



KINGSTON COMMUNITY CULTURAL POLICY PLAN

Stage 2 Public Workshop Report

Friday, January 29, 2010

9:00-11:30am

I Summary

On January 29th, over fifty people participated in the second of two public workshops for Stage 2 of Kingston’s Community Cultural Policy Plan (KCCPP), including representatives from arts, cultural and heritage organizations, health and educational institutions, local businesses, community groups, 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.** In expanding on these, participants emphasized the importance of: a tourism experience that is compelling for all, not just an “affluent tourism market”; focusing on the creation, presentation and preservation of culture; broadening the theme of accessibility to include all of its forms (e.g. physical, intellectual, financial, age, language, culture, religion).
- **There was support for a core proposition that is unique to Kingston and meaningful to all its citizens.** Many participants agreed with the idea of having a core proposition and also suggested some improvements. The main criticism was that the proposition seems too focused on tourism and marketing. Two suggested improvements included: developing a common vision, and placing the focus on creating and disseminating culture that is meaningful to Kingstonians.
- **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 encompass all of Kingston's narratives.
 2. *A strong downtown cultural core* – was supported overall, though many wanted downtown to be defined, and perhaps expanded to include “peripheral areas”.
 3. *A strong performing and visual arts offering* – there was support for this, though it was suggested that the term ‘presence’ would better represent the range of artistic activities, including the final ‘offering’.
 4. *A sustainable cultural sector* – was seen by some as a top priority, and one which requires supporting local talent.
 5. *Broadly distributed opportunities for people to engage in cultural activities* – was well received, and some thought the statement should embody a broader concept of diversity and be clear about including people from across the entire City of Kingston.
 6. *A model heritage community of the future* – was supported by many, although it raised concern with some who expressed that Kingston is not a ‘model’, but a real community.
- **The Big Moves, which were put forth as early ideas for consideration, sparked much discussion.** Ideas that generated support from some participants included: a summer arts and culture festival, expanding notions of heritage, a parallel organization to the Arts Council for heritage, retaining young people or bringing them back, integrating the KCCPP’s objectives broadly in the City’s operations, creating positions for cultural facilitators who can encourage collaboration, affordable housing (not just for artists but everyone). Ideas that generated concern from some participants included: funding for non-professional groups and artists, convening a City advisory group (there are too many already). Repurposing City Hall received support from some, who believe it could help fill a void in gallery/performance space, and generated concern among others who think the City doesn’t need another civic collection to manage.

II Meeting Overview

The January 29th workshop was held at Memorial Hall (in City Hall), from 9 to 11:30am. 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 and comments were put forth by participants after the presentation. The study team’s answers, where provided, are in *italics*.

- In speaking about the potential for visual arts venues you don’t mention the many visual art galleries already present downtown. These shouldn’t be overlooked. *We’ll take this as advice.*
- The Sustainability Plan (ICSP) speaks to tourism in its economic health pillar. I see a cultural tourism theme in your plan and I am wondering whether it is a major component and whether it is your responsibility or that of the ICSP to implement it? *Cultural tourism is a significant component of this plan and it will align with the ICSP. Although we are not developing a cultural tourism strategy as part of this plan, the recommendations will create the rationale for further studies and a full-fledged strategy.*
- Will the plan have evaluation measurements? *We understand the need to track the plan’s success and we will frame our actions in a way that they are measurable.*
- You mentioned moving heritage resources beyond the status quo. Could you give examples of this? *If the status quo is heritage site preservation. What we’re looking to do is offer up opportunities to move toward heritage resource management, which broadens the sense of heritage in Kingston. We hear that there is a stereotype about heritage in Kingston that is focused on the 1850’s, limestone buildings and Sir John A. Macdonald. As much as these are important parts of Kingston’s heritage, we would look to see how many other aspects can be highlighted, preserved and celebrated.*
- I’m curious about the historical narrative – in my readings and understanding, I don’t recall a significant role for the Hudson Valley Dutch.

- I noticed that there wasn't any mention of public art. *It is an important component and we're going to convene a day-long session with people interested in this discussion with our team's public art expert, Jane Perdue, to work through a strategic approach to public art for this plan.*

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 to the 4 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:

- **Kingston's arts, historic and built heritage assets can have a central role in cultural tourism and economic development.** There were several comments around the idea that the Culture Plan should not just be about attracting people to Kingston, but must also focus on creating, presenting and preserving culture in Kingston. Some participants also commented on the use of the word "can" in this statement. They suggested that Kingston's arts, historic and built heritage assets either *should* have a central role in cultural tourism and economic development, or *must* have a central role. It was also recommended that the terms 'arts', 'historic' and 'built heritage', and 'cultural tourism' be clarified.
- **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.** A recurring critique of this theme focused on the word "authentic" and the idea of an authentic experience. Some participants indicated that there can be no single authentic experience of Kingston, and some questioned whose authentic experience this statement was referring to. One participant suggested using the word "unique" in place of "authentic" because it speaks to more people and has a broader focus. Another participant objected to the use of "affluent tourism market", stating that there should be a tourism experience that is compelling to everyone, not just the rich.
- **Assure broadly distributed and accessible opportunities for people from a diversity of communities within Kingston to engage in cultural activities of their choice.** This theme

generated many responses around the meaning of accessibility. Some wanted to expand the theme of accessibility to include physical, financial, intellectual and linguistic accessibility, while others wanted to include a variety of age groups such as children and seniors. One participant suggested that the theme is too specific to address the needs of the diverse communities of Kingston, and posed the question: “What about culturally and religiously relevant culture?”

- **Other Comments.** Some other comments included the themes’ lack of attention to artistic creation and to public transit. An additional theme of “Arts, Creativity and Entertainment” was suggested.

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. Many suggested changes to its wording or created alternative statements. Several participants interpreted the core proposition as being more about attracting tourists than supporting the arts in Kingston. A few commented that the proposition sounded more like a tourism plan than a community plan, and some noted that it seemed like marketing and cultural tourism were the drivers of the plan. One person commented that the proposition suggests the reason to support culture is to attract tourists. In line with these comments, some participants put forth suggestions that emphasize Kingston in a local context: “Kingston has an opportunity to differentiate itself from other cities in North America through its ability to create and disseminate culture that is meaningful to its citizens” and “Through a common vision Kingston has the opportunity to distinguish itself based on its cultural assets and resources”. One person suggested that the proposition be thrown out altogether and replaced by Strategic Direction 4: A sustainable cultural sector, while another suggested the proposition is good because it points to the consequences of a sustainable cultural sector.

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.** This direction was seen as an important one, but there were several comments suggesting it was too specific. Participants suggested changing the statement to “Powerful historical narratives” to encompass all possible narratives.
2. **A strong downtown cultural core.** This direction was supported overall, but some participants called for an expansion of the concept of the downtown core. One person suggested that the

statement include “and peripheral areas”. The expansion of the strategic direction’s scope was suggested with the idea that pre-existing infrastructure become more integrated with transit and generally better connected to a cultural network in Kingston. Many were confused about the definition of the downtown core and what it includes. For instance, does the downtown include Fort Henry, the Waterfront, or the Penitentiary?

- 3. A strong performing and visual arts offering.** These were considered to be important aspects, but some saw omissions here. Someone commented that creation of art is not included anywhere in this statement and that by using the word “offering”, it is implied that only the final product is of value. This person suggested using the word ‘presence’ in the place of offering. It was also noted that public art is not included in this statement at all. Another participant wondered if this statement means that there should be a balance of local artists and those from outside Kingston. This person emphasized the importance of local talent.
- 4. A sustainable cultural sector.** Some participants indicated that this should be the highest priority. The importance of local talent was emphasized, and a business plan that includes large and small scale venues was suggested.
- 5. Broadly distributed opportunities for people to engage in cultural activities of their choosing.** The majority of comments related to this Strategic Direction focused on broadening its scope. Some suggested expanding the statement to include geographic and demographic opportunities, and others suggested it should discuss diversity in a broader sense. There were also several comments related to the production and consumption of culture, including: “Communities must be empowered to produce their culture rather than consume and have access to other people’s culture.”
- 6. A model heritage community of the future.** Many comments related to broadening the statement. Some suggested expanding the statement beyond just built heritage to include other groups that have come to Kingston, their people and customs. One suggested alternative was: “A model multicultural heritage community”. Many also discussed the importance of raising awareness of Kingston’s array of heritage resources, and how coordinated educational efforts are needed at museum sites.

Other Comments: There were also some general comments regarding the Strategic Directions. A seventh Strategic Direction was suggested focusing on a strong communications and marketing plan directed at Kingstonians. There was concern that the Culture Plan will not be effective if local residents are not supportive of it. Related to this was the observation that most visitors are not aware of the 23 museums spread throughout Kingston. A map was suggested to communicate the locations of these sites as well as other cultural sites. There were also suggestions to improve coordinated educational programs that integrate culture. Others emphasized the importance of engagement and collaboration with local business owners. One person felt strongly that the Strategic Directions should be tied directly to specific challenges or gaps that currently exist in Kingston.

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.** No feedback provided.
- 2. Cultural Facilities.** Most of the feedback for this Big Move was focused on the first point: repurposing City Hall, with some suggesting it could help fulfill the need for additional performance and gallery space, especially for amateurs. Some participants took issue with a museum in City Hall, claiming that the last thing the city needs is another public collection to maintain. Some of these participants claim that stories are being told very well in other museums. Participants articulated a clear need for venue and performance space for amateur and emerging artists as well as the need for subsidies to arts groups. A rotating showcase for the diverse cultural experiences and collections of the city was also suggested. These exhibits were described as a way to connect people with other museums and to deliver central stories across various sites.
- 3. Cultural tourism initiatives.** Not much feedback was provided, although the points listed under cultural tourism initiatives were well received. One suggestion was to expand the summer arts festival to include a cultural diversity component.
- 4. Heritage.** There was some objection to Kingston being a *model heritage community of the future*. This phrase caused some participants to think of Black Creek Pioneer Village, and one participant commented: “we’re not a model-we’re a community”. There was also some concern that heritage was not well defined.
- 5. Organizational & community capacity.** There were a range of opinions about this Big Move. Many participants focused on heritage, some suggesting its meaning was too vague and not being accurately represented, and some suggesting deleting “heritage” and replacing it with “museums”. One participant discussed the limited notion of heritage in Kingston as being tied to the 1850s. They recommended that the idea of heritage in Kingston needs to be expanded to include later architecture, aboriginal heritage and plural historical narratives. Another idea reiterated by several participants was that of funding need. Some suggested directly funding heritage groups and non-professional groups. Another participant indicated that funding needs to be increased, not simply redirected. Some also expressed the need for arts groups to articulate their different needs and strengths in order to compete for funding. There was also some discussion about professional operating capacity and jobs: “Jobs can only occur if we have strong cultural institutions in the community”. Organizations were also thought to benefit from assistance in building bridges between the arts community and other communities within

Kingston that can support them. The idea of a parallel organization for heritage and museums was not supported by everyone, many participants stating that heritage and museums are very different issues. It was suggested however, that a parallel Council be created to deal with grant administration.

- 6. Retain young talent.** There was no disagreement with the points presented under this Big Move. Some saw this as the most important Big Move as it is tied to job creation. The example of the Queen's Drama Department was cited: due to Kingston's lack of a professional theatre company, talented students are forced to move to other cities to pursue their craft. It was noted that Kingston is missing out on economic opportunities as there are few well-paying jobs in people's areas of interest. One suggestion to counteract this effect was the creation of arts projects from the City based on local heritage that target a wide range of young artists. Another idea was the creation of a comprehensive guide listing all arts and culture related activities in Kingston, including those at Queen's and developing an online component as well. Another recommendation was to focus on bringing people back to Kingston.
- 7. City's role.** This Big Move generated the most interest during the session. Some of the points listed under this Big Move were considered by many to be redundant and vague. Additionally, the statement "convene an advisory group" was not well-received because there are already many such groups in Kingston. It was suggested that developing "a rationale for increasing City resources to cultural initiatives" may be not necessary as a Big Move since this would already be achieved through this policy. Generally, participants emphasized the need for the objectives of the Culture Plan to be broadly embedded in all of the City's operations, not just in the Culture Department. Accordingly, a new point was suggested to capture the need to integrate cultural sustainability and policy implementation throughout Kingston's operations. Another suggested addition was for the City to advocate for provincial and federal funding to prioritize jobs for arts and culture. Lastly, a recommendation was put forth to look into the centralization of shared programming staff for museums.
- 8. Collaborate with educational institutions.** The discussion around this Big Move focused on ways to break down silos and increase collaboration between sectors. One solution suggested was to create more cultural facilitators from the City to help break down barriers. These facilitators would work with several institutions simultaneously, be central and hands on.
- 9. Cultural diversity, inclusion, social cohesion, anti-poverty.** Comments for this Big Move were mainly related to the specificity of the statement. Some participants acknowledged that there are a variety of diversities that go beyond culture. The second point (Make a case for access to cultural activity as element of poverty reduction strategy) was seen as too ambitious and all-encompassing given that access to culture is not a priority for poverty reduction. It was suggested that social cohesion be emphasized rather than poverty reduction. Lastly, the idea of affordable live/work spaces for artists was supported, but some participants would like to see it acknowledged in the larger context of affordable housing for everyone.

E. Other Advice

- Someone commented that the implementation of this Cultural Plan presupposes reasonable and sustainable funding from the City and that the need for adequate funding should be clearly declared as an overarching statement.
- The point was made several times throughout the discussion that culture needs to become part of Kingstonians' everyday lives and not be limited to the Culture Plan or Culture Department, suggesting that culture must be integrated into all aspects of the City.
- One participant noted that Kingston is not a retirement community, and as such well paying jobs in the arts are necessary in order for the arts to be taken seriously.
- There was some discussion about expanding the boundaries of downtown to include the main museums from Fort Henry to Penitentiary Museum, and to further develop a public transit strategy around it. One participant mentioned that it is important to have a realistic sense of downtown, that it is dirty, vacant and messy.
- A few participants touched on the idea of physical accessibility to venues, and suggested the idea of bringing cultural resources and events to seniors and to various communities for whom cultural activities are not easily accessible.

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.

- 9:00 am WELCOME**
Brian McCurdy, City of Kingston
- 9:05 INTRODUCTIONS & AGENDA REVIEW**
Nicole Swerhun, Facilitator
- 9:15 COMMUNITY BRIEFING**
Jeff Evenson, Canadian Urban Institute
- 9:45 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”
- 11:25 WRAP UP & NEXT STEPS**
Colin Wiginton, City of Kingston
- 11:30 ADJOURN**

Appendix B - Organizations and Interests Represented at the Workshop

Agnes Etherington Art Centre
Apple Crisp Arts
Arts & Letters Club
Cataraqui Archaeological Research Foundation
Centre Culturel Frontenac
Chameleon Nation Creative Emporium
City of Kingston
Green Shirt Media
Katarokwi Native Friendship Centre
Kingston Arts Council
Kingston General Hospital
Kingston Mills Blockhouse
Kingston Municipal Heritage Committee
Kingston School of Music
Marine Museum of the Great Lakes
Modern Fuel Artist-Run Centre
Museum of Health Care
Queen's Conservatory of Music
Queen's Drama
Queen's University Archives
Salon Theatre Company
Social Planning Council
Theatre Kingston

Appendix C - Detailed Feedback

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

- Point 6 about "Broadly distributed accessible and opportunities", I want to make sure you include things like accessibility training for people who work in cultural activities.
- I object to the term affluent tourism market. I think there should be a tourism experience that is compelling to everyone, not just the rich.
- The word authentic [related to cultural tourism] sounds like jargon – let's use the word unique because I think it speaks to more people.
- We should remember that there are people of various age groups, including seniors, which need to be included in statements addressing accessibility.
- I'm impressed with how comprehensive the thinking is in this presentation. But I'm struck at how little reference there is to the arts themselves. I'm especially interested in the creation of art. I think educational, recreational and professional arts issues are things to put a circle around and address in this plan. We have a very limited number of professional performing artists in the community. I urge that we look for room in this plan to look specifically at arts as a subset of culture.
- I think the statement on accessibility is too specific. Maybe something that talks about access to diverse communities in a general manner might allow more flexibility.
- There needs to be clarification of the terms being used in all-encompassing statements. E.g. As I am involved in heritage, I see missing elements to the statement about "arts, historic and built heritage assets" although to someone else it might seem comprehensive.
- I see reference to improving the gateways. As well, I think nothing brings people together better than a beautiful walkway.
- I think the language about Kingston's arts, historic and built heritage needs to be stronger – it should read "MUST" instead of "CAN" [have a central role].
- Much of this seems to be about attracting people to experience culture in Kingston, yet it is a two way street and there needs to also be a focus on those creating, presenting and preserving culture.
- The term cultural tourism is vague. We should be weary of implications of entertainment, which some perceive as being a part of cultural tourism.
- As much as you are highlighting a 'walkable' downtown – I think there is also a need to address the transit system, which is currently inefficient.
- The theme we [our table] would suggest is arts, creativity and entertainment.

General Comments

- "The municipal government needs to embrace cultural planning as a core driver and allocate appropriate resources to policy and action implementation".
- "Recognize artistic creation and interpretation as the resource from which culture and heritage derive".

1. Kingston's arts, historic and built heritage assets can have a central role in cultural tourism and economic development.

- "...assets MUST have a central role in cultural tourism and economic development."
- Remove "can".

4. Place making is important.

- Specifically public space and access to it.

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.

- Authentic for whom? There is no ONE authentic experience of Kingston.

6. Assure broadly distributed and accessible opportunities for people from a diversity of communities within Kingston to engage in cultural activities of their choice.

- Accessibility includes physically, financially, intellectually and linguistically.
- This theme is too specific to address the needs of diverse communities. What about culturally and religiously relevant culture?

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

- Changed it to “through a common vision Kingston has the opportunity to distinguish itself based on its cultural assets and resources.”
- Threw it out – instead focused on strategic direction #4
- Concerns about implicit cultural tourism driver in statement “Kingston recognizes that a sustainable culture that is created, shared and preserved is fundamental to a healthy community and more broadly to its stature.”
- Same kind of feeling – sounded very much like marketing that left out Kingstonians. Note of caution – marketing shouldn’t be the driver.
- Noticed that the word “differentiate” could potentially lead down avenues that are dodgy. Don’t want big and splashy for others to come to Kingston, want to make sure all Kingston arts are sustainable first.
- Nothing wrong with core proposition – it is the consequence of a sustainable arts & culture sector.

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?

1. A powerful historical narrative

Plenary Discussion

- Historical narratives – make it plural to create space for the power of all narratives

Participant Workbooks

- Whose history?

2. A strong downtown cultural core

Plenary Discussion

- Wonder about definition. Maybe add “and peripheral areas”.
- Agree, but has to be positioned well. Those in west end who always hear about “downtown core” – if have strong head then rest of body will be strong too.
- It is incumbent on City to re-think how it defines downtown. Include Fort Henry? Waterfront? Penitentiary? Now it goes from Queen St to Clarence, including my own, tend to be left out of marketing and support. Makes sense with broader re-definition that embraces pre-existing

important infrastructure – can derive improvements related to transit, think about network of current assets.

3. A strong performing and visual arts offering

Plenary Discussion

- Glad that it's here, but "offering" just means final product or exhibition or performance aspect. Need to make sure we don't miss CREATION; to make, to show, to market, to value. Use "Presence" instead of "offering". Includes education and awareness also.
- Public art should be in here as well, a bit taken aback, why isn't public art being discussed here, if it's so important?
- Is that saying there should be a balance between local artists and artists from away? Not just Tom Cochrane, but local artists in same venue, same air time. People from the community matter as much as people from Toronto. Hard to tell if that's the case right now. Unless it's identified as a problem now, not sure if it's a problem now. Local groups need to matter to us first. Marketing always says deal with existing clients first.

4. A sustainable cultural sector

Plenary Discussion

- Highest priority
- Business plan that included large scale venues with small scale venues. This would identify that local groups matter. There's something about the operation of large facilities that can feed local artists. Not sure that's happening now. Instead of CUI just focusing on opportunities, would like us to say "Kingston sucks at this", "This is a problem in your community" therefore we're developing strategic directions designed to address these.
- This would help me see that my pain is being felt.

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

Plenary Discussion

- This should be expanded to geographic and demographic opportunities – so include ENTIRE City of Kingston. It's a huge community now.
- Too specific. Statement that talks more about diversity in broader sense of the word would be helpful.
- Not just access to consume other cultures.

Participant Workbooks

- Too specific. Communities must be empowered to produce their culture rather than consume and have access to other people's culture.

6. A model heritage community of the future

Plenary Discussion

- Reword "As model multicultural heritage community". Not just built heritage – it's broader, includes various groups that have come to Kingston. Buildings, people, customs.
- NEW: Strong communications and marketing plan to Kingstonians. Won't go anywhere unless get local community involved. People who have never been to Fort, Agnes, Museums, etc.
- There are 23 museums in Kingston spread over a large area. Always surprised visitors aren't aware of these. They exist and market themselves in isolation. Many are not aware of what's at the periphery of the city. Need to be inclusive when we market. Need a map or some other tool – and develop it with neighbouring cultural sites as well. Confluence of rivers and other unique features like UNESCO World Heritage Site.

- Education – Don't see any real coordinated educational program. Working well at some sites, not at others.

Other Comments

- ROM looking for new ED and they say education is most important to attracting parents and children. It's an active teaching centre.
- Most of us here are converts that culture is important to community. Engage local business owners, how to collaborate with them, work with them, use their space.
- The momentum of the process bothers me. Everything's positive, positive, positive. No warts being shown. I could better appreciate strategic directions if I knew why we had to take them. What is wrong? Is there something NOT happening that requires the Culture Plan?
- Kingston is a great place. It's hard not to have great time here. Lovely buildings, water all around, lovely downtown.
- Strategic directions are only significant because they lead to actions. Make #3 #1, and why not combine #1 and #6.

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.

1. Place Making & Clustering No feedback

2. Cultural Facilities **Plenary Discussion**

- Primarily focused on point #1 – repurposing city hall. Need for performance and gallery space – especially for amateurs.
- Issue with museum in this building – the last thing the city needs is to acquire another collection to maintain. Story already being told very well in other museums. City hall could showcase rotating exhibit that connects people with other museums.
- Gallery space – been having networking meetings at KAC to network with different disciplines in arts community. Venue space for performance space for amateur and emerging artists.
- Baby Grand has become very expensive and can't afford to be there. How can we subsidize these groups or give them a break so they can participate?

Participant Workbooks

- City of Kingston Museum
- Need showcase, performance and gallery space
- Kingston can't afford another publicly owned collection
- Re-purpose City Hall as a showcase for the diverse cultural experiences and collections the city has, on a rotating basis.
- Joint messaging with central stories; can be delivered across various sites
- Culture needs to be part of citizens' everyday lives

3. Cultural tourism initiatives	<p>Participant Workbooks</p> <ul style="list-style-type: none"> • Point #3 re: summer arts festival. Would like to include cultural aspect to that too. Talking to federal government, and they've said it's important to have cultural festivity, awareness week. It's a priority for them, the City, and me. • Generally thought initiatives were well served by those points.
4. Heritage	<p>Plenary Discussion</p> <ul style="list-style-type: none"> • Very first bullet raised my hackles because of what was just said. When I hear model heritage community, I think Black Creek Village. We're not a model – we're a community. • Bullet #2 – have to do heritage site preservation first and have to have community buy into that. • The current process of designation has problems. • Heritage is multi-faceted – have to know what we're talking about, and what here isn't yet clear enough, and needs to be crystalline and then we can move to resource management. Has to come from our community.
5. Organizational & community capacity	<p>Plenary Discussion</p> <ul style="list-style-type: none"> • General discussion, range of opinions • Issues around parallel organization – heritage is not being represented accurately, being on Heritage Advisory Committee. Heritage reference too vague – want to delete and refer to museums? Discussed how some funding could go to heritage groups. Lack of funding is an issue. • Don't create second Council – Arts Council should be commended for what they've achieved. Reality is that confusion that has been identified between museums and heritage. Heritage to me means sites that city has identified as having historic significance. Museums are a very different issue. Argue for Council to deal with grants in this City. • Have to define what heritage means – Michael McClelland: <i>couple things about heritage, almost stereotypical definition of heritage in Kingston that is very limited. Focused only on specific period of history. Stereotype is 1850s, whereas there has been feedback from people that needs to be broader definition that's everything from 1940s architecture to aboriginal and others. This "historical narrative" needs to be plural. And the broader and more inclusive these can be, the richer. One of the strong bases of Kingston is the rich heritage and needs to be stronger, and developed further.</i> • Professional operating capacity – really means JOBS. Jobs only occur if we have strong cultural institutions in the community. • Organizations could use assistance building bridges between arts community and other communities that could support them. • Municipal funding for non-professional groups. There are issues right now with development of arts funding and everyone's in same pot. Need to articulate different needs – when we all fight for same pot, creates issues.
	<p>Participant Workbooks</p> <ul style="list-style-type: none"> • Need to increase funding, not redirect it
6. Retain young talent	<p>Plenary Discussion</p> <ul style="list-style-type: none"> • Didn't disagree with any points. • Two ideas – some kind of comprehensive listing guide can easily access activities (looking forward to comprehensive website), including activities at Queen's. • Kingston is missing out on economic opportunities for people who have finished

their education and are starting a career – few well paying jobs for people no longer students in their areas of interest. E.g. jobs at museums, education for public school students at museums. More arts projects from City based on local heritage that target many young artists (already have some established artists involved, but would be great to broaden out).

- #1 point is JOBS. Connects to all other points. At Queen’s have drama department but Kingston has no professional theatre company. So students graduate with skill set and talent, but have to leave to Toronto or other places.
- Take page from Maritimers’ playbook – get people to come back.

Participant Workbooks

- This is the most important point - it’s about job creation!
- How will this be executed?

7. City’s role

Plenary Discussion

- Heavily populated table shows how important we think City’s role is
- Tends to be a few individual specific bricks and mortar actions that have filtered in, and too early for this – should be derived from larger directions
- E.G. Last bullet belongs in last phase of study
- First two bullets somewhat redundant. Suggest eliminate second bullet “develop a rationale” because this policy is the rationale
- “Based on this plan, identify methodologies and appropriate levels of investment that the City could make in cultural sustainability.”
- #3 – align the role for cultural services with this plan
- Following 3 or 4 bullets struck us as redundant or vague
- Things like “convene advisory group” resulted in several groans because already many of these
- NEW POINT – meant to capture need to integrate cultural sustainability and policy implementation throughout the City of Kingston’s operations, not just in cultural department
- “Ensure the Cultural Plan’s objectives are embedded broadly in the City’s operations”

Participant Workbooks

- For museums: look at shared programming staff at a centralized level
- Ensure culture plan objectives are embedded broadly in City’s operations
- Big moves are redundant and vague
- Advocate for provincial and federal funding to prioritize jobs for arts and culture

8. Collaborate with educational institutions

Plenary Discussion

- Talked about ways to break down silos, including cost, tradition, etc. Don’t collaborate just with each other, but others as well.
- Solution – create more cultural facilitators (from City) to help break down barriers. Often doesn’t happen now because just too much extra work. Someone who can trouble shoot this regularly. Can work with several institutions at once, could be central, and more hands on – with various cultural offerings.

9. Cultural diversity, inclusion, social cohesion, anti-poverty

Plenary Discussion

- Several comments. Not sure what social capital referred to so couldn't discuss
- Point #2 – maybe too ambitious? Ability to access culture probably not priority of Poverty Reduction Roundtable. Maybe more about social inclusion rather than poverty reduction.
- Point #3 – social cohesion is good, but step before might be validation within own community. Intermediary step needed. Produce and access culture, validated for work you do as a community.
- Point #4 – support idea of affordable live/work space for artists, can that be acknowledged in context of affordable housing for everyone
- There are many other kinds of diversity, age, etc.

E. Other Advice

Participant Workbooks

- Kingston is not a retirement community! Good paying jobs in the arts are necessary in order for the arts to be taken seriously.
- Create a heritage and arts council for municipal funding
- The implementation of this cultural plan presupposes reasonable and sustainable funding from the city. That reality is absent in this draft and should be clearly declared as an overarching statement.
- Define downtown to include the main museums from Fort Henry to Penitentiary Museum, and develop a public transit strategy to embrace it.
- It is important to have a realistic sense of downtown; it is not really a “showcase”, but dirty, vacant, messy.
- What about physical accessibility to venues, bringing cultural resources and events to seniors, access for all racial, ethnic and religious communities.