs were opportunities for vital information-sharing and camaraderie among subtenants to enact new initiatives for the community.

Collaborative events and arts programming presented at the Tett Centre for Creativity and Learning are unique experiences for the community to enjoy the arts. During the months that the centre was open to the public (January to mid-March, and mid-July to December), we brought audiences together for open house events, joint shows and sales and gallery exhibitions.

Perennial favourites this year included: Family Day at the Tett, Ontario Culture Days and holiday shows and sales events featuring our 2nd floor artisans in collaboration with the Creativity Studio Artists.

The formidable resiliency demonstrated by the Tett Centre's subtenants in March 2020 with the onset of Covid-19 was a reminder that these treasured not-for-profit arts organizations are community-minded at their core. Each organization adapted in a different way in order to navigate the demands of a challenging new landscape imposed upon them by the pandemic. To successfully sustain operations while ensuring the safety of their members, staff, volunteers and the public, Tett Centre subtenants were faced with the need to make difficult choices, many times resulting in wonderful opportunities for the community and the arts sector in Kingston.



Examples of new collaborative initiatives created in response to the impact of Covid-19 include:

- Tett Centre Professional Development series for artists in partnership with Modern Fuel & Michelle Reid
- Summer Pop-Up Markets to meet safe-distancing requirements
- Virtual Holiday Bingo event with prizes donated by Tett creators
- Joint promotional campaigns for Subtenant gallery shows and sales

Highlights of each organization's contribution to the community and arts sector in 2020 can be found below. For more thorough information, please visit organization websites [here](#).

Kingston School of Dance (Suite 303)

The Kingston School of Dance is proud to be the Greater Kingston Area's only charitable not-for-profit 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 2020, the Kingston School of Dance nurtured the love of dance for 124 registered students. The newly formed Kingston Youth Dance Ensemble had opportunities early in the year to



delight to the public at the Isabel Bader Centre for Performing Arts and the Cataract Mall. Dance students enjoyed well-loved Summer Camps, Summer Intensives and Pop-Up Classes in the Park and audiences were entertained by demonstrations for Family Day at the Tett and the school's annual student showcases.

The safety restrictions mandated due to the pandemic presented capacity and safe-distancing challenges in the studios demanding flexibility of faculty and students throughout the year. Despite the ever-changing safety requirements, the Kingston School of Dance was successful in presenting their regular programming and events with a blend of in-person and virtual program offerings and ran regular classes in the fall.

Modern Fuel Artist-Run Centre (Suite 305)

Modern Fuel Artist-Run Centre is a non-profit organization in its 43rd year of operations, facilitating the presentation, interpretation, and production of contemporary visual, time-based and interdisciplinary arts. Its 170 members, aged 12 to 98 years, are practising artists, students, faculty, arts administrators, cultural workers, 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.



Modern Fuel's physical gallery was closed for most of 2020 due to capacity and adherence to health and safety regulations. However, it was able to present 6 exhibitions featuring 47 artists.

Its annual members' show and sale exhibition-fundraiser RE:MEMBER 2020 sold more works than in the past several years which was a very pleasant surprise. The exhibition featured 52 works by 31 members and a selection by the late Nan Yeomans, a favourite Kingston artist. In lieu of its normal opening gala, Modern Fuel hosted a virtual curatorial tour and offered 'Party Packs' for sale for supporters to enjoy at home as a fun alternative to its typical year-end fundraising party.

Throughout the year, Modern Fuel continued to create new and innovative ways to promote local artists and proudly compensate artists with honorariums and compensation according to the CARFAC fee schedule for professional services.

- In March 2020, a virtual gallery was created via Instagram, which to date has featured over 70 artists.

- To utilize its empty space, and to address a very real need for studio space for local artists, Modern Fuel hosted the Long-days Residency in August. Four artists shared its two galleries, library, and New Media Workspace as studios.
- A year-long residency in partnership with the Union Gallery was launched, which features 11 artists representing a wide diversity of experience, artistic practice, age, and culture.

Professional Development programming by Modern Fuel is always free to attend and was easily translated to an online format in 2020. The Roundtable Discussion Series, Making Art Work series and regular feedback from the Executive Director, Anne Sophie Grenier, were valuable opportunities for helping artists navigate Covid-19 and further develop a career in the arts.

Operational highlights for Modern Fuel Artist-Run Centre in 2020 include the addition of new Gallery Assistant position, a brand new website, the engagement of 4 talented interns and temporary staff through Young Works and Canada Summer Jobs. The receipt of an Ontario Trillium Foundation Capital Grant in the fall provided funds to purchase new equipment for the New Media Workshop which is available to rent at affordable rates.

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 both their historic, contemporary and technical context to interested community members of all ages. The guild is the only one of its kind in the Kingston area and currently has 86 members drawn from over a 100 km radius.



For the first 3 months of 2020, the Kingston Handloom Weavers and Spinners continued to provide a full range of learning opportunities for members and non-members (monthly program meetings, a full slate of weekend workshops, study groups, open studio and spin in sessions) as well as a very active participation on the Tett wide Family Day celebration. Visitors were regularly welcomed in the studio.

After mid-March, workshops and gatherings were cancelled as well as community demonstrations and the KHWS focused on keeping connected with their members and providing resources and support virtually via their website and social media. Highlights for the year include learning how to access technology to help promote and share the knowledge, skills and value of spinning, weaving and related fibre arts. This includes traditional, contemporary and exploratory.

The guild's annual sale, coordinated with Tett Staff and the Kingston Frontenac Lennox and Addington Public Health Unit in November 2020 showcased the talent of 28 members and it was one of the most successful sales since 2015.



The year closed for KHWS with the news that an application for a City of Kingston Heritage Grant was successful and the Kingston Handloom Weavers and Spinners are able to hire two research students to help with this project. The Guild is also thrilled to be a partner with the Tett Centre and Kingston Community Health Centre Immigration Services for a cross-cultural project funded by the Community Foundation of Kingston and Area for Kingston Newcomers called 'Woven Together at the Tett'. This project will welcome the New Sisters of Kingston and will take place on site at the Tett Centre as soon as it is safe for gatherings. The availability of these grant funds enables the guild to continue to serve the community of Kingston and beyond.

Kingston Potters' Guild (Suite 207)



The Kingston Potters' Guild 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.

Due to the changing lock down and pandemic-related protocols, the Kingston Potters' Guild reduced their community outreach considerably in 2020. Its Spring Sale was cancelled, but it successfully presented its well-loved Christmas sale in November 2020, with assistance from Tett Staff and the Kingston Frontenac Lennox and Addington Public Health Unit. Classes ran in the fall of 2020 with 50% capacity in compliance with Covid-19 protocols and to protect the health and safety of the Guild's students and members. The guild has 72 members presently and there is a long wait list for both classes and membership.



The Kingston Potters' Guild, together with 5 other potters' guilds, is also participating in a Canada Council for the Arts grant research project to look into the feasibility of providing on-line classes. In order to develop best practices, the group held focus groups of potters across

Canada and are in the process of analyzing results and developing recommendations. Many KPG members are involved in the project.

Kingston Lapidary and Mineral Club (Suite 209)



Founded in 1962, the Kingston Lapidary and Mineral Club 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. In more normal years, the KLMC offers workshops that permit complete use of the studio and its tools and equipment.

In early March 2020 the Kingston Lapidary and Mineral Club was able to offer a faceting workshop to members by the North York Facetter's guild who travelled with machines and instructors to offer this one-day course. The plan is to continue this once restrictions ease. Usual silversmithing courses, open shop, and Tett Family Day activities were in full function until March when the shop unfortunately needed to close.

With no club activity for the 261 family and adult membership, the Kingston Lapidary and Mineral Club's Board of Directors decided to renew everyone's membership for 2021 at no cost to the members.

KLMC's Spring and Fall show and sales at the Tett Centre, Summer camp, and its annual Gem Storm show, the largest annual revenue-generating event for the club were cancelled. An attempt to reopen the shop was not successful due to the restrictions regarding shared tools, however all necessary PPE was purchased for use by our cleaner and the occasional visit of key bearing members. The Kingston Lapidary and Mineral Club's members participated in TCCL open house events, the Fall Market and Tett Summer Pop-ups.

Joe Chithalen Memorial Instrument Lending Library (Suite 110)

Joe's MILL 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 MILL 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 MILL is a beloved destination for music enthusiasts of all experience levels throughout the Greater Kingston Area. Its vision and operations has inspired the creation of other musical libraries across Canada.

The library is proud to be a co-founder of Sistema Kingston, an after-school music program which provides at-risk students with the opportunity to build team working skills, fosters creative learning and focuses on positive social change. Happily, programming was adapted in 2020 to meet the needs of families, while operating safely within public health and safety guidelines.



As a result of the necessary limitations for public access to the Library due to Covid-19, loan transaction totals were 3000 compared to 7000 in 2019. Special sanitizing requirements meant that members had extended use of instruments while the charity navigated the exchange of all lent materials.

Like many other charitable organizations, Joe's M.I.L.L. is feeling the financial effects of the pandemic. Regular fundraising events like the annual Homegrown Festival and Jam for Joe did not run in 2020. The charity is grateful for the support from the Canadian Legion 560 in the amount of \$1100, a \$5000 grant from the Gift Fund at the end of the year, and the continuing patronage of its customer base.

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.



Theatre arts has suffered from the impact of the pandemic in large part due to the limit restrictions for live audiences which are crucial for smaller productions. Initially the Covid-19 lockdown caused the cancellation of Theatre Kingston's Summer Programming of the Fringe and Summer Camps at the Grand Theatre resulting in the loss of employment opportunities and productions were halted.

Embracing the challenge of the regulations and their impact on fall programming, Theatre



Kingston's Artistic Director and Producer, Rosemary Doyle, designed a theatrical set and worked with KFL&A Public Health and Tett Staff to create a floor plan that adhered to the mandated gathering limits and 2 metre physical distancing in-between audience members. She also hand-built barriers that were placed in-between audience members during her two theatrical performances of *The Meeting* by Jeff Stetson and John D. Huston is Charles Dickens in *A Christmas Carol*. Those barriers were loaned to Tiresias Theatre's production of *ICARA* in the Rehearsal

Hall and are now available for rent. A paperless program was implemented by accessing a QR code - an option was both cost effective and good for the environment. Theatre Kingston will continue to use this method and the Tett Centre's Rehearsal Hall proved to be a viable performance space for more use in the future.

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 KAC also administers key funding programs, the City of Kingston Arts Fund (CKAF) and the Nan Yeomans Grant for Artistic Development.



In response to the onset of Covid-19, the Kingston Arts Council offered eight online YGK Arts Roundtables open to the arts community in the spring of 2020. It created and facilitated the Essential Arts Thinking Group, and presented our *Artists are Essential: Voices from Kingston's Arts Community* event on December 4. Grants Coordinator, Felix Lee, facilitated an online Introduction to Grant Writing webinar in December 2020. An extensive consultation with the community was created around the City of Kingston Arts Fund and its potential response to the impact of COVID-19, which included four public online roundtables and an online survey. The Kingston Arts Council is proud to report that the 2020 City of Kingston Arts Fund supported 11 operating grants and 15 project grants for a total of \$609,194 in funding for the community.

Juniper Café (Suite 118)

The 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.

After a very busy start to the year, the onset of the pandemic presented operational challenges specific to many cafés in the city: capacity restrictions, new public health and safety and workplace measures, signage requirements, and a demand on management and staff to bend and adapt to changes with every Provincial Stage.

With the support of the City of Kingston and the TCCL, the Juniper café was supported with access to run its operations throughout the year, despite the Covid-19 closures of community



centres like the Tett Centre. The Juniper Café was provided with stanchions for safer traffic flow, sanitizer stations, and additional cleaning for the public restrooms. In addition, TCCL was successful in applying for rent relief through the Federal Government (Canada Emergency Commercial Rent Assistance) on the Juniper Café's behalf to help ease the financial stress of lost revenue during the pandemic. This resulted in a 75% reduction in rent for six months.

In 2020, the Juniper Café collaborated with the TCCL for

our building-wide and Summer Pop-Up Events, and with Creativity Studio Artists and Subtenants during their gallery shows and sales.

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.

Strong financial leadership demonstrated by TCCL Director, Nadine Baker, and with guidance from the FAC, resulted in the TCCL managing to post a surplus \$25,750 in 2020. This was achieved through close monthly tracking and efforts of seeking significant financial assistance for which the TCCL was eligible.

The TCCL's annual operations are funded through earned revenue primarily from Subtenant rent, program fees, venue rent, and from contributed income through operating and project grants and fundraising. Revenue was remarkably the same as 2019 due to \$117,195 in government funding to make up for a loss due to five months' of full closure to the public.

See Appendix C for financial data.

The City of Kingston (through the Department of Cultural Services) provided the Tett Centre with financial support in 2020: \$42,350 earmarked for regular repair & maintenance in accordance with the Master Lease between the City and the Tett Centre, and \$19,800 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 \$58,850 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 2020 constituted 27% of our total revenue (same as 2019).

The TCCL gratefully acknowledges support of pandemic-related funding from the Ontario Provincial Government and the Federal Government with the Canada Emergency Business Assistance (CEBA) and the Canada Emergency Wage Subsidy (CEWS) as well as the Kingston Economic Development Co. who facilitated government-released funds to support PPE investments. The Canada Emergency Wage Subsidy (CEWS) enabled us to retain all staff in 2020.

We also express our thanks to MNP LLP, CMD CPA, and Balanced Accounting for financial services in 2020.



Accessing operating funds from granting bodies and various levels of government as well as financial support from the Tett Centre for Creativity and Learning was critical for Subtenants in 2020. As Sublandlord, we committed to a rent revenue loss of 25% in order to apply and qualify for the Canada Emergency Commercial Rent Assistance (CECRA) on behalf of 9 Subtenants and Licensees. Our efforts saved them 75% of their rent, totaling \$51,486 over 6 months. Together with generous support from our communities, all subtenants ended the year in a sound financial position.

Forward Guidance

The TCCL will not be able to resume full operations until capacity and health and safety restrictions enforced due to the presence of Covid-19 in the community subside. It is reasonable to expect that it could be at least another 12 months until the centre can begin to operate in the same scope as it did pre-COVID. 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 2021.

In response to the on-going impact of the pandemic, it has been necessary to adjust budgets to anticipate a sustained loss of earned revenue over many months. As per Subleases, base rent for Subtenants will increase by 1.9%, however, the TCCL Board of Directors decided against an increase in the additional

rent component (CAM) and for Creativity Studio license fees to lighten the impact of Covid-19 on resident businesses and artists. The annual budget provides for transfer of approximately \$12,750 to capital reserve to use for the replacement of furniture and fixtures.

Facility Maintenance, Security and Safety

A safe and welcoming environment for our facility users is of prime importance to our organization, our Subtenants, and the City of Kingston as owners of the J.K. Tett heritage building. Working closely with the City's Facility Management Construction Services throughout 2020 helped us maintain safety standards and implement important new protocols to protect our community.

Facility upgrades this year included new floors in all public restrooms in the Tett Centre for Creativity and Learning coordinated by the City of Kingston. The surface is both easier to clean and meets our accessibility standards as their texture ensures safer use.

Early in year, the City of Kingston and the TCCL Director pursued measures to ensure the security of the facility when Subtenants may be working outside of public operating hours. A new door access system was installed mid-year followed by the rollout of revised fob program. We are grateful for the investment made by the City of Kingston and we look forward to next steps in 2021 to continue to make security a priority.



The Tett Centre was forced to close its doors mid-March in the hopes of stopping the spread of the virus. However, in accordance with Sublease and license agreements, our Subtenants were permitted access to the Tett Centre and therefore TCCL Staff had to both quickly navigate and communicate mandated restrictions and protocols specific to the Tett Centre. This was no easy task and required a joint effort on everyone's part. The TCCL, with regular guidance from Kingston Frontenac Lennox and Addington Public Health, developed best practices for the many facets of new safety guidelines and coordinated with the City of Kingston for safe operations. The Juniper Café adapted its operations to meet restaurant sector guidelines.

Initial steps to safeguard facility users included:

- increased janitorial attention to public spaces
- an investment in sanitizing stations
- the purchase of personal protective equipment
- regular communication with our Subtenant organizations
- the creation of signage throughout the building

The TCCL Director led regular virtual meetings with Subtenants to provide support and up-to-date guidance on Covid-19 regulations. These meetings were also an avenue for sharing information with Subtenants on key funding opportunities to support the investment of personal protective equipment in their own spaces and much-needed rent relief.

By July, in anticipation of resuming normal operating hours, a re-opening plan was created and TCCL Staff worked tirelessly to adapt to the ever-changing Municipal, Provincial and Federal Covid-19 Safety Guidelines and Restrictions. As we witnessed the dramatic loss of much-needed rental revenue due to ever-changing capacity restrictions, we focused efforts on modifying venue policies and procedures to accommodate smaller, safer rentals.

In the fall of 2020, the new normal for the safe operations of our facility during the pandemic was well-established and reassuring to all users. We are proud to report that our management of pandemic-related health and safety for our public building in close cooperation with all Subtenants resulted in the Tett Centre been recommended by the KFL&A Public Health Unit as a model for other organizations.



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 (Kids Creativity Club and Tett Tuesday Open Studios), directly in our office, and through Canada Helps. Donations in 2020 totaled \$11,868, an increase of 72% over 2019.

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 be continue to be a welcoming and inspiring arts hub for years to come.

An inaugural annual donor appeal to our stakeholders in late in the year resulted in a heartening out-pouring of support and we plan to invest these funds directly into our programming plan in 2021.

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

Our 2020 Donors were:

Jan Allen
Tricia Baldwin
Natalie Bohnen-Twiddy
Nancy Bowman
Janet Crocker
Barbara Hammond
Amy Jiang for Kai Chen
The Juniper Cafe
Sanjiv Kapoor
David Kerr
Barbara Linds
Elizabeth MacDonald
Jennifer Ross
Sonja Ruzic
Beth TenHove
Ainslie Thomson
Peeranut Visesuth
Craig Walker

“So proud of the great work being done at the Tett. It’s important for us to support creativity within our community and provide universal access. Many wishes for your continued success!”
Beth Ten Hove

“The Tett represents a true integration of the arts in our community. There is something for all in this wonderful facility.”
Natalie Bohnen-Twiddy
with Ron Twiddy

“Nice modern building with classic features showcasing amazing local talent.”
Angela Flemming

“Excellent resource for Kingstonians and art/music fans. Lots of special seminars. Visit Joe’s Musical Lending Library (MILL) – It’s a one-of-a-kind way to try different instruments.”
Bill Wittur

“I’ve taken my toddler for two activities there and she has enjoyed both. The 2nd was the Kids Creativity Club drop-in art program, which I am sure to visit again.”
Lisa Gurrán

“Beautiful venue with talented artisans.”
April Wallace, Queen’s University

Contact Information

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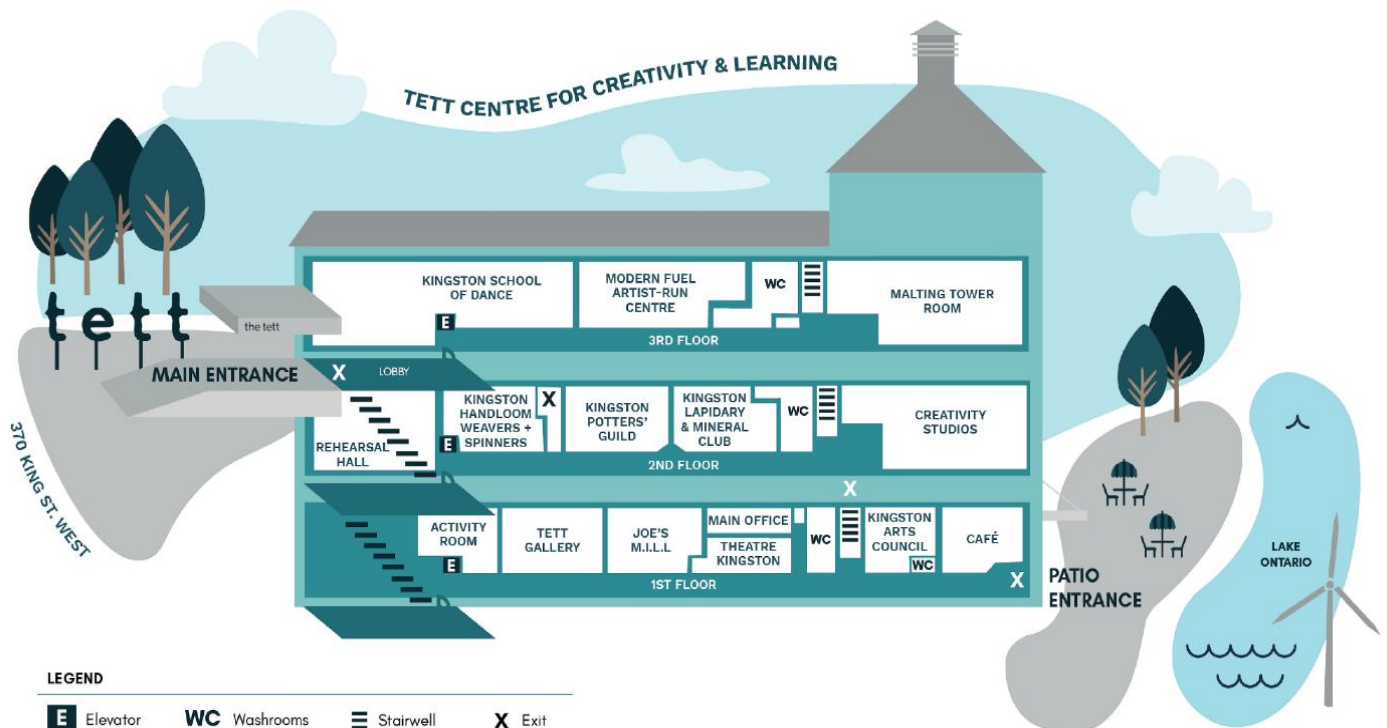
Find us and follow:

Instagram: @TettCentre

Facebook: @TettKingston

Twitter: @TettCentre

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





Appendix 'A'

Rental Statistics

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	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
AF NFP	15	35	82	99	67	95	7	16	171	247
Regular	4	24	1	17	1	7	1	3	7	51
TOTAL	19	59	83	116	68	102	8	19	178	298

AF = arts-focused: workshops, performances, presentations

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

Regular = weddings, memorials, corporate meetings, conferences

To further accommodate the arts community in 2020 and acknowledge the extra measures necessary in our public spaces in response to the pandemic, we offered extended rental times with reduced rates. We had 164 Arts-focused rentals and 7 NFP rentals for a total of 171 uses in this category, comprising 96% of rentals. This is a significant increase from 83% in 2019 and evidence that we are a necessary venue for community organization and local artists.

Total revenue associated with rental spaces was \$30,988 in 2020, a drastic decline of 66% from a total of \$91,520 in 2019. Capacity restrictions for our largest and most unique space, the Malting Tower room, had the greatest impact on our revenue with a drop of 86%.

Social Media Reach

A substantial drop in our website views is on trend with many organizations who were forced to limit their programming. However, as a result of our efforts to stay connected with the community, attention to our social media accounts increased across the board.

Social Media		<u>2020</u>	<u>2019</u>
	Facebook Followers	5820	4927
	Twitter Followers	2015	1937
	Newsletter Subscribers	2520	2443
	Instagram Followers	3130	2130
www.tettcentre.org	Page views	82,327	131,970
	Users	22,477	34,982
	Events views	30,333	47,957

Appendix 'B'

Participation Numbers

Service/Activity	Achievements	Participants
Events	TCCL-Created Events	
	Family Day Open House	1900
	Creativity Studio Show by the TCCL	300
	Resident Organization Events & Sales	
	Kingston Potters' Guild Christmas Sale	1050
	Kingston Handloom Weavers and Spinners	220
	3 Creativity Studio Artists' Indiv. Exhibitions	930
TCCL-Created Programs and Workshops	Kids Creativity Club (10 weeks)	510
	Creativity Series Programs (30 workshops)	340
	12 Tett Tuesdays – Creative Accountability Group (on site + virtual)	315
	140 Hours of in-person community engagement offered by Creativity Studio	620
	Artists in 8 months	1140 views
	Culture Days Indigenous Program – Drumming with Ollin on video	via FB and Youtube
Sponsorships	Tett-Supported Rentals (discounted and/or free equipment, space, seconded TCCL Staff)	
	LCVI - Annual Studio LC film night	85
	WISE Queen's Women in Science and Eng.	100
	Queen's Entrepreneur Group	95
	Queen's Economic Case Conference	94
	Smith School of Business FT MBA program	80
	The Kick and Push Festival	60
	The Acting Space/Soho Management	45
	Terisias Theatre	50
	Emily Brown Photography and Sam Leslie Films	8
Community Partnerships & Outreach	The Maltby Centre Gallery Exhibition - New Mentality Group for youth mental health awareness	60
	CODE Photography Gallery Exhibition for Black History Month	190
	The Kingston Film Office (3 events for the public in the Malting Tower)	180
	LCVI - Karen Peperkorn, Creative Arts Focus Program student exhibition	150
	Modern Fuel Artist-Run Centre Professional Development Series	24
	Tourism Kingston 'Together at Home' Video Series with the Isabel Bader Centre for Performing Arts and Tett Centre Resident Organizations and Artists	Campaign Reach: 1,374,790

Appendix 'C'

Financial Summary

Statement of Operations

REVENUE (2020, audited)		EXPENDITURES (2020, audited)	
Rentals	\$ 180,068	Salaries and Benefits	\$ 197,985
Programming	\$ 10,542	Professional Services, Maintenance, and Repairs	\$ 75,323
Contributions, Municipal	\$ 121,000	Capital Contribution and Rent	\$ 30,172
Trillium Grants, Provincial	\$ 8,300	All Programming and Events	\$ 9,926
Other Contributions/Grants	\$ (1,500)	Advertising and Promotion	\$ 8,298
Donations	\$ 11,868	Utilities, IT and Telephone	\$ 74,180
Government Assist.	\$ 117,195	Office + Miscellaneous	\$ 14,326
Other Revenue Incl. Interest	<u>\$ 3,745</u>	Amortization	<u>\$ 11,258</u>
Total Revenue	\$ 451,218	Total Expenditures	\$ 425,468

Statement of Cash Flow

SUMMARY	2020	2019	2018
TOTAL REVENUE	\$ 451,218	\$ 451,904	\$ 431,132
TOTAL EXPENSES	\$ 425,468	\$ 459,960	\$ 401,165
OPERATING SURPLUS	\$ 25,750	\$ (8,056)	\$ 29,967
+ amortization adjustments	\$ 6,703	\$ 7,684	\$ 8,647
+ change, non-cash capital	\$ 26,768	\$ (2,886)	\$ 34,370
+ cash flow, inv. activities	\$ (830)	\$ 0	(\$ 2,257)
+ cash flow, financing	\$ 30,000	\$ 0	\$ 0
Increase in Cash & Equiv.	\$ (6,515)	\$ (3,258)	\$ 70,727
Cash & Equiv., start of year	\$ 218,963	\$ 222,221	\$ 151,494
Cash and Equiv. year-end	\$ 212,448	\$ 218,963	\$ 222,221