



**City of Kingston
Information Report to Council
Report Number 23-070**

To: Mayor and Members of Council
From: Peter Huigenbos, Commissioner, Business, Environment & Projects
Resource Staff: Colin Wiginton, Director, Arts & Culture Services
Date of Meeting: March 7, 2023
Subject: Update and Implementation of the Creative Industries Strategy

Council Strategic Plan Alignment:

Theme: 4. Strengthen economic development opportunities

Goal: 4.2 Foster Innovative arts, culture and social enterprises

Executive Summary:

The purpose of this report is to update Council regarding the implementation of the Creative Industries Strategy (Strategy) approved by Council in April 2021 through [Report Number 21-114](#). That previous report included an inventory of the creative industries in Kingston along with a series of recommendations grouped within six themes that outlined how creative industries in Kingston could be better supported and expanded to enhance economic development opportunities. The need for this work was identified as part of Council's Strategic Priorities (2019-2022) and the recommendations in the Strategy are included as part of the Integrated Economic Development Strategy approved by Council through [Report Number 21-012](#) in December 2020.

This report provides an overview of the work completed to date along with an overview of projects and initiatives included as part of a 2023 work plan. The Strategy was developed as a five-to-ten-year plan and is intended to serve artists and creatives, residents and visitors, and drive economic development. The initial focus is the strategic development of the film and media, music, and theatre sectors, and key partners include the City of Kingston, Tourism Kingston, Kingston Economic Development Corporation, as well as St. Lawrence College and Queen's University. A Creative Industries Working Group made up of members from each of the

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key partner organizations, as well as sector representatives in film, music and theatre, oversee the delivery of the recommendations identified within the Strategy. Much has already been accomplished during the initial phases of work with an increasing number of achievements expected as efforts align, and momentum builds in the short, mid and long-terms.

Kingston is well-positioned to become a destination of choice for a wide range of artists, creatives, producers, funders and investors associated with the creative industries. As identified within the Strategy, this activity is supported by more than 236 Creative Industries assets in Kingston, including infrastructure, programs, services, amenities, community meeting places, historical sites, libraries, museums and art galleries. It is anticipated the work required over the next five-to-ten years will evolve over three phases (Initiate; Create; and Grow & Sustain) of cumulative and collaborative effort and the success of this work will be measured against the metrics identified as part of the Creative Industries Strategy, along with other metrics that are anticipated to emerge.

The efforts of the Arts & Culture Services Department are targeted towards services best suited for municipal leadership, including programming and opportunities for local artists, creatives and Kingston residents. This also includes the City's service level agreements with the Kingston Arts Council and Kingston Theatre Alliance, key partners that support arts and culture initiatives at the grass roots level and beyond.

The work being pursued by our partner organizations will continue to be directed toward their target audiences that include artists, creatives, and residents as well as tourism, small-business support and development, and sector-specific industries such as film.

Recommendation:

This report is for information only.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Peter Huigenbos, Commissioner,
Business, Environment &
Projects**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
Neil Carbone, Commissioner, Corporate Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Brad Joyce, Commissioner, Transportation & Public Works	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required

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Options/Discussion:

The arts and culture sectors in Kingston have long been supported by the City of Kingston through strategies, policies, facilities and programs that aim to nurture, sustain and preserve the diversity of cultural elements that enrich the life of the City. The City's Arts & Culture Services Department functions as a cultural development agency that supports arts and cultural development, working with and building capacity of artists, arts and cultural organizations, providing access to arts, cultural activities and opportunities, and nurturing cultural vitality in Kingston. The Arts & Culture Services Department drives public policy, strategic plans and programs that enable Kingston's many partners and industry leaders to make Kingston a place where arts and culture thrives. Council-approved strategies and policies help guide this work that is led by the Arts & Culture Services Department and includes the following (in chronological order):

- City of Kingston Arts Fund Plan (established 2007)
- Kingston Culture Plan (approved 2010)
- Public Art Master Plan and Policy (approved 2014)
- Creative Industries Strategy (approved 2021)

As part of Council's Strategic Priorities (2019-2022), the creative industries were identified as part of the opportunities available that could be leveraged to strengthen economic development and tourism opportunities within Kingston.

According to UNESCO, the cultural and creative industries are among the fastest growing sectors in the world with an estimated global worth of 4.3 trillion USD per year that accounts for 6.1% of the global economy. The creative economy also employs over 30 million people worldwide and employs more young people than any other sector. The talent, innovation and creativity needed to drive the creative economy is understood to be an endlessly renewable resource and the creative economy also offers traditionally marginalized populations with work opportunities often not found in other sectors. Canada's culture gross domestic product (GDP) totaled over \$55 billion in 2020 with Ontario contributing the largest percent, \$27 billion representing over 3% of the provincial total GDP. Culture also employed over 600,000 people across Canada with 255,000 people working in culture in Ontario or over 4% of the total workforce.

Data specific to Kingston is also now available through a partnership between the [Creative City Network of Canada](#), of which Kingston is a member municipality, and the Department of Canadian Heritage working alongside Statistics Canada. The most recent data available is for 2020 and is highlighted in Exhibit A attached to this report that shows Kingston's municipal cultural GDP totaled \$181.27M and jobs totaled 1,695. The availability of this data also means Kingston's cultural GDP and jobs can be assessed against national data, which demonstrate there is room for growth in relation to the national averages that have been identified and that provide targets against which to measure the success of the work being pursued.

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Strategic Work

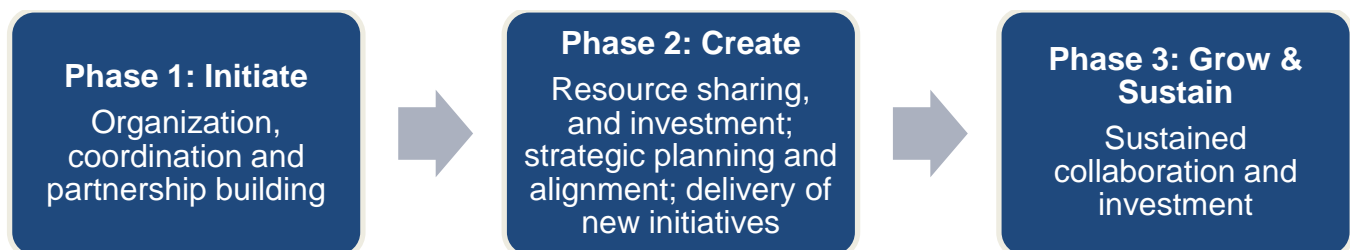
Work on the Strategy for Kingston first began in 2020 and resulted in the development of a creative industries profile sector report that was used to establish a strategic vision. The findings identified in the creative industries profile sector report, coupled with a series of recommendations grouped under six themes, were reviewed and approved by Council through [Report Number 21-114](#) in April 2021. The creation of this Strategy also coincided with the development of the Integrated Economic Development Strategy, jointly led by Kingston Economic Development Corporation and the City of Kingston, that was reviewed and approved by Council through [Report Number 21-012](#) in December 2020.

The implementation of the Strategy is being led by the Arts & Culture Services Department, on behalf of the City of Kingston, working alongside key partners that include the Kingston Economic Development Corporation and Tourism Kingston. Kingston Economic Development Corporation, as the primary economic development agency locally, is focused on supporting private and public creative enterprises, individuals and entrepreneurs, and helping to establish Kingston as a place where a diversity of people will want to visit, live, work and do business within the creative industries.

Tourism Kingston has been engaged in creative industries-related tourism for many years now and has built a Kingston brand that focuses on Kingston as a place where artists, curators and creatives live and work. This partner agency promotes Kingston as culturally and creatively vibrant with a contemporary arts community that is an incubator for innovative ideas and projects.

Tourism Kingston also plays a critical role in the Strategy as it relates to seeding and developing the Kingston Film Office (now the Kingston Film & Media Department) to support film production in Kingston. More recently, Tourism Kingston has hired a Music Commissioner to support music-based tourism initiatives and to be a connector between the City of Kingston and Tourism Kingston as it relates to the development of the music sector.

The City and its partners anticipates the work required to deliver on the Strategy will take place over the next five-to-ten years and over three phases: Initiate; Create; and Grow & Sustain.



Phase 1 work is nearly finished, and Phase 2 is already well underway with much having been accomplished during these initial phases of work. Momentum is building as efforts align and the continued progress of the Strategy will require cumulative and collaborative effort and the

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success of this work will be measured against the metrics identified as part of the Creative Industries Strategy, along with other metrics that are anticipated to emerge.

Summary of Work (2021), “Phase I: Initiate”, City of Kingston

Once the Strategy was approved by Council, one of the first tasks undertaken was to establish a Creative Industries Working Group (Working Group) made up of representatives from the key partner organizations along with representatives from post-secondary institutions, including St. Lawrence College and Queen’s University, and the three core subsectors identified in the Strategy, including film, music and theatre. Much of the initial work focused around creating connections amongst the Working Group members and to track the various creative industries-related projects and initiatives already underway across the community. The creation of a Working Group represented a significant piece of work in 2021 and has helped to establish a clearer understanding of existing initiatives and efforts as well as gaps and opportunities that need to be understood to ensure the success of this collaborative endeavour.

In addition to the Working Group, a major focus for the Arts & Culture Services Department in 2021 was ensuring continuity and continued investment in the sector development work already underway, or that had been created in direct response to the impacts of the COVID-19 pandemic. Much of this work aligns with the Strategy because it supports local artists and creatives as well as arts and cultural organizations and groups. Efforts were required to ensure their survival in the short-term as well as their longer-term sustainability and growth given that arts and culture were among the hardest hit sectors by the COVID-19 pandemic. Fostering stability was an immediate necessity requiring attention before new opportunities, and investment, could be considered as part the implementation of the recommendations identified as part of the Strategy. That work included, but was not limited to, the following:

Investment

- Continued investment through the City of Kingston Arts Fund administered by the Kingston Arts Council, **Impact: 11 arts groups and arts organizations received \$423,718 in Operating Grants and 15 artists collectives, arts groups and arts organizations received \$159,334 in Project Grants;** and
- Partnering with the Kingston Arts Council to also administer special one-time funding totalling \$200,000 approved by Council to support artists and arts organizations, **Impact: 100 local artists each received a \$1,000 Resiliency Grant and 15 artists, arts groups and arts organizations received a total of \$100,000 in Adapt Grants.**

Programming and Sector Development

- Produced the annual YGK Music playlists and presented local musicians as part of Love Kingston Marketplace, **Impacts: Licensed and paid 30 artists whose work was featured as part of two different YGK Music playlists and presented 56 shows featuring 99 local musicians and paying \$15,960 in artist fees as part of Love Kingston Marketplace**
- Supported the annual Kick & Push Festival and Fringe Festival to ensure the continuing presentation of innovative summer theatre in Kingston, **Impact: Six Kick & Push Festival shows and nine Fringe Festival shows were presented supported by 15**

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Kick & Push Festival contactors and employees and 100 people were engaged in paid artistic with \$124,978 paid to artists;

- Introduced new artist development programs, including a Local Arts Residency, which provided space at the Kingston Grand Theatre and technical, production support to local professional performing artists, **Impact: Nine artists were selected through an open call and paid a \$1,000 honorarium each with an additional 60 local artists participating over a total of nine weeks; and**
- Supported literary arts programs through the Poet Laureate role, offering mentorship opportunities and increasing access to writing and poetry, **Impact: Supported 40 emerging local poets through workshops and paid and featured three local poets in poetry-based public art exhibit.**

Education and Engagement

- Introduced an online Music Video Education Series, featuring local musicians providing educational opportunities to schools and students, **Impact: 40 educators registered resulting in engagement with approximately 1,000 students;** and
- Delivered summer arts programming to long-term care home partner organizations, in collaboration with local artists, **Impact: Six artists were paid who engaged approximately 100 residents across five long-term care homes.**

Public Art

- Developed new public art opportunities, providing paid work to local artists through various temporary public art projects, and unveiled three, permanent public artworks including *Manidoo Ogitigan (Spirit Garden)* by Terence Radford, *Horse and Cart* by Nicholas Crombach, and *The Wilds of Kingston* by Brandon Vickerd, **Impact: Paid \$37,500 in artists fees;** and
- Launched the [Arts Walk](#) (Council Strategic Priority) that is an online database and map of City-owned public art throughout Kingston, **Impact: Raised awareness of public art in Kingston to increase appreciation and provide new experiences to residents.**

Summary of Work (2022), “Phase I: Initiate”, City of Kingston and Partners

In 2022, the Arts & Culture Services Department was able to pursue more focused work specific to the implementation of the Strategy with the support of the key partners and especially with the support of the Working Group, which began to meet bi-monthly. This work is structured around the six theme areas identified as part of the Strategy. What follows is a high-level snapshot of selected work pursued by the City of Kingston and its key partners with support from the Working Group.

- **Theme 1: Building a Creative Industries Narrative**
 - Contracted *Avenue Strategy and Alphabet Creative* to collaborate with the Working Group to create a marketing framework to promote creative industries in Kingston making use of existing assets and platforms that can be amplified and expanded to reach three distinct target audiences, including (1) artists and creatives, (2) residents and visitors, and (3) local and external industry. The

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completed marketing framework also includes a 2022/2023 Action Plan developed with input from the key partners that will require the on-going support of the key partners and the Working Group to implement and update year-over-year.

- Collaborated with the City of Kingston's Marketing & Revenue Development team, within the Strategy, Innovation and Partnerships Department, to develop and implement a marketing plan for City-led marketing initiatives to begin in Q1 2023.
- **Theme 2: Support Emerging Creative Industries**
 - Issued a Request for Proposals to develop a Kingston Music Strategy that will make recommendations on how the City of Kingston can work alongside its partners and the broader music sector to support its growth and development. The Toronto-based firm [Nordicity](#) was selected to lead this work, which is scheduled to be complete in Q2 2023, with the resulting Kingston Music Strategy to be submitted to Council for review and approval.
 - Renewed the Service Level Agreement with the Kingston Theatre Alliance, an umbrella organization mandated to serve the broader theatre community in Kingston, to include deliverables specific to the implementation of the Strategy as it relates to promoting and developing Kingston as a centre of innovation related to theatre and the performing arts.
 - Tourism Kingston created and hired a Music Commissioner, as previously stated, which is a new position to support music-based tourism initiatives and the development of the music sector more broadly. Tourism Kingston also expanded the mandate of the Kingston Film Office to include film and media and hired a new Commissioner, Film & Media.
- **Theme 3: Offer Business Skills and Training**
 - Continued community and partner-led programs and opportunities for local skill development and training through the Kingston Film & Media Department and the Kingston Theatre Alliance.
 - Supported Spring Reverb, a four-day exhibition led by [KPP Concerts](#) that promotes, develops and showcases the Kingston music scene through live music and concerts, panels and special guest talks, and builds connections between visiting industry guests and artists, and provides opportunities for learning.
 - Worked with the Kingston Economic Development Corporation to identify existing programs and to scope potential new programs relevant to artists and creatives involved in creative industries.
- **Theme 4: Facilitate Partnerships and Collaboration**
 - Scheduled regular, bi-monthly meetings of the Creative Industries Working Group to strengthen relations and information sharing, and to identify opportunities for partnerships and alignments that better serve the creative industries.
 - St. Lawrence College appointed a new Dean, Creative Industries and Brockville Campus. The staff person appointed to this new position sits as a member of the Creative Industries Working Group to help ensure the Colleges curriculum aligns with the training needs that exist within the Kingston community.

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- **Theme 5: Identify, Develop and Make Available Sustainable Spaces and Places**
 - Established the Local Arts Residency as an annual City-led program that offers local artists with access to the Kingston Grand Theatre and its resources to nurture the creation of new work.
 - Sourced quotes and began to develop programming plans to create a music rehearsal and recording studio at the Rideau Heights Community Centre. This initiative is dependent upon the success of grant funding and is planned to be made available to local musicians for their own use and to engage local musicians to facilitate programs for residents of the Rideau Heights neighbourhood and across the City.
 - City of Kingston in partnership with Tourism Kingston continued to facilitate access to Kingston Penitentiary as a film location and established a new online directory of film locations within Kingston that is being expanded to serve the broader region in partnership with RTO9, the regional tourism organization for Southeastern Ontario
 - RAW Design Inc., a Toronto-based architecture firm, partnered with the Kingston Canadian Film Festival and KPP Concerts (both of which receive municipal arts funding) to position the newly renovated Bailey Broom Factory as a cultural hub serving and supporting film, music and design as both an administrative and event space.

- **Theme 6: Support Diversity and Inclusion**
 - Began to research and compile industry specific resources related to equity, diversity and inclusion within film, music and theatre in Canada to ensure adherence to best practices.
 - Through the Kingston Theatre Alliance, committed to sponsoring a local Kingston artist to participate in the three month long Fellowship Program for Indigenous, Black and People of Colour creators as part of [PXR 2022](#), a conference co-hosted by [Single Thread Theatre Company](#) (Kingston) and the [Electric Company Theatre](#) (Vancouver) that celebrates the evolution of live performance in virtual, augmented and mixed realities.

2023 Work Plan, “Phase II: Create”, City of Kingston and Partners

In consultation with the Creative Industries Working Group, short-, mid- and long-term work plans have been mapped out that acknowledge and amplify existing programs and supports that exist and that introduce new and responsive initiatives that aim to increase collaboration and further the growth of the creative industries in Kingston.

A high-level snapshot of the 2023 work plan (Exhibit B) that is structured around the themes as identified in the Strategy and includes the actions to be undertaken along with other relevant information such as the subsector focus, target audience, partner lead and timelines. Some of the actions identified are already being supported financially through existing operating and capital budgets managed by the Arts & Culture Services Department while other actions do require additional financial support that has been identified as part of the Department’s 2023 budget submissions that are pending approval.

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The actions listed represent the main activities to be pursued in 2023 but it is not exhaustive. Several other activities are also being pursued by staff and partners while also leaving space for new activities and initiatives to emerge based on input and feedback received as this work evolves and Council completes its strategic planning process. A selection of the main activities currently being undertaken include launching the City-led creative industries marketing plan; completing the development of the [Kingston Music Strategy](#); supporting the presentation of innovative theatre festivals over the summer months; facilitating skills and training opportunities for artists and creatives involved in film and music as well as small business development; and researching industry best practices related to equity, diversity and inclusion.

Next Steps and Future Reporting

For staff and partners, the focus of the work at the beginning of the year will be to deliver on the actions identified as part of building a creative industries narrative along with supporting emerging subsectors (including the Kingston Music Strategy currently in development) and offering skills and training.

The efforts of the Arts & Culture Services Department will be targeted towards services best suited for municipal leadership, including programming and opportunities for local artists, creatives and Kingston residents.

The work being pursued by our partner organizations will continue to be directed toward their target audiences that include artists, creatives and residents as well as tourism, small-business support and development, and sector-specific industries, such as film.

The success of this work will be measured against the metrics identified as part of the Creative Industries Strategy, along with other metrics that are anticipated to emerge such as access to arts and culture programming and opportunities for residents all across the urban and rural areas of Kingston.

The metrics as identified in the Strategy include the following:

- Contributes to GDP growth;
- Supports increased numbers of business start-up and growth;
- Drives tourism related to key creative industry categories;
- Builds and leverages creative assets;
- Increase collaborative ventures among cultural producers; and
- Increase intellectual property creation levels for commercialization.

The data highlighted in Exhibit A attached to this report includes information about Kingston's cultural GDP and jobs in relation to national averages that provide high level targets against which to measure. Several of the metrics identified relate to the work of the key partners so this is another area of work that will require on-going collaboration so the data that needs to be tracked can be compiled and shared over time.

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In [Report Number 21-114](#) it was identified that staff would report back to Council regarding progress made in relation to the Strategy in either late 2021 or early 2022 through the Arts, Recreation & Community Policies Committee. That was not possible given the on-going impacts of the COVID-19 pandemic and the continued need on the part of staff to ensure continuity and the continued investment in the sector development work as outlined above. Despite the pandemic, significant progress is being made and momentum is building as planning has progressed, relationships have been strengthened and opportunities for collaboration have increased. This report is intended to provide new Council members with contextual information that highlights the evolution of this work and to provide an update regarding the progress that has been made to date. However, future updates will be brought forward through the Arts, Recreation & Community Policies Committee on an annual basis as was originally proposed unless directed otherwise.

Existing Policy/By-Law:

None

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

Work completed to date related to the Creative Industries Strategy has been supported using existing, previously approved operating and capital budgets managed by the Arts & Culture Services Department. A number of the actions identified as part the 2023 work plan do require additional financial support that has been identified as part of the Department's 2023 budget submissions pending approval in early March 2023.

Contacts:

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Other Staff Consulted:

Danika Lochhead, Manager, Arts and Sector Development, Arts & Culture Services

Craig Desjardins, Director, Office of Strategy, Innovation & Partnerships

Megan Knott, Executive Director, Tourism Kingston

Donna Gillespie, Chief Executive Officer, Kingston Economic Development Corporation

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Exhibits Attached:

Exhibit A – The Contribution of Culture to Kingston’s Economy and Jobs

Exhibit B – Creative Industries Strategy 2023 Work Plan



The Contribution of Culture to Kingston's Economy and Jobs

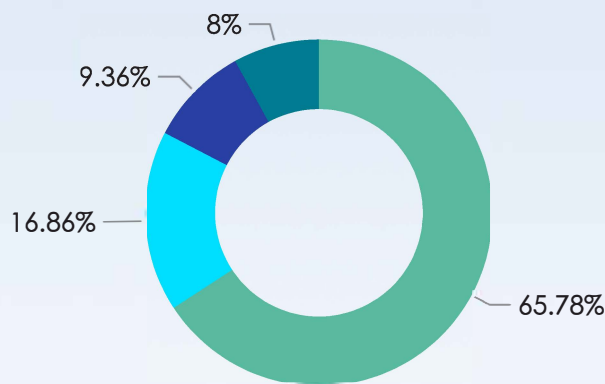


Based on 2016 Census data, and culture GDP data, culture is equal to:
\$1,464 per capita in Kingston and
\$1,775 per capita nationally.

**Ontario's
2020 culture GDP:
\$28.2 B**

Municipal Culture GDP Overview

2020 Municipal Cultural GDP Total: \$181.27M



- Audio-Visual and Interactive Media
\$30,566,099
- Written and Published Works
\$16,962,392
- Visual and Applied Arts
\$14,507,433
- Other domains
\$119,231,712

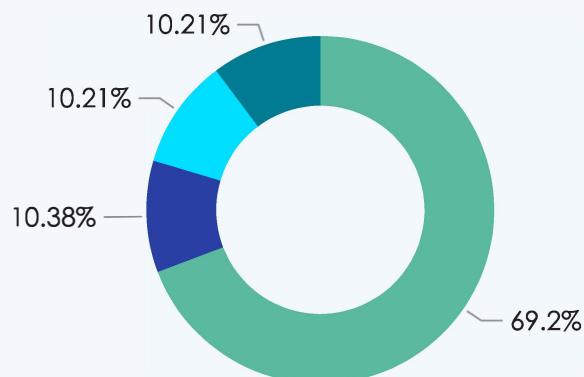


Kingston's Jobs

According to Census data, in 2016, workers in culture-related occupations earned an average employment income of \$35,754 in Kingston and \$47,402 in Canada.

**Culture-related jobs
in Ontario in 2020:
269 K**

2020 Municipal Culture Jobs Overview



- Written and Published Works
176
- Audio-Visual and Interactive Media
173
- Visual and Applied Arts
173
- Other domains
1,173

NOTE:

The overall municipal totals for GDP and jobs are comprised of several domains, inclusive of even more sub-domains, beyond the top three represented in the infographic. The value of other domains not represented in the top three is captured under the “**OTHER DOMAINS AND NON-CULTURE PRODUCTS (COMBINED)**” total, which includes the *Education and Training* and *Governance, Funding and Professional Support* domains. Consequently, this figure can be quite significant, if not exceed, the individual and/or combined totals of the top-three domains. For reference, a full listing of domains and their related sub-domains is provided below for reference, with definitions for each one available at the following website:

<https://www150.statcan.gc.ca/n1/pub/13-607-x/2016001/1248-eng.htm>

“Employment income” is defined as “all income received as wages, salaries and commissions [i.e., culture and non-culture related] from paid employment and net self-employment income from farm or non-farm unincorporated business and/or professional practice during the reference period.”

Domain	Sub-Domain
Heritage and Libraries	Archives Libraries Culture Heritage Natural Heritage
Live Performance	Performing Arts Festivals and Celebrations
Visual and Applied Arts	Original Visual Art Art Reproductions Photography Crafts Advertising Architecture Design
Written and Published Works	Books Periodicals Newspapers Other Published Works Collected Information Multi Subdomain
Audio-Visual and Interactive Media	Film and Video Broadcasting Interactive Media
Sound Recording	Music Publishing Sound Recording
Education and Training	N/A
Governance, Funding and Professional Support	N/A
Multi	N/A

Additionally, all totals derived from Statistics Canada's Provincial and Territorial Culture Indicators, 2010-2018 correspond to the “Industry perspective,” as defined on Statistics Canada's website:

<https://www150.statcan.gc.ca/n1/pub/13-607-x/2016001/1249-eng.htm>

Creative Industries Strategy, 2023 Work Plan

Actions	Subsector Focus	Target Audience	Lead	Timelines
Theme 1: Building a Narrative				
Create new project page on the City website with Creative Industries priorities and upcoming projects, align creative industries content on Invest Kingston and Visit Kingston websites	Film, Music, Theatre	Residents, Artists/Creatives, Industry (local/external)	City of Kingston	January
Launch walking tours to promote and highlight film, music and literary arts in Kingston	Film, Music, Literary	Residents/Visitors	Tourism Kingston	March
Promote creative industries, focusing on artists/creatives through a City-initiated marketing program and campaign	Music, Theatre	Residents, Artists/Creatives	City of Kingston	February-August
Theme 2: Support Emerging Creative Industries (Strategic, Programmatic)				
Launch Reel-Scout platform that includes searchable directory of locations, suppliers, resources and talent	Film	Residents/Visitors	Tourism Kingston, Film & Media Department	January
Facilitate a public engagement process in support of development of the Kingston Music Strategy, Open House, roundtables, interviews, survey	Music	Artists/Creatives and Industry (local)	City of Kingston	February
Call to local musicians, City YGK Music playlists	Music	Artists/Creatives	City of Kingston	February
Renew Kingston Theatre Alliance, Service Level Agreement to include marketing and skills training related to theatre	Theatre	Artists/Creatives	City of Kingston	March
Launch Music Video Initiative that pairs local musicians with local video production companies to create music videos	Music, Film	Artists/Creatives	Tourism Kingston, Film & Media Department plus Kingston	April

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			Canadian Film Festival	
Complete and launch Kingston Music Strategy	Music	Artists/Creatives, Residents/Visitors	City of Kingston	June
Expand Reel Scout platform to include information and data for music and theatre	Music, Theatre	Artists/Creatives and Industry (local/external)	Tourism Kingston, Film & Media Department	June-July
Theme 3: Business Skills and Training				
Facilitate monthly workshops including new professional development stream for local production companies	Film	Artists/Creatives	Tourism Kingston, Film & Media Department	January-April
Facilitate BANDWIDTH, a networking, skills training, mentorship program for local musicians	Music	Artists/Creatives	Tourism Kingston, Film & Media Department	February
Launch series of professional development workshops and opportunities for local creative entrepreneurs, including panel event/forum	Creatives	Artists/Creatives	Kingston Economic Development Corporation	March-May
Host Spring Reverb as an event that includes workshops, panels and industry events for local bands and musicians	Music	Artists/Creatives and Industry (local/external)	KPP Concerts	June
Theme 4: Facilitate Partnerships and Collaboration				
Schedule bi-monthly meetings of the Creative Industries Working Group to track action plans and provide information and data; establish subsector sub-groups for film, music, theatre	All	N/A	City of Kingston	Ongoing
Theme 5: Identify, Develop and Make Available Sustainable Spaces and Places				
Support new film, music design and community	Music, Film	Artists/Creatives	Tourism Kingston, Film & Media	Ongoing

Exhibit B
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venue, The Broom Factory			Department plus Kingston Canadian Film Festival and KPP Concerts	
Secure grant funding, capital upgrades to create music recording studio/sound booth at Rideau Heights Community Centre, develop 3-year programming plan for use	Music	Artists/Creatives	City of Kingston	September
Theme 6: Support Diversity and Inclusion				
Continue to research and compile industry specific resources related to equity, diversity and inclusion within film, music and theatre in Canada to ensure adherence to best practices	Film, Music, Theatre	Artists/Creatives	City of Kingston	Ongoing
Report out on sponsorship of the PXR 2022 Fellowship Program for Indigenous, Black and People of Colour (IPBOC) local creators	Theatre	Artists/Creatives	City of Kingston	March