



# KINGSTON COMMUNITY CULTURAL POLICY PLAN

**Stage 2 Public Workshop Report**

**Thursday, January 28, 2010**

**6:00 – 8:30pm**

## I Summary

On January 28<sup>th</sup>, over 40 people participated in the first of two public workshops for Stage 2 of Kingston's Community Cultural Policy Plan (KCCPP), including representatives from arts, cultural and heritage organizations, educational institutions, local businesses and residents associations, City staff, students and other interested citizens. The purpose of the meeting was to reflect on the feedback received during Stage 1 and seek feedback and advice on ideas to develop during Stage 2 of the KCCPP. The following key messages provide a summary of the feedback captured at the workshop, which is described in more detail in Section III of this report. The workshop's agenda and a list of participating organizations can be found in Appendix A and B.

### Key Messages

- **Feedback from participants confirmed that the Emerging Themes generally captured the ideas expressed in Stage 1 of the KCCPP.** Many participants expanded upon the cultural tourism theme. There was also a lot of support for the theme of integration (closer working relationships between sectors) although many thought that “collaboration” would be a better term to use.
- **Several supported the need for a core proposition.** Many participants confirmed the usefulness of having a core proposition as a statement that distinguishes Kingston and serves as an overarching statement for the KCCPP. Two suggested improvements included: broadening the proposition so it's not limited to the North American context; and editing it so it doesn't suggest competition with other cities.
- **There was general support for the strategic directions and many ideas on how to clarify and improve upon them, including:**
  1. *A powerful historical narrative* should take a broad perspective and incorporate contemporary elements.
  2. *A strong downtown cultural core* – there was lots of support for this, although some indicated that a clear definition of downtown would be helpful.
  3. *A strong performing and visual arts offering* – there was also support for this, although some felt this should be expanded to encompass a broader cultural offering.
  4. *Broadly distributed opportunities for people to engage in cultural activities* was well received, and some advised that ensuring “access” be added as an important component.
  5. *A sustainable cultural sector* – there were participants who expressed some confusion and resistance to this as they felt it was a “buzz term” or was too broad.
  6. *A model heritage community of the future* – some participants weren't sure what was implied by the term “model”, and once the term was clarified a suggestion was made that it could be integrated with the first Strategic Direction *A powerful historical narrative*.
- **The Big Moves, which were put forth as early ideas for consideration, sparked much discussion.** Ideas that generated support from some participants included: a cultural district downtown (as long as the Plan is also inclusive of suburban areas); incorporating cultural components in city owned community spaces; and creating a parallel organization to the Kingston Arts Council and the Arts Advisory Committee for heritage and museums. Ideas that generated concern from some participants included: gateways (“so many possibilities, don't even tackle it”); acquiring or repurposing the movie theatre across from the Grand Theatre; and municipal funding for non-professional arts groups (“there are more pressing needs if we want a truly vibrant arts sector”). There was also concern that the Big Moves related to “Cultural diversity, inclusion, social cohesion and anti-poverty” did not reflect why cultural diversity is important, nor did it reflect the potential to celebrate and nurture Kingston's existing population, including those who are marginalized.

## II Meeting Overview

The January 28<sup>th</sup> workshop was held at Memorial Hall (in City Hall), from 6 to 8:30pm. Introductory remarks were made by Cultural Director Brian McCurdy, followed by an overview of the workshop format by facilitator Nicole Swerhun, and a presentation by lead consultant Jeff Evenson, from the Canadian Urban Institute. The presentation was a reflection of the Stage 1 Update report, which can be found on the City's website at: <http://www.cityofkingston.ca/residents/culture/masterplan>

The presentation was followed by questions of clarification, and most of the workshop then focused on small roundtable discussions, the results of which were shared through plenary sessions. These discussions were structured around four areas on which feedback was sought:

**A. Themes:** Participants were asked to review the themes that have emerged from discussions to date, to comment on whether they reflect key issues and opportunities to be addressed, and to suggest any missing elements. The themes presented were:

1. Kingston's arts, historic and built heritage assets can have a central role in cultural tourism and economic development.
2. All cultural activity needs to be understood and valued.
3. The municipal government needs a framework on which all city departments and Council can build policies / programs, and financial support for cultural vitality.
4. Place Making is Important.
5. Cultural Tourism needs to be based on an authentic experience that is relevant and meaningful to the local population as well as compelling to an affluent tourism market.
6. Assure broadly distributed and accessible opportunities for people from a diversity of communities within Kingston to engage in cultural activities of their choice.
7. Integrate, Integrate, Integrate.

**B. Core Proposition:** Participants were asked to review and suggest improvements to the core proposition being proposed to guide development of the KCPP. The core proposition was:

*Kingston has an opportunity to differentiate itself from other cities in North America based on its cultural assets and resources.*

**C. Strategic Directions:** Participants were asked to review and suggest additions, deletions and other improvements to the six proposed strategic directions, which are intended to help create a culturally vibrant Kingston with a unique identity. The Strategic Directions presented were:

1. *A powerful historical narrative*
2. *A strong downtown cultural core*
3. *A strong performing and visual arts offering*
4. *A sustainable cultural sector*
5. *Broadly distributed opportunities for people to engage in cultural activities of their choosing*
6. *A model heritage community of the future*

**D. Big Moves:** There are nine headings for the proposed Big Moves and several actions listed under each – these were based on discussions with stakeholders and among the study team, and they were offered for consideration and discussion at the workshop. Participants were asked to select one or two headings of interest, and identify the actions that they supported under each (those that “make sense”). Participants were also asked to suggest any additional Big Moves for consideration. The Big Moves presented were:

1. *Place Making & Clustering*
2. *Cultural Facilities*
3. *Cultural tourism initiatives*
4. *Heritage*
5. *Organizational & community capacity*
6. *Retain young talent*
7. *City’s role*
8. *Collaborate with educational institutions*
9. *Cultural diversity, inclusion, social cohesion, anti-poverty*

### Questions of Clarification

The following questions were posed by participants after the presentation. The study team’s answers are provided here in *italics*.

- “All cultural activity needs to be understood and valued” - What does that mean? Is this about the early school years, and bringing in more learning opportunities that could lead to an understanding of culture? *We’ll take it as advice that we do this.*
- Can you give good examples of place making outside of Kingston? *St. Lawrence Market: In the 1960s this area of downtown Toronto was primarily parking lots. A major housing initiative and many other aspects have now been added that make it an attractive area. The Distillery District would be another example, which we (ERA Architects, a member of the CUI team) have been involved with for 13 years. Place making is about a sense of engagement, entrepreneurship and a desire to make something out of a place.*

## III Feedback on Discussion Questions

This section serves as a more comprehensive summary of feedback received at the workshop. It synthesizes the comments voiced during the plenary sessions with those recorded by participants in their workbooks. The feedback has been organized according the four areas and their respective discussion questions (Themes, Core Proposition, Strategic Directions and Big Moves).

## A. Themes

### Discussion Questions

- *Do these themes generally reflect the key issues and opportunities that you think should be addressed in Kingston's Community Cultural Policy Plan (KCCPP)?*
  - *Is there anything significant that is missing that you would like to see here?*
- 

Not all seven themes from the Stage 1 Update were discussed by participants. Participants provided feedback that addressed the following themes:

- **Cultural Tourism.** Much of the discussion around themes focused on cultural tourism. Some participants wondered how the business community could be better connected to tourism and downtown initiatives, and members of the consulting team explained that talks with the Chamber of Commerce and some of its key members have been convened to discuss the role they can play in the KCCPP. Some participants reinforced the need for cultural tourism to be authentic and respectful of historical assets. Others pointed out that many successful cultural tourism elements are already in place, such as Fort Henry, the Rideau Canal World Heritage Site, and Kingston Penitentiary. When asked to recap on a discussion from earlier in the day, the consulting team explained how they see a potential for Kingston to establish a niche in cultural tourism and that this could have positive spinoffs for the other types of tourism Kingston already makes efforts to attract (sport, leisure, travel and trade, conferences).
- **All cultural activity needs to be understood and valued.** Some participants thought there was too much emphasis on tourism and pointed out that both consumers and generators of culture should be kept in mind in the plan's development. Others emphasized that more opportunities are needed for creative professionals to be able to stay in Kingston – and these efforts should take precedence over importing professional talent from elsewhere. It was also mentioned that popular culture can bring people into Kingston and bring them together, and that this role should not be underestimated.
- **Integrate, Integrate, Integrate.** Participants confirmed the importance of breaking down silos and working together. Some suggested that the term “collaborate” would be better than “integrate” as it better emphasizes the goal of supporting a diversity of cultural activity, rather than a homogenous culture. Some also emphasized that collaborative efforts must include schools and early opportunities to participate in culture, while others reminded the KCCPP team that institutions like Royal Military College can also play an important role.
- **Other Comments.** It was mentioned that although ‘elitism’ is a term with negative connotations in Kingston, elites are important contributors to cultural vitality. They make monetary contributions needed to sustain cultural activity and can be valuable cultural producers themselves.

## B. Core Proposition

### Discussion Question:

- *Review the Core Proposition proposed to guide development of the KCCPP. Are there any improvements you would suggest?*
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Many participants supported the idea of a core proposition that distinguishes Kingston based on its cultural assets and serves as an overarching statement for the KCCPP. There were also many suggested improvements. Some suggested that it could be broadened beyond the North American context, since Kingston has international visitors and internationally significant assets. Some thought the proposition was too commercialized or ‘boosterist’ and could be improved by not implying competition with other cities. Along these lines, a proposed alternative was “Kingston has an opportunity to develop cultural assets that are unique to itself.” Some participants also thought the proposition should make explicit that there are benefits for Kingstonians and tourists alike, and others suggested specific references be made to heritage, histories, cultural diversity, cultural vitality, education, a “sense of landscape” and “homegrown cultural assets”.

## C. Strategic Directions

### Discussion Question:

- *Review the 6 Strategic Directions proposed for the KCCPP. Are there any additions, deletions, or other improvements you would suggest?*
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The following is a summary of the participant feedback addressing each of the Strategic Directions:

1. **A powerful historical narrative.** Many participants supported this direction and emphasized that Kingston’s historical narrative can be broadened beyond the 1850’s and that a contemporary narrative can be powerful too.
2. **A strong downtown cultural core.** Although they supported this direction in principle, many participants wanted to know how downtown was being defined, where its boundaries were and whether it only included the area served by the Downtown BIA. Some participants emphasized that community assets like schools must be retained downtown in order to maintain its vitality and that since struggling artists have difficulty affording to live downtown, subsidized rent for artists would help maintain their presence.
3. **A strong performing and visual arts offering.** These were acknowledged as strengths to build on in Kingston, although many participants felt the strategic direction was too exclusive and should include other cultural activities, e.g. literary arts.
4. **A sustainable cultural sector.** Some participants expressed that this strategic direction was too broad - that the cultural sector could signify so many things, the whole city could be considered the cultural sector. Some thought this would suggest the other strategic directions are therefore not ‘cultural’. The comment was also made that ‘sustainable’ is a buzz-word that is too broad

and weakens the idea. Many participants engaged in a discussion about the importance of retaining young people in Kingston in order to sustain cultural activity. The main issue identified was a lack of support and opportunities that make it possible for young people to stay in Kingston, especially those aged 25-35 who have recently finished their training, some of whom are talented cultural producers. Someone also mentioned how they perceive a lack of cultural activity for very young children, with others suggesting it is a lack of awareness about the many activities that do exist. Both issues are also limiting factors for the retention of 25-35 year olds who are starting families in Kingston.

5. **Broadly distributed opportunities for people to engage in cultural activities of their choosing.** Many participants in support of this direction suggested that the term “access” be included to indicate a commitment to creating opportunities for those who may not have a chance to engage in cultural activity. Some mentioned the importance of involving kids at a young age. Someone also commented that the wording suggests “opportunities to engage in cultural activities” don’t already exist, and suggested an alternative: “to discover, engage in and appreciate”.
6. **A model heritage community of the future.** Many participants were confused by this strategic direction, associating it directly with heritage communities like Barriefield or expecting the “model” to be “the kind that fits on a table”. It was pointed out that Kingston has strong educational opportunities tied to heritage resource management, and that education should play a major role in this initiative. It was suggested that this strategic direction could be integrated with the first: *A powerful historical narrative*.

**Other Comments:** Participants also provided general feedback on the strategic directions. There was a suggestion that Kingston’s arts and culture scene focus on being distinct from, yet complementary to Toronto, Ottawa and Montreal. Some suggested there was too much focus on downtown and on cultural tourism. Someone also suggested adding a strategic direction that focuses on physical spaces.

## D. Big Moves

### Discussion Questions/Instructions:

- *Select the 1 or 2 heading(s) of most interest to you and circle them. Review the “Big Moves” listed under the 1 or 2 headings you’ve identified as being of most interest to you. Please circle the “Big Moves” that make the most sense to you. If you have any suggested ADDITIONS to the list of “Big Moves” please write them in the space to the left &/or use the space on the last page of this Discussion Guide.*
- 

The following is a summary of the participant feedback addressing each of the Big Moves headings:

1. **Place Making & Clustering.** There was much discussion of cultural clusters or hubs. Some focused on the importance of having a cluster for a diversity of arts groups, like the J.K. Tett Centre. Others focused on a cluster for contemporary art downtown, as long as it does not compete with existing assets. Some were most interested in how to ‘create places’ in various

areas of Kingston outside the downtown – so that suburbanites have a place for cultural activity that doesn't require them to get in their car.

2. **Cultural Facilities.** Some participants expressed strong support for the idea of incorporating cultural components in City owned community spaces, adding that this idea fits well with the Parks and Recreation Master Plan. The case was made again for transforming City Hall into a living museum, including the Kingston Centre for Arts & Design, which was described as having an educational focus and serving as a one stop shop to find out what's going on in the city. The idea of repurposing the movie theatre across from the Grand Theatre generated concern because there are no other movie theatres central enough to serve downtown audiences. Participants also identified some limitations to the idea of using libraries as cultural venues, since these spaces are not designed to host performances or gallery exhibits.
3. **Cultural tourism initiatives.** There was no roundtable discussion on this Big Move. In their workbook, one participant suggested that plans, routes and brochures for out-of-city jaunts should be developed, and added that children need day-time opportunities to participate in events.
4. **Heritage.** Some participants expressed their support for adopting cultural heritage resource management as an umbrella approach to heritage. Some also suggested that alternate wording be found for the idea of a "model" heritage community. One idea focused on using a part of City Hall as a heritage resource centre, a place for property owners to be engaged in heritage resource management, and for tourists to learn about Kingston's heritage – including displays, a resource library and work spaces. As with the Kingston Arts & Design Centre concept, it could be located in the back wing of City Hall, facing Springer Market Square.
5. **Organizational & community capacity.** Some participants were supportive of creating a parallel organization for heritage and museums, as well as building philanthropic support for culture in Kingston. Some participants were opposed to the idea of grants for non-professional groups, suggesting that tax payer money should focus on supporting the professional sector.
6. **Retain young talent.** Some participants noted that what is currently lacking for many young people and emerging artists is an ability to make a living in Kingston. Some suggested that additional support for mentorships would encourage young talent retention in two ways: by incentivizing emerging artists to stay in Kingston to gain valuable experience, and by providing extra income to the artists acting as mentors. Another idea was to set aside funds and advertising space for the promotion of young local talent (e.g. at the KRock Centre), which could be paid for through a 1% levy on development.
7. **City's role.** The roundtable group discussing this topic prioritized the ideas for the City's role. These participants felt the most important roles for the City and its Cultural Services Department are to (1) develop a rationale and policy for increased city resources to cultural initiatives, (2) to convene an advisory group on cultural vitality with a broad spectrum of partners, (3) to find a way to brand and promote Kingston's cultural offering to the local population and abroad and (4) to identify an appropriate level of investment in programming, events and community development funds [similar to priority #1]. Some also suggested that the City and KEDCO can sometimes act as barriers or impediments to art-based organizations, and should instead seek to encourage and promote them. Someone pointed out that Kingston can

be more vibrant if new cultural initiatives can spring from the community, instead of from City Hall.

8. **Collaborate with educational institutions.** Participants suggested partnering with school boards to use redundant school space for arts programming, as well as to consider performance and activity space in the design of new schools. Some participants felt there was too much emphasis on post-secondary institutions, and saw a need to include children from ages 0-18, as well as collaborative efforts with other institutions like art schools, music schools and dance studios.
9. **Cultural diversity, inclusion, social cohesion, anti-poverty.** The small roundtable group discussing these topics felt that the plan could adopt a more diverse and inclusive view of culture and should address why cultural diversity is important. The group felt the plan's direction is reflective of the demographics at the meeting, and could better represent what's going on more broadly in Kingston. They pointed out that making people feel included by recognizing and respecting their heritage is essential to retaining people and sustaining the community. As an implementation step, they suggested earmarking funding for organizations and projects that promote accessibility and cultural diversity.

## E. Other Advice

- A few participants provided comments that encourage the City to welcome originality, good ideas, and enthusiasm, to emphasize authenticity, and to invest in relevant, high-quality projects.
- Some participants proposed a tenth Big Move: support for small art-based businesses and entrepreneurship.
- One participant questioned whether the plan's intent is to attract wealthy people or to celebrate Kingston's diverse communities. Someone also suggested that the public workshops might attract broader participation if food, transportation and childcare were provided.
- Someone pointed out that artists should not be expected to pay market rents.
- Some participants reiterated the need for retain new graduates and emerging artists, as well as the potential for additional mentorships with established artists.
- One participant reiterated the need for educational institutions to play a role in building Kingston's cultural vitality, including the Agnes Etherington Art Centre, RMC , the district school boards and private schools. Someone also suggested considering how Kingston's economy changes with and without the presence of students – and the implications for the availability of cultural spaces.
- Someone suggested that the BIA, KEDCO and anti-poverty groups should join public meetings.

# APPENDICES

## Appendix A - Agenda

*Meeting purpose: To reflect on the feedback received during Stage One of the Kingston Community Cultural Policy Plan study process, and to seek feedback and advice on ideas to develop during Stage Two*

**6:00 pm WELCOME**  
Brian McCurdy, City of Kingston

**6:05 INTRODUCTIONS & AGENDA REVIEW**  
Nicole Swerhun, Facilitator

**6:15 COMMUNITY BRIEFING**  
Jeff Evenson, Canadian Urban Institute

**6:45 DISCUSSION**

Questions of clarification on the Presentation?

**Reflecting on Stage One**

- Themes that have begun to emerge

**Focusing Discussion in Stage Two**

- Core Proposition and Principles
- Strategic Directions
- “Big Moves”

**8:25 WRAP UP & NEXT STEPS**  
Colin Wiginton, City of Kingston

**8:30 ADJOURN**

## Appendix B – Organizations & Interests Represented at the Workshop

Agnes Etherington Arts Centre  
The Artel  
Artist in Business Roundtable Group  
CFRC Radio, 101.9 FM  
City of Kingston  
Domino Theatre  
Kingston Area Race Relations Association  
Kingston Arts Advisory Committee  
Kingston Arts Council  
Kingston Centre for Arts & Design  
Kingston Frontenac Heritage Foundation  
Kingston Suzuki Music Association  
Limestone District School Board  
MacLachlan Woodworking Museum  
Marine Museum of the Great Lakes  
NGB Studios  
Salon Prize  
Studio 22  
Sydenham District Association  
The Kingston Prize  
Union Gallery

## Appendix C - Detailed Feedback

As with the questions of clarification, any responses given by the study team at the workshop are provided here in *italics*.

### A. Themes

#### Discussion Questions

- Do these themes generally reflect the key issues and opportunities that you think should be addressed in Kingston's Community Cultural Policy Plan (KCCPP)?
- Is there anything significant that is missing that you would like to see here?

#### Plenary Discussion

- I wanted to provide insight on the word 'elite'. Elites are not bad people. Elites have all the money we need for culture. The elites that are creative may become successful artists. I don't think this term should be shunned and I think we shouldn't forget what elites can contribute. *A number of people have raised the issue that elitism tends to exclude people. Your comments allow us to view this with a different lens. Thank you.*
- I wonder how we might better connect to cultural tourism and the cultural activity downtown with the business community. Has the business community taken an interest in this plan? *We've met with the Chamber of Commerce who brought together a number of business reps – it was a lively discussion. It gave us a good idea of how that community can be involved going forward.*
- This afternoon there was a discussion about the difference between cultural tourism and tourism and I was hoping you could recap on this for tonight's audience. *There are a number of components to the tourism market. There's a travel and trade market, a meetings and conferences market, a sports market and a leisure market. Our thinking is that lots of other places compete in those markets. We think Kingston's assets and resources (e.g. its powerful historical narrative) position it to establish a niche in cultural tourism – which could pay dividends for the other tourism components.*
- I think collaboration is the key word, more than integration. Too much integration might lead to a homogenous culture, whereas collaboration can allow for a diversity of activity, as well as helping each other where there is common ground.
- There aren't enough professional arts opportunities that allow professionals to stay here. Emphasis should be on supporting what we already have instead of relying on professional talent from outside.
- *Big Move 8 [Collaborate with educational institutions] can help create the capacity for attracting and retaining professional caliber talent.*
- Keeping the tackiness out – how do you do this? It has a lot to do with how we treat and respect our historical assets. KEDCO especially needs to understand that.
- RMC has a very important role to play and should be included.
- We should never underestimate the role of popular culture. It's very important in bringing people in to Kingston. If we can find a way to buy into popular culture it would benefit us all.
- I thought cultural tourism was already pretty well established. Fort Henry, Rideau Canal World Heritage site and Kingston penitentiary are examples. *We haven't been hired to do a tourism marketing assessment, but we've heard from many people that the potential to attract cultural tourists has not been fully realized, which is why it was not included.*
- On Emerging Theme #7, I think collaboration is very important, although many creators thrive in isolation and then sometimes collaborate. I wouldn't want all the City's resources to be put into integration at the expense of supporting the creative process of individuals. *We are not artists, so your comments help us to better frame what we are trying to express. In large part, this plan is about broadening the supports to artists beyond those which directly support the productions of their art. For example, public transit and other infrastructure investments.*

## **Participant Workbooks**

### *General Comments*

- Support and nurturing for local artists and arts organizations to sustain a diverse Kingston arts community.
- 2. *All cultural activity needs to be understood and valued.*
  - Includes schools, early education, early cultural opportunities
  - How can we understand cultural activity?
- 7. *Integrate, integrate, integrate.*
  - KEDCO
  - “Integrate and Collaborate!”
  - Collaboration
  - Break down silos between cultural groups

## **B. Core Proposition**

### **Discussion Question:**

- Review the Core Proposition proposed to guide development of the KCCPP. Are there any improvements you would suggest?

### **Plenary Discussion**

- Culture is two groups, one is consumers from away, the other is the generators of it. Differentiate that it’s not just for benefit of tourism, but also for our benefit.
- It’s up to us to identify how Kingston differentiates itself.
- Why do we have to define the area geographically [why limit it to North America]? We have a lot of international visitors.
- Could “vitality” be added in as assets and resources (because without it seems very commercialized)
- Sounds like typical boosterism. Prefer it to read “Kingston has opportunity to differentiate itself on cultural assets and resources” – have seen this kind of language regularly in documents in the City, always expressed in terms of competition with someone else. Prefer to drop that.
- Suggest: “Kingston has an opportunity to develop cultural assets that are unique to itself”.

### **Participant Workbooks**

- Needs notion of heritage and local cultural diversity
- Needs sense of landscape
- Not an interesting sentence; too safe, needs to attract attention
- Include Europe and other countries
- Change wording to “distinguish itself”
- Broaden beyond North American context
- “...based on its histories, cultural assets and resources”
- Remove “from other cities in North America”
- Include cultural vitality
- Too vague
- Remove North American context
- Emphasize “homegrown cultural assets”
- Incorporate heritage, history, cultural diversity, physical landscape and education

## C. Strategic Directions

### Discussion Question:

- Review the six Strategic Directions proposed for the KCCPP. Are there any additions, deletions, or other improvements you would suggest?

### 1. A powerful historical narrative

#### Plenary Discussion

- Kingston is not just 1850, has to focus on contemporary history (like what happened here in 1930s, 1940s for example, or yesterday)

#### Participant Workbooks

- “A contemporary narrative is powerful too”

### 2. A strong downtown cultural core

#### Plenary Discussion

- Can you define downtown? Do you want to include both commercial and residential, then maybe historic downtown is way to do it.
- Think about schools, not just arts programming, it’s having them there. Downtown schools are on cutting block. Losing them means losing people, then losing retail, and then losing downtown. Happened in London.
- I live in the BIA because I like downtown core. But I’m starving artist and can’t afford rent. Need to consider subsidy so starving artist can afford to live in downtown core.
- You have to be kidding, lots of empty storefronts. We don’t have 10 years to wait.

#### Participant Workbooks

- Downtown lacks a definition
- What about retail?
- Protect the downtown core

### 3. A strong performing and visual arts offering

#### Plenary Discussion

- A little too exclusive. Not sure how define arts, need to include written arts, publishing poetry, etc.

#### Participant Workbooks

- What about other cultural activities?
- Include literary arts
- It is strong but needs to be engaged
- KAC meetings are coordinating info re: performing and visual arts

### 4. A sustainable cultural sector

#### Plenary Discussion

- DELETE this. The whole city is the cultural sector, including agricultural area. Includes restaurants, people drive here to go to some of the unique restaurants.
- Bus loads of people to city hall to get pics, and if go to Princess around Canadian Tire there is a cairn that commemorates death of highway worker in saving life of child – lot of activities going on here. This is an important story to also tell, all the way through to Sir John A.
- We have history, but because we live here we don’t appreciate it.
- French soldiers in downtown, pageants, English arrival – loyalist carrying food barrel – there’s a lot we can do that gets into advertising. Water, confluence of waterways, lots of venue signs, plaques, taped walking tours (houses built before 1860). Just need to figure out how to advertise this in compelling way. We need to learn how to translate rich heritage of our community.
- Implies other strategic directions aren’t cultural. Either struck or be re-titled. Otherwise implication is that this is culture and others are not.

- Noticeable however much we may wish to keep young people and offer them opportunities, that doesn't really happen
- Is quite a gap when 25-35 yr olds finish their training, artists, performers, etc. There is little support and little opportunity for them in Kingston
- Great danger of losing the very people that would be active in this community
- This is a great place to raise children. It's why we moved here from Toronto. 6 yr old to school in central downtown Kingston. But there are things missing. No small children activity. No science centre, no child-friendly museums. No way to engage them.
- I volunteer at number of organizations, there's very little opportunity for 25-35 yr olds to break into business, gallery, we have education and energy to do this but don't get the support here. Need opportunities for new graduates. No jobs. Once you have kids it's harder to make these happen (not necessarily).

**Participant Workbooks**

- Sustainable is a buzzword-weakens idea
- Should be open to local educational initiatives
- This requires interdependence and linkages while nurturing individual artists and small arts organizations

**5. Broadly distributed opportunities for people to engage in cultural activities of their choosing**

**Plenary Discussion**

- Would like to see the word "access" there too – for people who maybe haven't had opportunity to engage in the arts
- Opportunities to involve kids at young age
- Sounds as if trying to create something that doesn't already exist. To "discover and engage in, and appreciate" may be better.

**Participant Workbooks**

- Access to cultural activities
- Include access

**6. A model heritage community of the future**

**Plenary Discussion**

- Not sure what it means. Sounds like a literal model – I would expect to see it on the table.
- Is this where built heritage fits?
- We already "grow our culture out of here", already have amazing education opportunities. Education is primary to this whole initiative.

**Participant Workbooks**

- Confusion about this statement: "concerned by allusions to Barriefield/social housing"
- How to integrate with the business community?
- "Not sure what this means"

**Other Comments**

**Participant Workbooks**

- Too much emphasis on downtown
- Too much focus on cultural tourism
- Tension between economic and social
- A local arts and culture scene that is distinct from, yet complementary to Toronto, Ottawa and Montreal.
- There is limited activity for small children-children's museum or science centre
- Include physical spaces as another Strategic Direction
- To appeal to 25-35 age group reach out to families with child-friendly activities, interactive museums, etc.

- Unique educational opportunities made available to high school aged youth through the Limestone District School Board’s focus programs

**7. Big Moves**

**Discussion Questions/Instructions:**

- Select the 1 or 2 heading(s) of most interest to you and circle them. Review the “Big Moves” listed under the 1 or 2 headings you’ve identified as being of most interest to you. Please circle the “Big Moves” that make the most sense to you. If you have any suggested ADDITIONS to the list of “Big Moves” please write them in the space to the left &/or use the space on the last page of this Discussion Guide.

**1. Place Making & Clustering**

**Plenary Discussion**

- Axe “reshaping gateways” because we don’t know where they are or what they mean. So many possibilities of what the gateways are, don’t even tackle it.
- Have seven roads in and out of Kingston so where to put gateways?
- Support clustering of places for art groups to carry on their activities. Maybe rent subsidized. Tett Centre. Think having an incubation centre for all kinds of arts groups is important – had it, but now closed down. Kingston needs it.
- Talked about need to be inclusive of suburban areas. Focus so often is downtown because already rich in terms of what’s already there. Have large population outside the downtown that isn’t that interested in what’s happening downtown. Parking is always an issue. Have to consider how places can be made in various areas of the city. Kind of a village concept. Already have housing, but nothing to do unless drive somewhere else.
- Creating a cluster for contemporary art/art gallery downtown – more the merrier. If increase in activities is not in competition with each other, we’re all more powerful.

**Participant Workbooks**

- Sculpture garden

**2. Cultural Facilities**

**Plenary Discussion**

- Bullet #2 re: acquire/repurpose theatre – if it closes we’ll go elsewhere to see movies. We need that downtown.
- City Hall into living museum with Kingston Centre for Arts & Design – one stop shop for tourists to find out what’s going on in the city. Museum leaflet, small art shows, how to get to studios around town, real interest in retrofitting City Hall for this.
- City-owned community places – goes along with Parks & Rec Master Plan. Very in favour of this.
- Libraries bit problematic, because not designed for cultural activities (in terms of arts shows). Yes in terms of kids reading, computing.
- Library: Can’t see art when there’s a meeting in the room where the art hangs
- Kingston Centre for Arts & Design idea is meant to be educational place in City Hall

**Participant Workbooks**

- Opposition to repurposing movie theatre for performance venue; the other movie theatres are not central enough for those without cars.
- *Examine whether City Hall is a suitable building to retrofit for museum or other public use – “yes + arts and design”*
- *Incorporate cultural components in City owned community spaces – “Absolutely – cultural hubs”*

<b>3. Cultural tourism initiatives</b>	<b>Participant Workbooks</b> <ul style="list-style-type: none"> <li>Develop plans, routes, and brochures for out-of-city day jaunts. Adults may attend evening events but children need day-time opportunities.</li> </ul>
<b>4. Heritage</b>	<b>Plenary Discussion</b> <ul style="list-style-type: none"> <li>Find another word for “model” heritage community</li> <li>Second bullet – cultural heritage resource management should be umbrella, with preservation below there</li> <li>May be role for private sector in there...?</li> <li>Dream – downstairs wing that faces Market Square be made into heritage resource centre. City badly needs to engage, particularly property owners whose properties are or will become designated – need to make them feel part of things. This would give major statement of city’s position on heritage.</li> <li>Could include tourist drop ins, displays, education, resource library, tables where people could view architects drawings. Been vacant for some time: need to improve.</li> </ul>
<b>5. Organizational &amp; community capacity</b>	<b>Plenary Discussion</b> <ul style="list-style-type: none"> <li>Lot of discussion on first point re: parallel organization for heritage and museums – very important thing to do, then heritage sector would have its own avenue for applying to grants, adjudicating grants.</li> <li>Talked a lot about point #2 about philanthropic culture, very necessary though not sure how to do it. Lot of private money in Kingston that could be persuaded to support more.</li> <li>Point #4 – funding for non-professional groups. This is wrong direction, many more pressing needs. Have to support professional sector with taxpayers’ money.</li> </ul> <b>Participant Workbooks</b> <ul style="list-style-type: none"> <li>Consider mentoring</li> <li>Opposition to municipal funding for non-professional arts groups: “there are more pressing needs if we want a truly vibrant arts sector”.</li> </ul>
<b>6. Retain young talent</b>	<b>Plenary Discussion</b> <ul style="list-style-type: none"> <li>Lot of discussion on first point – connections are important, but also has to focus on how to make a living. There is a codependence between professional and amateur artists. Mentorship opportunities lacking, also need more support from the City to make living from that at the same time so don’t have to leave to bigger cities.</li> <li>Need to support professional artists, means more money to hire younger artists.</li> <li>Small idea – 1% concept. When development, add that for building culture. What about portion for promoting local artists. Screen at KROCK that showcases videos, scrolling board so can see examples of homegrown local talent.</li> </ul> <b>Participant Workbooks</b> <ul style="list-style-type: none"> <li>Highlight municipal support to artists in the community and clarify to emerging artists what is available</li> <li>Expand to retain and attract young talent</li> <li>Promote young talent</li> <li>Professionals are very important as they are codependent and also have potential to provide opportunities for young, but what is currently lacking is the ability to make a living from it. Things here are too limited and expansion is necessary.</li> </ul>

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**7. City's role****Plenary Discussion**

- Quite a bit of discussion of all bullets. Ended up prioritizing.
- 1st priority – to develop rationale for increasing city resources to cultural initiatives. Very important, and guess that that's what cultural policy will be all about. We've been lacking policy for some time.
- 2nd priority – convene an advisory group on cultural vitality with broad representation from all sectors. Business, institutional and community. In Kingston we tend to operate a bit separately from one another, and should be more interaction between different sectors and all of them in various ways can support and initiate activities
- 3<sup>rd</sup> priority - Identify role for city government – in identifying important elements here in the city. Many cultural activities go on here, but need to market these and brand city that has lot to offer
- 4<sup>th</sup> priority – identify appropriate level of investment in programming, events and community development funds – lot of work went into creation of arts fund, but growing recognition that arts fund can't remain stagnant. Fund needs to grow to make investment in new initiatives.
- City through KEDCO could encourage arts based organizations. In many ways are barriers or impediments to these initiatives. Encourage more community participation and access of community to city government
- Many new initiatives spring from community (as opposed to by adding more city employees). Community more vibrant if this happens.

**Participant Workbooks**

- Leadership / access for community
- Encourage art-based organizations
- Promote and attract art-based businesses
- Support and encourage uniqueness and authenticity – a place where people are and can be real, be themselves and explore creativity
- Create a heritage advisory board; arts advisories already exist
- City should subsidize museum visits for economically deprived schools
- *Develop a rationale for increasing City resources to cultural initiatives-identify return on investment – “Heritage Planner”*

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**8. Collaborate with educational institutions****Plenary Discussion**

- Started with what we see as gap. We don't think that educational institutions should start after high school. Need to include 0-6 through high school, not only local school boards, but also some arts schools, music teacher workshops, dance studios
- Some of this already happening
- Use redundant schools as areas where different arts programs could be held, in conjunction with school boards
- When design new schools, think about spaces for arts, performance, activities
- Big thing – study of wine done in Prince Edward County, done already there

**Participant Workbooks**

- Should also include other educational organizations and art schools
  - There is an opportunity for closed schools to be used for cultural purposes
  - Education is bigger than just Queen's-include RMC and school board
  - Culture can satisfy broad curriculum if silos are removed
  - Include RMC
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**9. Cultural diversity, inclusion, social cohesion, anti-poverty**

**Plenary Discussion**

- We're smallest group, also listed last which doesn't reflect it's important
- Talked about how cultural plan seems to have limited and exclusive concept of culture – very arts based, and isn't really representing what's going on in Kingston, but is reinforced by demographics at meeting tonight
- Need more anti racist approach, need to expand beyond VVV to include diversity and sustainability as part of definition
- Questioning purpose of plan – attract and retain “the right” kind of people to Kingston? Professionals, tourists – rather than a plan that celebrates and nurtures those already here that are marginalized and not part of mainstream
- Point #1 – articulate that social capital plays in building culture (not the reverse)
- None of bullet points address why cultural diversity is important
- Inclusiveness is so essential to keeping people in the community – if you want people to stay here, need to feel recognized in all parts, social populations, ethno-cultural communities, to sustain people already here

**Participant Workbooks**

- Diversify definition of culture to include diversity; exclusive concept of culture
- Adopt an anti-racist and inclusive approach
- Earmarked funding for organizations and projects promoting accessibility and cultural diversity
- Essential in order to retain talent
- No bullet point on why cultural diversity is important
- Inclusiveness is essential in keeping people in a community so if you want people to stay (and therefore sustain the community) they have to feel included and their heritage recognized and respected.

**8. Other Advice**

**Plenary Discussion** NEW categories of “Big Moves”: Entrepreneurship

**Participant Workbooks**

- City governments could be more welcoming to community initiatives that provide originality, good ideas, energy and enthusiasm.
- Suggested Big Move 10: Support small art-based businesses and entrepreneurship
- “Invest in current culture. Invest in making everything the highest quality it can be. Invest in discovering and promoting individual organizations.”
- Emphasize authenticity
- “Community consultations that include food, transportation and childcare would probably help to broaden participation in this process”.
- “Is the purpose of the plan really to attract and retain the “right” kind of people to Kingston (professionals, rich white people, tourists) rather than to nurture and celebrate the city's diverse communities?”
- There has been an attitude that arts should pay market rents yet sports and leisure are heavily subsidized.
- Stakeholders (BIA, KEDCO, anti-poverty groups) should join public meetings
- More emphasis should be put on what Kingston can do to retain new graduates and emerging artists. There need to be more opportunities for them in Kingston.
- Established artists and mentorship potential
- KCAD can assist with 1, 3, 6, 8, 9
- Other educational institutions should be included: Agnes E. Arts Centre, RMC, Limestone District School Board, Algonquin and Lakeshore Catholic School Board, private schools.
- Consider how the economy of Kingston changes as students come and go (also opens up space for cultural groups and events).