



**City of Kingston
Report to Council
Report Number 15-433**

To: Mayor and Members of Council
From: Cynthia Beach, Commissioner, Corporate & Strategic Initiatives
Resource Staff: Colin Wiginton, Director, Cultural Services
Date of Meeting: November 17, 2015
Subject: Kingston Culture Plan Progress Report and Cultural Services Update Report, 2014-2015

Executive Summary:

The purpose of this report is to provide the Mayor and Council with a Progress Report related to the on-going implementation of the Kingston Culture Plan. It also provides the Mayor and Council with more detailed information about the work of the Cultural Services Department in the form of an Update Report for 2014-2015. The Update Report is also meant to contextualize the work of the Department corporately as well as in response to the changing needs of the community. It also has been designed to highlight the impact of Council's investment in culture along with selected examples of community impact.

Along with providing both a Progress Report and Update Report, staff are also seeking Council approval to expand the definition of "community education and engagement" as initially described in the Kingston Culture Plan to include cultural development. In particular, this approval is being requested in connection with work already done to date in collaboration with First Peoples (inclusive of First Nations, Métis and Inuit) both locally and regionally and in response to the recent publication of the Truth and Reconciliation Commission Findings report that has made Aboriginal issues a priority across Canada.

Such approval is needed to allow staff to respond to needs that have been expressed by First Peoples who reside in Kingston as well as to pursue opportunities to engage in much-needed discussions at a local level precipitated by the Truth and Reconciliation Commission Findings report made public earlier this year. This work also relates to a motion passed by Council in December 2009 authorizing the City of Kingston to support the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) that asks municipalities to share in the responsibility for respecting and promoting human rights and diversity.

November 17, 2015

Page 2 of 8

Recommendations:

That the “Kingston Culture Plan Progress Report” attached as Exhibit A and the “Cultural Services Update Report, 2014-2015” attached as Exhibit B to Report Number 15-433 be received for information; and

That Council approve an expansion to the definition of “community education and engagement” as initially described in the Kingston Culture Plan to provide staff within the Cultural Services Department with the mandate needed to pursue cultural development work as a model of practice; and

That Council approve continuing the formative work already started with First Peoples in Kingston and to pursue opportunities to engage in the discussions at a local level precipitated by the publication of the Truth and Reconciliation Commission Findings report.

Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER
**Cynthia Beach, Commissioner,
Corporate & Strategic Initiatives**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER
Gerard Hunt, Chief Administrative Officer

Consultation with the following Commissioners:

Lanie Hurdle, Community Services	Not required
Denis Leger, Transportation, Facilities & Emergency Services	Not required
Jim Keech, President and CEO, Utilities Kingston	Not required
Desiree Kennedy, Chief Financial Officer & City Treasurer	Not required

November 17, 2015

Page 3 of 8

Options/Discussion:

Since the Kingston Culture Plan (KCP) was first approved by Council in 2010, the Cultural Services Department has been committed to providing an Update Report each year to track the progress made to date. The Update Report is also meant to provide an opportunity to report on specific initiatives and to place the work of the Department in a broader context as circumstances evolve and change within the City of Kingston as well as within the broader community. In this instance, Council is being provided with a Progress Report along with an Update Report and approval is also being sought to pursue work related to the First Peoples' Community. The latter is not something that was originally identified as part of the Kingston Culture Plan but is much needed at this time in order to respond effectively to the number of Community-specific initiatives that have evolved in recent years and in order to develop an appropriate response at a local level to the findings recently released by the Truth and Reconciliation Commission of Canada.

Progress Report on the Kingston Culture Plan

Council's support for the Kingston Culture Plan over the past five years has ensured a high level of activity in this area in ways that have directly benefitted the community and resulted in the implementation of almost $\frac{3}{4}$ of the recommendations contained in the Plan. As of October 2015, 42 of the 60 recommendations have been completed (70%) while another six recommendations are in progress (10%). An additional two recommendations have been reclassified as on-going and only six of the recommendations are pending at this time (10%). It has also been identified that four of the original 60 recommendations need to be re-evaluated to ensure they align with Council's Strategic Priorities as defined and remain relevant and/or feasible given the current needs of the City of Kingston and the community.

Additional information about each of the 60 recommendations contained in the Kingston Culture Plan is provided in detail in Exhibit A attached to this report as the "Kingston Culture Plan Progress Report". The Progress Report also highlights the fact that 14 of the original 60 recommendations have taken, or are taking, longer to complete for reasons such as fiscal constraints, the need to involve internal and/or external partners as well as the complexity of work required. That is to be expected given the timelines provided were estimates but it still bodes well that so much of what was conceived of as a ten-year strategy has been achieved within the first five years.

Cultural Services Update Report, 2014-2015

In addition to the Progress Report, a "Cultural Services Update Report, 2014-2015" has also been attached to this report as Exhibit B. Starting in 2011, staff have endeavoured to provide Council with an update report on an annual basis that provides more detailed information about the work of the Department and the diversity of results that have been achieved. The Update Report is also meant to contextualize the work of the Cultural Services Department corporately as well as in response to the changing needs of the community. The current iteration has been streamlined somewhat for the sake of clarity and to highlight the impact of Council's investment in culture along with selected examples of community impact.

November 17, 2015

Page 4 of 8

Also included in the Cultural Services Update Report for 2014-2015 is a high level overview of the core services offered by the Department. The high level financial information provided has also been broken down to show how Council's investment is being used to support each of the core service areas and additional data has been provided to demonstrate the levels of participation achieved in relation to the core service areas. Some additional data has also been provided based on two recent national surveys as a way to help contextualize the work of the Department as it relates to employment locally (both artists and cultural industries) as well as how it relates to the Provincial GDP and the impact culture has at that level of economic activity.

Moving forward, the intent is to use this kind of baseline data to track trends in terms of investment, services and participation. This kind of data is also needed to inform decision making and resource allocation and helps Council and the community alike to understand the impact cultural investment has had locally as well as in relation to Provincial and National trends (where data exists). In addition to providing data, the Update Report also identifies the top ten highlights of 2014-2015 and provides more detailed information as it relates to each of the core service areas.

The past year has been a particularly busy one for the Cultural Services Department with a focus on core service areas along with the delivery of numerous special events and projects that required a significant amount of additional work. Of particular note has been the coordination of a number of commemorative projects associated with the Bicentennial of Sir John A. Macdonald that have helped to raise Kingston's profile nationally; the opening of the Tett Centre for Creativity and Learning as part of a new arts cluster accessible to the community; and the inaugural presentation of The Kick & Push Festival as a groundbreaking new summer program based at the Grand Theatre. Each one of these events and projects—along with the other Top Ten Highlights featured in the Update Report—demonstrate the high level of effort and creativity required to animate the Corporate motto 'where history and innovation thrive' as well as the need to engage a diverse range of partners from across the community to forge new ways of working to ensure shared success.

The Cultural Services Update Report has also been designed to provide Council with sample data related to each of the core service areas and it also includes a selection of stories that have been used to show how the work of the Department is evolving and to illustrate the range and variety of impacts and benefits being achieved. As stated, cultural vitality is the goal in order to enrich people's lives through arts, heritage and culture—a goal that depends upon the existence of a strong cultural infrastructure coupled with high levels of participation.

Responding to Emerging Needs and Issues

The Kingston Culture Plan was conceived of as a ten-year strategy and 2015 marks the mid-point in terms of its implementation. Much has been achieved but the Kingston Culture Plan is also meant to be a living document and the Cultural Services Department needs to be able to address gaps as circumstances change and new needs emerge. One area of particular concern that has emerged is "community education and engagement" as a concept referenced in the Kingston Culture Plan but whose meaning and impact could not be fully articulated back in 2010, largely due to the iterative nature of the work and a lack of professional staff in this

November 17, 2015

Page 5 of 8

area. Much has been accomplished since that time as investments have been made, staff hired and targeted programming has been developed.

Today, the Cultural Services Department is well-staffed and well equipped to deliver a diverse program through the facilities it manages as well as in the community involving a variety of different partners. The Kingston Youth Strategy is one such example of this work focused around cultural development using a collective impact model that has brought together a broad cross-section of stakeholders to address the needs of youth in Kingston. Characteristic of the Kingston Youth Strategy is the fact the work is based on a set of needs identified by and for youth who have also participated in setting priorities and determining how their needs are to be met through a combination of planning, resource allocation and implementation.

The need to develop a Kingston Youth Strategy was identified as part of the Parks and Recreation Master Plan and the Kingston Culture Plan also recommended that cultural activities for youth be included as part of the Youth Strategy contemplated as part of the Parks and Recreation Master Plan (Recommendation #23). Both the Parks and Recreation Master Plan and the Kingston Culture Plan were approved by Council in 2010 and the resulting Kingston Youth Strategy was approved in 2013. The development and implementation of this Strategy has been equally shared as priority of both the Recreation & Leisure and Cultural Services Departments and the latter has also used the skills and experiences that have evolved as a result of this work to reach out and engage other underserved communities in Kingston, including First Peoples.

The Needs of First Peoples in Kingston

As Council is aware, the Cultural Services Department has done significant work over the past two years to strengthen relations with First Peoples in Kingston through initiatives such as the annual proclamation of Aboriginal Peoples Month each June; the facilitation of traditional smudge ceremonies as part of official City-run meetings; and the development of a recognition statement approved by Council. At the same time, the Cultural Services Department has produced an internal document referred to as the "Kingston First Peoples: Purposeful Dialogues Report" as a summary of an initial investigation into the social and demographic status of the community. A copy of the Purposeful Dialogues Report has been attached to this report as Exhibit C.

The Purposeful Dialogue Report was not something mandated by Council but was developed and made available to stakeholders in February 2015 as a way to document and highlight the needs of the local community that emerged through discussion. Following the model of the Kingston Youth Strategy, it is critical that staff work with specific communities to identify their needs and then to engage that community as stakeholders in the development and implementation of projects and programs that meet those needs as identified. Currently, the Cultural Services Department is in a position in which a lot of groundwork has been done at the same time that Aboriginal issues have emerged as being of both local and national concern. What the Department lacks at this time is the mandate needed to pursue this work in connection to the Kingston Culture Plan.

November 17, 2015

Page 6 of 8

As previously stated, the Kingston Culture Plan was conceived of as a ten-year strategy that has reached its midpoint. It is also meant to be a living document and one that provides the basis for the further development of what is meant by the term “community education and engagement”. The development of the Kingston Youth Strategy has helped to define a model of practice through cultural development that provides the framework needed to pursue similar work with other underserved communities. Significant work has already been done to date in collaboration with First Peoples, both locally and regionally, and the recent publication of the Truth and Reconciliation Commission Findings report has pushed Aboriginal issues to the forefront across Canada. At this juncture, the City of Kingston is positioned to respond proactively to Aboriginal issues at a local level based on the work already completed and based on the opportunities (and resources) that currently exist.

The Purposeful Dialogue Report identifies that the urban Aboriginal population in Canada (inclusive of First Nations, Métis and Inuit) now numbers over 600,000 people and that the population in Kingston reflects this trend with an estimated 7,000 First People’s living in Kingston as of 2014. Among the recommendations contained in the Purposeful Dialogues Report were a series of points related to building public awareness and improving communications overall. Included among these recommendations were the following:

- assist in acknowledging and sharing awareness of the role of First People’s in Kingston’s history and modern context with continued respectful inclusion in all municipal events;
- support the growth and opportunity of voice for community leadership, in the form of a representative agency or agencies and support their status as an official agency for helping to guide and direct community initiatives across the City and region;
- implement procedural by-laws, policies, protocols and accords that recognize, value and embrace First People’s voices, experience, teachings and learnings as respected and contributing members of the Greater Kingston Community.

The work already completed, along with the priority being given Aboriginal issues at a national level, has created a sense of urgency. That, coupled with the upcoming commemoration of Canada’s Sesquicentennial in 2017 and the availability of potential funding from higher levels of government has also made this work timely.

This work also relates to a motion passed by Council in December 2009 authorizing that the City of Kingston to join the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) that ask municipalities to share in the responsibility for respecting and promoting human rights and diversity. Of particular relevance in this instance is the work already done, and the potential of the work yet to be done, that addresses the commitment taken on through joining the CCMARD to “promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality”.

At this juncture, staff are seeking Council approval to pursue this work at a strategic level and in order to expand the definition of “community education and engagement” as initially described in the Kingston Culture Plan. The needs expressed by the local community in a summary document prepared by staff will be brought to Arts, Recreation & Community Policies Committee

November 17, 2015

Page 7 of 8

for consideration. Staff will also outline how the community could pursue opportunities to engage in the discussions precipitated by the Truth and Reconciliation Commission Findings report the purpose of which is to guide and inspire Aboriginal peoples and Canadians in a process of reconciliation and renewed relationships that are based on mutual understanding and respect.

The approval being sought at this time does not commit Council to fulfilling the recommendations contained in the Truth and Reconciliation Commission Findings report as they relate to municipalities. It does, however, provide staff with the mandate needed to engage in further discussions with the community and continue the formative work already started with First Peoples. Moving forward, the intent is that staff will bring back specific requests as needed that require additional approvals and/or financial support above and beyond the resources that already exist.

Existing Policy/By Law:

The Kingston Culture Plan approved in 2010 identified that the Cultural Services Department would need to develop new ways of working that included the pursuit of cultural development objectives. The Progress Report and Update Report attached to this report help to track how the Department is fulfilling its obligations and an expanded definition of “community education and engagement” is also needed for the Department to fulfill its role as a municipal cultural development agency. The work related to First Peoples in Kingston also aligns with Council’s commitment approved in 2009 related to the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) and, specifically, to “promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality”.

Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

Financial Considerations:

Budget for the Cultural Services operations and capital have been prepared for the 2016 budget process with the Kingston Culture Plan highlighting priorities.

Contacts:

Cynthia Beach, Commissioner, Corporate & Strategic Initiatives, 613-546-4291 ext. 1150

Colin Wiginton, Director, Cultural Services, 613-546-4291 ext. 1357

November 17, 2015

Page 8 of 8

Other City of Kingston Staff Consulted:

Annalee Adair, Manager, Community Engagement and Education, Cultural Services

Jayson Duggan, Performing Arts Manager, Cultural Services

Julie Fossitt, Marketing Manager, Cultural Services

Paul Robertson, City Curator, Cultural Services

Dianne Zemba, Manager, Grand Theatre, Cultural Services

Terri-Lynn Brennan, Program Co-ordinator, Cultural Services

Exhibits Attached:

Exhibit A: Kingston Culture Plan Progress Report (Updated October 2015)

Exhibit B: Cultural Services Update Report, 2014-2015

Kingston Culture Plan Progress Report (Updated October 2015)

Please refer to the Kingston Culture Plan for a complete description of each of the 60 recommendation listed below.

KCP Recommendations	Lead	Notes	Status	Target Date
Role of Cultural Services				
Organize the resources, knowledge and experience of the civic administration and the community to generate cultural vitality				
1. Organizational Development	CS		√ Complete (2014)	2015
2. Interdepartmental Staff Group	CMT	Public Art, Commemorations	√ Complete (2015)	2011
Stories				
Develop Kingston's stories in compelling ways that tell them through a variety of means and opportunities				
3. Cultural Heritage Strategy	CS		√ Complete	2013
4. Hire Curator	CS		√ Complete	2011
5. Innovative Cultural Experiences	CS		√ Complete	2014
6. Presenting/Summer Festival	CS	The Kick & Push Festival	√ Complete (2015)	2014
7. Collections Management Program	CS		√ Complete	2013
8. Civic Collection Governance	CS	Committee Restructure	√ Complete (2013)	2011
9. City Hall CHMP	CMT		Pending	2011
10. Municipal Accommodations	CMT	Modified	On-going	2011
11. Plan to Interpret Kingston City Hall	CS		√ Complete	2015
12. MWM Year Round Operations	CS, RL		Re-evaluate	2015
13. MWM Capital Investment	CS		√ Complete (2013)	2011
14. Grass Creek Opportunity Plan	CS, RL		√ Complete	2013
15. PHSM Capital Improvements	CS		√ Complete	2011
16. PHSM Programming/Story	CS		√ Complete	2013
17. PHSM Staffing Plan	CS		√ Complete	2011

18. Heritage Fund	CS		√ Complete (2014)	2015
19. Heritage Fund Criteria	CS		√ Complete (2013)	2011
Places Create great places that support and enhance Kingston's cultural vitality				
20. J.K. Tett Working Committee	CS		√ Complete	2011
21. J.K. Tett Facilitator	C&SI		√ Complete	2011
22. Cultural Hub Pilot Program	CS, RL	Rideau Heights	In Progress (2016)	2013
23. Youth Strategy	CS, RL		√ Complete	2013
24. Community Cultural Coordinator	CS, RL	Organizational development	√ Complete (2015)	2013
25. Limit Commercial Land Use	P, B & L	Official Plan Update 2015	√ Complete (2016)	2011
26. Downtown Neighbourhoods	P, B & L	Official Plan Update 2015	√ Complete (2016)	2011
27. Civic Exhibition Space	C&SI	North block development	√ Complete (2014)	2013
28. Consult Cultural Constituencies	C&SI	Public Engagement	Pending	2013
29. Placemaking for Cultural Vitality	P, B & L	Official Plan Update 2015	√ Complete (2016)	2011
30. Barriefield HCD	P, B & L		In Progress (2016)	2011
31. Artists and Public Works	CS, PW	Public Art Master Plan	√ Complete (2014)	2013
32. Springer Market Square	CS, RL	First Capital Place (CAO)	On-going	2013
33. Intensification and Culture	P, B & L	Official Plan Update 2015	√ Complete (2016)	2015
34. Cultural Infrastructure and Policy	P, B & L	Official Plan Update 2015	√ Complete (2016)	2015
35. Intensification and Engagement	P, B & L	Public Engagement	Pending	2015
36. High Speed Gateways	ENG, PW		Re-evaluate	2013
37. Public Art Policy	CS		√ Complete	2014
38. Arts/Heritage in Rural Areas	CS		Pending	2013
Capacity Build partnerships, resources and increase collaboration				

39. Public Sector Forum	CS	6.4 (Knowledge Sharing)	√ Complete (2015)	2012
40. ArtsVest	CS		√ Complete (2014)	2013
41. Mayor's Arts Awards	CS	Funding dependent	In Progress	2013
42. AAC Expanded Mandate	CS	Committee Restructure	√ Complete (2012)	2011
43. Communications Training	CS		Re-evaluate	2013
44. Increase CKAF Funding	CS	Funding dependent	In Progress	2015
45. Endorse Multi-Year Funding	CS	CKAF Review 2016	In Progress	2011
46. Core Operating Funding	CS	CKAF Review 2016	In Progress	2013
47. Increase KAC Funding	CS		√ Complete	2011
48. Joint Funding Administration	CS	Alternate approach taken	√ Complete	2011
49. KAC Multi-Year Funding	CS		Re-evaluate	2011
50. KMHC Delegated Authority	P, B & L		√ Complete (2012)	2011
51. KMHC Membership	P, B & L		√ Complete (2012)	2011
52. KMHC Mandate	P, B & L	6.4 (MHC)	√ Complete (2012)	2011
53. Heritage Strategy	CS	6.4 (Heritage Strategy)	√ Complete	2013
54. Heritage Resource Centre	CS		√ Complete	2013
55. Collaboration with KAM	CS		√ Complete	2011
56. Performing Arts Strategy	CS	2015-2018 Operating Plan	Pending (2016)	2013
57. Cultural Capital Policy and Plan	CS	2015-2018 Operating Plan	Pending (2017)	2013
58. Cultural Tourism Stakeholders	CS, KEDCO		√ Complete (2015)	2012
59. Tourism Strategy	CS, KEDCO		√ Complete (2013)	2011
60. Cultural Mapping	CS	Prototype launched	√ Complete (2013)	2011

Summary Notes

Complete = 42 Recommendations (70%)

In Progress = 6 Recommendations (10%)
 On-going = 2 Recommendations (3%)
 Pending = 6 Recommendations (10%)
 Re-evaluate = 4 Recommendations (7%)

Recommendations taking longer to complete = 14 Recommendations (23%)		
Recommendations to re-evaluate		

Additional Notes

LEAD

CS = Cultural Services
 CMT = Corporate Management Team
 RL = Recreation and Leisure
 C&SI = Commissioner, Corporate & Strategic Initiatives
 P, B & L = Planning, Building & Licensing
 PW = Public Works
 ENG = Engineering
 KEDCO = Kingston Economic Development Corporation, including Tourism Kingston



2014
|
15

Cultural Vitality

Cultural Services Update Report



Table of Contents

Top 10 Highlights of 2014-2015	P. 1
Cultural Services Snapshot	P. 2 & 3
Cultural Heritage	P. 4
Performing Arts	P. 5
Community Investment	P. 6
Cultural Development	P. 7
Marketing and Communications	P. 8
Fostering Cultural Vitality	P. 9
Pursuing Community Investment	P. 9
A Corporate and Strategic Initiative	P. 10
Council's Strategic Priorities	P. 10
Impact and Benefits	
Art is the Modern Fuel	P. 11
artsVest	P. 12
The Kick & Push Festival	P. 13
Y2K Kingston Youth Strategy	P. 14
Grand Theatre Presents	P. 15
First Peoples' Recognition Statement	P.16
Customers and Customer Service	P. 17
Corporate and Departmental Values	P. 18



Top 10 Highlights 2014/2015

1. Obtained Council approval for the first-ever Public Art Master Plan for the City of Kingston
2. Facilitated the appointment of award-winning writer Helen Humphreys as Kingston's Poet Laureate for the period 2015-2018
3. Commemorated the Sir John A. Bicentennial with articles highlighting community leaders, a new website, a bilingual walking tour mobile app and many special events
4. Opened the Tett Centre for Creativity and Learning as a new cultural hub for artists and residents alike
5. Worked with representatives from the local First Peoples' communities to develop a recognition statement for the City of Kingston
6. Completed the Kingston Commemorations Strategy that provides a vision of how commemorations can support a greater understanding of Kingston's many stories
7. Secured \$74,390 in matching funding for 22 local arts, heritage and cultural organizations through artsVest, a program delivered by Business for the Arts
8. Partnered in the creation of The Kick & Push Festival, a ground-breaking multi-partner theatre and performing arts summer festival based at the Grand Theatre
9. Initiated 'Arts on the Rise' as a new arts-based program in Rideau Heights
10. Secured \$175,270 in funding to support programming across different service areas from higher levels of government, both Provincial and Federal



Cultural Services

Mission: To organize and leverage the resources, knowledge and experience of the City of Kingston—along with the community, businesses and public institutions—to build cultural vitality within the cultural sector and throughout the community.

Vision: Kingston will be known as a cultural hub that builds on its many histories, engages its community and inspires current and future leaders to foster a collective sense of pride and belonging.

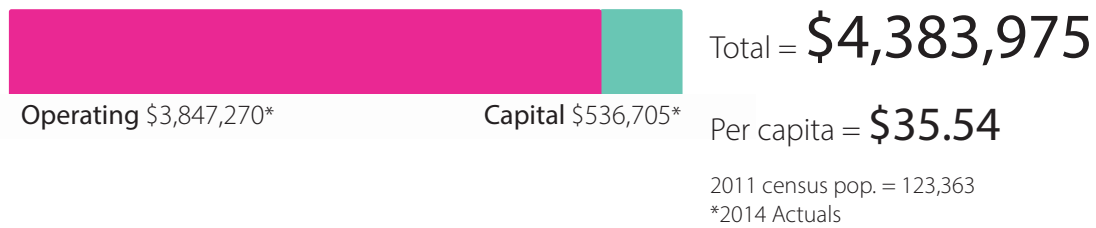
Cultural Vitality

Enriching people's lives through arts, heritage and culture

Core Service Areas



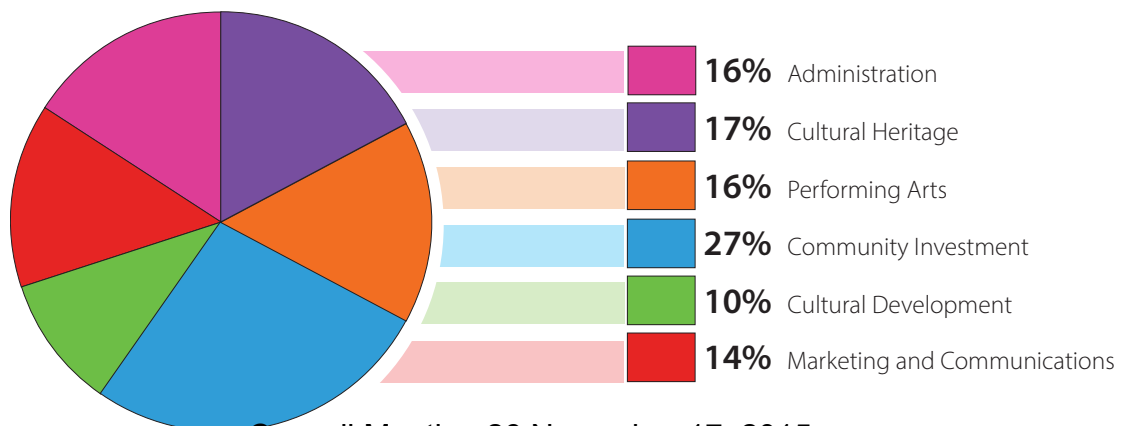
How much is spent on culture through Cultural Services?



What percentage of the average municipal tax bill supports culture in Kingston? **1.8%**

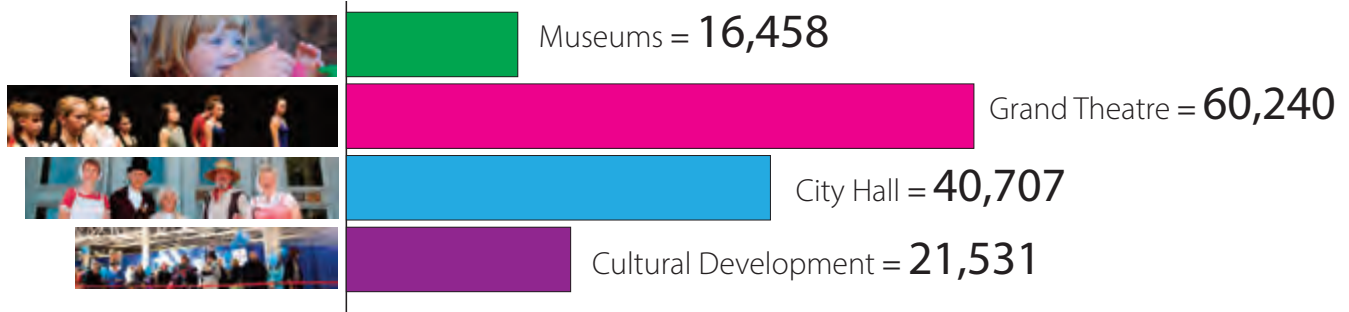
\$57 of \$3,118, average house value of \$272,440

How much is spent in each core service area of the Cultural Services Operating budget?



How many people attended programs offered through Cultural Services? (2014/2015)

138,936 people attended programs offered through Cultural Services.



How much is invested through our grants to community?



In June 2015, Statistics Canada published a landmark report regarding the direct economic and employment impacts of culture in Canada, the provinces and the territories. This research was based on the 2010 Provincial and Territorial Culture Satellite Account and asserts that the **Culture GDP** in Ontario in 2010 was **\$21.9 Billion**, which represents **3.7%** of Ontario's economy. *That compares to \$2.1 Billion in sport products, which indicates culture has ten times the direct economic impact than sport in this province.*

605 artists live in Kingston equalling **0.95%** of labour force.

In December 2014, Hill Strategies Inc. published "Artists and Cultural Workers in Canadian Municipalities" based on the 2011 National Household Survey. The purpose of the report was to examine the number, incomes and demographic characteristics of artists and cultural workers by size of municipality.

According to the report, Kingston exceeds the average in terms of the number of artists and cultural workers living in cities of comparable size. Kingston also exceeds the national average in terms of the concentration of resident artists.

2,325 cultural workers live in Kingston equalling **3.65%** of the labour force.

Cultural Heritage

Asset management continues to be a major focus for Cultural Services as it relates to cultural heritage and the civic collection in particular. The City's collection of objects, artifacts and artworks help tell local stories through an increasingly diverse range of items that reveal how people have lived, worked and played in this community over several centuries.



Asset management also includes the two City-owned museums as well as Kingston City Hall National Historic Site and the objects it houses. The MacLachlan Woodworking Museum features the culture of wood and wood crafting. As Kingston's first waterworks, the Pump House Steam Museum explores water through the lens of science and technology as well as a range of topics of general interest. Kingston City Hall National Historic Site sits at the heart of the city, functioning as both the seat of local government and as the embodiment of Kingston's 19th century history and ambition.

24,150
items in the civic collection

148 programs
offered through the two
City-owned museums

40 volunteers
participating in the City
Hall Tour Guide program

Performing Arts



The Grand Theatre provides downtown Kingston with another significant historical facility that continues to function as a lively and important community resource. Restored and re-opened to the public in 2008, the Grand Theatre welcomes thousands of patrons each year who enjoy dozens of productions presented by and for the community along with numerous commercial presentations. The 'Grand Theatre Presents' continues to offer an important City-led service designed to expose Kingston residents to a range of national and international artists through a combination of performances, education and engagement activities while striving to maintain a balance between artistic integrity, artist development, audience accessibility and fiscal responsibility.

184 performances
hosted by the Grand Theatre

\$2,214,221
in tickets sold

6,357 participants
took part in engagement
activities presented in
tandem with the Grand
Theatre Presents

Community Investment



A key aspect of community investment involves funding organizations and programs that enable the City of Kingston to broaden its reach and foster cultural vitality. These investments take many forms that include the City of Kingston Arts Fund (CKAF) established in 2007 and the City of Kingston Heritage Fund (CKHF) established in 2012. In recent years, the City of Kingston has also expanded its investment through a series of Service Level Agreements with the Kingston Arts Council and the Kingston Association of Museums, Art Galleries and Historic Sites and, in 2014, the Tett Centre for Creativity and Learning. The purpose of these investments is to strengthen the sector as well as to expand the cultural resources available to the community. These investments also help to stimulate economic development and support cultural tourism through product development.

\$1,076,049

in community investment
through Cultural Services

46

operating and project
grants allocated through
CKAF and CKHF

11,173

in attendance at events at
the TCCL between January
and August 2015

Cultural Development



Cultural development is the responsibility of the community engagement and education staff who act as the link between Cultural Services and Kingston's diverse communities. Their work includes program design and delivery, partnership and strategy development, research and special events and projects. Many programs are delivered through various City-owned facilities but the goal is to work with the community – including communities that have been underserved – to identify opportunities, leverage resources and maximize access to cultural experiences for all residents.

180

students involved in Sir John A. Macdonald bicentennial programs

2,183

youth involved in programs

14,000+

people participating in free programming

Marketing and Communications



The Marketing and Communications group within Cultural Services works to determine the appropriate target audience for each of the services offered through the Department and assists with the development of the products and pricing and promotes each product to maximize the return on investment. Working with external marketing partners including Tourism Kingston, The Great Waterway, Kingston Accommodation Partners is an important part of extending our message to visitors for special events and programs. The group also works with Strategic Communications Department within the City and many external partners from the arts and culture community to promote non-venue based programs and events to increase cultural participation across this city.

27,000 opt-in
email newsletter subscribers

218,000
unique visits across four
websites

10 million
impressions through
four Twitter accounts

Fostering Cultural Vitality

The purpose of the Cultural Services Department is to leverage a diversity of cultural assets and resources to enrich people's lives through access to the arts, heritage and culture. Cultural vitality is the end goal and its fulfilment depends on the existence of a strong cultural infrastructure coupled with high levels of participation. Social cohesion and the ability to foster a strong sense of local identity are also important to this work that has benefitted significantly from an investment of approximately \$2.0 million in operating funding since the Kingston Culture Plan was approved in 2010.

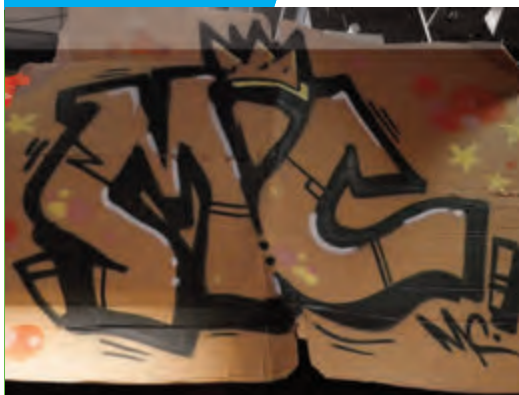
The Kingston Culture Plan was conceived of as a ten-year strategy and 2015 marks the mid-point of its implementation. It is also meant to be a living document and at this juncture, the timing is right to reflect upon the investments made to date and their impact in terms of community benefit. That work has begun and various partners have been approached to participate in what needs to be a collaborative process. The plan is to align this work with the Canadian Index of Wellbeing and, along with stakeholders like the Community Foundation for Kingston and Area, to use a combination of measures and performance indicators to demonstrate how cultural investment helps to improve overall quality of life.

Pursuing Community Investment

Community investment forms a major part of the work pursued in recent years to foster growth within the sector. This includes annual increases to the City of Kingston Arts Fund along with the creation of the City of Kingston Heritage Fund in 2012. More than \$700,000 in annual funding is made available through these programs and more than \$4.0 million has been dispersed to 242 recipients since 2007. After almost 10 years a plan has also been put in place to develop a more structured way to measure and demonstrate the impact of these two programs to be completed in 2016.

This work will be pursued in collaboration with the fund administrators, the Kingston Arts Council and the Kingston Association of Museums, Art Galleries and Historic Sites. It will involve developing indicators specific to the arts, heritage and culture along with measurement tools, processes and shared outcomes that align with indicators used as part of the Canadian Index of Wellbeing. This will result in an ability to track uptake and impacts over time and assist in evidence-based decision making.

Such work will also provide the City of Kingston, and the cultural sector as a whole, with the tools needed to understand the community, reveal opportunities for increasing and sustaining cultural investment and focus public attention on culture as an indicator of quality of life. It also provides a mechanism for cost containment by ensuring both value and return on investment.



A Corporate and Strategic Initiative

To achieve the level of cultural vitality being pursued in partnership with stakeholders across the community, it is critical that Cultural Services continue to be positioned within the City of Kingston as a corporate and strategic initiative. While some of the services delivered by the department are more traditional in scope, an increasing amount of effort and resources are being directed toward community investment and cultural development as areas of increasing importance. Such work aligns with the vision proposed for Cultural Services within the Kingston Culture Plan that articulates the department function as a municipal cultural development agency.

Cultural Services plays the role of a connector bridging the cultural sector with business, community and institutional sectors as well as the institutional spheres and other City departments to build cultural vitality through the city as a whole. This work is strategic by nature and is directed toward achieving a variety of objectives, including the cultural enrichment of residents and visitors, the development of new cultural experiences and products, the removal of barriers that hinder participation in culture, planning around community investment and the creation of a thriving arts and heritage sector that is relevant and accessible to residents and attractive to cultural tourists.

Council's Strategic Priorities

The strategic priorities of the department also integrate with Council's Strategic Priorities for the years 2015-2018. Some of these connections are more apparent such as Council's continuing support for the on-going implementation of the Kingston Culture Plan as part of planning for a livable city and encouraging artistic and cultural business opportunities as part of creating a smart economy. Perhaps less obvious, but no less important, are the connections that can be made in relation to creating a smart economy (i.e. establish Kingston as a leader in innovation and incubation; foster an open-for-business culture; prepare a city-wide tourism strategy; and develop a youth employment strategy); planning a livable city (i.e. protect heritage; foster downtown intensification); and advancing a vibrant waterfront.

Cultural work is, by its very nature creative and it is about creating conditions that allow for different and dynamic actions to emerge—learning, experimentation, risk taking, problem solving, collaboration, change, growth and vibrancy. These are all things the City of Kingston itself is pursuing as an organization and Cultural Services has the chance to do the same within the cultural sphere.



Impact and Benefits

Art is the Modern Fuel

“Rarely would we have children at the previous location but now ... it’s really interesting to see the kids getting excited about the work and bringing their parents in to see. It’s good for kids to be able to encounter different kinds of work and the Tett provides great ways to see a variety of art forms. Their curiosity is peaked. One of the best things is to see kids talking to their friends about what excites them about the work.”

Kevin Rodgers, Artistic Director,
Modern Fuel Artist Run Centre



Modern Fuel Artist-Run Centre is among the eight tenant organizations that now call the Tett Centre for Creativity and Learning home. After 35 years at its previous location on Queen Street, Modern Fuel has gained a higher profile and is finding new audiences for its programming. In the first six months of 2015, Modern Fuel has seen more than double the number of visitors than in previous years (4,600 visitors as of the end of July 2015). Improved accessibility and proximity to the other tenant organizations are responsible for some of this growth, whether it is local residents discovering the new facility or children from the Kingston School of Dance wandering down the hall and bringing their parents along to show them what they’ve seen. Modern Fuel is also experiencing an increase in school tours as a result of its new location. This includes elementary school students taking tours of the Tett as well as secondary students coming in en masse for a specific exhibit. This kind of response is not unique to Modern Fuel as all of the Tett tenants have all reported significant increases in visitors, memberships and program participation since relocating to the new facility. Many tenants have also seen their revenue increase as a result and they have also been able to access increasingly diverse sources of funding—through private donations, sponsorship, fundraisers and other levels of government—because of their involvement.

artsVest

The City of Kingston applied to Business for the Arts to be considered as a participant in the artsVest program they deliver. The application itself was prepared in partnership with the Kingston Arts Council and the Kingston Association of Museums, Art Galleries and Historic Sites and proved successful. The program launched on June 17, 2014 with a full day workshop at Kingston City Hall that also included a reception designed to bring together the program participants with local business professionals. A total of 22 arts, heritage and cultural organizations were accepted into the program that provided access to a comprehensive array of professional development opportunities to help them learn, grow and become sustainable. These included group and one-on-one mentorship sessions and a live peer-to-peer mentoring workshop. The result was the opportunity to seek sponsorship support from within the community that would be matched by Business for the Arts. In the end, 18 of the participating organizations were able to secure sponsorship and matching funds providing an economic boost of \$176,349 to the local cultural sector.

"We are delighted to see Kingston barrel past their \$170,000 impact goal, having raised critical private sector investment into the cultural landscape of the community. We congratulate [the] 18 arts organizations and all of the businesses who participated for building strong and sustainable community partnerships over the past year and look forward to hearing of continued success."

Claire Hefferon, artsVest national program director,
Business for the Arts



artsVest is delivered by Business for the Arts in communities across Ontario with funding from Canadian Heritage, the Ontario Trillium Foundation and Ontario Ministry of Tourism, Culture and Sport.

The Kick & Push Festival

The absence of summer programming at the Grand Theatre has been identified as an issue of concern among many stakeholders within the Kingston community, including City Council, local businesses and tourism providers. While summer programming has been offered through the Grand Theatre in the past, it has not proven to be sustainable because of the high level of risk involved. In 2015, Cultural Services worked in collaboration with numerous partners—Kingston Theatre Alliance, Single Thread Theatre, Theatre Kingston, Blue Canoe Productions, Downtown Kingston! BIA, The Great Waterway, Kingston Accommodation Partners and Tourism Kingston—to present the inaugural 'The Kick & Push Festival'. By sharing the risk, these founding partners were able to create summer programming that was both unique, yet accessible and also celebrated local history and stories and showcased a wealth of local talent. Over the course of the festival, 131 performances and events were presented with 4,345 people attending. The Festival involved over 167 artists and performers, 71 volunteers and managed to earn a modest profit. Moving forward, the Festival is intended to become an annual event designed to provide Kingston audiences with a new style of summer programming while supporting the growth of the region's theatre and performing arts community.

"When Cultural Services sat down with a group of local theatre producers to discuss this idea, I recognized that this might be an important opportunity for art in this community. The truth, I later realized, was so much more. The Kick & Push Festival was 45 events over a 30 day period in the middle of the summer that changed the game for both theatre makers and lovers in this city. By working in conjunction with various departments of the City and the business community, this team launched a new era of cultural product in Kingston. Dozens of volunteers, hundreds of local artists and thousands of patrons and participants committed themselves to a new idea: that summer theatre can be unexpected, daring and thrilling. I am sure that we have only witnessed a small portion of the economic benefit that is yet to come from the Festival to our downtown core and summer tourism industries."

Brett Christopher, Theatre Kingston



Y2K Kingston Youth Strategy

The Y2K Kingston Youth Strategy is in its 2nd year of implementation towards making Kingston a youth-friendly and inclusive city. The City of Kingston is one of the partners in a collective effort to carry out the recommendations of the 2013 approved strategy. Based on numbers to date, by the end of 2015, approximately 2,640 Kingston youth will be engaged for the first time in Y2K activities, with 127 youth volunteering and participating as core Y2K members on a regular basis. This represents a significant expansion from the core 20 members who developed the strategy in 2013. More than 1,000 adults from approximately 192 organizations and initiatives will engage for the first time in Y2K activities, ranging from workshops to training to advisory meetings. To date, there has been progress on all 17 recommendations, with action on 61 of the 65 action items. More than 50 organizations and 60 adults have committed and participate on a regular, monthly basis in Y2K activities, with 192 organizations and initiatives engaged in some way throughout the year.

The Y2K Strategy is beginning to track where Kingston Youth are on several key indicators that form part of the Ontario provincial governments Policy Framework, Stepping Up, for youth outcomes, which are particularly relevant to the success of a youth friendly city. Youth facilitators hired by Y2K are conducting on-going research using validated survey tools that allow comparison of Kingston results to other communities using the same tools to measure Kingston's progress towards a youth-friendly city. Indications are that Kingston needs to do further work to be youth friendly. For instance, just 43% of Kingston youth versus 59% elsewhere say that there are many ways for themselves and their friends to have a say in what their community does. 27% versus 42% say they feel like they belong in their community. Y2K will bring forward a report to City Council that outlines a 3-year plan.

"Y2K has given us the opportunity to have our voice heard formally on the changes we would like to see in our community. Through having this opportunity Y2K has given us the chance to work on our self-confidence, leadership skills and communication."

Katie Dailey, youth facilitator,
City of Kingston



Grand Theatre Presents

Since the Grand Theatre Presents program was inaugurated in 2008 it has provided an opportunity to showcase more than 260 performances and has been supported by 150 education and engagement events for students, local artists and community members. Interest in the program continues to grow as the 2014-2015 season set a new record in subscription sales with more than 6,000 subscription tickets sold along with more than 19,000 individual tickets sold, representing a gross revenue in excess of \$1.0 million. More than 3,300 students have also attended various education performances and many more people have participated in a wide variety of engagement activities throughout the season, including pre- and post-performance talks and master classes.

In addition to ticket sales, the Grand Theatre Presents program receives funding through The Grand Theatre Foundation that stewards annual community sponsorships and donor programs and grants from Provincial and Federal agencies, such as the Ontario Arts Council and Canadian Heritage. The Grand Theatre Presents program also functions as an anchor tenant at the Grand Theatre providing between 55 and 60 bookings each year. Grand Theatre Presents contributes to multiple revenue streams, including merchandise sales, concession sales, box office fees, rental revenue and capital improvement fees. According to the 2013 Grand Theatre Economic Impact Analysis—which stated that the venue's economic impact exceeds \$7.5 million a year—for every dollar invested in the Grand Theatre operating budget there is a return on investment of \$9.87 to the community through the purchase of goods and services, along with salaries and wages, that ripple across the community.*



* Economic Impact Analysis for the City of Kingston - Grand Theatre: 2009-2012 Operating Phase, Kathryn Wood, Natural Capital Resources Inc., June 30, 2013, p. 4.

First Peoples' Recognition Statement

Starting in 2001, an agreement was made between the City of Kingston and the Mohawk Nation Council of Chiefs (MNCC) that outlined a mutual commitment to restore and protect Belle Island as the site of a First Peoples' campsite and burial ground. This partnership initiated a respectful and ongoing dialogue with Kingston's First Peoples, including the surrounding Mohawk communities, Algonquin communities, the Mississauga of Alderville and the Frontenac High Land Métis community. Since 2011, the City of Kingston has also been working to strengthen relations with the First Peoples' community locally and regionally through numerous initiatives, including the annual proclamation in June of Aboriginal Peoples' Month, the gifting of a traditional talking stick regularly used during City-led First Peoples' public gatherings and at council meetings during the month of June, as well as the use of traditional smudge ceremonies where appropriate. In 2015, City Council directed the Cultural Services Department to consult with the First Peoples' community to prepare a brief, respectful recognition statement to be formalized and read by the Mayor and other City representatives at municipal public meetings. That work was completed in April 2015 and the recognition statement itself was approved by City Council in June 2015 and is now being read at the start of every Council meeting.



"It was an honour to witness our Mayor read for the first time, the recognition statement that recognizes the First Peoples' community and the history of our ancestors here in Kingston. After living here for almost fifteen years, and having been involved in some extraordinary activities where the City of Kingston demonstrated considerable leadership around youth, the LGBTQ community and housing, never did any of those powerful experiences match what I felt that evening in Council Chambers. I was touched deeply and for the first time ever felt that level of pride in calling Kingston home. I felt that our history mattered, our experiences as First Peoples were important and that I belonged."

Pytor Hodgson, CEO,
Three Things Consulting

Customers and Customer Service

The customers served by the Cultural Services Department are extremely diverse but can be grouped around four different types of relationships: (1) audience/participants; (2) students/learners; (3) artists/creators; and (4) organizations/community.

Our customers are not wholly defined by demographics or psychographics, and require multiple points of entry so they can access and participate in the range of services the Department provides in ways that best suit their needs.

Customer service must be relevant, timely and responsive at all times and involves engaging with existing customers more deeply as well as reaching out to new, potentially underserved audiences to establish new relationships.

Corporate and Departmental Values

In addition to the corporate values endorsed by the City of Kingston (teamwork, respect, integrity, pride), the Cultural Services staff as a group has also identified four additional values that help shape its work.

Collaboration: We work closely with colleagues and the community, with respect and creativity, to achieve outcomes that are strategic and widely beneficial.

Support: We are aware of what the Corporation and community need and endeavour to fulfill those needs responsibly and professionally.

Inclusivity: We make sure our work is relevant and responsive and we embrace our role as facilitators to ensure access, diversity and social inclusion.

Boldness: We are not afraid to be creative, take risks and make mistakes in order to learn, grow and foster change within the Corporation and the community.



