



# **FRONTENAC HERITAGE FOUNDATION**

## **STRATEGIC PLAN**

**2024 – 2028**

Approved by FHF Board: February 27, 2024  
Approved by membership at AGM: (Insert date)

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## **ABOUT FRONTENAC HERITAGE FOUNDATION**

*Since 1972, committed to the awareness and promotion of heritage buildings and structures of architectural merit in Kingston and area.*

[www.frontenacheritage.ca](http://www.frontenacheritage.ca)  
[contact@frontenacheritage.ca](mailto:contact@frontenacheritage.ca)

Founded in 1972, the Frontenac Heritage Foundation (FHF) is a not-for-profit organization created to promote the preservation of buildings that contribute to the heritage of Kingston, Frontenac County, and Loyalist Township.

Managed by a voluntary Board of Directors who are elected by the members at an annual meeting, the FHF is financed by membership fees, investments, profits from property sales, rental income in recent years, tax-deductible donations and bequests.

Under the direction of the Board of Directors, the Foundation supports and promotes the conservation and awareness of the built heritage across the region. In the past, the FHF acquired, restored, and sold several historic properties.

Through a generous bequest from the late Dr. David Hall, the FHF presently owns an early commercial building in downtown Kingston, located at 62, 64 & 66 Brock Street. The work of the Foundation includes the presentation of annual awards for heritage preservation across the region. The FHF sponsors public talks and seminars, hosts workshops on practical aspects of heritage restoration and assistance with the publication of books and articles about the region's built and cultural heritage environment.

### **BOARD OF DIRECTORS**

#### ***Executive***

Shirley Bailey, President  
Kurt Khan, VP & Property Manager  
Kristine Hebert, Secretary  
Penny Sharman, Treasurer

#### ***Directors***

Andrea Gummo  
Ron Tasker  
Jamie Vickers  
Janice Rector, Administrative Assistant

## THE PROCESS

The Board felt it was important to get a sense of the members' expectations for the future. A survey was sent out to all the members in January 2023. A copy of the survey is attached as Appendix 1. We received 34 responses. From the responses, we learned that:

- Tours are enjoyed and important
- Distribution of Foundations & related costs – most of the respondents said they either wanted or would accept a digital format with a few requesting that members be given the option of receiving a hard copy for an additional cost
- The majority felt that assisting in the publication of built heritage related books made possible by a grant from the City of Kingston Heritage Fund was worthwhile
- When asked if the Foundation should return to purchasing properties, renovating them and selling them as a means to protect built heritage, the majority said that although meaningful, it would be financially risky. A few said perhaps the foundation should investigate how to assist others in undertaking such a project.
- The Awards program is important but in the interest of costs, some members suggested the Board may want to consider scaling the program down – i.e. less awards, not annually etc.
- What can we do for the broader area of municipalities outside of the City of Kingston such County of Frontenac, Loyalist Twp., Town of Gananoque and Leeds and the Thousand Islands that are part of FHF's area – generally the response was similar to what we undertake in Kingston – monitor planning activities; recruit a contact from each; hold events featuring these areas
- Monitoring the activity of City of Kingston Planning, Heritage Properties Committees and Council is important
- Active social media is important

Subsequently, the Board (minus two members), along with our Administrative Assistant and a longstanding FHF member John Grenville, met for a strategic planning exercise facilitated by Penny Sharman on June 17, 2023. The group reviewed the survey responses, completed a SWOT analysis, identified increasing/decreasing pressures and developed a Wish List. The Board, including the two members who were not able to participate in the June 17<sup>th</sup> exercise, met again in August to review the post exercise documents, complete the Wish List and prioritize those Wish List items, to be known furthermore as Strategic Actions. A copy of the prioritization is attached as Appendix 2.

The results of the Strategic Planning Exercise were discussed at a subsequent September 12, 2023 Board Meeting and a Sub-Committee was approved to complete a “Who Does What and When” profile for each of the Strategic Actions. The Sub-Committee consists of Shirley Bailey, Kristine Hebert, Andrea Gummo and Penny Sharman. Once completed, it was presented to the board at the January 30, 2024 meeting for approval.

## WHO DOES WHAT AND WHEN

<b>Responsibility</b>	Develop an Invoice System for membership renewal
<b>Resources</b>	JR, Neil Dixon (for website) and mailchimp
<b>Target Date</b>	Jan 2024
<b>Required Actions</b>	Form – method and e-transfer changes for website
<b>Who</b>	JR with assistance of board
<b>Project Status</b>	2024 onwards

<b>Responsibility</b>	Develop a format/template for policies to be submitted to the board for approval; establish a method of retention. Identify which potential policies have priority
<b>Resources</b>	PS & JR
<b>Target Date</b>	Begin 2024
<b>Required Actions</b>	Develop format, research and method of retention
<b>Who</b>	PS & JR
<b>Project Status</b>	Ongoing, to implement new constitution/by-law regime

<b>Responsibility</b>	Recruit new board members & members
<b>Resources</b>	Board members & word of mouth
<b>Target Date</b>	2024 and onwards
<b>Required Actions</b>	As needed and as opportunity arises
<b>Who</b>	Board members
<b>Project Status</b>	Ongoing

<b>Responsibility</b>	Heritage Awards -Review current practicing criteria. Identify pros and cons, revamp and develop policy
<b>Resources</b>	SB & KH
<b>Target Date</b>	Before next Awards are decided - beginning in June 2024
<b>Required Actions</b>	Develop criteria for general awards & Margaret Angus
<b>Who</b>	Board approval needed
<b>Project Status</b>	Ongoing starting in 2024

## WHO DOES WHAT AND WHEN (cont'd)

<b>Responsibility</b>	Develop a strategy regarding special projects, particularly as they may relate to grants
<b>Resources</b>	Board
<b>Target Date</b>	Commencing in 2024
<b>Required Actions</b>	Develop criteria based on past projects
<b>Who</b>	PS and SB
<b>Project Status</b>	2024 to be started

<b>Responsibility</b>	Recruit communications person to board and/or retain consultant - Duties include but not limited to updating social media, mailchimp, expertise on electronic meetings, media releases
<b>Resources</b>	Budgeted limit; discuss with Nicole Duncan, JR & Board
<b>Target Date</b>	2024 and onwards
<b>Required Actions</b>	Discuss w/ experts to determine approach; board approval
<b>Who</b>	Subcommittee of board - make a case for paid person
<b>Project Status</b>	2024 onwards

<b>Responsibility</b>	Outreach such as Kingston Fair-other similar
<b>Resources</b>	Liaise with subject matter experts, e.g., School boards
<b>Target Date</b>	2024 onwards
<b>Required Actions</b>	Approaches designed to promote built heritage protection
<b>Who</b>	Board Member or subcommittee
<b>Project Status</b>	One – two annually, starting in 2024

<b>Responsibility</b>	Identify potential tours and conduct where possible
<b>Resources</b>	Community members expert in areas
<b>Target Date</b>	2024 onwards
<b>Required Actions</b>	Part of regular FHF program
<b>Who</b>	Board Member organizes program
<b>Project Status</b>	2024 onwards

## WHO DOES WHAT AND WHEN (cont'd)

<b>Responsibility</b>	Digitation of older Foundation material (e.g., newsletters) hire a student to digitize the material (could be a volunteer)
<b>Resources</b>	Student or Volunteer
<b>Target Date</b>	Over the term of the Strategic Plan – 2024 – 2028
<b>Required Actions</b>	Determine size of job & where material will be kept; recruit someone to scan the material
<b>Who</b>	Student or Volunteer
<b>Project Status</b>	Term of Strategic Plan – 2024 - 2028

<b>Responsibility</b>	Market ourselves-attract Queens' students, advertise in Thousand Islands Playhouse brochure, Profile magazine, FHF Board of Directors Updates (mailchimp etc.)
<b>Resources</b>	Bd. Members
<b>Target Date</b>	Ongoing 2024-28
<b>Required Actions</b>	To be discussed and agreed to by Board
<b>Who</b>	As opportunity arises
<b>Project Status</b>	Term of Strategic Plan

<b>Responsibility</b>	Buying heritage properties & restoring (rental or resale) Promote restoration of buildings without outright purchase
<b>Resources</b>	Board members – also promotes trades across the area
<b>Target Date</b>	Term of Strategic Plan
<b>Required Actions</b>	Promotion of built heritage/Awards/exposure of FHF, etc.
<b>Who</b>	Board, or subcommittee of board
<b>Project Status</b>	Term of Strategic Plan

<b>Responsibility</b>	Recognize Heritage Week. Develop list of ideas
<b>Resources</b>	FHF Board and Kingston Historical Society
<b>Target Date</b>	February of each year, starting in 2024
<b>Required Actions</b>	Liaise with KHS
<b>Who</b>	Board member
<b>Project Status</b>	Annually – started in 2023, but continuing



## WHO DOES WHAT AND WHEN (cont'd)

Responsibility	Commemoration – develop policy. Strike a sub-committee. Identify outstanding commemorations projects, donations for same, potential dates for completion and include policy for memorial tributes
<b>Resources</b>	Subcommittee from previous years could be invited again
<b>Target Date</b>	Over the term of the Strategic Plan
<b>Required Actions</b>	Review past work and determine how to proceed
<b>Who</b>	Board and other FHF members
<b>Project Status</b>	Start in 2024

Responsibility	Educational Outreach re value of built heritage See above for Outreach
<b>Resources</b>	
<b>Target Date</b>	
<b>Required Actions</b>	
<b>Who</b>	
<b>Project Status</b>	

Responsibility	Distribution of Foundations – develop a system for combined distribution -email or hard copy upon request for extra cost
<b>Resources</b>	JR – mailchimp, and website
<b>Target Date</b>	2024 startup
<b>Required Actions</b>	Decide on amount to charge for hard copies for those who want them; offer digital copies to all members
<b>Who</b>	Neil Dixon will need to revise website
<b>Project Status</b>	To be started in 2024, and then ongoing

Responsibility	Seek Sponsorship for Awards Programs/General
<b>Resources</b>	Board members, possibly ask membership for ideas
<b>Target Date</b>	As opportunity arises
<b>Required Actions</b>	Depends on the situation, but they could be specific to an event, or general
<b>Who</b>	Depends on organizer of the event, plus board members
<b>Project Status</b>	To be started in 2024

## WHO DOES WHAT AND WHEN (cont'd)

<b>Responsibility</b>	Outreach to our other areas outside of Kingston. Liaison with other agencies/municipalities
<b>Resources</b>	Board members and others on Heritage Committees
<b>Target Date</b>	2024 – 2028 and ongoing
<b>Required Actions</b>	Seek out representation from larger geographic area
<b>Who</b>	Ideas need to come from larger community
<b>Project Status</b>	To be started in 2024

<b>Responsibility</b>	GIS Project (mapping linking to heritage sites)
<b>Resources</b>	PS, and other subject matter experts
<b>Target Date</b>	None as yet, but would be good to start in 2024
<b>Required Actions</b>	Business Plan after discussions with others on format, etc.
<b>Who</b>	Consultation needed with County of Frontenac & others
<b>Project Status</b>	2024 onwards

<b>Responsibility</b>	Social Media-more activity on current, investigate TikTok. Some investigation indicates TikTok may not be in our wheelhouse. Perhaps communications team to discuss?
<b>Resources</b>	Communications experts
<b>Target Date</b>	As needed
<b>Required Actions</b>	General decision on how to deal with social media needs
<b>Who</b>	Board members & communications person
<b>Project Status</b>	Ongoing through life of Strategic Plan

<b>Responsibility</b>	Update Website
<b>Resources</b>	Board members
<b>Target Date</b>	Starting in 2024
<b>Required Actions</b>	Review current website, and determine need for updates
<b>Who</b>	Board member TBD
<b>Project Status</b>	Website is okay, but needs to be updated

## WHO DOES WHAT AND WHEN (cont'd)

<b>Responsibility</b>	Update Brochure
<b>Resources</b>	Communications Person, w/ an eye to good graphic design
<b>Target Date</b>	Starting in 2024
<b>Required Actions</b>	Review existing brochure and decide on changes
<b>Who</b>	As above
<b>Project Status</b>	Start in 2024

<b>Responsibility</b>	Fundraising
<b>Resources</b>	Board and FHF members
<b>Target Date</b>	As needed
<b>Required Actions</b>	Find ways to fundraise – lottery, silent auction, etc.
<b>Who</b>	As above
<b>Project Status</b>	2024 - 2028

## PROPOSED TIME FRAMES

<b>Strategic Action</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Develop an Invoice System for membership renewal					
Develop a format/template for policies to be submitted to the board for approval; establish a method of retention. Identify which potential policies have priority					
Recruit new board members & members					
Heritage Awards -Review current practicing criteria. Identify pros and cons, revamp and develop policy					
Develop a strategy regarding special projects, particularly as they may relate to grants					
Recruit communications person to board and/or retain consultant - Duties include but not limited to updating social media, mailchimp, expertise on electronic meetings, media releases					
Educational Outreach re value of built heritage - such as Kingston Fair-schools, interactive events -other similar					
Identify potential tours and conduct where possible					
Digitation of older Foundation material (e.g., newsletters) hire a student to digitize the material (could be a volunteer)					
Market ourselves-attract Queens' students, advertise in Thousand Islands Playhouse brochure, Profile magazine, FHF Board of Directors Updates (mailchimp etc.)					
Buying heritage properties & restoring (rental or resale) Promote restoration of buildings without outright purchase					
Recognize Heritage Week. Develop list of ideas					
Commemoration – develop policy. Strike a sub-committee. Identify outstanding commemorations projects, donations for same, potential dates for completion and include policy for memorial tributes					

## PROPOSED TIME FRAMES (cont'd)

<b>Strategic Action</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Distribution of Foundations – develop a system for combined distribution -email or hard copy upon request for extra cost					
Seek Sponsorship for Awards Programs/General					
Outreach to our other areas outside of Kingston. Liaison with other agencies/municipalities					
GIS Project (mapping linking to heritage sites)					
Social Media-more activity on current, investigate TikTok. Some investigation indicates TikTok may not be in our wheelhouse. Perhaps communications team to discuss?					
Update Website					
Update Brochure					
Fundraising					
<b>Legend</b>	<b>Within the year</b>	<b>Start to Finish</b>	<b>To be determined</b>		

## SURVEY

In recent years, the Foundation has spent a great deal of time and money trying to keep high-rise development out of Kingston's historic downtown. We hope that we have made an impact but fighting development proposals is simply not sustainable. We would like to hear from you: which activities do you think have merit?

- Events
- Foundations booklet
- Projects
- Renovating old buildings
- Outreach
- Heritage Conservation Awards

What type of **events** would you like to see? Do you like tours of nearby areas, or specific buildings? Any suggestions for future events would be helpful.

The **Foundations** booklet involves considerable expense to print and mail. The board has debated about whether to provide a digital version instead. What is your view on that?

In the past we have had special **projects** which resulted when we applied for the City of Kingston Heritage Fund grant, mostly to help people publish books. Do you think this is time well spent? And do you have ideas for a project for the FHF?

The Foundation in its earlier years, purchased **properties**, renovated them, and sold them. It was suggested at an AGM a couple of years ago, that we should return to this activity. What is your view on the financial feasibility of this, recognizing that in the past, the work did not accrue many profits to the FHF?

In terms of priorities, where do you think the **Heritage Conservation Awards** ranks in terms of priorities. The FHF has given these awards since 1982, and it takes considerable time to collect and analyze projects, track down the owners and tradespeople and organize the awards event. Is this a priority?

The group was created in 1972 to protect our **built heritage**. Our area covers the City of Kingston, the County of Frontenac, Loyalist Twp., Town of Gananoque and Leeds and the Thousand Islands. What do you think we could do for the broader area that we include?

Another form of outreach is monitoring the activity of Heritage Kingston, Planning Committee and Council here in the City of Kingston. Should this be a priority for the FHF?

The FHF is active on social media, including Facebook, Instagram, and Twitter. Is this time well spent? It does not appear to garner us more members, but lets the community see that we exist.

Are there any other thoughts that you have for the Foundation? We want to hear from you!

**RANKING**

**WISH LIST ITEMS**

- 1 Recruit new board members & members
- 2 Heritage Awards (every year? Priority?)
- 3 Special Projects-e.g. linked to KAM & Other grants
- 4 Communications Person on Board
- 5 Outreach such as Kingston Fair-other similar
- 6 Tours, including outlying regions (bus)
- 7 Digitation of older Foundation material (e.g., newsletters) hire a student to digitize the material
- 8 Marketing ourselves-attract Queens' students, advertise in Playhouse brochure, Profile magazine, FHF Board of Directors Updates (mailchimp etc.)
- 9 Buying heritage properties & restoring (rental or resale)
- 10 Timing events with Heritage Week
- 11 Commemoration
- 12 Educational Outreach re value of built heritage
- 13 Distribution of Foundations
- 14 Sponsorship for Awards Programs/General
- 15 Develop an Invoice System for membership renewal
- 16 Outreach to our other areas outside of Kingston. Liaison with other agencies/municipalities.
- 17 GIS Project (mapping linking to heritage sites
- 18 Social Media-more activity on current, investigate TikTok
- 19 Develop a Policy Framework
- 20 Update Website
- 21 Update Brochure
- 22 Fundraising