EXECUTIVE SUMMARY:
The City of Kingston and Tourism Kingston are currently working together to develop an Integrated Cultural Heritage and Cultural Tourism Strategy, both to capitalize on the City’s strengths in these areas and to address potential gaps and/or weaknesses in its cultural heritage and cultural tourism offerings. These strategies were recommended in the Kingston Culture Plan unanimously approved in September 2010 and are meant to guide the work of the City, as well as stakeholders within the broader community.

This strategy is relevant to the members of the Municipal Heritage Committee given the changes brought about in its mandate (By-law 2012-096) that came into force at the June 19, 2012 regular Council meeting. Changes to the mandate include the addition of cultural heritage planning initiatives which will involve the provision of advice and guidance to Council on how to advance implementation strategies and work in cooperation with the City and other stakeholders with respect to the City’s natural, tangible and intangible cultural heritage resources and services.

The purpose of this report is to provide the Municipal Heritage Committee with some background and an overview of the Integrated Cultural Heritage and Cultural Tourism Strategy being developed by the Cultural Services department in partnership with Tourism Kingston and in collaboration with local stakeholders and Kingston residents.

RECOMMENDATION:
This report is for information purposes.
AUTHORIZING SIGNATURES:

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<th>ORIGINAL SIGNED BY COMMISSIONER</th>
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<td>Cynthia Beach, Commissioner, Sustainability &amp; Growth</td>
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<th>ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER</th>
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<td>Gerard Hunt, Chief Administrative Officer</td>
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CONSULTATION WITH THE FOLLOWING COMMISSIONERS:

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<tr>
<th>Lanie Hurdle, Community Services</th>
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<td>Denis Leger, Transportation, Properties &amp; Emergency Services</td>
<td>N/R</td>
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<td>Jim Keech, President and CEO, Utilities Kingston</td>
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(N/R indicates consultation not required)
OPTIONS/DISCUSSION:
The City of Kingston and Tourism Kingston are currently working together to develop an Integrated Cultural Heritage and Cultural Tourism Strategy, both to capitalize on the City’s strengths in these areas and to address potential gaps and/or weaknesses in its cultural heritage and cultural tourism offerings.

These strategies were recommended in the Kingston Culture Plan unanimously approved by Council in September 2010 and are meant to guide the work of the City, as well as stakeholders within the broader community. These strategies will also be used to help animate Kingston’s motto “where history and innovation thrive” and support the creation of an integrated tourism strategy for Kingston that has been identified as a Council priority in 2012.

Purpose of the Integrated Cultural Heritage and Cultural Tourism Strategy

- Maximize the net benefit of heritage and contribute positively to the quality of life of residents;
- Generate new and innovative ways of interpreting, marketing and positioning the City’s cultural and heritage resource base;
- Optimize tourism’s potential to increase net revenue of cultural institutions;
- Optimize tourism’s potential to strengthen economic development for the region;
- Identify regional priorities shaping resource decision making among government officials, cultural and heritage institutions, and tourism efforts;
- Highlight regional collaborations that together can achieve specific objectives;
- Develop innovative initiatives in line with best practices in marketing and tourism;
- Spotlight present gaps and threats requiring long-term strategic planning;
- Identify indicators for progressive success in cultural tourism; and
- Respond to shifting cultural tourism trends, reflecting changing demographics; interests; spending habits; and strategies for time consumption.

Goals

- Community engagement
- Economic development
- Sustainability and community identity

Outcomes and Results

The Integrated Cultural Heritage and Cultural Tourism Strategy will produce a comprehensive understanding of Kingston’s cultural assets and potential, including:

- Key regional and international target tourist markets;
- Optimum positioning of existing cultural and heritage resources;
- Analysis of future initiatives, including the proposed summer festival;
Existing alliances and potential for increased stakeholder collaboration;
Clarification of shared community identity and brand that will inform future marketing and communication strategies;
Opportunities for enhanced marketing and communication strategies; and
Internal tools and assets that will support a more focused and sustainable cultural infrastructure.

These insights will inform an integrated Action Plan which will provide a clear development process as well as criteria to measure future success. The Action Plan will result in:

- A legacy of long-term cultural growth and economic stability;
- Customized marketing and communications strategies;
- A sustainable cultural tourism infrastructure supported by efficient knowledge sharing and heritage funding; and
- A summer festival for arts and heritage that will be a showpiece attraction in Kingston’s cultural sector.

Process

In 2011, Lord Cultural Resources was contracted to work with the City of Kingston to develop these strategies that will be completed in the summer of 2012. The chart below outlines the steps involved in this project that is now in its fourth and final phase.
At the outset of this project an internal project team was created by Cynthia Beach, Commissioner, Sustainability & Growth, and including Brian McCurdy, Cultural Director; Colin Wiginton, Manager, Cultural Services; Julie Fossitt, Marketing Administrator; and Rob Carnegie, Director of Tourism Marketing and Development, Tourism Kingston. A Cultural Heritage Working Group and Cultural Tourism Working Group were also established to help guide the development of these strategies and engage stakeholders within the broader community.

Relevance to the Kingston Culture Plan

The development of these strategies is critical to the implementation of the Kingston Culture Plan as they grow out of a series of linked recommendations, including but not limited to:

- **Recommendation #3**: That the City of Kingston develop a cultural heritage strategy that develops Kingston’s powerful historical narrative, built heritage and natural heritage features into a broad based strategy for telling Kingston’s stories to each other and to the world;

- **Recommendation #11**: That Cultural Services develop a program and plan to invest in the interpretation of the Kingston City Hall Building and the artifacts it contains and to use Kingston City Hall as a showcase for certain artworks, artifacts and stories;

- **Recommendation #18**: That the City of Kingston Council endorse the idea of a Heritage Fund and direct Cultural Services to seek in the next budget cycle $500,000 on an annual basis for project and operating support for museums, heritage projects, cultural groups and historical societies to improve how Kingston’s stories are told locally and to the world;

- **Recommendation #43**: That Cultural Services identify the resources that would enable them, on an ongoing basis, to offer communications and marketing training and support to artists, heritage and arts organizations in the city;

- **Recommendation #53**: That the City of Kingston develop a corporate Heritage Strategy and Master Plan to address the broad array of opportunities and projects presented by Kingston’s heritage and intangible history;

- **Recommendation #58**: That Cultural Services work with the Office of the CAO and KEDCO to create an environment for cultural tourism stakeholders to work together;

- **Recommendation #59**: that the City of Kingston develop a tourism strategy that leverages Kingston’s cultural and heritage assets and distinctive identity.

Relevance to Kingston’s Strategic Plan

The development of these strategies also supports the delivery of the Council priorities identified as part of Kingston’s Strategic Plan, 2011-2014;

- 2.1: Animate Kingston’s motto of ‘where history and innovation thrive” as our primary objective and message for marketing a business development purposes;
- 2.7: Create an integrated tourism strategy no later than 2012;
- 6.4: Implement the Cultural Plan.
Relevance to the Municipal Heritage Committee

The endorsement of the Kingston Culture Plan (KCP) by City Council has resulted in a much wider lens for the City’s history and cultural heritage. This has implications for the Municipal Heritage Committee, and has lead to the redefinition of the Cultural Heritage Working Group as part of the larger mandate of the Committee as approved by Council as part of By-law 2012-096. According to the revised Terms of Reference, the focus of the Cultural Heritage Working Group is to:

i. recognize and work to protect important aspects of Kingston’s cultural heritage, including its natural, tangible and intangible heritage;

ii. facilitate community awareness, support and education in relation to Kingston’s cultural heritage;

iii. enable and share best practices as it relates to cultural heritage; and

iv. promote the preservation, interpretation and celebration of Kingston’s cultural heritage through initiatives that align with the City’s strategic priorities as well as recommendations identified in the Kingston Culture Plan.

EXISTING POLICY/BY LAW:
By-law 2012-096; “A By-Law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the City of Kingston” (The Municipal Heritage Committee)

NOTICE PROVISIONS:
N/A

ACCESSIBILITY CONSIDERATIONS:
N/A

FINANCIAL CONSIDERATIONS:
All costs associated with this project were approved by Council as part of the 2011 Capital Budget for Cultural Services Department.

CONTACTS:
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Colin Wiginton, Manager of Culture 613-546-4291, ext. 1357

OTHER CITY OF KINGSTON STAFF CONSULTED:
Shirley Bailey, Manager, Heritage and Urban Design

EXHIBITS ATTACHED:
N/A