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Capital Project Case Study: The Tett Centre.

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>> Hi, everyone. We are just waiting for a few others to log on before we start at 12:00 p.m.

If you hear us, we are on line, but we are going to wait until 12:00 to get going. Type any questions you have in the chat box in the meantime. We look forward to chatting more at 12.

>> All right. It is 12:00 p.m. Welcome, everyone to our Capital Project Case Study Webinar, featuring The Tett Centre, the first webinar of our 2018-2019 learning series. My name is Alex Glass. I'm the Program and Assistant Executive Director at ArtsBuild Ontario. We are very pleased to have two guest presenters from The Tett Centre today, Nadine Baker, facility manager and Danielle Folkerts, the marketing and program coordinator. We will hand things over to them in a minute. But we have to cover a few housekeeping items before we get started.

First off, you can hear us, but we can't hear you. Your microphones have been disabled for this webinar. But you can use your speakers or headphones to listen in. You can adjust the sound by clicking on the speaker icon at the top of the meeting as well.

We will also offering closed captioning throughout the webinar today. The closed captioning will be happening at the bottom of the screen where participants can change the font

type, size and colour. At this time, I would ask if the participant in the chat box could confirm that they can see the closed captioning box at the bottom of the screen, a quick yes would be very helpful.

Great.

A record of the closed captioning will be sent to participants following the webinar and made available on our website. A couple more things. We will be recording the session. We will E-mail a link to the recording so you can share with your colleagues. We will be also sending a quick survey following the webinar and we ask that you complete the survey so we can continue to improve our learning series for creative spaces.

Lastly, we will have roughly ten to 15 minutes at the end to answer questions, so we ask, please use the chat box at the bottom right to type in your questions. We will get to as many as possible.

Oh, dear, I'm sorry my voice is very distorted. Is this slightly better? Oh, dear. I'm not sure how to fix it. At least you can hear what I'm saying. Okay. I'll speak very close to my microphone. Okay.

In case you have not heard of ArtsBuild Ontario, we are a nonprofit art service organization that provides programs and learning opportunities that help make Ontario's creative spaces more sustainable. One of our programs is the learning series, which is a series of webinars, workshops and resources that support our core programs which are space finder in Canada, the creative spaces mentoring network, and asset planner for the arts. Many of the webinars we will be offering over the next year will focus on capital projects and accessibility in creative spaces.

I want to introduce our guest presenters for the webinar. Nadine Baker has passionately supported the not-for-profit arts and cultural sector both in Toronto and Kingston for 20 years, with her background in design, fine arts and business administration. Nadine became involved with the Tett Centre for creativity and learning in 2010 during its infancy as a charitable arts organization. As a founding director of the Tett Centre's Board of Directors, Nadine was a key leader in the development of management and sustainable business strategies in preparation for the Centre's reopening in 2015.

Owned by the city of Kingston, the waterfront heritage building is operated independently under Nadine's leadership as facility manager, with her dedicated staff, a volunteer Board of Directors and in partnership with Kingston department of cultural services, The Tett Centre for creativity and learning

is thriving as a meaningful contributor to Kingston's art scene.

Danielle Folkerts has been involved with the Tett Centre since its opening as a inspiring arts instructor and innovative program coordinator on the Tett's teaching artistic roster. She joined the Tett staff team in late 2017 as arts administrator and is now the marketing and programming coordinator. Danielle is excelling in her role of creating and implementing a marketing dynamic programming for the community, and supporting The Tett Centre's wonderful resident artists and arts organizations. At this point I'd like to hand things over to you, Nadine and Danielle to walk us through the presentation.

>> Hi, everyone, I'm Nadine.

>> I'm Danielle.

>> NADINE BAKER: I will be starting things off.

We hope that even a small part of what we talk about today will help anyone who is taking on or dreaming of a project like this for their community. We want to thank Alex and ArtsBuild for inviting us to share our journey so far. We have a lot to go through and I hope you will be patient with us, but you will have all the resources, and if you have any questions, there is contact information for us there on the first slide.

We are grateful for the giant leaps of faith, that all parties made throughout this project. And we especially are thankful for the City of Kingston who run the leading edge of cultural hubs trend 13 years ago.

We will get started here, here is what we will cover today. It's a lot but every step along the way has been quite key. So even putting this together was a good affirmation of the evolution of the Tett Centre here in Kingston.

First, let's rewind, about 180 years ago and the population was 5,000, and we had 132 licensed taverns, which made this building that we are in that you will see the black and white photo, where our building is on the right side, that long limestone building. It was a large distillery and brewery complex in 1840. It was designed and owned by James Morton. He himself was quite an ambitious and innovative businessman. His success in the industry drove the economy for decades. It was quite a landmark here in Kingston. In the '20s, the brewery was converted to a military hospital, and it served as headquarters until 1971, the City of Kingston purchased the building, and John K Tett, was the director of recreation at the time, and he had this amazing vision for the building to be a Centre for the community with arts and cultural groups. Some of the groups that were there are in our building today. Some of them have been around for quite a while.

The City Council approved the renaming of the Tett Centre, it was called the JK Tett Centre and it was home for many of these groups until rehabilitation in 2010. I hope everyone can hear us okay. Let us know. That would be great. In 2005, the City of Kingston embarked on a journey to rethink the use of this pretty huge space, 35,000 square foot building. You will see photos on the left, by that time it was not in aesthetically or functionally good shape. But there were still groups in it. The photo on the right was a center hall. It is a beautiful building but it had minimal service from the city. In 2006, there was a feasibility study done by Artscape. They were commissioned and a business model was proposed. That was in response to a huge community outpouring to save the property instead of sell it at that time, and groups rallied together and there were some incredible presence at City Council meetings, and volunteers and arts groups in the community that were all around the building were quite passionate already at that time.

This entire project has been driven by passion and volunteer time. At that time, there were stakeholders that were consulted, and a business model was developed, and that was together with our future neighbour that was going to be a performing arts centre with Queen's to make sure that together as a cluster, we fostered, we were going to have this arts and cultural Centre to foster appreciation of the arts.

Five main principles were identified, and I'll go over them quickly. To create a sense of discovery and learning, to maintain affordability and enhance sustainability, to enhance collaboration and connectivity, develop a role as community based hub, which was new for the time, and to maximize strategic partnerships within the community.

This vision for this JK Tett Centre to become this platform for learning and artistic production and community participation and to celebrate the heritage of the building and for cultural and artistic expression was quite ambitious. On the bottom you can see a sneak peek at our current vision statement. That is a photo of one of our tenants currently.

So here are some artist renderings of the space. There were architects that were involved in 2007 who had to go over the necessary structural improvements that would have to be done to make sure that the building was not only safe but that it met accessibility standards, but still to honour the main structure of the building.

In 2008, this is a key year, because that is when city council approved the huge investment, 13.2 million in funding to get going on the projects. Queen's university obtained the land next to us. Together we were going to be these partners

on the waterfront in Kingston for cultural and artistic development. In 2009, we started selecting the future tenants of the building who had to make commitments to basically contribute to the character of the arts cluster. They were screened based on their presence in the community and plans to engage the community as well.

The plan moved forward, in 2010 there was a business plan developed by Artscape. They recommended that instead of the city running it that it would be an independent facility operator that would actually provide the support in the building, that they would be guided by cultural services, but that it would be independently run.

With that, in order to sustain the business to provide rental spaces that we will talk about later, Danielle will go on and talk about that in a minute, at that time meetings became more regular, and they were a really key component, key part of this because that is whenever one sat at the table and made sure everyone was on the same page from all sides.

The department of Cultural Services hired a projects manager who helped initially hire this group that at that time was an advisory committee. A working group, to develop possible policies and procedures and draft a budget and communications. And then the city found temporary accommodations for the groups. You can see in the photo is a Centre that Queen's is being built on the left and on the right is the shell of this beautiful limestone building that is going to be our future location.

Between 2010, 2014, the board at that time, there are features of the photo on the left, a tease, In 2010, the board finally was formed. In 2011 it was incorporated and registered as a charity. The people that sat at the table that were part of the board were representatives of each tenant organization, because they had a vested interest, and representative from Queen's, the director for cultural services, there were two directors of cultural services that have been instrumental in this, Brian and Collin, still the current director of cultural services, he sits on our board as well and there are several community members.

At that time too, the table changed because we were leading, the board at that time were leading these meetings. The renovation and construction plans were reviewed to suit the needs of each of those tenants. They were varied and different. But nobody knew the cost still. There was a bit of a question mark. That was a bit of a concern, and if we just talk about, the next slide, the breaking ground, renovation and construction began but at the same time, parallel to this, tenants had to raise funds and apply for grants to pay for

their own fit ups.

With knowing that they would have to pay the city back for any work that was done on their behalf. In 2014, a year before opening, the master lease was signed by the Tett Centre for Creativity and Learning, it's a ten plus year lease. There are details, we will give resources after the webinar. But the TCCL committed to all financial legal and operational obligations that were approved by City Council in order for the project to move forward.

Bader opened before us but everything was established as far as the infrastructure goes, the roads and traffic lights, that kind of thing. Here are photos. This is just during the build. You can see on the bottom left side there, bottom middle, the elevator because it wasn't an accessible building by today's standards. You can see bottom right that there are major structural engineering, it was quite a feat to make sure that we could have this kiln that was going to honor the original look of the building back in the 1840s.

We will talk about here about the major ways that the City of Kingston supports The Tett Centre for Creativity and Learning. We get an annual subsidy, that is an operating grant, and that is going down within the next ten years. Part of that is held back though for capital reserve funds and also for daily operating costs, garbage, snow removal, facility repairs and maintenance. We work closely with them, I do, to make sure that as landlord that we are all, that we are involved with them and have communication with them on a regular basis. The municipal act, this is important, allows for the lease of the property at below market rates, and we are exempt from property taxes, with the exception of the cafe. And because we qualify under the cultural, the use of the building for cultural and recreational purposes, and for tourism. We also had an initial investment in and it continues actually, furniture and equipment to be used by us and we insure it as well to support our revenues stream from rentals.

For that amazing support and generosity, we have a part to play in this. In order to do our job here for the community, we have committed to lots of things. I'll go over them quickly. I know we are kind of, we have a lot to talk about. Yes, we are responsible for the day-to-day operations, creating programming, Danielle will talk about that in a minute, to staff the building, I have a small staff here, but we have quite a job to operate this whole building with our subtenants.

We collect rent from our spaces, from our tenants but also from individual artists, and we manage our rental spaces independently as well, and we have a scale of rental rates to make sure that they are attractive to the whole community. We

produce an annual budget, and prepare that and get that approved as well and set our operational policies.

We also have to keep the building clean, and we have to be a good tenant basically, make sure it's safe and good for the public to use. We have some key stakeholders that we need to constantly be, we have committed to foster good relationships with all the stakeholders that originally fought for this to happen. We have promised to ensure that the vision of the arts cluster is maintained and developed and that achievements are reported on an annual basis, which we do. We present that annually to the department of Cultural Services. It's then communicated to City Council.

Six months to opening, the busiest time, the volunteer Board of Directors, they put in an average of 25 hours each week, that is no exaggeration. There was a lot of incredible people and the city was, we were busy at this time. We formed committees that were key. You will see the community engagement committee, financial committee, operations committee, communications, human resources, and it's important to note that at every step, we were supported by the city at this time, because we were also thinking about our own spaces, our own tenant spaces, and at that time I was involved with the Kingston school of dance, and yeah, we had to have two minds as tenant, as Board members.

TCCL staff was hired. Subtenants signed leases. They were selected and signed licenses, and we got our logo. We got the website going. This was all about half year before. Social media profiles were created, they weren't very active but at least they were there as a placeholder.

We initiated plans for a cafe which proved to be quite an important part of the arts cluster vibe, where students from Queen's, our neighbors, tenants and artists and the whole community could feel part and gather in this place that is right on the waterfront. It's the closest place, you can actually sit at the waterfront, the City of Kingston, it is special. Grand opening, it was planned collaboratively between the TCCL and City of Kingston. Everyone got quite excited about what was going to happen in the building. Danielle is going to talk about the organizations here.

>> DANIELLE FOLKERTS: At the Tett, we have an incredible group of Tett residents who offer various workshops, memberships and events. You can learn more about each group at our website, Tett Centre.org. I'll mention that the creativity studios are rented to artists.

After nine years of planning we all moved in, in December 2014. It was quite a moment of celebration. There was obviously volunteer exhaustion but all parties were so

happy to see it happen. January 30, 2015 was the grand opening. We had a special reception for the friends of the Tett that was this group that was key in driving a lot of the community support that happened, and they were made up of neighbours but also people from the individual groups who were currently in the building at the time. That was incredible.

It was lovely to bring it back to them, to that group to thank them. The Whole Shebang, I'm not sure if you are familiar with that, that program, not a program but Andrea Nann did this incredible, she organized this collaborative performance and also programming for the, to kick off the day. Then the City of Kingston helped us with three months of programming to get us started and to welcome the community to the Centre because a lot of them heard about this buzz, but to get them in the building is a different step altogether.

At that time too, we thanked the people who were instrumental in the construction and the mayor was there and it was quite an event. It was great.

Here are photos of the building as it is today. You can see how the back of it there, the stones in between us and the Isabel Bader center and our main entrance.

And we have a little map.

>> One thing we are always working on is clear way finding for the community. We have three floors and if you see on the map, you will be able to locate where the Tett residents are, where rental spaces are, and when you come to visit the space you can pick up your own map to guide you through and we are looking forward to getting larger maps placed in our entrances as well.

>> NADINE BAKER: We titled the slide we are open, now what?

2016, with Artscape again, they came back and revisited, and with Collin Wigginton, the director of cultural services at the time, we did our own, we authored our own strategic plan to make a distilled version of all these dreams and plans and master lease obligations. What was approved were three points to operate a historical building as a vibrant arts center, to activate a welcoming arts hub by supporting artists engaging the community with arts programming and providing these unique rental spaces, and to sustain operations with effective personnel, with leveraging our resources and nurturing relationships with all these key stakeholders.

In 2016, it would be easy just to sit back and be comfortable now that we are open, but the work in many ways had just begun, after we were settled in.

What are we doing to fulfill our obligations and to be present in the community? Well, we are establishing that presence in and for the community by encouraging public



participation in the arts. We are striving to support the resident tenants to make sure they fulfill their obligations to the Centre. That is part of their subleases, their commitment to fostering the arts for the community.

The right team means everything, and I'm super fortunate to have an amazing staff now and our Board of Directors and everyone from our volunteers to our tenants and resident artists, our instructors, we have summer students that come and also our contract service providers but also dedicated community members that are our Ambassadors for this Tett Centre.

Customer service, that is key for all internal and external users, and we are working on a reputation to be this vital arts Centre and that is growing a reputation.

These relationships are so important, with Queen's and going back to these people that were involved, and our stakeholders. That is a, we are continually working on that, these relationships with key players.

And evaluation, my goodness, what is working, what is not, what do people want to see, what do they want to do. We have these participants but we have just patrons of the arts, and the professionals as well. We have to respect our capacities. But we do that with surveys. We do that with written feedback. We try to get, Danielle tries to get feedback from every program that we have so we can do things mindfully, as we program.

>> DANIELLE FOLKERTS: Talking about programming at the Tett, we have different streams that we work with. We have internal programming by the Tett Centre for creativity and Learning. We have internal programming from the Tett residents here, so Potters offer pottery classes, etcetera. We have external events, so people that rent our building will often have craft shows or workshops, and then of course our partnerships and collaborations, often we collaborate with Queen's right next door. Current programming we have going on now includes kids creativity club. It is a weekly Saturday morning family program. It is a opportunity for children and their parents or caregivers to create together, we offer new projects with local artists each week. We have Pa Days which is part of our educational programming. And the creativity series, which is ongoing art classes for adults. We work with professional artists and introduce various art mediums from beginner to master classes. The program is geared towards ages 16 plus. Some of the classes that are coming up include Arabic calligraphy, soap felting, oil painting and life drawing. It's different every month. Tett Tuesday is a free open program for adults. Each month we invite university students, crafters,

local artists to carve out time for monthly art making together. It has been an incredible opportunity for us to create a network. Everyone brings their own projects and materials. It is fascinating to see everyone sharing skills, ideas and techniques.

We also have a new series coming in 2019, which is the professional practices for artists. It is an in-depth workshop series created to provide artists with the tools they need. We talk about money, business, social media, artist residencies and more. It is launching this January. We also have our arts of the Tett summer program, we collaborate with the groups in the building to offer this unique one of a kind immersive creative art experience.

Lastly, we participate in building wide events with our resident organizations. This includes culture days in September, family day in February, and as well in the summer we offer joint tours with the Isabel Bader Center for performing Arts.

For marketing, we get asked how do we connect with our target audience at the Tett. The goal is to truly inspire, educate and add value to community members' lives. We do this through consistent engaging and informative marketing and promotion and as Kingston's main arts hub we aim to be an overall community resource. Some of the ways that we access our audience is through our platforms and we use comprehensive monthly newsletters. We send them out once to twice a month. We have an up to date website and events calendar. We also focus on engaging content for our Facebook page. We post two to three times a day. We utilize social media daily. We use our Facebook events, Facebook ads, Instagram posts, Instagram stories and Twitter. There is a lot.

We have a public community board here at the Tett. We create posters and we target cafe guests, community members, members of the different groups as well. We also create brochures and marketing materials that we hand out throughout the building. We also hand out around town, we go downtown and do that. One of the newer tools that we have been using is Event Brite. It is streamlined, it streamlined the registration process. It aided in event marketing. It is user friendly and consistently improved registration numbers. We are finding most of our events are sold out a couple weeks in advance which is exciting.

We submit our events on various on-line community boards, such as visit Kingston or the Kingston art council, and of course good old-fashioned like direct E-mails and conversation, so we try to be having open conversations with other community leaders and organizations.

You can see on the side too there is a couple examples of our social media, and I definitely encourage you to follow us on-line for weekly updates. Here you can see a bunch of beautiful photos of our Tett rental spaces.

Our spaces are unique. They are multiuse. They are used for various events including workshops, art shows, which we don't take commission, meetings, conferences, weddings, craft sales, trainings and more.

Our rental spaces really balance out our own programming, and offer the community even more amazing opportunities, and we personally manage 30 to 40 rental events each month, which is crazy.

>> Yeah, I see there is a question here about have rental revenue streams met our expectations. They have. It is increasing all the time. We have one day in November where we don't have a rental. We have been joking about November 6. Not sure what people are doing, might have to do with the U.S. election. I don't know. Sustaining operations has been very, we have been growing in our success in this. Our management of the organization has been successful. Our operational practices and facility rentals as we talked about are gradually lessening a reliance on municipal subsidy. We are grateful for that. But there is a relief there to see that, I noted in 2017, the support from the city was 24 percent of our revenue down from 26 the previous year. That will hopefully lessen every year.

We rely on operating grants and summer job funding, and we got a grant last year from Ontario 150. The support of KEYS, our local employment service, which facilitates provincial funding. Right now I have a facilities assistant who does setup and tech and he is supported through that program. They are all important, you know.

Revenue from innovative programming and Danielle is doing a amazing job at this, is increasing on a monthly basis. We are seeing the difference month to month. It is pretty special.

This is a, I included this so it could be a resource for everyone. But I created this for the Tett board, Tett Centre board but also tenants to understand the cycle of our revenue and expense, how things happen here at the Tett. All these different things, the green go into our operating funds, and go out but it's all quite an interesting cycle, and the effect, cause and effect there is pretty evident.

I won't go into that necessarily, but I put it there as something as a resource for different groups. Here we are on the horizon, what is going to happen. We talk about things, we plan here in the office on a quarterly basis. Now we are going month to month because things change all the time.

But governance review is completed for the Tett Centre, the Board of Directors, and with the support of City of Kingston. That was important to address the changes in order to comply with ONCA, and the Board of Directors will gradually be transitioning from a working board to more of an engaged board, as our evolution is happening with the way things are growing here.

The composition will change a little as I've said there, from tenant-led more to a community member board. We are going to enact the rest of the strategic plan, hopefully reach our new audiences, we are always trying to do that. And engage a voluntary coordinator, because we are finding that a lot of time is spent on that. And adding supportive material in the building to honor its original use. Many people have questions but, yeah, we need to have supportive material in the building. We are finding our donor platform because many people think that we are Queen's or we are the City. But we are registered charity. We rely on the generosity from the community. In our fifth year we qualify for larger operating grants and capital grants to support our business and that is exciting. That is going to happen hopefully. We thought we would share insights, these are a mashup from a few different people who gave insights from a city perspective but also ours. I put ten points down. And I hope they are helpful. But anyhow, so yes, these success is largely dependent on the community's passion and dedication and volunteer time.

If you think about the last 13 years, we have only been open for five. We relied on a lot of time, lot of volunteer time. All efforts must be recognized by all parties along the way. Some people help for a day, some help for those years. But they are all important, all those little contributions, healthy relationships, regular open communication are key. That is in the office, that is in the building with our tenants. And we need to recognize that everyone's expectations and patience along the way will vary. The city was patient with us, as we used to get these tours from the project manager who was handling the renovation itself and construction. He was so great, Rob Cruthers was great explaining at intricacies of the building when it was being gutted and renovated because we were curious but had a vested interest. It was nice that people were patient with us.

Consensus is ideal, but compromise is necessary. Yeah. We need to, there are a lot of questions that come up and people have to vote and agree and discuss things. The communication is a big part of that.

>> We want to say it's important to recognize challenges as opportunities for growth. Plans will change along the way and

flexibility is key and necessary for moving forward.

We are not afraid to try new things, and also open to feedback. We mentioned regular surveys, having conversations and trying to make improvements along the way. Also organizational development is as important as facility development and at the grand opening is just the beginning.

>> Yes. That is so, we are looking at every month that is changing, month to month is changing and new opportunities. We don't rest on, we don't take anything for granted on a month to month basis, what we can do to change and improve, and I just saw a question here, and I will address that now. The question is about how the organization that now operates the Tett, how it emerged.

Initially, through the stakeholder, the feasibility study with Artscape, when the tenants were selected basically, there was an ad hoc group, working group that became an advisory committee. Then when the city decided that it would be best if it was an independent operator of the facility, then the board was formed, this registered charitable, it is a incorporated, incorporation that would then operate the building, and take charge that way. That is how that developed. We had four community members. We still do. And also representation, as I said, from Queen's and department of cultural services and guest speakers along the way. So that is how, yeah, our organization emerged, who would be the umbrella organization.

Then we engaged the sub tenants and they are all our tenants, so I hope that answers that question.

But anyhow, the last slide Danielle will talk about.

>> DANIELLE FOLKERTS: We want to thank everybody for listening today. You will see our contact information, so we will answer some questions shortly here, but you are also welcome to contact us and as always, please subscribe to our newsletter and visit our website at Tett Centre.org. You can find us on Facebook, Instagram Twitter and we are all over the place trying to chat with you. If anyone has any questions.

>> I see one, did the city manage and fund the capital project? Yes. The city managed that, the facility management construction services handled that side of making the, restoring the building itself. There were some funding from the cultural spaces, heritage, for cultural spaces to help with fitting up our gallery with certain lighting and that type of thing. But that detail, I'm going to send Alex some resource links, because that is also in the City of Kingston's website.

The original business plan and project itself, that was for the, the legal name of the building is the JK Tett Centre and our organization operates it now. There were those two parts. But I can send the links to Alex that will accompany the final

.pdf.

>> ALEX GLASS: Thank you so much, Nadine and Danielle. That was great. I'd like to invite anybody who has questions at this time to type in the chat box. We do have some time left over to answer any of your questions. After the Q and A I will share some of our ArtsBuild resources. Julian is asking who owns the building.

>> The City of Kingston owns the building, it's designated as a heritage building. They are our landlord. We operate it. We decide what happens here, in this building. But at the same time, we are providing the service to the community, and we are fulfilling the obligations that are part of that master lease that is from our landlord, the department of cultural services.

We work together, but the city owns the building, and beside us that Isabel Bader center is owned by Queen's university. We are partners geographically, but also in spirit, as a creative campus here.

>> Capital replacement done by the city, yes. Can you share more about your approach to get City Council approval? Oh, that was showing up -- they are scrolling by, Alex. You can pick a couple questions.

>> ALEX GLASS: Sure. Let me read them to you in order so we can get everybody in. First, are you required to provide programming to reflect the diversity of Kingston?

>> Yeah, absolutely we are. We are always trying to make sure that we have accessible programming, so we have a lot of free programming, by donation, we do have some programs that are more costly. But we also have programming for children, teens, adults, so we try to have a good diversity of different types of art forms. We bring in different artists. That is why it's key to have constant surveys and ask for feedback and ask for feedback at events that are happening right now as well.

We listen to that, and see how we can provide the community with what it's asking for. It's great too because it provides us flexibility to try some things and see how successful they were, and then continue to move forward and decide if we want to keep doing it.

>> Alex, I saw the Julian is asking about, I want to clarify with capital replacement. The city outfitted or set us up with initial capital investments for furniture and equipment. But now going forward it's our responsibility to, we talk about this all the time, the equipment we might need or other chairs and tables and things, that will be on us.

We make sure we set aside a capital reserve for those types of investments.

>> ALEX GLASS: We have a question, what was the total

construction budget and what were the major funding sources for construction?

>> Yeah, the budget was initially, that was proposed and approved was \$13.2 million, it went slightly over that because there was unforeseen structural issues. Yeah, there was some water that they hit when they were digging up the building. It was interesting.

That caused delays. But it was a lot of money. It was incredible and generous of the city. That proposal was lengthy and quite a process. That is also, we will send you the resource for that as well, Alex, that process.

>> ALEX GLASS: Yes. There are a bunch of resources that are coming to everybody in combination with the slide deck to this presentation, with the recording as well as the survey.

Question, I'm curious about the council's rationale for investing 13 million all those years ago. Can you speak to that?

>> I can speak to it from the angle of being on the other side of the table. I think that the city, there wasn't anything like this, that was in the City of Kingston. Queen's has a art gallery, which is beautiful. It is on campus. But there wasn't a focal point for arts and culture in the city. There was a demand for it. We were on the leading edge of these cultural hubs, to start happening in cities because everyone is understanding the importance of nurturing those, that sector in cities.

It was a, a push was a passionate push that was made for something that didn't exist. There was a place for it in this heritage building, and to come together and be a real cluster to make it bigger, we are better together. We are bigger together, all in one place. That was exciting.

>> ALEX GLASS: On that note, this is a great example for municipalities to bring to their colleagues and those that they report to, to show that this model is working. That is another reason why we deliver these webinars, so you can show everyone else what is going on.

Will there be a Tett Centre 2.0 in another part of the city?

>> Oh, that is an exciting question. Yeah, on the horizon, we talk about reaching new audiences. There is a plan to do some remote programming in other parts of the city that may not be as easy to come down to the waterfront, up in another part of the city, because we are nailing down what it means to put on a good program and a workshop, and in other parts of the city that there aren't these things happening. We would do satellite programming, but as far as the building and facility, no, not right now.

But programming and fostering creativity in public

participation in the arts, we can do that remotely within reach, that is certainly a priority for us for sure.

>> One thing I'll say too about all the groups in the building is that they also do their own outreach as well. So they do their, like the Potters will have events in their space or the weavers but they often go to different events around the city or around Ontario, and they represent themselves there, on the Tett's behalf at different events. I find that between everyone collectively, we definitely outreach as much as possible.

>> ALEX GLASS: I want to share a comment from Prince George BC where they are writing I worked at the old Tett Centre at the Kingston school of dance for four years in the early 1980s, six days per week I sat at piano looking out the window at the lake, this is an amazing story, it brought a tear to my eye.

>> Our multi tower room, which is our premier rental space used to be where the Kingston school of dance was. I know what she is talking about.

>> Thank you.

>> Yeah, thank you.

>> ALEX GLASS: Would anybody else like to enter a question in the chat box? If you can't think of it now or it comes to you later, Nadine and Danielle volunteered to answer any outstanding questions.

>> As far as the structure of the building goes, it's interesting to note that it used to be a center, you can see in older photos it was a center hall. All the rooms were to the right or to the left, and when the renovation, when the designs happened, there was quite a conscious decision to make, there was a photo in the slides show somewhere showing that the hall, the corridors now are on one side and we have windows that look into all the spaces.

There is that participation that is happening even by being an observer. You can look into the spaces and see art happening, as you walk through the halls. It is one reason why the rentals, even corporate rentals of our spaces, they loved when they have their coffee break, they go through the building and they can see pottery or pot being thrown or weavers. It is interactive that way now, as opposed to the closed doors down a dark corridor.

That was quite important and a feature we love to show off. We give tours.

>> I'll mention too, if you visit our website, we have got fantastic photos of our rental spaces, of the different groups, and on our social media, to give you a better idea of what it looks like inside, and to see artists working in action, the galleries and there are a lot of great things happening here.



>> June is asking how did you plan when some funding was coming via grants you can't guarantee?

>> Oh, for the groups themselves, the subtenants, oh, well, hope and a prayer basically. We had estimates of what the cost was going to be for the individual fitups for the special needs that were for the lapidary mineral club and for the Potters guild that needed special ventilation. There were estimates, but yeah, there were no guarantees.

Thankfully there were updates that came on a monthly basis at those meetings, and fund-raising, fund-raising, small grants, community foundation grants but also the trillion foundation, I think four of our tenants received funding from the Ontario trillion foundation. We had a celebration, ceremony thanking them for some of the support they gave. But it was difficult for sure, and leap of faith from both sides of the table on this venture, for sure.

>> ALEX GLASS: If there are no more questions at this time, again, thank you to Nadine and Danielle. I do want to bring some attention to a few programs if you are attending today's webinar that might be of interest to you. The first one is plan it, build it which is ArtsBuild on-line guide to planning and completing capital projects. Capital projects can range from new construction to large renovations to small renovations, so plan it build it. You select the project you are undertaking and planning a capital project especially in the arts is a complex and nonlinear process. Plan it build it breaks down the process into manageable steps and provides organizations with reassurances as they go through the projects.

The other program the spacefinder in Canada. I'm sure many of you on the webinar are familiar with this. We want to encourage you to sign up in any of the 11 Canadian instances that we are in. It is free to list, it is free to search and share with anybody you think will benefit from the resources and meet the leadership of our local leaders in these communities.

I want to let everybody know of upcoming opportunities with the learning series. The first one we have coming up is located in kitchener so not everybody would be able to attend but you are all invited, a creative spaces brainstorming workshop on November 27 at 10:00 a.m. to 3:00 p.m. at the Waterloo region museum. The second one is our next webinar coming up in November. This is the topic of volunteer boards and creative spaces. This webinar will be featuring the Dundas museum and archives and Stratford museum, how they encourage volunteer boards to complete capital projects.

I'd like to thank our funders for making the learning series

possible. To all of you, we will be E-mailing you resources, the Power Point. We ask that you complete the survey, because we can continue to offer programs like these and our webinars, we want to see what you want to see, so we can build on the needs and answer those for our organizations.

If you have any other questions, feel free to get in touch, if you have any questions of Danielle or Nadine, we will send you their contact info. Lastly, everybody have a great rest of your day. Thanks for joining us.

(end of webinar at 11 :55:00 a.m. CST)

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