



UNITING HERITAGE & SUSTAINABILITY

POLICY PLAN 2020
ACTIVITY REPORT 2019
February 2020
Amsterdam, The Netherlands

Stichting Ki Culture
Binnengasthuisstraat 9
1012ZA Amsterdam
+31 6 12 92 09 80
info@kiculture.com
www.kiculture.com
KvK-number 76373878

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Part I – Policy Plan

1. Forward

Below please find the Policy Plan for Stichting Ki Culture. Stichting Ki Culture was founded on 13 November 2019 in Amsterdam, The Netherlands.

A foundation is obliged to have its statutes drawn up by a civil-law notary. After these statutes have been drawn up, in which, for example, the directors of the foundation are mentioned, registration with the Chamber of Commerce and registration with the tax authorities follows. Writing a policy plan is strongly advised.

A policy plan is also necessary in order to obtain the status of General Benefit Institution (Algemeen Nut Beogende Instelling).

In drawing up this policy plan, the requirements of the ANBI have been taken into account. An ANBI status has the advantage that organizations and individuals can deduct their donations from the tax and the foundation is safeguarded from paying tax on gifts and donations.

This policy plan provides insight into:

- Mission, vision, ambition of the foundation
- Objective of the foundation
- Finances
- The way the foundation raises money
- The management and use of the foundation's assets
- The goal the foundation is committed to

On behalf of the Bestuur of the Stichting Ki Culture

Caitlin Southwick, Chair

2. Introduction

At Ki Culture, we believe that cultural heritage will play a key role in the transition to a sustainable future. Culture and heritage have a unique capacity to ignite empathy and create understanding in people, and this opportunity to educate visitors on the importance of sustainability can drive real change. Ki Culture is here to facilitate that process: by providing solutions for sustainable practices in the sector and utilizing its unique resources to engage the public.

Ki Culture uses three pillars to achieve our mission: communication, education and tangible actions. Deliverables are a key component, and in the next year, we will focus on the development of two main projects: the Resource Center and the Sustainability Ambassador Program.

Ki Culture is the only organization in the world which focuses solely on sustainability in the context of cultural heritage, addressing all of sustainability from environmental to social, in all aspects of cultural heritage, from museums to built heritage to archaeology. Ki Culture provides original programming and answers for practitioners and offers an international network and resources.

In order to achieve its goals, Ki Culture requires a full-time staff, volunteers, partnerships and funding to create effective projects and programming as well as conduct research and create tools. The following plan outlines activities for 2020 and includes a description of the board and staff as well as financial projections.

3. Contact Information

Stichting Ki Culture was incorporated through Notaris Scot-van Loon on the 13th of November, 2019 as a geode doel stichting. Below please find the relevant information about the incorporation and legal status of the stichting. For further information or inquiries, please contact info@kiculture.com.

Legal Name:	Stichting Ki Culture
Address:	Binnengasthuisstraat 9 1012ZA Amsterdam
Email address:	info@kiculture.com
Website:	www.kiculture.com
Fiscal Number (RSIN):	860604275
KvK-number:	76373878
Bank:	BUNQ B.V.
BIC:	BUNQNL2A
IBAN:	NL86 BUNQ 2040 6554 17

4. Mission Statement and Aim

Mission Statement:

Ki Culture facilitates the transition to a sustainable future by empowering the cultural heritage sector: providing solutions and effective communication to create sustainable practices and using cultural heritage as a means to educate and engage the public.

Cultural heritage institutions are inherently trusted centers of learning and knowledge and are for public benefit. This position enables the sector to create empathy, understanding and real engagement with their audiences- and therefore the capacity to educate and drive change for a sustainable future. However, the sector first needs to understand how to do this themselves. This is what Ki Culture will accomplish.

Cultural heritage professionals – like many people – want to be more sustainable. They want to make their professional lives greener, to make a positive impact on the world socially and to reduce their carbon footprint. But they often don't know how. Ki Culture is the “how”. We translate desire into action by providing tools and practical solutions for how to be sustainable as professionals and how to use cultural heritage to educate the public about sustainability – resulting in real, holistic change on a global scale.

Ki Culture connects with experts outside the field to find win-win solutions- changes that are feasible, are beneficial for the professionals, for the collection and heritage, for society and for the planet.

5. Background Stichting Ki Culture

Ki Culture was founded by Caitlin Southwick, a trained art conservator¹, who saw a need to make the cultural heritage profession more sustainable and an opportunity to use cultural heritage to communicate sustainability to the public.

Four years ago, Caitlin founded Sustainability in Conservation (SiC, 6.3) as a network of conservators who wanted to promote environmental responsibility in the profession. SiC gained international renown in the field, and in 2017 Caitlin was invited to join the International Council of Museums (ICOM) Working Group on Sustainability.² During her work, Caitlin realized that sustainability was not only an issue that needed to be addressed in the context of art conservation, but across the entire cultural heritage sector, and not just through an environmental lens, but holistically.

Sustainability is an urgent matter. This understanding has led to the creation of different organizations in the cultural heritage sector: either committees within established institutes or as separate entities. However, progress is slow, and many of these organizations are led by volunteers from within the heritage sector; lacking expertise, funding and time.

Given the urgency of the climate crisis and the lack of experience within the sector, Caitlin felt the most effective way to drive the change needed was to create an organization dedicated solely to addressing sustainability within the cultural heritage context, which had the capacity to bring in the

¹ Masters of Science, Professional Doctorate in Conservation and Restoration of Cultural Heritage, University of Amsterdam

² <https://icom.museum/en/>
<https://icom.museum/en/committee/working-group-on-sustainability/>

financing and expertise required to address these issues and to unite the various efforts from around the globe.

Ki Culture will use its cross-sectoral network and experts to create programs and tools to provide professionals with solutions that are also beneficial for the profession's unique needs and offer all resources open-source, free of charge, easily accessible and available universally. Additionally, Ki Culture will act as a hub, joining work that is already being done around the globe, to create a unified effort and promote collaborations and partnerships.³

6. Objective and Activities

Ki Culture's objective is to facilitate the transition of the cultural heritage sector to a sustainable profession and then empower the sector to educate the public on sustainability, utilizing its unique resources.

Ki Culture's activities are designed to address how the cultural heritage sector can become sustainable and how to educate visitors on sustainability in a way that inspires action. The main activities aim to provide resources and tools, promote collaboration, facilitate communication and educate. This will be accomplished by creating an international network, providing effective communication and facilitating collaborations and cooperation, as well as providing tangible tools. Deliverables for 2020 will focus on developing a digital Resource Centre and the Sustainability Ambassador Program. Ki Culture will oversee continued activities of Sustainability in Conservation, a branch which focuses on sustainable practices in the art conservation field.

The website for Ki Culture will house the Resource Centre (6.1), an events calendar with information and planning capacity for relevant events worldwide, as well as information and materials for various programs and tools, information about Ki Culture and our membership and partners. Additionally, Ki Culture has a social media presence and has a monthly newsletter to effectively disseminate information to our network. Activities for 2020 are listed below, while future activities will include conferences, publications, product and consultant recommendations and broader engagement from inter-sectoral partnerships to policy influence and international collaborations.

7. Deliverables

In 2020, Ki Culture will focus on three main deliverables: the digital Resource Center, the Sustainability Ambassador Program and Sustainability in Conservation. The development of these projects and the overhead for Ki Culture in 2020 will primarily be financed through philanthropic donations, foundational grants and subsidies (see 10. Description of How to Raise Funds).

7.1. Resource Centre

The digital Resource Center provides relevant and easily accessible information about sustainability for cultural heritage, including literature, case studies, best practices, relevant programs, projects and organizations. There are many inspiring initiatives and a lot of useful resources out there, but it is

³ Ki Culture works with various organizations and institutions to create a network of partners to tackle these issues together. For a list of institutions and partners, please see our website: <https://www.kiculture.com/our-partners>

often time consuming or difficult to find. The Resource Center makes it easy – bringing everything together in one place as a searchable, openly accessible, effective platform. The Resource Center will house everything that researchers or practitioners need to know about what is currently going on and how to be sustainable. This Resource Center will be available on our website, in a free, open-source, digital format. In addition to the website, we will use social media and e-newsletters to bring the information to our audience – turning academic articles and hard science into clear, digestible information. Through these various digital platforms, we will become the one-stop-shop for all things sustainability in cultural heritage: easy to find and easy to access, available to everyone. Financing for the project will be procured through a small grant. The budget for the project is €10.000 which will cover administrative contributions from Ki Culture, a communications consultant and web designer.

7.2. The Sustainability Ambassador Program

The Sustainability Ambassador Program empowers practitioners at any level, anywhere in the world, to engage with sustainability. Ki Culture has partnered with the Integral Group, a green engineering firm, and other experts from around the globe within the cultural heritage sector and externally to create a series of playbooks, or manuals, which provide step-by-step guidance on how to incorporate sustainable practices. The playbooks are themed and cover a wide range of topics. In 2020, we will develop the basis of the program along with the first three playbooks, which will focus on energy, waste/materials and social sustainability. Future themes will include: water, exhibitions/collections, Indigenous relations/Traditional Knowledge and education/public outreach/community engagement.

The playbooks can be used by any cultural heritage professional anywhere in the world, in any capacity: from volunteers to museum directors, from archaeologists to curators. As the program grows, the playbooks will be tailored for specific specializations within the field. In addition to the playbooks, Ambassadors are provided with resources and support to help achieve success, including regional mentors and a global community of Ambassadors.

The playbooks will be open-source digital resources and internationally accessible. The dynamic Sustainability Ambassador Program, which will be available for a monthly subscription fee⁴, is offered as a comprehensive program to support the implementation of the playbooks.

The Sustainability Ambassador Program includes:

- Introduction package
 - Introduction to Sustainability Guide
 - Buy-in Guide: How to address your peers and colleagues
 - PR Kit: how to communicate to the outside world
 - Let's Talk about Climate: A Guide to Communicating about Sustainability
 - Forming Your Team: A Guide on how to Create a Sustainability Ambassador Team at work
- Themed Playbooks (open-source from Ki Culture/the Integral Group)
- Self-assessment forms (one per playbook)
- Regional Mentors: local experts hosting monthly conference calls
- Information and Resources

⁴ See 10. *Description of How to Raise Funds* for more information and financial projections.

- Access to the Ki Culture network
- Carbon tracking, data analysis and off-setting schemes
- Data processing and analysis
- Training and accreditation

The development of the playbooks and the pilot program will be financed through grants and subsidies. The Integral Group has dedicated \$55,000 to the development of the playbooks through their Impact Fund. Additional funding from grants and foundations is being sought by Ki Culture. The subscription fee will ensure the long-term financial sustainability of the program, which will be tailored to the capacity of the institution. The monthly cost will be calculated based on the number of visitors.⁵

Institutions who are unable to afford membership to the program may be offered subsidies or grant-writing support.

This program is based on the Student Ambassador Program from Sustainability in Conservation. This program, in its third year, has helped build awareness and empower students to become leaders in sustainability in their universities, sparking creative engagement and critical thinking. Other sectors have developed similar programs to create a network and promote collaboration. The Broadway Green Alliance successfully runs a Green Captains program, which engages colleges and professionals in the theater industry.⁶ The Aquarium Conservation Partnership is a coalition of aquariums across the United States who have joined forces to implement sustainable practices. Collectively, they have been able to influence vendors and caterers, focusing on reducing plastics. They were able to persuade vendors to change plush toys from being filled with virgin plastic beads to recycled plastic and now are asking for biodegradable plastic filling materials. The ACP committed to a plastic straw ban, which the NYC Aquarium then brought to local businesses and were able to get 120 restaurants and bars to also join the ban. They leveraged this momentum to get a bill in front of the city council to ban plastic straws city-wide. Various universities, businesses and youth groups have also seen success through such programs.

A full project overview of the Sustainability Ambassador Program can be made available upon request.

7.3. Sustainability in Conservation

Sustainability in Conservation (SiC) is a branch of Ki Culture dedicated to promoting environmental awareness and sustainable practices in conservation of cultural heritage. SiC coordinates research projects, provides tips and tricks and information to conservators looking to be more environmentally responsible in their daily work.

The group was founded in 2016 to support green initiatives, highlighting the duality of conserving the planet along with the art and heritage it contains. SiC aims to facilitate a united effort to encourage sustainable conduct in conservation by building awareness and providing reliable resources and programs as well as a forum to stimulate the exchange of ideas and knowledge. SiC projects and

⁵ Minimum and maximum fee values will be set. A model for the subscription costs can be made available upon request.

⁶ <https://www.broadwaygreen.com/green-captains>

resources empower everyone in the field, from large organizations to individuals to demonstrate that even small changes in daily working practice can make a large difference.

SiC has a strong online presence and connects directly with conservators and cultural heritage personnel globally. Through the website, newsletter and various social media platforms, SiC continues to grow and connect with institutions worldwide. SiC works with leading organizations in the field and develops programs such as the Student Ambassador Program, the Gels Handbook and the Green Solvents Research Project to find environmentally responsible solutions for the field while maintaining the integrity of the profession.

SiC activities and projects include:⁷

- SiC Student Ambassador Program
- Digital Resource Center and the Guy Tree (a decision-making model for green treatments)
- Recycling Program
- SiC Journal
- Regional Branches – SiC Italia and SiC Portugal
- Webinars
- Tips and Tricks
- Publications and Conferences
- Gels and Green Solvents Research Projects
- ICCROM/Ki Culture Local and Traditional Conservation Techniques project

Financing for SiC programs will be project-based and procured through grants and foundations. Applications have been submitted for support to the Prins Claus Fonds, Getty Publications, The Kress Foundation, The Andrew W. Mellon Foundation, the Whiting Foundation and the European Cultural Foundation.

8. Target Group

Ki Culture's activities are aimed at professionals in the cultural heritage sector and visitors. While the initial activities reflect providing resources and tools for implementing sustainable practices to practitioners, longer term goals include utilizing heritage to create a global cultural shift to a sustainable future: engaging and inspiring action not only in professionals, but for the visitors, in outreach programs and to the general public.

9. The Board and Staff

Ki Culture is administered by the Raad van Toezicht (Supervisory Board) and daily operations are conducted by the Bestuur (Operational Board), as outlined in the Statutes of the Stichting. Daily operations are conducted by two paid employees and a group of volunteers. Additional full-time staff are expected to be added in 2020.

⁷ Full descriptions of SiC and its activities can be made available upon request or found online at: <https://www.sustainabilityinconservation.com/>

9.1. The Raad van Toezicht (Supervisory Board)

The Raad van Toezicht is responsible for overseeing the stitching, the direction and ensure that the stichting fulfills its mission. Duties are outlined in the Statues (13 November, 2019). The Raad is comprised of three members: Hans Telgen, Thieu Korten and Jean Hilgersom.

- Chair: Jean Hilgersom, the Managing Partner, Senior Project Manager and Consultant at ToorendPartners, building and construction consultancy, and Chairman of the Board for ICAMT International Committee for Architecture and Museum Techniques.
- Vice-Chair: Hans Telgen, the former Chairman, De Hoeve; Chairman Recovinyll; Board Member Vinyl2020/VinylPlus; President TEPPFA and Senior Project Manager, BASF.
- Board Member: Thieu Korten, a former Lobbyist of the Confederation of Netherlands Industry and Employers (known as VNO-NCW); Former deputy director of the Dutch Employers Cooperation Program (to support business organizations in developing countries).

9.2. The Bestuur (Operational Board)

The Bestuur is comprised of a chair, treasurer and secretary. These positions may be cumulatively held by one person, if agreed upon by the Raad van Toezicht. The responsibilities and duties of the Bestuur is outlined in the Statues for the stitching.

The Bestuur functions as the daily operational management and is responsible for the day to day activities of the organization. The Bestuur is entitled to receive full salary for duties, as agreed upon by the Raad van Toezicht. The Bestuur appointed in the Statues from the Deed of Incorporation of the Stichting name Caitlin Southwick in all three roles of the Bestuur.

The main duties of the Bestuur include:

- Day to day management of the stichting
- Ensuring fulfilment of the stichting's mission
- Overseeing projects and activities of the stichting
- Creating new opportunities and ensuring growth of the organization
- Procuring funds for the operation of the stitching

In addition to the Raad and the Bestuur, Ki Culture also has an Advisory Board and an Honorary Board.

9.3. The Advisory Board

The Advisory Board is comprised of professionals from various backgrounds, who in addition to lending their name and network, also contribute their expert advice. The Advisory Board has been asked to council the development of Ki Culture and to be available to answer questions, give input and provide relevant content to further the mission of Ki Culture.

The diverse background and expertise of the Advisory Board will enable Ki Culture to approach its goals holistically, providing collaboration and cooperation from relevant sectors and experts.

- Christian Ost, a Professor in Economics and former Dean of ICHEC Brussels Management School, the co-author of the 1984 report to the European Commission on Economics of the Cultural Built Heritage and is the Director of the CLIC Horizon 2020 project.
- Mara de Groot, the Managing Director for the Centre for Global Heritage and Development, an interdisciplinary partnership between TU Delft, Erasmus University Rotterdam and Leiden University.
- Andrea Carmen, Yaqui Indian Nation, the Executive Director of the International Indian Treaty Council. Andrea served as the North America region Caucus co-coordinator and as a member of the Global Indigenous Peoples Steering Committee helped achieve the adoption of the UN Declaration on the Rights of Indigenous Peoples.
- Christina de Groot-Leif, a climate scientist specialized in environmental and climate data analysis and management. She has worked for the World Meteorological Organization's Commission for Climatology and is currently a special advisor to the United Nations.
- Debra Hess Norris, the Chair and Professor of the Art Conservation Department at the University of Delaware and the Director of the Winterthur/UD Program in Art Conservation. She was chair of Heritage Preservation (2003 - 2008) and President of the American Institute for Conservation (AIC) (1993-97).
- Robert R. Janes, a former museum director, founder of Coalition of Museums for Climate Justice and Editor-in-Chief of the Journal of Museum Management and Curatorship.
- Kristian Narvesen Nammack, a strategic consultant at the Sustainable Investments Institute and founder and director of Praxis/Rhino Strategy Consultancy, an advisory service aimed at growing environmental, social and governance space for organizations. He also mentors on the MBA in Sustainability Program at Bard College.
- Michael Dexter-Smith, a business consultant and General Partner at Pine Brook Ventures, which invests in socially engaged companies, ideas and enterprises. Michael is also a senior board member for the Rotary Club.

9.4. The Honorary Board

The Honorary Board is comprised of distinguished members of the cultural heritage sector, who support Ki Culture, lending their name, authority and credibility to the organization and assisting with outreach, promoting the organization to their networks and the general public.

- Cecilia Lam, the Founding Director of Jockey Club Museum of Climate Change in Hong Kong and the Director of Campus Planning & Sustainability at The Chinese University of Hong Kong.
- Miranda Massie, the Director of the Climate Museum in New York and a former distinguished social justice attorney.

- Michele Lanzinger, the Director of Museum of Science Trento and a Board Member of the European Network of Science Centres and Museums. He is the former Director of the Tridentino Natural Science Museum, ICOM Italy Board Member and President of the National Association of Science Museums.
- Morien Rees, the Chair for the ICOM Working Group for Sustainability and a Museum Development Advisor at Varanger Museum, Norway.

9.5. Employees

Ki Culture relies primarily on participation from volunteers to conduct research, gather and disseminate content, and provide support for activities. Ki Culture currently has a team of over 40 volunteers working on various projects and in various capacities, including doing short term research projects, providing content and running the social media platforms.

In 2019, Ki Culture is comprised of one full-time and one part-time employee: the Executive Director and the Administrative Executive, respectively. 2020 will see an addition of an Administrative Executive for SiC. Web and Graphic Designers will be contracted to an agency and on short-term commissions, respectively. Additional roles will be project-based.

Full time staff positions are subject to approval by the Bestuur and the Raad van Toezicht.

Caitlin Southwick: Founder, Executive Director, Bestuur

The Executive Director is the daily manager of Ki Culture and its programs. The main purpose of the ED is to ensure the fulfillment of the organizations mission. The ED is in charge of creating the programming, expanding the network and finding the right partners and strategies for implementing the programs. The ED is the face of the organization and attends conferences, symposia and workshops to promote Ki Culture and build the brand. The ED is also the creative director for the programs and in the first two years oversees and manages daily operations.

Caitlin holds a Professional Doctorate in Conservation and Restoration of Cultural Heritage from the University of Amsterdam and a Graduate Degree in Conservation Practice from Cardiff University. She has over eight years of training and experience in the field of conservation and has worked at some of the most high-profile institutions and sites around the world, including The Vatican Museums, The Uffizi Gallery, The Getty Conservation Institute and Easter Island. Her interest in sustainability derived from her personal passion for the environment and she believes strongly in the duality of conserving cultural heritage and the planet. In 2016, she founded the non-profit organization Sustainability in Conservation, the leading international organization dedicated to environmentally conscious practices in art conservation. She was invited to be a professional member of the American Institute for Conservation's Sustainability Committee, the Coordinator of the Sustainability Working Group for the International Council of Museums and the head of the Sustainability Platform for the International Institute of Conservation.

Georgina McDowall, Administrative Executive

The Administrative Executive coordinates the day-to-day running of the organization. In addition to developing and implementing the administrative systems and operations, she is in charge of creating the organization's public profile. She organizes and distributes content, leads the volunteer program, facilitates research and collecting information, and is Ki Culture's first point of contact.

Georgina holds a Master’s in Museum Studies from the University of Amsterdam, which is where she became aware of the role that heritage can play to mitigate climate change. Since graduating she has worked as an independent researcher and project coordinator working at the intersection of heritage and sustainability. This includes presenting on this topic at conferences in the Czech Republic and Norway. She has experience working for socially engaged museums and collections in the UK, such as Museum of the Mind, and Foundling Museum. Georgina believes that cultural heritage is fundamental to transitioning towards a more sustainable future.

10. Description of How to Raise Funds

Economic sustainability is essential for the success of the organization, and while specific projects will be able to receive grant support (such as the digital Resource Center and initiatives from Sustainability in Conservation), the day-to-day administration and long-term financial stability will be obtained from the Sustainability Ambassador Program (see 7.2 *Sustainability Ambassador Program*).

The Sustainability Ambassador Program will include a monthly subscription fee, allowing for financial security for the organization. *Table 1* highlights projected numbers based on the number of subscribers and average subscription fee.

Table 1: Financial projections based on average subscription costs and number of subscribers. Highlighted numbers indicate ability to cover Ki Culture’s expenses based on the 2020 budget.

Number of Subscribers (% of target audience*)	Average Subscription Price (Month)	Monthly Income	Total Annual income
50 (0.5%)	€100	€5.000	€60.000
	€200	€10.000	€120.000
	€500	€25.000	€300.000
	€1000	€50.000	€600.000
100 (1%)	€100	€10.000	€120.000
	€200	€20.000	€240.000
	€500	€50.000	€600.000
	€1000	€100.000	€1.200.000
300 (3%)	€100	€30.000	€360.000
	€200	€60.000	€720.000
	€500	€150.000	€1.800.000
	€1000	€300.000	€3.600.000

**Target audience is the estimated number of museums able to pay for a subscription service. Numbers are based on the 55.000 museums from the International Council of Museum (ICOM) membership. An estimated 10.000 museums have the budget to become subscribers and is considered the target audience.*

Based on projected numbers, costs from similar programs and knowledge of museum budgets, an average price of €500 monthly and a target starting membership of 50 museums will cover the budget for Ki Culture for 2021 and provide a surplus to support other projects as more members enroll. Based on the above projections, a minimum price of €200 and a maximum price of €1000 will be set.

The timeline of the business plan for Ki Culture projects earned income from the Sustainability Ambassador Program to begin in January of 2021. To ensure the success of the program, we have earmarked 2020 for development and testing. We have a commitment of \$55.000 from the Integral

Group for development of the project, and we are currently applying for grants for the rest of the funds needed to get the Ambassador Program ready. Applications and inquiries have been submitted to The Bank Giro Loterij Fonds, The Mondriaan Foundation, The Oak Foundation, Dioraphte and the Rob and Melani Walton Foundation.

Ki Culture is also in talks for support and partnerships with the Bosch Foundation, Prins Claus Fonds and Climate KIC. Additionally, Ki Culture has been invited to participate in an application for the European Commission Horizon Europe program with ICLEI (Local Governments for Sustainability: <http://iclei-europe.org/>) and partners with universities and international organizations to promote collaborative research and development.

11. Description of Costs and Financial Projections

The main expenditure is the salary of the staff and contracted specialists. The following budget is proposed for 2019 – 2025

KI CULTURE BUDGET					
Year	Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)	Year 5 (2023)
EXPENSES					
Personnel					
Executive Director		€ 60,000.00	€ 75,000.00	€ 100,000.00	€ 100,000.00
Administrative Executive	€ 4,590.00	€ 34,150.00	€ 35,000.00	€ 35,000.00	€ 35,000.00
Web Designer		€ 1,188.00	€ 40,000.00	€ 45,000.00	€ 45,000.00
Graphic Designer		€ 7,500.00	€ 40,000.00	€ 45,000.00	€ 45,000.00
Administrative Executive - SIC		€ 25,920.00	€ 49,400.00	€ 49,400.00	€ 49,400.00
Administrative Costs					
Lawyer		€ 11,512.50	€ 10,000.00	€ 10,000.00	€ 10,000.00
Tax Advisor and Accounting	€ 1,605.67	€ 2,047.32	€ 2,047.32	€ 2,047.32	€ 2,047.32
Notary	€ 971.90				
KvK Registration	€ 50.00				
Other Expenses					
Office space	€ 75.00	€ 300.00	€ 3,600.00	€ 3,600.00	€ 7,200.00
Domain Name	€ 24.00	€ 24.00	€ 24.00	€ 24.00	€ 24.00
Website (Wix)	€ 150.00	€ 300.00	€ 300.00	€ 300.00	€ 300.00
Zoom membership	€ 42.00	€ 168.00	€ 168.00	€ 168.00	€ 168.00
Survey Monkey	€ 60.00	€ 60.00	€ 60.00	€ 60.00	€ 60.00
Email Addresses	€ 15.00	€ 300.00	€ 420.00	€ 480.00	€ 600.00
Travel Expenses					
Conference Fees	€ 360.00	€ 1,000.00	€ 2,000.00	€ 5,000.00	€ 5,000.00

Travel and Accommodation		€ 10,000.00	€ 15,000.00	€ 15,000.00	€ 20,000.00
Materials		€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
Total Administrative Costs	€ 7,943.57	€ 155,469.82	€ 274,019.32	€ 312,079.32	€ 320,799.32
Projects					
Ki Culture					
Sustainability Ambassador Program R&D		€ 250,000.00			
Digital Resource Center		€ 10,000.00			
Sustainability in Conservation*					
Student Ambassador Program			€ 5,000.00	€ 10,000.00	€ 15,000.00
Green Solvents Handbook		€ 5,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
Gels Handbook		€ 5,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
ICCROM/Ki Culture Traditional Conservation Project		€ 25,000.00	€ 25,000.00	€ 25,000.00	€ 25,000.00
SiC Journal		€ 2,500.00	€ 2,500.00	€ 2,500.00	€ 2,500.00
Webinars		€ 2,500.00	€ 2,500.00	€ 2,500.00	€ 2,500.00
Original Research Programs for Sustainable Treatments			€ 50,000.00	€ 50,000.00	€ 50,000.00
<i>*All other costs, including website and conference fees, are included in above estimates</i>					
Green indicates projects where funding will come from grants/foundational support					
Projects Total (Grants)		€ 300,000.00	€ 80,000.00	€ 80,000.00	€ 80,000.00
Projects Total (Other)			€ 7,000.00	€ 12,000.00	€ 17,000.00
INCOME					
Sustainability Ambassador Program R&D - The Integral Group Impact Fund	€ 5,000.00	€ 50,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00

Sustainability Ambassador Program R&D - Additional Grant Support		€ 200,000.00			
Philanthropic Donations	€ 8,000.00	€ 6,700.00			
Sustainability Ambassador Program Subscription Fees			€ 300,000.00	€ 600,000.00	€ 1,800,000.00
Overhead	€ 7,943.57	€ 155,469.82	€ 274,019.32	€ 312,079.32	€ 320,799.32
Project Costs (Grants - expected)		€ 300,000.00	€ 80,000.00	€ 80,000.00	€ 80,000.00
Project Costs (Other)			€ 7,000.00	€ 12,000.00	€ 17,000.00
Income	€ 8,000.00	€ 6,700.00	€ 300,000.00	€ 600,000.00	€ 1,800,000.00
TOTAL	€ 56.43	-€ 148,769.82	€ 18,980.68	€ 275,920.68	€ 1,462,200.68

All financial information will be disclosed on our website and will be made available annually, after review and approval by the Raad van Toezicht, as outlined in the Statutes.

Part II – Activity Report

1. Executive Summary

It is my pleasure to present the first annual Activity Report for Stichting Ki Culture. The purpose of this report is to give an overview of all activities of Ki Culture in 2019 with specific regard to organizational, operational and financial aspects as well as deliverables.

Ki Culture was officially established upon its incorporation in November 2019. The activities of the stichting in the first three months of operation included recruiting staff members and volunteers as well as designing the activities for 2020.

The stichting (organization) appointed three Supervisory Board members and one employee acting in the role of the Bestuur and as the Executive Director. One part-time employee was hired in the role of the Administrative Executive and volunteers have been recruited from around the world to assist with tasks and activities. Professionals with various backgrounds have been appointed to an Advisory Board and an Honorary Board.

The stichting continued to build its network and create international partnerships within the cultural heritage sector and externally. 2019 focused on capacity building as well as identifying and developing effective tools to facilitate the adaptation of sustainable practices in the museum sector. We have received an enthusiastic response globally and have identified trends that will facilitate the transition to a sustainable future.

2020 will see the development of the Resource Center, which will add value to the stichting by establishing Ki Culture as an authority on sustainability in the cultural heritage sector. Additionally, we are working with the Integral Group, a green engineering firm, to develop manuals for sustainable practices and incorporating these into a dynamic Sustainability Ambassador Program.

Additionally, Ki Culture has incorporated Sustainability in Conservation (SiC) into the organization. SiC was founded in 2016 and has become a leading authority on sustainable practices in the field of art conservation. Under the umbrella of Ki Culture, SiC will continue to develop research, training programs and provide resources for conservators globally.

We are thrilled and humbled by the support and encouragement we have received and we look forward to working together for a better future.



Caitlin Southwick
Executive Director, Ki Culture

2. Incorporation and ANBI Status

Stichting Ki Culture was incorporated on 13 November 2019 in Amsterdam, The Netherlands by Notaris Schot van Loon. The Oprichting (Articles of Incorporation) can be found [here](#).

The application for ANBI status from the Dutch Tax Authorities was prepared by Maguire Ltd. and submitted in January 2020. The Policy Plan can be found [here](#).

3. Organizational Management and Internal Operations

As per the Articles of Incorporation, the stichting is comprised of a Raad van Toezicht (Supervisory Board) and a Bestuur (Operational Board). Additionally, the organization has an Advisory Board and Honorary Board. In 2019, the Bestuur hired one part time employee and recruited 20 volunteers. 2020 will see the appointment of additional employees and volunteers.

3.1. Appointment of Raad van Toezicht

The Raad van Toezicht comprises of three members who were recruited based on their expertise and interest in the mission of the stichting. For full biographies of the members, click [here](#).

3.2. Appointment of Bestuur

The Bestuur is comprised of a Chair, Treasurer and Secretary. The three functions are currently held by one individual, who is also the acting Executive Director of the stichting.

3.3. Advisory Board and Honorary Board

Two additional boards were established to include and recognize specific individuals who have contributed to the development of Ki Culture. The Advisory Board is comprised of professionals with expertise ranging from business and economics to cultural heritage and climate science who are able to give input and advice on the content and direction of the organization. For a full list of the Advisory Board click [here](#).

The Honorary Board is comprised of established professionals who show their support of Ki Culture by lending their names and network to the stichting. Members were recruited based on their expertise and standing in the cultural heritage community. For a full list of Honorary Board members click [here](#).

3.4. Hiring of Employees

One part-time employee was hired in 2019 in the role of Administrative Executive. Additionally, volunteers were recruited. Volunteers for Ki Culture are divided into two categories: Team Members and a Volunteer Pool. Team Members run specific tasks for the organization and have set responsibilities, based on their specializations and interests. Team Members work on a voluntary basis, but have a larger time commitment to the stichting and oversee projects.

Position	Team Member
Social Media Coordinator	Catherine Buckland
Social Sustainability	Pia Edqvist
Preventive Conservation and Art Handling/Transportation Specialist	Gia Eichmueller

Additional volunteers were recruited through our network and through a call sent out in our newsletter. We have a pool of 16 volunteers signed up to assist with the development of the Resource Center as well as other small-scale tasks. The volunteer pool represents students and professionals from around the globe with a variety of interests:

Chart 1: Geographic Distribution of Volunteers

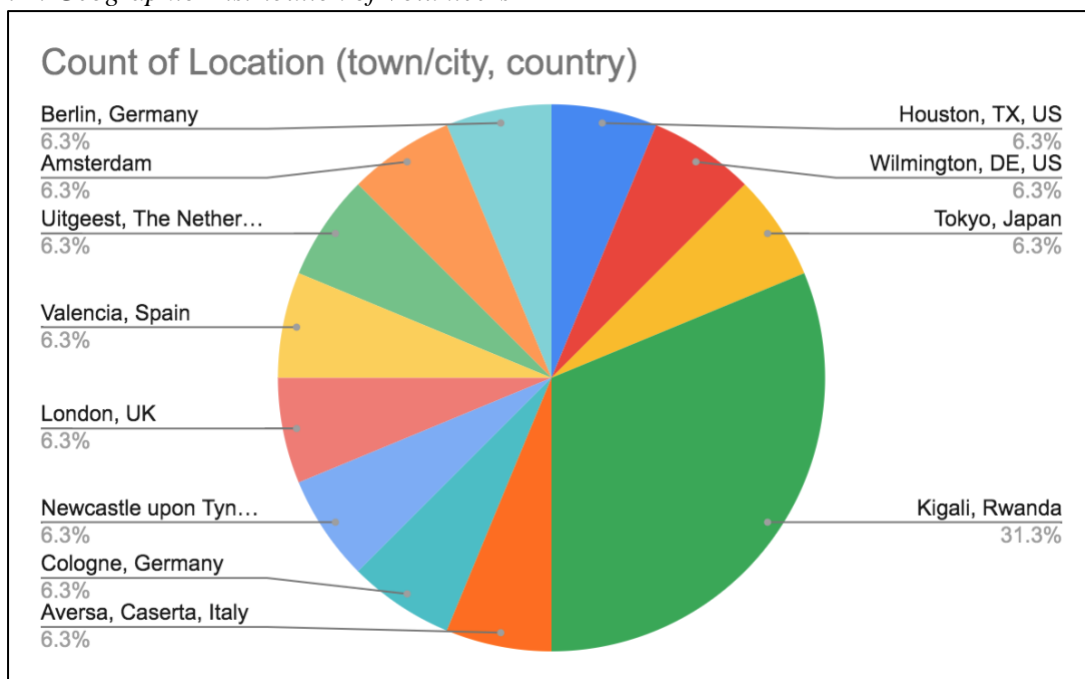
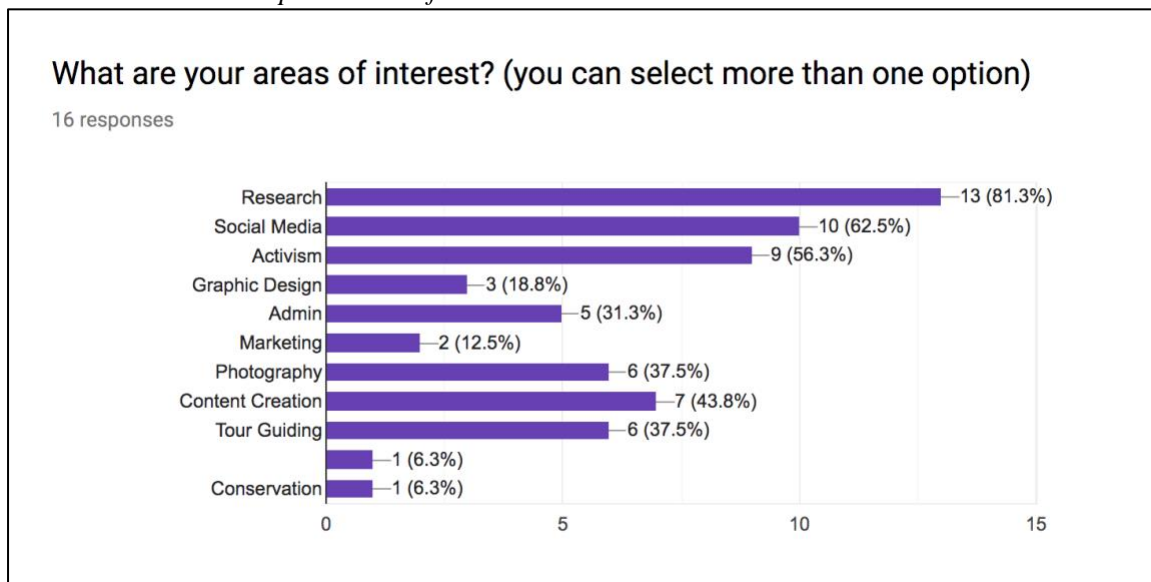


Chart 2: Interest and Responsibilities for Volunteers



4. Key Activities and Results

In addition to participation in conferences, networking events and engaging with digital platforms, Ki Culture has been working on establishing deliverables for 2020.

4.1. Establishing Activities for 2020

Based on research and advice from experts, two main programs have been identified to focus on for 2020. This includes the Digital Resource Center and the Sustainability Ambassador Program. More information about the specific programs can be found on the [website](#) or in the [Policy Plan](#).

4.2. Digital Platforms

Ki Culture has built a website which currently serves as the landing page for the organization as the more comprehensive Resource Center is developed. The stichting has also established social media platforms and is active on Twitter, Instagram, LinkedIn and Facebook.

4.2.1. Newsletter

In 2019, Ki Culture was pleased to launch our monthly newsletter, which is distributed to our membership. The first issue of the newsletter was released in November and reached over 1.300 individuals. Our December issues reached nearly 1.700 subscribers. The first issues of the newsletter focus on introducing the audience to Ki Culture. Main aspects include reporting news, highlighting events and showcasing current activities in the field.

Chart 3: Subscribers to the Ki Culture Newsletter



4.3. Research and Surveys

2019 focused on research and development of programs that will effectively fulfill the stichting's mission. Ki Culture collaborated with sustainability experts from other sectors, including green engineering firm the Integral Group, the World Green Buildings Council, the Broadway Green Alliance and climate scientists to establish possible strategies and programming for implementing sustainable practices into the cultural heritage sector.

We used the mailing list from our newsletter to conduct a survey to assess the appetite for Ki Cultures' services within the sector. We asked professionals if they were interested in becoming more sustainable, if they knew how and what would be helpful for them in their own institutions. The results indicated that there is a large desire to become more sustainable, but little knowledge. When asked, 80% of respondents indicated that they did not know how to make their institutions more sustainable. Initial respondents also noted what types of resources would be beneficial to make the transformation and from where they currently receive information. Results were used to determine the activities of the stichting for 2020 as well as what programs Ki Culture will develop.

Chart 4: Survey Results 1

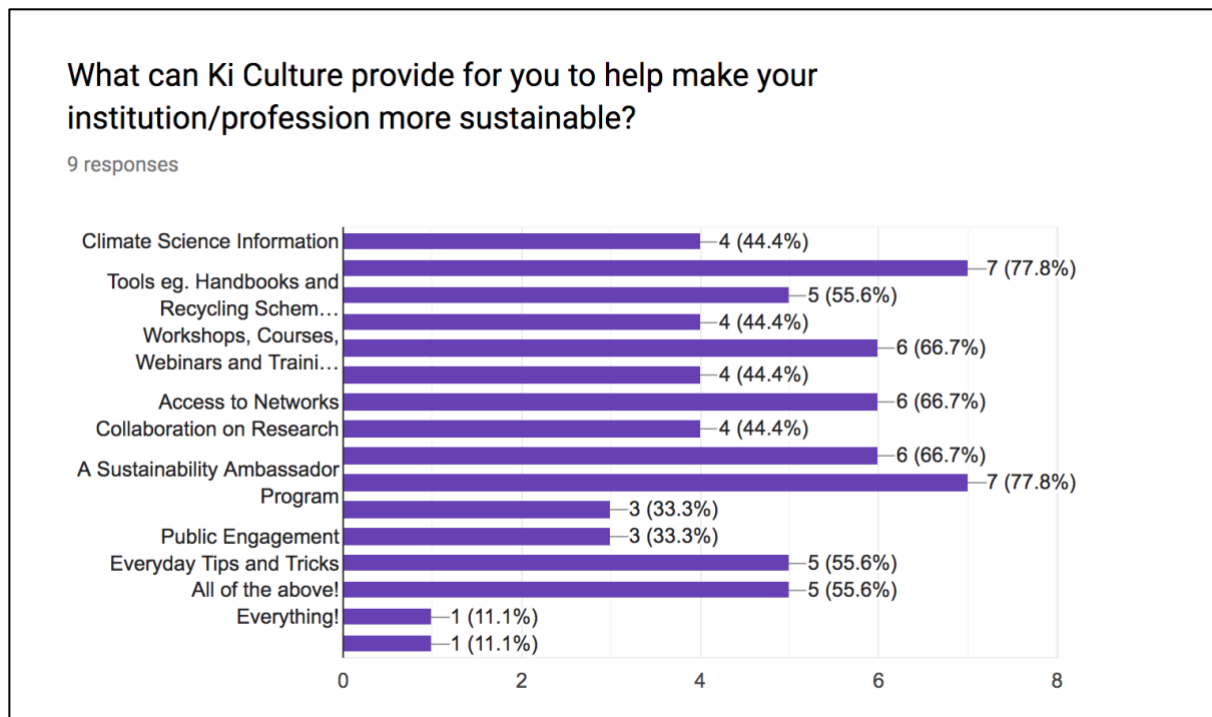
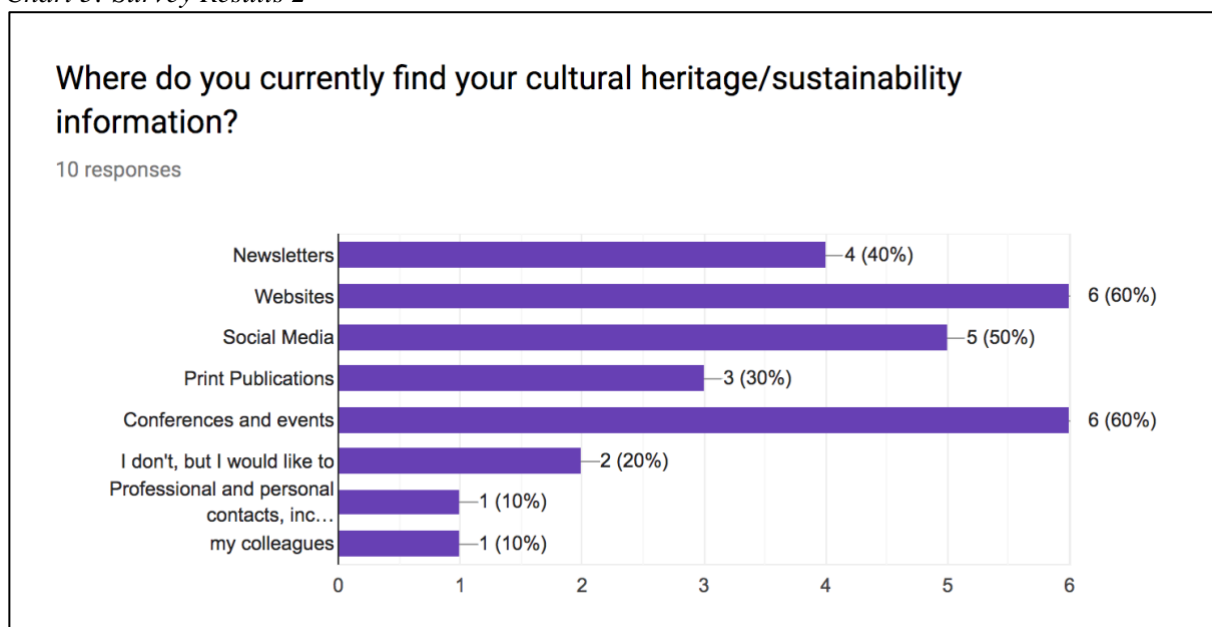


Chart 5: Survey Results 2



5. Financial Overview

2019 finances are outlined in the Annual Report [here](#). Expenses included the incorporation of the stitching as well as administrative costs and were covered from private donations and personal investment from the Executive Director.