

# Culture Plan





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# City of Saskatoon Culture Plan

## 2011

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**AUTHENTICITY**  
REDISCOVER THE WEALTH OF PLACES

 **innercircle**

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We would like to thank the members of the Advisory and Steering Committees who helped to create this plan for culture in Saskatoon.

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# Forward



This is a Culture Plan for a growing city. Like many municipalities in Canada, the City of Saskatoon recognizes the importance of culture in building a healthy and sustainable city. Culture is a tool that enriches quality of life and develops the creative economy.

While planning for culture is a community-wide endeavour, the City does have an important role to play as a planner, facilitator, funder and enabler of culture in Saskatoon. The extensive community involvement in the development of this Plan made it clear that culture, in all of its forms, is valued and appreciated by you, our residents. You helped to define our culture as our: collective traditions; religions; festivals; diverse languages; founding nations; stories and histories; progressive ideas; creativity; artistry and craftsmanship; built heritage; natural heritage; and our Saskatoon spirit. You told us about the importance of collaboration. We heard clearly that you value the freedom to express, feel, innovate and share.

This Plan represents one of eight themes that were addressed in our broader Community Visioning Initiative. From the Fall of 2010 to the Spring of 2011, we engaged residents to talk about what matters to them, what they liked and valued about Saskatoon, what they wanted to improve, and what we aspired to achieve as Saskatoon grows. The resulting Community Vision feeds into the City's Strategic Plan and guides the City's policy and decision making as we continue to grow and develop. The Culture Plan will shape how we, as a municipality, interact with and support culture in the future.

In conclusion, we are proud to present to you, the residents of Saskatoon, a Culture Plan that expresses the opportunities and aspirations of our community as it continues to grow into a caring, prosperous and creative city.

A handwritten signature in black ink that reads "Donald J. Atchison".

**Donald J. Atchison**

Mayor

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# Saskatoon Culture Plan and Saskatoon Speaks

The Saskatoon Culture Plan has been developed within the broader context of Saskatoon Speaks, Shape our Future.

Saskatoon Speaks, Shape Our Future, a visioning project designed to engage the community in a conversation where citizens talk about what matters to them, what they like and value about Saskatoon, what they want to improve, and what we aspire to achieve as Saskatoon grows over the next 50-70 years.

The result of Saskatoon Speaks will be a collective Community Visioning Document that will be used as input into the City's overall Strategic Plan and other major civic documents such as the Saskatoon Culture Plan.

## Why A Vision, Why Now

Saskatoon is a booming city, and the level of growth it has experienced over the past decade is expected to continue for the foreseeable future. Now is the time to discuss the city's future as a community and develop a shared vision to ensure that as the city grows it remains one of Canada's most attractive, livable and prosperous cities. The visioning process has provided an opportunity to reflect on issues facing our city and collectively identify potential directions toward positive change that benefits everyone in Saskatoon.

As Saskatoon looks forward to significant growth and change in the years ahead, it needs to respond to global trends affecting all cities. In the information age, cities are vitally important to

maintaining a diverse, innovative and competitive economy. Around the world, urban migration is increasing and a growing reliance on immigration to maintain a skilled workforce is making cities more socially and culturally diverse. At the same time, our population is aging, bringing new social, health care and financial challenges that directly and indirectly affect cities. Environmentally, cities have an increasingly important role to play in preventing global warming and generally protecting the health of the planet. These trends have many implications for how cities are developed and managed, but one thing is clear: Cities everywhere need to become more efficient, more innovative, more inclusive and more responsive to sustain their economic and fiscal health, their social well-being and their environment.

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As the City of Saskatoon prepared to initiate a new Strategic Plan to guide City Council's priorities and decisions, as well as other comprehensive plans, it recognized the need for a long-term vision for the city—one rooted in the shared values and aspirations of its citizens. The community vision will provide input to the Strategic Plan and other City plans, such as the Culture Plan, to ensure they are aligned with broad community values and goals. But its purpose is not limited to just informing City initiatives. It is hoped that other organizations and individuals with a role to play in shaping the future of Saskatoon will be inspired by the community's vision and act in ways that align with the vision.

## The Visioning Process

Future plans for Saskatoon will only be successful if they are supported by citizens. And, support can only be gained through meaningful consultation and ongoing engagement. Saskatoon Speaks—a multi-faceted community visioning process began in May 2010 and utilized a large variety of engagement opportunities.

A successful Community Vision for the future that is clear, forward thinking, sustainable, and

inclusive and desirable to residents requires extensive consultation with the broad public which represents Saskatoon's diverse communities and segments of the population. More than 10,000 people have participated in Saskatoon Speaks—people from all parts of the city, all backgrounds and all walks of life.

## Saskatoon Speaks... Community Conversations

To structure the conversation and ensure critical aspects of the city were fully addressed, eight inter-related themes were identified including Culture, Social Well-Being, Parks, Recreation & Community Safety, Moving Around, Shaping Growth, The City Centre, The Environment and The Economy. The full Community Vision document summarizes the community's vision for each of the themes and the community's perspective on potential strategies to achieve them.

Culture is an important dimension of the Community Vision and one that threads through all of the eight inter-related themes.

*"We value a strong sense of community, sports, culture and recreation, all of which contribute to a high quality of life."*

Opportunities for culture and recreation are among Saskatoon's greatest strengths and vital to building a healthy city. People feel that supporting and promoting culture and recreation, providing easy and affordable access to facilities, and accommodating activities year-round across the city will be important to ensuring all residents can enjoy a high quality of life. They also see an opportunity for one or more new major cultural or recreation attractions or facilities for both residents and visitors.

The community's vision for culture has emerged principally through the Culture Plan process. A fundamental premise of the emerging Culture Plan is that culture is inextricably linked to the city's economic, environmental and social well-being and therefore vital to building a sustainable city. The Culture Plan will outline how the City can facilitate integration and collaboration across institutions, disciplines, ethnicities and generations to strengthen partnerships, build capacity, retain talent, and celebrate the mosaic of culture in Saskatoon.



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# Table of Contents

Executive Summary .....	2
1.0 Introduction.....	9
2.0 A Three-Phase Process .....	12
3.0 Key Terms.....	15
4.0 Putting Cultural Planning in Context .....	17
5.0 Building the Framework .....	27
6.0 Outlining the City's Role.....	29
7.0 Key Directions .....	34
Arts and Culture Sector .....	35
Heritage.....	38
Diversity.....	42
Youth.....	44
Neighbourhoods .....	47
City Centre.....	51
8.0 Moving Towards Implementation .....	54
Appendix .....	56

# Executive Summary

Saskatoon's cultural landscape is rich, complex and dynamic. We share a fertile history and heritage. Saskatoon's Aboriginal peoples connect with European cultures as we welcome new immigrants from around the world. Our values are established and yet, they are also evolving as our community and economy expands. The dynamism of our growing city is fuelled by its plentiful and wide-ranging creativity.

As we grow, the discourse on art and culture has strengthened, and the City of Saskatoon is listening. New cultural industries are emerging and playing a larger role in Saskatoon's economy. Culture is a tool that enriches quality of life and develops the creative economy. Like other Canadian municipalities, we understand how culture helps build healthy and sustainable communities.

The City of Saskatoon created the Culture Plan in consultation with thousands of residents and numerous cultural agencies. It is a strategic document that will guide the City's policy and decision making as it identifies priorities to harmonize cultural endeavours, strengthen cultural development, and support the arts. Built on the momentum gained from Saskatoon's 2006 designation as a Cultural Capital of Canada, the Culture Plan also benefited from the direction of City Council. Together we have created a document that shares our city's understanding of culture, and one which will shape our future as we continue to grow as a creative city.

## The Planning Process

This Culture Plan is the result of widespread public consultation and stakeholder input. It was developed over a three-phase 18 month process that began in October of 2009. Commissioned and guided by the City of Saskatoon’s Community Development Branch, the project was led by consultants DIALOG, under the direction of Jennifer Keesmaat, in association with Greg Baeker of AuthentiCity and Marian Donnelly of Inner Circle Management.

Phase I, an audit and analysis of existing cultural activities in Saskatoon, culminated in a major report that focused on Nine Drivers for Change. The Drivers were the factors or forces that shaped the direction of the Culture Plan.

Phase II included a Cultural Planning Forum that was held for over 100 arts and cultural stakeholders at TCU Place on March 4 and 5, 2010. The event introduced the project to stakeholders and provided an opportunity to collaborate. A draft Vision Statement, along with Guiding Principles and some early Strategic Directions were developed at this Forum.

Phase III began with over 200 residents attending an Open House on December 2, where using interactive panel displays the public had an opportunity to review, discuss and comment on the draft Directions and Strategies being proposed for the Saskatoon Culture Plan. A draft Vision for culture in Saskatoon along with suggested action items was made available for public review at the Saskatoon Speaks: “What You Said Forum”, held March 16, 2011.

To ensure consistent and transparent collaboration with key stakeholders, two committees were struck. The Steering Committee (key City staff from departments and branches) provided an ‘internal reality check’ and identified opportunities for integration across municipal agendas. The Advisory Committee (a broadly representative group of community leaders in cultural sectors) was tasked with providing an external ‘reality check’ and sector insight.

As a policy framework (Figure 1), the Culture Plan establishes a shared Vision for culture in Saskatoon. It provides a set of guiding Principles, Key Directions (the focus of work), Strategies (to operationalize the work) and specific Actions (tasks to complete) for the next five years. The Plan also clarifies the City’s role in cultural development delivery and offers recommendations to better coordinate the City’s work among existing staff and departmental resources.

The Community Development Branch will take a leadership role in implementing the Culture Plan, working closely with the necessary branches within the City organization. It will also strike an interdepartmental culture team to support collaborative working relationships and solicit advice on the effective use of resources to achieve objectives of the Culture Plan. Six signature actions have been identified in section eight as priorities for the first year of implementation.

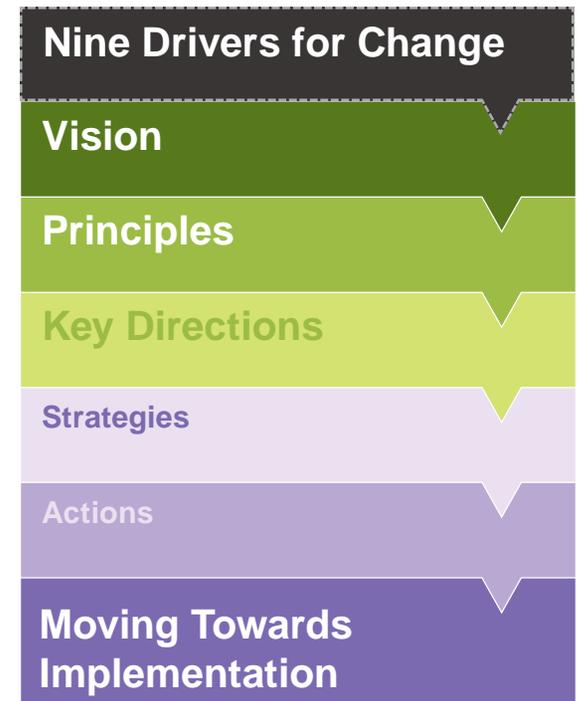


Figure 1. Framework Overview of the Culture Plan

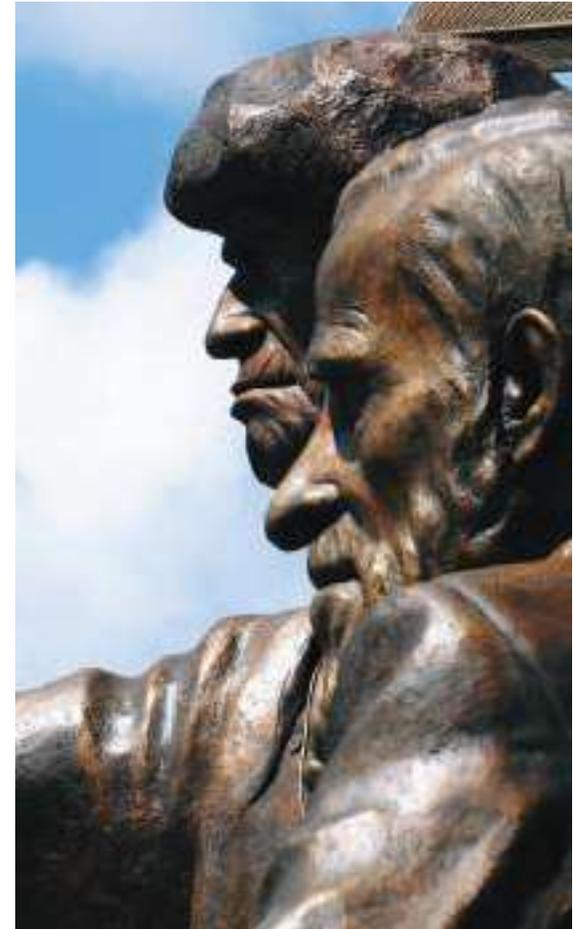
*The Culture Plan is a strategic document that will guide the City's policy and decision making as it identifies priorities to harmonize cultural endeavours, strengthen cultural development, and support the arts.*

### Vision

Culture is thriving in Saskatoon – bridging communities, enhancing places, supporting our economy. Our culture is our collective traditions, religions and languages; our founding nations, stories and histories. It is our built and natural heritage. It is our Saskatoon spirit.

Our appreciation of cultural differences and common values continues to shape Saskatoon's collective culture. Communities work collaboratively to create dynamic, sustainable urban environments. Artists, creative entrepreneurs and arts organizations are supported and promoted; elders are respected and treasured.

Civic leaders take immense pride in Saskatoon's cultural inclusiveness and accessibility. We nurture cultural awareness in everything we do – community development, city planning, urban design, heritage conservation, architecture, recreation programming and economic development.



### Guiding Principles

#### *Accessible*

Through our work in community development, recreation programming and urban planning we strive to ensure that our arts and culture are accessible to all throughout the city, in its neighbourhoods, civic facilities and community places and spaces ensuring that everyone has an opportunity to participate.

#### *Inclusive in our Diversity*

We embrace diversity in all of its forms: ethno-cultural, linguistic, religious, age, gender, income, and artistic, encouraging participation and contributions to ensure an inclusive cultural experience that builds community.

#### *Collaborative*

We build connections through our approaches to civic administration and community development by building partnerships across sectors, generations, disciplines and narratives.

#### *Sustainable*

We foster a culture that respects our natural environment and protects our built heritage, recognizing our urban environment, prairie landscape and river setting. The Plan sustains local artists consistently over time.

#### *Innovative*

We enable, support and celebrate cultural and artistic innovation based on our entrepreneurial traditions.

#### *Responsible Leadership*

The City nurtures civic and community leaders to mentor and encourage greater participation in cultural and artistic endeavours in an effort to create cultural legacies that will continue to inspire and guide us generation after generation.





### The Key Directions

The six Key Directions are the roadmap for achieving the Vision of the Culture Plan. They are the foci of the work for culture in Saskatoon and a response to the Drivers for Change, that were identified in the first Phase of this project. Each is described by a set of policy objectives and contextualized by a rationale statement. Directions are implemented through Strategies (approaches to realize the Plan) and associated Actions.

The Culture Plan marks a point of departure in planning in Saskatoon. Whereas traditional approaches to cultural planning have focused on delivery of flagship facilities, objects or events, this new approach integrates culture into all aspects of city-building. It affects planning processes that will inevitably result in better cultural products. It aims to facilitate collaboration across institutions, disciplines, ethnicities, and generations to strengthen partnerships, build capacity, retain talent, and celebrate the mosaic of culture in Saskatoon.

A fundamental premise of the Culture Plan is that culture has a place in all aspects of building a sustainable city. Culture is a binding agent of economic prosperity, environmental responsibility, and social equality. Operationally, it binds land-use planning, infrastructure services, community development, economic development, recreation and tourism, heritage conservation, and the traditional realm of 'arts and culture'. All of these are fundamentally concerned with place-making. And successful place-making attracts and retains talent and tourism. It supports an enriched quality of life economically, environmentally, and socially. This premise has paved the way for the integrative cultural planning approach found in this Plan.

## The Key Directions

### DIRECTION 1 - ARTS AND CULTURE SECTOR

#### Build capacity within the cultural sector.

- Strategy 1** Develop a strong knowledge base and understanding of cultural resources throughout the city.
- Strategy 2** Coordinate roles, responsibilities and delivery mechanisms among funding and support agencies to address Culture Plan objectives.
- Strategy 3** Focus on building long-term stability within the cultural sector in Saskatoon.

### DIRECTION 2 - HERITAGE

#### Ensure cultural heritage is conserved and valued.

- Strategy 1** Identify and conserve Saskatoon's distinctive natural and built heritage resources.
- Strategy 2** Pilot and promote innovative approaches to interpreting and promoting cultural heritage resources and experiences.
- Strategy 3** Build upon the City's and community's capacity to support heritage conservation.

### DIRECTION 3 - YOUTH

#### Cultivate conditions for youth and young professionals to thrive.

- Strategy 1** Explore partnerships to develop small business supports focused on artists and creative entrepreneurs.
- Strategy 2** Connect youth to training opportunities in the cultural sector.
- Strategy 3** Leverage partnerships with educational institutions to generate opportunities for new research and mentorship.

### DIRECTION 4 - DIVERSITY

#### Value and celebrate diversity and strengthen opportunities for cultural interaction.

- Strategy 1** Support and enable cross-cultural initiatives in the community.
- Strategy 2** Develop opportunities for diverse cultural expression in civic spaces and places.

### DIRECTION 5 - NEIGHBOURHOODS

#### Support and enable cultural development at the neighbourhood level.

- Strategy 1** Develop a neighbourhood-based cultural facility strategy.
- Strategy 2** Integrate a cultural approach to the community planning and development process.
- Strategy 3** Initiate and support partnerships to deliver a cultural campaign, unique to each neighbourhood.
- Strategy 4** Develop a Public Art Program that includes new policies and procedures for commemorative and interpretive public art.

### DIRECTION 6 - CITY CENTRE

#### Develop the city centre as a cultural district.

- Strategy 1** Reinforce clustering of cultural infrastructure and activities in the city centre and facilitate access by walking, biking and transit.
- Strategy 2** Support the emergence of River Landing as a new cultural gathering place.
- Strategy 3** Support collaborative efforts that enhance tourism destinations, products and experiences.



# 1.0 Introduction

This Culture Plan is the first of its kind in Saskatoon. It builds on existing policies and the momentum gained from Saskatoon's designation as a Cultural Capital of Canada in 2006. City Council approved its creation to increase the City's capacity to broadly support cultural development, and the arts and artists more specifically.

A number of Cultural Capital initiatives were aimed at strengthening partnerships and building capacity. This illustrated the need for greater clarity about the City's role and better alignment with existing staff and departmental resources. The Culture Plan is intended to achieve that goal. It establishes a shared Vision for culture in Saskatoon and provides a set of guiding Principles, Key Directions, Strategies and specific actions for implementation over the next five years (Figure 2).

The key objective of the cultural planning process in Saskatoon is to provide a policy, leadership and an investment framework for nurturing, amplifying and sustaining the vital connections that culture has with the city's economic development, social progress and quality of life. The intent is to elevate the role of culture in building a sustainable community. To this end, the Culture Plan is a strategic document that identifies municipal and community priorities for harmonizing cultural endeavours, strengthening cultural development and the role of the arts in the city, and raising the profile of Saskatoon as a creative city.

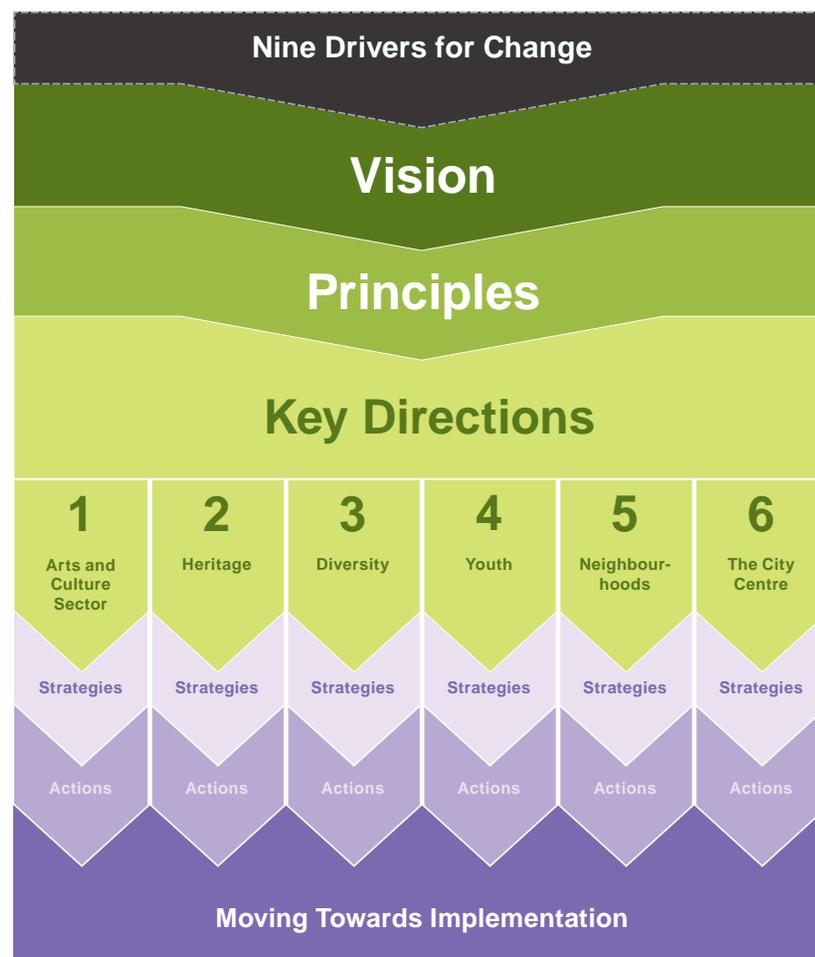


Figure 2. Framework of the Culture Plan

*Cultural planning is not 'planning of culture', but a cultural approach to city planning and community development.*



### The Importance of Planning for Culture

Culture is a product of complex social interaction. As such, it is not easily defined. The intention here is to plan for culture and not to plan the culture. Societies are dynamic and complex, and so culture is perpetually evolving. Any definition would render culture as a static, replicable product. Culture is better described by a set of values as shaped by history and manifested in a way of life. Moreover, culture can be a defining quality of a community and a city. From this perspective, there is no division between 'arts', 'heritage' and 'culture', but rather a window of culture that involves arts, heritage, festivals and day-to-day traditions.

City planning and community development are technical and social disciplines with a close connection to city and neighbourhood cultural development. Planning and development are concerned with creating places for social interaction and employing processes for community participation and economic development, areas that directly influence the quality and quantity of culture produced. Whereas traditional approaches to culture tend to have a sectorised focus, 'cultural planning' as an emerging practice adopts a 'place-based' model that recognizes culture and other aspects of economic and social life as fundamentally entwined. Cultural planning is not 'planning of culture', but a cultural approach to city planning and community development.

Canadian municipalities are growing in complexity as populations grow and demographics evolve. The movement towards sustainable communities has taken root across Canada as the impacts of sprawling urban forms and highly consumptive patterns are questioned. This shift is affecting planning paradigms. Original practices in sustainable development considered three pillars: economic prosperity, social equality and environmental responsibility. But municipalities are increasingly considering cultural vitality to be a fourth pillar of sustainability. And they are working towards integrating culture into a broad range of decision processes. This approach requires a cross-pollination of ideas, greater openness to risk-taking, nimble partnerships and compelling solutions capable of bridging the traditional silos of city-building. It also requires new roles for the municipality.

Creativity, culture and quality of place have become important drivers in local economies. The traditional economic growth model in which large-scale business investment is sought in order to attract jobs and people is being turned on its head. Instead, enhancing quality of place and offering attractive cultural amenities and experiences is recognized as a draw for talented people, who in turn attract business investment. In the past, people chose where to live primarily based on employment opportunities; increasingly, access to cultural amenities is a distinguishing feature that defines living choices today. Having a vibrant arts

scene, for example, is viewed as a desirable city offering for both consumers and producers of art, who will choose to live in a city where their talents can be nurtured and inspired.

Culture-led economic development acknowledges the growing importance of creative cultural industries to the economy of a city, in particular for design professions like architecture, graphic design, and advertising. At a basic level, these industries add resiliency to the economy by diversifying the employment base. As economies shift from being resource-based to knowledge-based, it becomes imperative to plan for the success of emerging creative cultural industries.

Cultural tourism also plays an increasingly important role in local economies. Cultural tourists are highly educated, stay longer, earn more and spend more than other tourism market segments. Tourism in culture is moving away from single attractions and towards place-based approaches that provide visitors and locals with a total cultural experience, one founded upon unique stories of Saskatoon and cultural resources that differentiate our community from others. For this reason, cultural planning is increasingly tied to urban planning, particularly when place-making approaches are embraced.

Canada is moving in the same direction. The final report of the External Advisory Committee on Cities and Communities (better known as the Harcourt Commission) illustrated the fundamental role culture plays in developing sustainable communities. Culture generates civic pride, creates a sense of place and fosters diversity and social inclusion. The Committee further suggests that cultural sustainability ties together the other three dimensions of sustainability.

In Saskatoon, we take this to mean culture has a place in all aspects of building a sustainable city. Culture is a binding agent of economic prosperity, environmental responsibility, and social equality. Operationally, this requires the integration of land-use planning, infrastructure services, community development, economic development, recreation and tourism, heritage conservation, and the traditional 'arts and culture'. City-building is concerned with place-making; that is, establishing identity and pride of place and creating high-quality functional urban environments. This, in turn, attracts and retains talent and tourism, and supports an enriched quality of life economically, environmentally, and socially. This is the fundamental premise of the Culture Plan.

*City-building is concerned with place-making; that is, establishing identity and pride of place and creating high-quality functional urban environments.*



<sup>1</sup> From Restless Communities to Resilient Places: Building A Stronger Future for All Canadians, External Advisory Committee on Cities and Communities, 2006

## 2.0 A Three-Phase Process

The Saskatoon Culture Plan was completed over a three-phase, 18-month planning process that began in October 2009 (Figure 3).

To ensure consistent and transparent collaboration with key stakeholders, two committees were struck to provide feedback and leadership to the project team. The Steering Committee was comprised of key City staff from the departments and branches. It was tasked with providing an ‘internal reality check’: providing guidance on the outcomes of the planning process and identifying opportunities for integration across municipal agendas. The Advisory Committee was a broadly representative group of community leaders in Saskatoon’s cultural sectors (e.g. arts, languages, festivals, heritage). It was tasked with providing an external ‘reality check’ and sector insight.

### Phase I: Audit and Analysis (October 2009 – February 2010)

Phase I began with a project kick-off meeting followed by key stakeholder interviews in

November 2009 at the Mendel Art Gallery. This was complemented by site tours of major facilities across the city. The focus was on completing background scans of the political, strategic and policy context, as well as conducting an initial

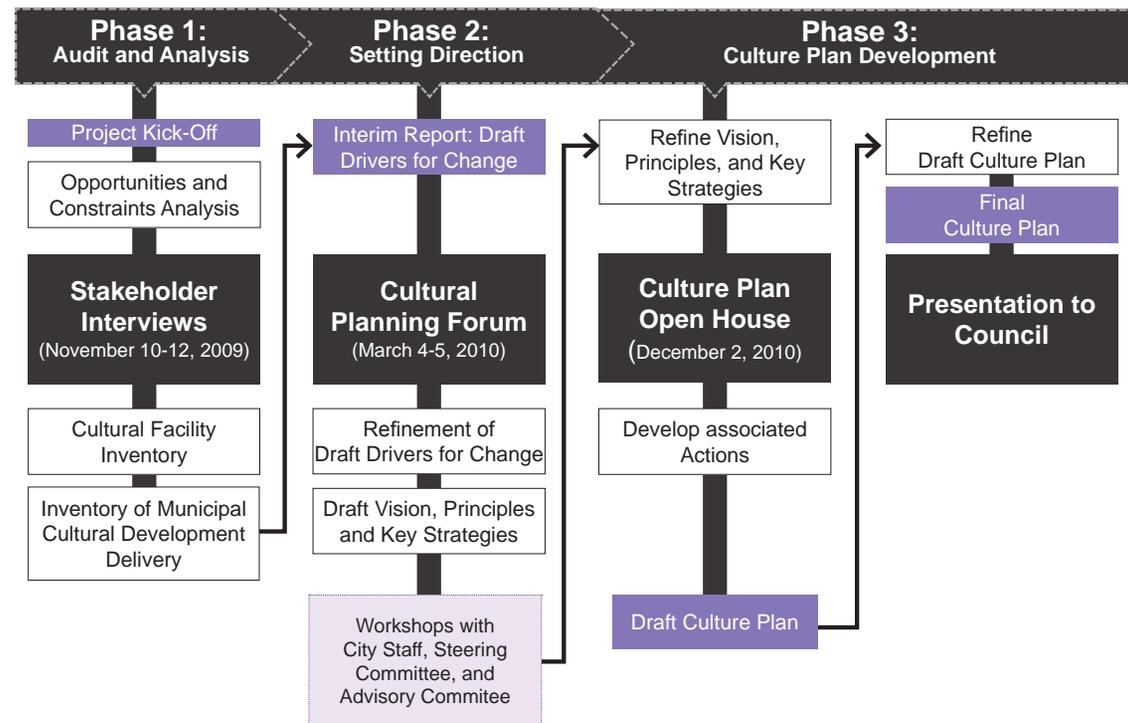


Figure 3. Process of the Culture Plan

analysis of the opportunities and constraints of Saskatoon's cultural landscape. The project team met with stakeholders from a variety of organizations and groups, including:

- Steering Committee and Advisory Committee
- City Manager
- City Archivist
- Community Services Department
- Saskatoon Public Library
- Museums & galleries
- Theatres & festival organizations
- Educational institutions
- Business & tourism
- Meewasin Valley Authority
- Saskatoon Heritage Society
- Individual artists, historians and writers
- SaskCulture and Saskatchewan Arts Board
- Municipal Heritage Advisory Committee, Visual Arts Placement Jury and Cultural Diversity and Race Relations Committee

Through these early stakeholder conversations, the project team gained considerable insight into the needs and aspirations of cultural organizations and the broader cultural community across the city – the 'cultural landscape' of Saskatoon. The themes that emerged from these interviews led to the identification of nine 'Drivers for Change' (see Appendix A for a summary).

The Drivers for Change represent both opportunities and constraints. They gave bearing to conversations throughout the planning process, and were used as the rationale to develop the Vision, Principles, and Key Directions.

- 1. Sustaining Partnerships:** Propelling culture's role in city-building requires a sustained commitment to developing partnerships and opportunities for collaboration.
- 2. Pursuing Policy Alignment:** Fostering sustainable arts and culture organizations requires better policy alignment and coordination among government, agencies and institutions.
- 3. Shifting Demographics:** Attracting flows of people, ideas, and investment to Saskatoon requires responsiveness to the shifting demographics of the city.
- 4. Capturing Tourism Potential:** Accelerating Saskatoon's tourism potential requires stronger linkages among the city's distinctive cultural assets to generate critical mass.
- 5. Cultivating Connections with the University:** Positioning Saskatoon as a leading edge creative city requires fostering deep connections with the University of Saskatchewan.

**6. Culture and Neighbourhood Planning:** Successful community revitalization in Saskatoon requires elevating culture's role in the life of its neighbourhoods and downtown.

**7. Celebrating Many Cultures:** Creating opportunities for interaction and exchange among Saskatoon's many cultures requires a focus on cultivating more inclusive platforms for community engagement.

**8. Building on Creative Hubs:** Enabling greater participation in cultural activity across the city requires leveraging civic and community institutions as accessible, creative hubs.

**9. An Emerging but Strong Creative Economy:** Ensuring Saskatoon's future generations can compete in an emerging creative economy requires diverse pathways for learning.

To further inform the Culture Plan, the City embarked on a project with the University of Saskatchewan's Regional and Urban Planning Program engaging a team of fourth year undergraduates to inventory cultural facilities across the city. The students compiled an extensive database of information on over 144 cultural facilities. The inventory (attached as Appendix B) provides an overview of the function and ownership of facilities across Saskatoon.



### Phase II: Setting Direction (March 2010 – May 2010)

The objective of Phase II was to use the Phase I analysis to generate focus for the Culture Plan. A Cultural Stakeholders Planning Forum held March 4 - 5, 2010 at TCU Place was designed to give stakeholders an opportunity to respond to the draft Drivers for Change and affirm whether the opportunities and constraints were properly framed. It was also a chance to collaboratively generate the Vision and Principles for the Culture Plan.

Over 100 stakeholders participated in the forum, including representatives from arts and cultural organizations, educational institutions, individual artists, architects, planners, students and community leaders. The project team synthesized the output of the forum into a draft Vision, Principles and preliminary set of Key Directions. This work was presented as an interim report that also included a summary of the policy and strategic context, refined 'Drivers for Change', cultural facilities inventory, inventory of municipal cultural development delivery, and summary of outcomes from the Cultural Stakeholders Planning Forum.

The draft Vision, Principles and preliminary Key Directions were also discussed at workshops with the project committees and senior City staff in late April 2010. The project team worked with representatives from different departments

to investigate opportunities and constraints for integrated business planning, enhanced collaboration, determination of common goals, and greater clarity of mandates, roles and responsibilities in cultural development.

### Phase III: Culture Plan Development (June 2010 – August 2011)

At this point, the draft Vision, Principles, and Key Directions were established and the project team worked collaboratively to develop draft Strategies for each of the Key Directions. These were brought back to the public at a Culture Plan Open House held on December 2 at the Delta Bessborough Hotel as part of the Saskatoon Speaks – Focused Visioning Workshops. Nearly 200 residents participated in affirming and commenting on the Key Directions and associated Strategies. The feedback also included specific actions for each of the Strategies and Directions in need of further clarification.

In December 2010, the project team began working towards a draft Saskatoon Culture Plan. Many of the actions generated at the December 2010 Open House were presented and tested at the Saskatoon Speaks 'What You Said Forum' on March 16, 2011. A final Saskatoon Culture Plan was presented to City Council in August 2011.

## 3.0 Key Terms

### **Creative Capacity**

The ability of an organization, community or city to generate ideas, goods and services; the strength of creative assets and resources of an organization, community or city.

### **Creative Hub**

A multi-tenant centre, complex or place-based network that functions as a focal point of cultural activity and/or creative entrepreneurship incubation within a community. A hub provides an innovative platform for combining the necessary hard and soft infrastructure to support the space and programming needs of commercial, not-for-profit and community sectors.

### **Culture**

Any definition is tricky. One definition often cited is that of UNESCO (1982), which described culture as “the whole complex of distinctive spiritual, materialistic, intellectual, and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, fundamental human rights, value systems, traditions, and beliefs”. The World Commission on Culture and Development distinguishes usefully between two domains in cultural policy: meaning

and symbol, or, the intangible and tangible elements of culture, respectively. Ultimately, culture is both noun and adjective, but each community can describe it differently.

### **Cultural Governance**

Refers to the frameworks, processes, and strategies of a coalition to provide leadership, make decisions, and oversee the implementation and administration of cultural organizations or jurisdictions.

### **Cultural Mapping**

Cultural mapping is a systematic approach to identifying, recording and classifying a community’s cultural resources. It involves a process of collecting and analyzing information on cultural resources to inform integrated cultural planning.

### **Cultural Planning**

A strategic process for deciding how best to use a community’s cultural resources to promote social equality, economic prosperity, and environmental responsibility to consequently enhance quality of life. It is based on the principles of comprehensive thinking, cultural mapping, community engagement, integrated and strategic partnerships.





### **Cultural Resources**

A set of tangible cultural products and consumers including the following categories: public (cultural) facilities; not-for-profit cultural organizations; creative or cultural businesses and enterprises; all forms of heritage.

### **Cultural Tourism**

Visits by persons from outside a community motivated wholly or in part by interest in the historical, artistic, scientific, or lifestyle/heritage offerings of a community, region, group or institution.

### **Heritage**

Broadly understood as the inheritance of a community that helps define its identity. Heritage can be categorized into:

- Built heritage (physical objects including buildings and everyday objects)
- Natural heritage (the environment and significant landscapes)
- Cultural heritage (products of humankind, like festivals)
- Intangible heritage (including oral histories, beliefs, languages and attitudes)
- Documentary heritage (documents, records, artifacts, and images)

### **Heritage Resources**

Resources of various kinds (built, natural, cultural, intangible, and documentary) that have been identified as having heritage value to a community or social group.

### **Municipal Cultural Planning**

A municipally-led process to identify cultural resources and integrate culture into all aspects of municipal decision making.

### **Place-making**

An interconnected and transformative process that links creative and cultural resources to building authentic, dynamic and resilient communities or places.

Adapted from: Baeker (2010), *Rediscovering the Wealth of Places: a municipal cultural planning handbook for Canadian Communities*.

## 4.0 Putting Cultural Planning in Context

Key policy and strategy documents developed in Saskatoon over the last two decades were reviewed in order to uncover potential opportunities for stronger alignment with the Culture Plan. The main areas of overlap in community, corporate and cultural planning provide a basis for understanding local priorities and the current planning context.

### 4.1 City Priorities

#### **Saskatoon Speaks – Shape Our Future 2010 - 2011**

In December of 2009, City Council approved a community visioning initiative known as Saskatoon Speaks - Shape Our Future. The intent of the initiative is to create a community vision for the future that is clear, forward thinking, sustainable, inclusive, and desirable to residents as the city grows to a population of 500,000 over the next 50-70 years. The timing of the initiative provided a unique opportunity to link culture into a broader discussion of community values and aspirations. The Saskatoon Culture Plan is to be interpreted within the broader community vision and eight inter-related themes.

Having the opportunity to align cultural planning with the Saskatoon Speaks community visioning initiative has enabled a more effective integration of culture with a wider range of municipal priorities, leading to not only a stronger Culture Plan, but a stronger city and community.

#### **2004 Strategic Plan and 2009 – 2011 Corporate Business Plan**

The existing Corporate Strategic Plan and Business Plan clearly articulate a commitment to a vision of sustainability that ‘nurtures the economic, environmental, social and cultural well-being of the community, now and in the future.’ By positioning culture strongly in its mission statement, the 2004 Strategic Plan recognized the key role culture could play in Saskatoon’s development and prosperity. Significant opportunity exists for reflecting culture more strongly in various aspects of the City’s Vision, including:

- An underlying commitment to enhancing quality of life for all citizens.
- A vibrant economy supported through sustainable initiatives such as regenerating key districts and adaptive re-use of existing infrastructure.

- Responsible, progressive environmental management that incorporates environmentally friendly design into new neighbourhoods and energy conservation measures in civic facilities.
- Continued stewardship that protects and enhances the river valley’s prominent role in the distinctiveness of the city.
- Celebration of the uniqueness of individual neighbourhoods while also developing the city’s overall sense of shared experience and identity.
- Planned growth that encourages compact city form and advancement towards an Integrated Community Sustainability Plan.
- Building on and strengthening relationships with Aboriginal communities.
- Community development approaches that enable active community-based participation.
- Recognition of the cultural diversity of the community and support for growth through immigration.

## 4.2 Core Cultural Policies

### **Civic Arts Policy, 1998**

The Civic Arts Policy outlines the municipality's role in supporting the development of the literary, performing and visual arts. Nurturing diversity of arts organizations, ensuring community accessibility, building awareness and developing tourism potential are identified as key outcomes of the policy framework. The various roles of the municipality in delivering on these objectives focus on:

- Coordination among City departments and facilitation of external agencies
- Promotional and research assistance to arts organizations
- Direct funding support and indirect capacity building of non-profit arts organizations
- Direct provision of arts programming through City-owned facilities
- Managing arts assets owned by the municipality.

### **Civic Heritage Policy, 1996**

The Civic Heritage Policy identifies the focus of conservation and interpretation efforts by the municipality, focusing on material or built (e.g. buildings, landscapes, streetscapes, etc.), natural (e.g. ecosystems of paleontological sites) and

cultural history (e.g. historical narratives of the city). The roles the municipality play depends on the type of heritage involved; however, its current focus is on built heritage and management of the City Archives.

Eligible properties of heritage significance are designated as Municipal Heritage Properties or listed on the Community Heritage Register, and are eligible for a range of incentives including property tax abatements, grants and permit fee refunds. The Built Heritage Database (BHD) contains a list of properties of heritage interest. A broad-based Municipal Heritage Advisory Committee provides advice to Council on matters relating to the Civic Heritage Policy as well as the provincial Heritage Property Act.

### **Visual Arts Placement Policy, Updated 2007**

The Visual Arts Placement Policy recognizes the important role that public art has in place-making throughout the city. The objectives of the policy are to:

- Enhance the visual appeal of public spaces
- Provide a focal point or public landmark and create a sense of place
- Encourage and showcase Saskatchewan and Canadian artists

- Build public and corporate awareness for opportunities to include art in public spaces
- Promote cultural development and encourage public appreciation of the visual arts.

A jury comprised of members from the arts community, Meewasin Valley Authority and the public at large adjudicate the appropriateness and quality of art for placement in open spaces, civic facilities and other City-owned property. The jury also works with the Business Improvement Districts to select artwork through the Urban Design Section's Placemaker Program of temporary sculpture locations throughout Downtown, Broadway and Riversdale. The associated Gifts and Memorial Program policy also provides guidelines for donations that can include works of art.

### **Special Events Policy, 1990, Updated 2005**

The importance of major events to Saskatoon is recognized in the City's Special Events Policy. The objectives of the policy are to encourage and support events that generate tourism potential, raise the city's national and international profile, and build community spirit, pride and awareness of 'art, culture and recreation'. A Special Event Adjudication Committee reviews applications for funding for a range of activities, including sporting, arts, multicultural and heritage events.

### 4.3 Culture and Sustainability

Exploring the role of culture in community development and planning illustrates the close connection between culture and sustainability. Sustainability is concerned with the way resources are used, conserved, and protected. Culture influences the symbology, value, and meaning of these resources, whether built, natural and cultural heritage, land and natural resources, or even our decisions on how to develop our communities.

#### **Environmental Policy, 2006**

As a statement of intentions and principles, the City of Saskatoon's Environmental Policy is intended to position the City as a leader in sustainability practices. As a cross-departmental mandate, the policy has significant implications for cultural facilities owned and operated by the municipality as well as cultural events supported directly or through granting processes. With a focus on environmental stewardship and performance improvement, there is an opportunity to embrace these policy directions more broadly through cultural planning, such as with the adaptive re-use of buildings to support infill development and environmentally responsible building practices.

#### **Official Community Plan (OCP), 2009**

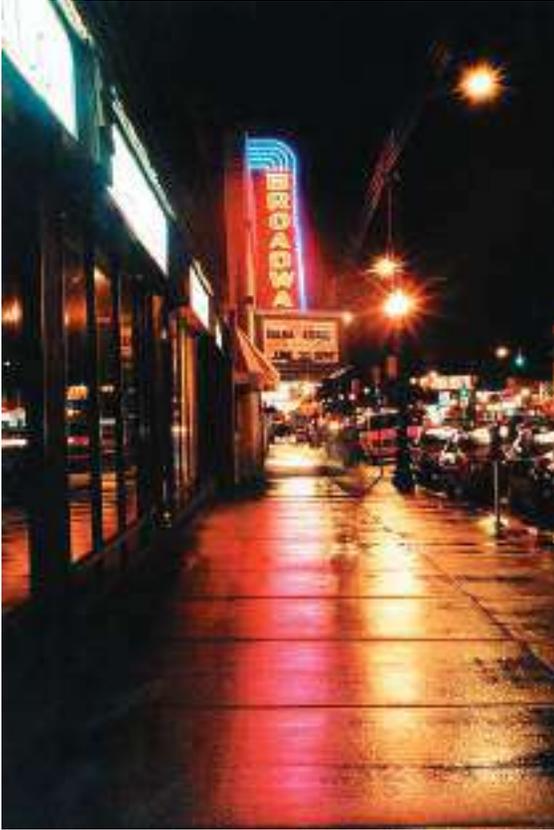
The recently adopted Official Community Plan (OCP) is a broad land use framework intended to guide future growth and development of the City of Saskatoon. While the concept of Saskatoon

as a sustainable community is considered a fundamental value, the OCP is silent on the Corporate Strategic Plan's identification of culture as a core dimension.

Culture is identified as a principle supporting Crime Prevention Through Environmental Design (CPTED). And throughout the OCP, culture is linked to various community priorities, particularly with respect to the provision of multi-functional community facilities, conservation and interpretation of heritage resources, public art and urban design. Within the context of specific neighbourhoods and districts, cultural facilities and public art are given particular emphasis in supporting the downtown's role as 'the centre and heart of the city and region' and reinforcing the special character of Business Improvement Districts. This Culture Plan identifies opportunities to elevate the relevance of culture in land use planning .

In addressing heritage, the OCP defines the City's role in conserving and interpreting heritage to mean identifying and researching potential heritage properties; recognizing property of heritage merit; providing support to owners to conserve properties of heritage merit; implementing a heritage review process for City-owned property; establishing an inventory of archaeological and paleontological sites; interpreting the history of municipal government; and conserving and interpreting artefacts relating to the history of municipal government.





The OCP also provides the policy framework for Local Area Plans (LAP), a planning process delivered by the municipality that is nationally recognized for its engagement outcomes and successful implementation. LAPs address issues of neighbourhood identity, heritage and culture, land use, economic development, housing and infill development, municipal services and infrastructure, transportation/parking, streetscapes, parks/open space/recreation and neighbourhood safety. The Broadway 360 Development Plan and City Park LAPs approved in 2009 and the Warehouse District LAP approved in 2002 illustrate some of the ways the City is already integrating aspects of culture into neighbourhood planning.

### 4.4 Culture and Economy

Creativity and culture are increasingly understood as necessary components of a thriving local economy; they are fundamental to building a diversified, prosperous city capable of providing a wide array of high quality jobs that are sustained over time. In August 2008, the Conference Board of Canada estimated that Canada's cultural sector (i.e. theatre, music, historic sites, nature parks, art galleries, movies, libraries, publishing, etc.) contributed \$46 billion to our 2007 gross domestic product (GDP).

When direct, indirect and induced contributions are added into the equation, the overall economic footprint of culture on the Canadian economy increases to approximately \$85 billion. Locally, investing in culture has and will continue to pay economic dividends. Recent City investments in cultural infrastructure have leveraged additional funds from higher levels of government, with beneficiaries being Prairieland Park, Persephone Theatre, Wanuskewin Heritage Park, River Landing and, most recently, the Remai Art Gallery of Saskatchewan.

Tourism and economic prosperity are linked to a strong cultural identity. As such, there is an opportunity to align existing initiatives to strengthen these synergies, and to plan for culture in such a way as to define tourism as we move forward. This Culture Plan will embody initiatives and strategies to reinforce Saskatoon's creative and cultural identity, industries, festivals, and cultural tourism and to leverage Saskatoon's ability to attract and retain talent, all of which are vital to the economy of the city.

### **Saskatoon Regional Economic Development Authority**

The City of Saskatoon does not currently have a department dedicated to supporting sector-based economic development. This role is played primarily by the Saskatoon Regional Economic Development Authority (SREDA). With annual funding from the City as well as City representation on the SREDA Board, the agency works with all levels of government and more than 200 private sector investors to build and grow the region's economy.

### **Cultural Tourism and Marketing Strategy, 2007**

The Cultural Tourism and Marketing Strategy was an initiative to promote culture within Saskatoon and the broader tourism market. The strategy emphasizes that Saskatoon's multi-faceted cultural landscape is a strong quality of life factor – and attractor – for residents as well as its primary appeal as a tourism destination. The strategy focussed on partnership coordination, information sharing, tourism product development, communications and branding. Investment in festivals and events through the Destination Marketing Fund has been a successful outcome, but there is limited recognition and promotion of Saskatoon's cultural offerings as a cohesive tourism experience. While its positioning statement strongly reflects a broad range of urban cultural experiences, Tourism Saskatoon's most recent strategic plan (2010 – 2014) identifies a continued focus on the incubation of new events.

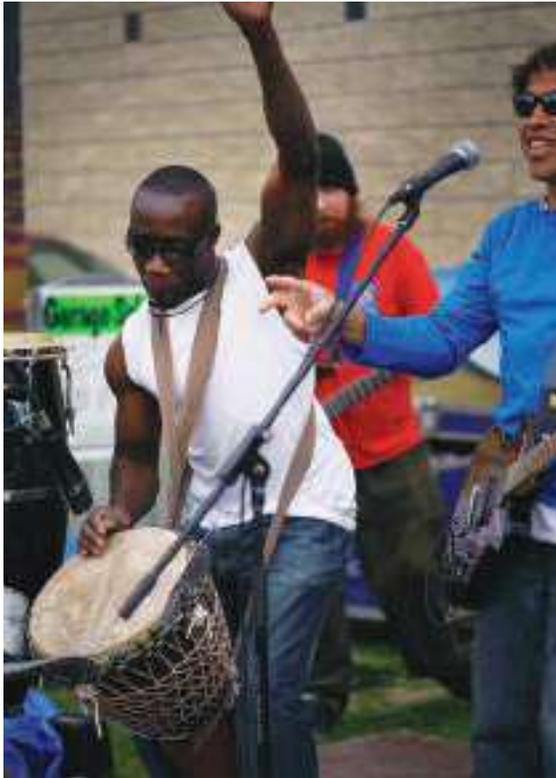
### **Cultural Crescent Development Strategy, 2007**

Led by Saskatoon's Business Improvement Districts (BIDs), the Cultural Crescent Development Strategy sets out a collective vision and framework for leveraging the heritage, tourism and business development potential of the arts and cultural assets concentrated within the three BIDs. The strategy identified key initiatives to strengthen the physical and programming connectivity among the BIDs as well as develop the organizational capacity to deliver collaborative marketing efforts. Implementation efforts have been limited and the formal partnership connected to the Crescent has concluded, focusing instead on informal, project-based partnerships.

### **Creative Connections and 2008 Creative City Forum**

While SREDA has not identified the cultural sector as a priority, preliminary strategic discussions on development of a creative economy have been explored and articulated through the Saskatoon Roundtable for Culture and Creativity. Although no longer active, the roundtable brought together representatives from the Saskatchewan Arts Board, City of Saskatoon, University of Saskatchewan, local arts and cultural sector, and other senior business and community leaders to discuss initiatives that would advance the creative economy in Saskatoon.





## 4.5 Culture and Social Equality

Embracing diversity of culture in Saskatoon is becoming increasingly relevant in the face of the city's shifting demographics. Aboriginal identity, ethnic diversity, and immigration are assets to the city's cultural landscape and require recognition as part of the city's evolving cultural identity. By recognizing diversity as an asset to culture, the Culture Plan enables mechanisms to engage all citizens in establishing Saskatoon's cultural identity.

### **Cultural Diversity and Race Relations Policy, Updated 2004**

In an effort to create a more inclusive community, the Cultural Diversity and Race Relations Policy was updated in 2004 to address a range of existing and emerging social cohesion challenges and issues. Subsequent youth and adult focus groups completed in 2009 defined how the City and community partners could address race relations and guide future activities of the Cultural Diversity and Race Relations Office. As an outcome of the community engagement, it was recommended that the City of Saskatoon facilitate change by:

- Celebrating the variety of cultures in the city
- Integrating cultural sensitivity, awareness and training at core levels
- Keeping policy development, governance and initiatives at local levels
- Supporting organizations that demonstrate positive role models.

### **Saskatoon Immigration Action Plan, 2008**

The Saskatoon Immigration Action Plan was developed to define strategies in order to attract, welcome and retain newcomers. The plan identifies six sectors as having a strong impact on newcomers' experience of the city: policing/justice, education, health, economic development/employment, housing and settlement. In the Action Plan's earlier framework document (2006), cultural opportunities were identified as a key factor in attracting, integrating and retaining immigrants. But while the plan recognizes the 'hard' services and challenges facing immigrants, it contains limited acknowledgement of the key role cultural activities can play in quality of life for immigrants.

### 4.6 Major Cultural Assets

The presence of art, culture and creativity has impact when it is accessible, participatory and responsive to local needs. Civic buildings and their public spaces have a key role in facilitating this interaction. They provide important venues for a wide range of educational, cultural and recreational activities through which all can participate.

Municipal facilities such as community centres, galleries, museums and libraries are increasingly being rethought and repositioned as versatile multi-purpose centres for life-long learning, platforms for the exchange of ideas and gathering places for community engagement. In the Saskatoon context, a number of precedents exist where these concepts are embedded in new visions for civic facilities.

#### **Saskatoon Public Library**

With almost 75% of Saskatoon's population registered as library users, one of the highest rates in the country, the Saskatoon Public Library provides an excellent precedent for this shift in mindset. The library has played a significant role in facilitating creative learning and community-building. The central library and its seven branches are strategically situated throughout the city, providing natural gathering places for individuals and groups with diverse backgrounds and interests, including newcomers and Aboriginal peoples.

In addition to being locally-situated, library branches are accessible by virtue of their extended hours, varied seating and meeting spaces, and no entrance-fees. As well as offering collections that promote 'culture' of any definition, the libraries offer a wide range of programs, from story times for children and their families learning English, to one of the longest running writer-in-residence programs in Canada.

This role can only be enhanced as the City works toward a newly expanded Frances Morrison (central) Library as part of the City Centre - Civic Plaza Area Master Plan. The Frances Morrison Library already houses recognized 'culturally-significant' spaces such as the art gallery, Fine Arts area, Local History Room and children's Pooh Corner, as well as extensive and in-depth collections on many topics. In its vision, the expanded central library will enhance social spaces, training and learning capacities and initiate targeted programming to ignite its role as a cultural gathering place.

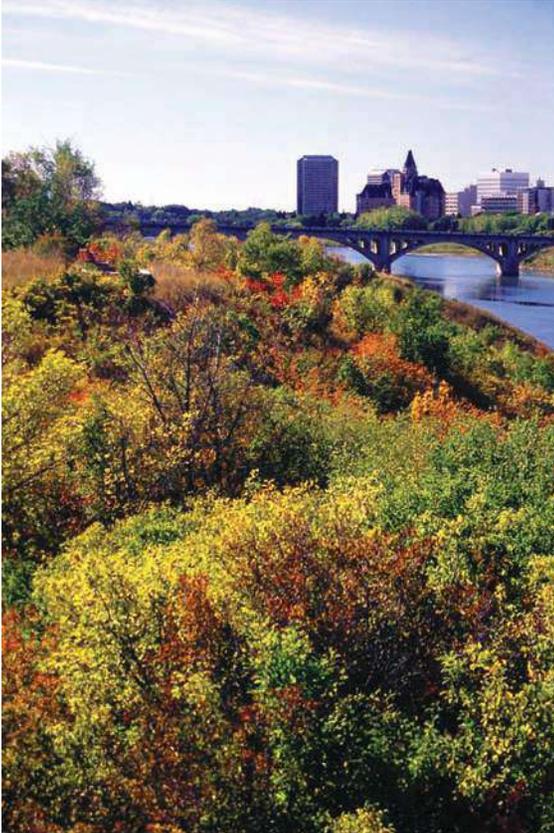
#### **Saskatoon Gallery and Conservatory Corporation (Mendel Art Gallery)**

The Saskatoon Gallery and Conservatory Corporation (Mendel Art Gallery) and the City of Saskatoon are building a new art gallery as the anchor attraction of the River Landing destination centre. Adjacent to the Remai Arts Centre, the Remai Art Gallery of Saskatchewan will reinforce the cultural corridor stretching from Broadway Avenue through River Landing to Riversdale.

The new building is an opportunity for the Gallery to re-energize its relationship with the community. The new Remai Art Gallery of Saskatchewan (RAGS) will have the capacity to support the art collection, program growth and community growth for the coming 50 years. It will provide children, youth, individuals and families with life-long learning opportunities – meaningful ways of experiencing the world through the lens of art. Studio classrooms, meeting spaces, an adaptive community studio and a film/lecture theatre will provide additional capacity and programming opportunities.

#### **TCU Place**

As an Arts and Convention Centre, TCU Place is critical to the success of the downtown as a cultural district. With over 104,000 square feet of convention space, TCU Place enables Saskatoon to host a wide range of community, provincial, national and international arts and cultural events. Every second year, TCU Place hosts the Lieutenant Governor's Arts Awards, that celebrate the contributions and achievements made by individuals, groups and organizations to the arts in Saskatchewan. Sid Buckwold Theatre, located within TCU Place, is a three-tier theatre with 2,003 soft seats. The theatre has hosted national and international performers and theatrical productions, and is also home to the Saskatoon Symphony Orchestra. Sid Buckwold Theatre also hosts University of Saskatchewan and SIASST Convocations, Telemiracle (bi-annually), and is a venue for special guest speakers on a variety of topics and issues.



## **Credit Union Centre**

Saskatoon's Credit Union Centre (CUC) is a versatile trade, sports and entertainment centre. While widely known as a premier sports and entertainment venue, hosting events ranging from curling and hockey tournaments to rodeo competitions and rock concerts, CUC is also an important indoor arts and cultural gathering place. It hosts Canada's largest indoor November 11th ceremony, The Federation of Saskatchewan Indian Nations' annual Pow-Wow, and the annual Sun Dog Craft Faire. It was CUC that enabled Saskatoon to host the 2007 Juno awards, bringing national attention to the city's prolific music scene. With 100,000 square feet of tradeshow space CUC will undoubtedly continue to serve as the city as an important cultural centre.

## **4.7 Culture and the Meewasin Valley Authority**

The Meewasin Valley Authority is a conservation organization dedicated to conserving the natural and cultural heritage resources of the South Saskatchewan River Valley in Saskatoon, Saskatchewan and area. With the support of the Province of Saskatchewan, the City of Saskatoon

and the University of Saskatchewan, Meewasin undertakes programs and projects in river valley education, development and conservation. According to its mandate, "Meewasin strives to increase understanding of the importance of the Valley, and ensure the Valley remains vibrant and healthy, by creating and facilitating opportunities for public awareness and enjoyment".

In the context of this Culture Plan, the City and Meewasin share common interests, including River Landing, the historic Marr Residence, Bowerman House, heritage and natural conservation, public art and heritage interpretation.

Meewasin offers a number of education programs that promote conservation of the natural and cultural heritage resources of the valley, that facilitate the appropriate use and enjoyment of those resources, and that allow the public to experience and learn about them. These programs include stewardship and celebrations, river festivals, in-services, Trail Ambassadors, canoe tours, and partnering with other education and conservation organizations who have similar goals. Meewasin accomplishes this through its two interpretive Centres, publications, audio-visual resources, web site, media commercials and appearances, and as speakers.

### 4.8 Culture and the University of Saskatchewan

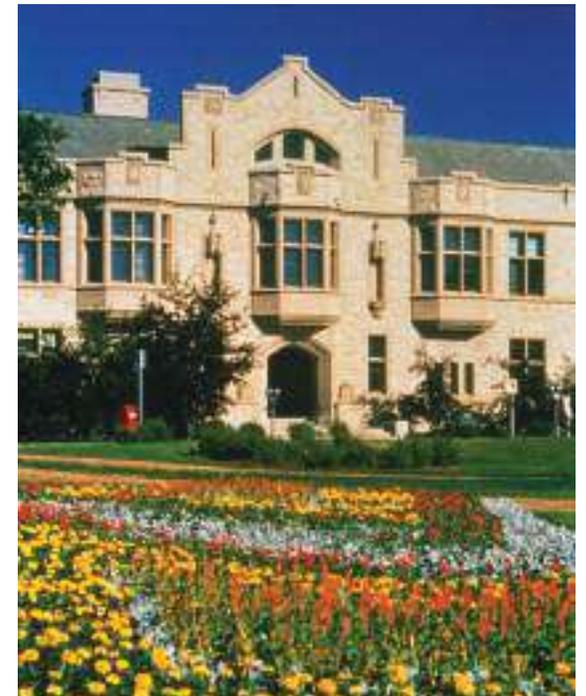
Positioning Saskatoon as a leading-edge creative city requires fostering deep connections with the University of Saskatchewan. The University has played a significant role in stimulating the arts and culture sector in Saskatoon. Largely through its Fine Arts departments, the University has trained and educated graduates in a range of artistic disciplines, provided rewarding teaching opportunities for local artists, nurtured new generations of cultural audiences and triggered successful community partnerships.

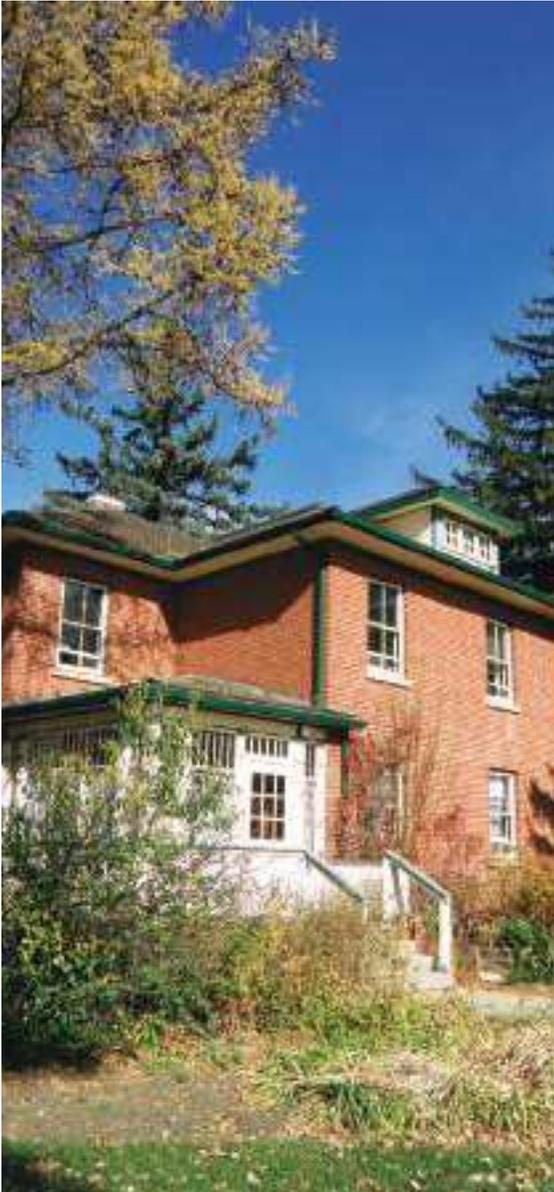
Equally, the vibrancy of the arts and culture community in Saskatoon has been vital to recruiting staff and providing a 'living lab' for U of S students. The University has recognized the potentially transformative role it can play in Saskatoon and is positioning itself as a catalyst in the city's cultural and creative landscape through its proposed Clarion Project. The project will facilitate intersections of visual art, theatre

and music in a reflection of the multi-disciplinary and collaborative nature of contemporary artistic practice. The University hopes to extend this approach to nurture collisions between the fine arts and science and technology, further positioning Saskatoon as a leading-edge creative city.

While the symbiotic relationship between higher learning institutions and their urban contexts has always been important, it is increasingly critical to the economic and social wealth of cities in the 21st century. Cultivating new synergies and intersections across the University's academic disciplines and bridging relationships throughout the city provides an immense opportunity for innovation and engagement. One such intersection is with Urban and Regional Planning. Discussion on place-making is already taking place to bind ideas in fine arts, architecture, and design within the University as well as the broader cultural community. Moving forward, partnerships with the University will be a key catalyst in interdisciplinary approaches to cultural development in Saskatoon.

*Cultivating new synergies and intersections across the University's academic disciplines and bridging relationships throughout the city provides an immense opportunity for innovation and engagement.*





### 4.9 Provincial Cultural Policy

The recently released Pride of Saskatchewan – the Ministry of Tourism, Parks, Culture and Sport’s new cultural policy – is a framework for the entire province that aligns culture, community and commercial activities. The policy broadly defines the scope of culture, including:

- Aboriginal peoples’ traditions and contemporary expressions
- Full spectrum of arts, from grassroots to professional to institutional
- Natural, cultural and built heritage
- Multiculturalism
- Creative industries.

The objectives of the provincial cultural policy are brought forward in Saskatoon’s Culture Plan. The focus is on:

- Fostering artistic excellence and promoting creative expression by providing support to artists and cultural workers, emerging to established.
- Promoting shared stewardship by facilitating conservation and protecting cultural resources for the benefit of present and future generations.
- Building understanding of and access to culture by ensuring opportunities for people of all ages and abilities to learn about and experience culture.
- Strengthening communities and building strong organizations by enhancing capacity to support cultural activity and development.
- Increasing the economic potential of the culture sector by facilitating commercial opportunities.

The province’s culture policy and this Culture Plan present an opportunity to better understand the important role each can play in developing the cultural community, supporting and incubating creative industries and improving quality of life in Saskatoon through culture.

## 5.0 Building the Framework

Developing an understanding of culture in a community is as much about the content of culture as it is about appreciating the complex role that culture plays in the community. Cultural planning is intrinsically tied to place-making, community development, and city planning. When planning for sustainable communities, the framing of a ‘cultural lens’ helps guide the integration of culture objectives into every aspect of city-building. The Culture Plan outlines strategies and actions to operationalize the goal, establishing culture as a key component in building vibrant, resilient, and sustainable communities.

In preliminary discussions on the role of culture in Saskatoon, the following dimensions of culture were explored with stakeholders:

- Shared identity, values and sense of place
- Creative activity and products generated by artists, entrepreneurs and communities
- Places to express and exchange cultural values

Underpinning these broad dimensions of culture are the distinct cultural resources that contribute to the city’s cultural vibrancy. These cultural resources range from tangible elements like public art, civic facilities, historic neighbourhoods and not-for-profit organizations to the more elusive aspects of community traditions, stories and sense of identity. They are the tangible elements that link culture to sustainable communities, and they can be discussed in the context of creative cultural industries, community cultural organizations, spaces and facilities, cultural heritage, natural heritage, built heritage, and festivals and events.

The cultural resources explored in the cultural planning process included:

- formal and informal cultural facilities such as Broadway Theatre, Saskatoon Public Library, Mendel Art Gallery and TCU Place
- community cultural organizations such as Saskatchewan Native Theatre Company (SNTC), Saskatoon Intercultural Association, Saskatoon Heritage Society and Saskatoon Community Youth Arts Programming (SCYAP)

- creative/cultural industries such as architecture firms, galleries, multi-media and film producers
- festivals and events such as FolkFest, Taste of Saskatchewan, Winter Shines, and Children’s Festival
- natural heritage such as Meewasin Valley, Kiwanis Memorial Park and Wanuskewin Heritage Park
- built heritage such as Nutana Collegiate, Marr Residence and the Warehouse District
- individual creative practices (e.g. crafts, literature, sculpture, etc.).

The ‘cultural lens’ for planning sustainable communities is tied to place-making and reflected in Saskatoon’s Vision for culture. It is both a framework for cultural planning and a mechanism for integrating culture into all practices related to city-building.



## 5.1 Vision

*Culture is thriving in Saskatoon – bridging communities, enhancing places, supporting our economy. Our culture is our collective traditions, religions and languages; our founding nations, stories and histories. It is our built and natural heritage. It is our Saskatoon spirit.*

*Our appreciation of cultural differences and common values continues to shape Saskatoon’s collective culture. Communities work collaboratively to create dynamic, sustainable urban environments. Artists, creative entrepreneurs and arts organizations are supported and promoted; elders are respected and treasured.*

*Civic leaders take immense pride in Saskatoon’s cultural inclusiveness and accessibility. We nurture cultural awareness in everything we do – community development, city planning, urban design, heritage conservation, architecture, recreation programming and economic development.*

## 5.2 Guiding Principles

### *Accessible*

Through our work in community development, recreation programming and urban planning we strive to ensure that our arts and culture are accessible to all throughout the city, in our neighbourhoods, civic facilities and community

places and spaces. We ensure everyone has an opportunity to participate.

### *Inclusive in our Diversity*

We embrace diversity in all of its forms: ethno-cultural, linguistic, religious, age, gender, income, and artistic. We encourage participation and contributions to ensure an inclusive cultural experience that builds community.

### *Collaborative*

We seek to build connections through our approaches to civic administration and community development by building partnerships across sectors, generations, disciplines and narratives.

### *Sustainable*

We foster a culture that respects our natural environment and protects our built heritage, recognizing our urban environment, prairie landscape and river setting. The Plan sustains local artists consistently over time.

### *Innovative*

We enable, support and celebrate cultural and artistic innovation based on our entrepreneurial traditions.

### *Responsible Leadership*

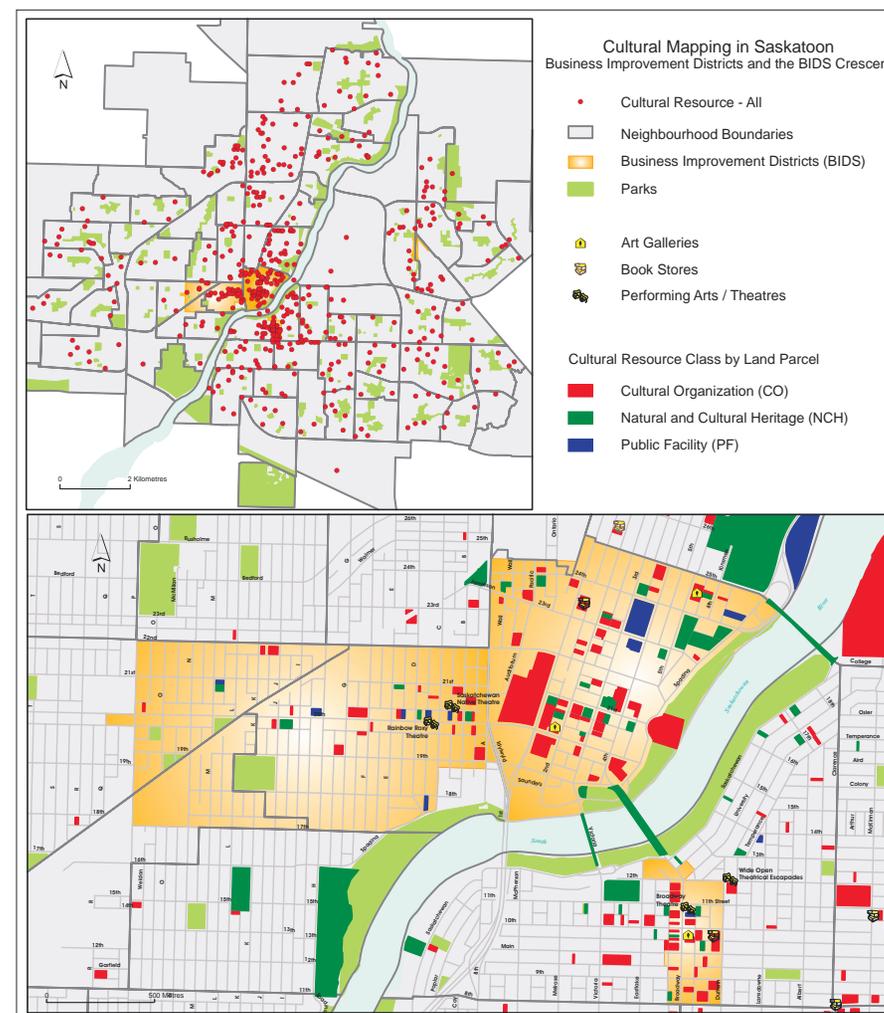
The City nurtures civic and community leaders who mentor and encourage greater participation in cultural and artistic endeavours in an effort to create cultural legacies that will inspire us generation after generation.

## 6.0 Outlining the City's Role

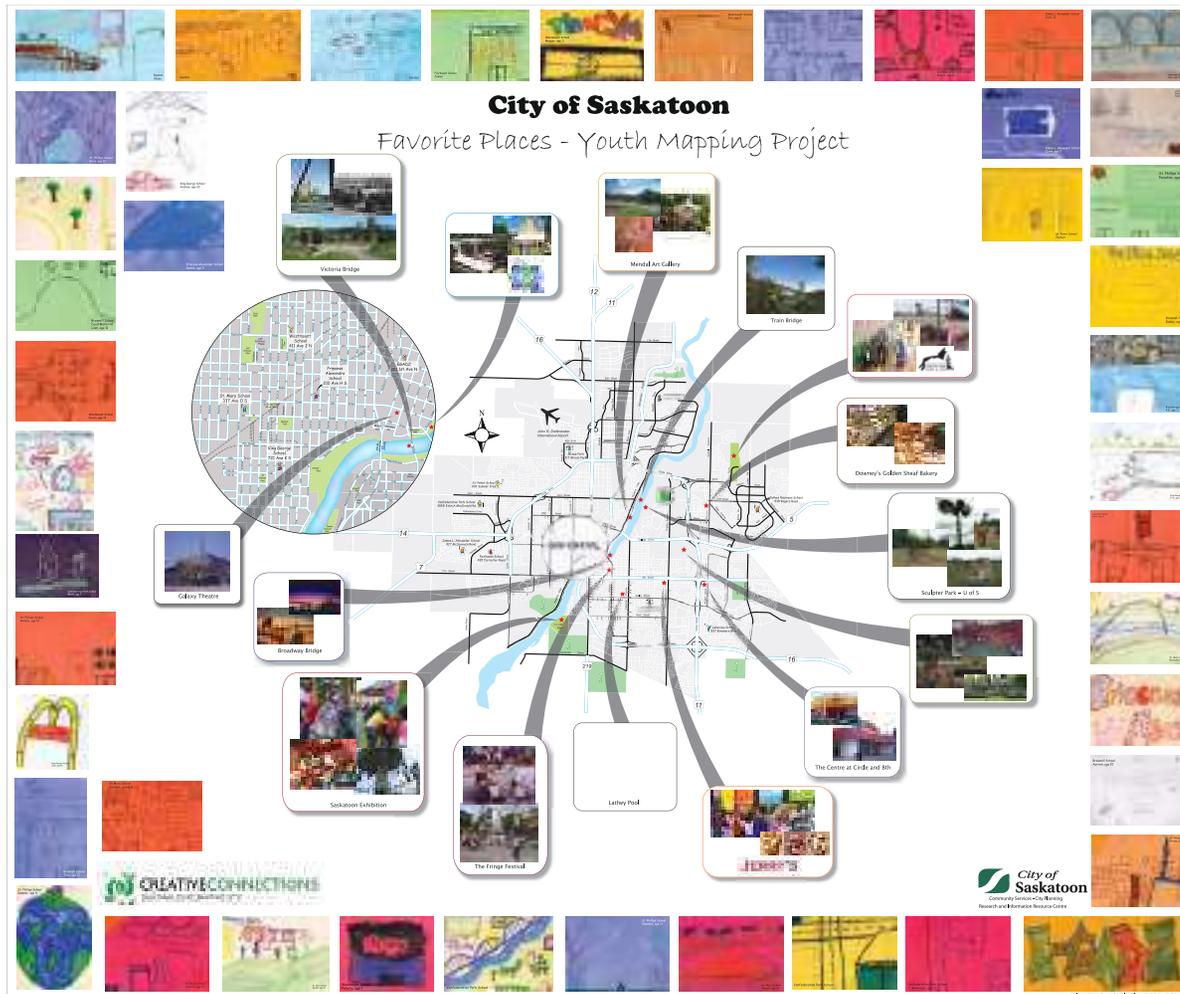
The Cultural Capital of Canada final report to Saskatoon City Council in 2008 recommended the development of the Culture Plan. The report noted inadequate coordination of resources across the following units: Community Development, Planning and Development, Leisure Services and Land Branches in the Community Services Department, Parks and Facilities Branches in the Community Services Department, Parks and Facilities Branches in the Infrastructure Services Department and City Archives in the Clerk's Office.<sup>2</sup>

The same report also noted the need for the City to build stronger relationships across the cultural community and to strengthen partnerships with community and business partners. Cultural resources exist across the city in a wide variety of contexts, including community development, education, recreation, entrepreneurial and entertainment domains.

Saskatoon, like other Canadian municipalities, has to date viewed its responsibilities in culture largely in the context of supporting or delivering programs across a range of arts and heritage groups and activities. These expectations do not disappear but are now understood in a larger context of integrating culture across all facets of municipal planning and decision-making.



<sup>2</sup> The Report to Council: Cultural Capital of Canada: Final Report and Outline for a Cultural Plan (December 2008). A more detailed inventory of Municipal Cultural Development Delivery is found in Appendix C, and should be referenced to understand the spread of cultural development delivery among the various Branches.



New expectations of municipalities in the area of culture recognize a shift in the role of government from a traditional ‘planner-provider-deliverer’ to an increasingly collaborative ‘enabler-convenor-catalyst-broker’. This new model reflects the cross-cutting nature of cultural planning and development, as well as its connection to sustainable city-building. These broader roles should include:

### *Enabler*

- Provide an arena in which the concerns, and ideas of individuals and communities can be expressed and brought to the attention of the City so that negotiation for resources or recognition can be undertaken.

### *Convenor (Policy and Planning Strategist)*

- Identify and respond to the needs of the community.
- Provide a framework for setting priorities to implement strategies.
- Provide a transparent process to enable the community to understand the City’s decision making and action.
- Act as a resource to City Council and senior City management.
- Develop ongoing municipal plans and policies across departments.

### *Broker (Leader and Innovator)*

- Provide active leadership in order to facilitate strategic development that benefits the community.

### *Broker (Provider and Deliverer)*

- Provide specific services, programs, facilities or infrastructure (recreation and culture programs and services, facilities and internal processes).
- Provide entirely from the City's resources or jointly with private, non-profit or government agencies.
- Invest in cultural and community facilities, cultural infrastructure (e.g. public art, streetscaping) and community/cultural organizations.
- Manage heritage and cultural assets, information, programs, services and fiscal resources.

### *Catalyst (Facilitator and Connector)*

- Provide links between organizations to ensure services are not duplicated, that shortfalls in service delivery are addressed and that information and resources are shared.
- Aim for collaboration between organizations and development of joint projects.
- Support networks among cultural organizations.
- Facilitate partnerships, community development and capacity building, planning and development.

## 6.1 Administrative Arrangements

To address increased expectations, the trend across Canada is for municipalities to establish integrated culture units to better align resources and support a more coordinated approach to cultural development. There are no standard administrative structures or reporting relationships. Some cultural units exist as part of community services divisions alongside units dedicated to parks and recreation; others are located in economic development divisions or planning departments. In several Canadian municipalities, the culture department reports directly to the city manager, signalling a cross-departmental mandate and range of responsibilities. The City of Saskatoon has an opportunity to examine best practices in terms of administrative arrangements and resource requirements.

To help address the integrated nature of cultural planning, consideration should be given to establishing an inter-departmental team mandated to facilitate implementation of the Culture Plan and support ongoing cultural planning and development in Saskatoon.





## **Heritage Planning and Policy**

Cultural planning for sustainable communities demands consideration of how heritage planning, heritage programming and development issues are addressed. The Municipal Heritage Advisory Committee (MHAC) has been assigned a broad mandate by Council to address built, natural and cultural heritage. The Committee currently administers the city's Doors Open event and the Heritage Awards but has called on the City to play a stronger (staff) leadership role. MHAC receives support from the Planning and Development Branch. Any consideration of new administrative arrangements and staff resources for cultural planning should take into account the issues of staff support for heritage planning and programming.

## **Advisory Committees and Community Partnerships**

Paralleling new administrative arrangements, municipalities have moved to establish cultural advisory committees with broad mandates to support integrated cultural planning frameworks. Typically, these advisory committees represent broad stakeholder groups and make recommendations to either (i) staff team, (ii) committee of council, or (iii) council. In Saskatoon, an advisory committee's mandate could be to provide front-line feedback and advice on the implementation of the Culture Plan.

## **6.2 Proposed Administrative Structure**

The Vision for culture in Saskatoon speaks to the importance of engaging people, bridging communities, enhancing places and supporting the economy. The City cannot do all of this alone, but it can play a key leadership role. To provide this leadership, the City will need to examine its role in planning, facilitating, supporting and promoting culture, requiring a review of how resources are allocated.

The City is committed to and has invested human resources in culture. What is missing, however, is clear leadership, oversight and coordination. The success of the Culture Plan depends on the City's ability to articulate the Vision and Key Directions and secure necessary resources for implementation.

While the City does not have a dedicated 'culture unit', the Community Development Branch is well positioned to take the initial lead role in advancing the Key Directions and Strategies of the Culture Plan, both internally and externally. The Branch is already responsible for the City's permanent public art program, arts community development, cultural funding and neighbourhood programming. It is also home to a number of sections and work units with which the Culture Plan recommends greater integration: Neighbourhood Services, Social Development, Cultural Diversity and

Race Relations and Immigration Resources. The Branch already works closely with the Leisure Services Branch, Neighbourhood Planning Section, Planning and Development Branch and Urban Design. Effective collaboration across City departments and with business and community partners is paramount. Internal stakeholders and opportunities for collaboration are identified in Appendix C.

An opportunity exists for the City to identify and assemble the necessary resources needed to manage cultural funding, cultural community development and the City's public and civic art collections. It must also continue to support the Marr Residence and Albert Community Centre and provide program supports to initiatives such as Doors Open and Culture Days.

*Immediate actions:*

- a) Task the Community Development Branch with oversight for implementation of the Culture Plan.
- b) Establish an interdepartmental culture team to support collaborative working relationships, provide advice on effective use of resources to achieve Culture Plan objectives and define the administrative structure of a 'culture unit' moving forward.
- c) As part of the 2012 budget process, create a new position of Cultural Consultant to – organize, enable and facilitate cultural services and actions as identified in the Culture Plan.



## 7.0 Key Directions



The Key Directions represent the Culture Plan's focus of work. They set the direction for leadership and management by the City of Saskatoon. They are the culmination of the ideas and strategic priorities generated through the public consultation process, including subsequent discussions with the Steering Committee and Advisory Committee.

Each Key Direction is described by a set of policy objectives and is implemented through Strategies (means) and associated Actions (measurable tasks).

There are six Key Directions:

- DIRECTION 1 ARTS AND CULTURE SECTOR:** Build capacity within the cultural sector.
- DIRECTION 2 HERITAGE:** Ensure cultural heritage is conserved and valued.
- DIRECTION 3 YOUTH:** Cultivate conditions for youth and young professionals to thrive.
- DIRECTION 4 DIVERSITY:** Value and celebrate diversity and strengthen opportunities for cultural interaction.
- DIRECTION 5 NEIGHBOURHOODS:** Support and enable cultural development at the neighbourhood level.
- DIRECTION 6 CITY CENTRE:** Develop the city centre as a cultural district.

## DIRECTION 1 Arts and Culture Sector

### **Build capacity within the arts and culture sector.**

#### *Objectives*

- To encourage collaboration within the arts and culture community.
- To strengthen support for arts and culture organizations and industries to enable further innovation.
- To increase the level of awareness and understanding of various cultural initiatives so as to identify opportunities for collaboration and resource sharing.
- To align and focus emerging cultural initiatives with the Vision of the Culture Plan.
- To foster good governance and sustainability within arts and culture organizations.

#### *Rationale*

The development of Saskatoon's cultural community has been both successful and challenging. The community is anchored by a small group of well-established major institutions, a cluster of arts-producing organizations and many small community-based and volunteer groups. The accomplishments of this community are evident in the breadth of artistic visions, opportunities for employment and presentations of Saskatoon artists, designers, and cultural programs for citizens and tourists.

At the same time, the cultural sector is vulnerable to instability as its leadership is predominantly volunteer-based and organizations remain significantly under-capitalized. In a context of limited financial and human capital, organizations and groups must compete against each other for additional resources, exhausting their own resources and sometimes losing momentum on their projects. Often, larger institutions out-compete smaller organizations that are the 'front line' of access to cultural offerings at the neighbourhood level. And groups compete to fund similar projects, while missing opportunities to collaborate.

Funders at all levels of government can play a key role in supporting the artistic development and organizational capacity of the cultural community in Saskatoon.

The range of policy frameworks established by the municipality has provided direction on City Council priorities regarding public art, heritage, special events and core arts disciplines. Aside from direct funding to facilities such as the Mendel Art Gallery and TCU Place, municipal funding support remains focused on operating grants to 15 major arts, festival and heritage organizations. Support for cultural programming is delivered through the SaskLotteries Community Grant.





The City's Cultural Grant Program was created in 1997 specifically to fund major arts, heritage and festival institutions. Original funding was set at \$1.50 per capita. In 2001, City Council passed a motion to increase funding to a fixed level of \$325,000 annually by increasing the budget by \$25,000 per year. This target was reached in 2007. Since then, however, a number of developments have placed new demands on the program. New institutions have been added or are seeking to be added, some organizations are about to see a significant increase to their grant as per the funding formula, and there is recognition that some form of stabilization funding is required for institutions in need. Between 2009 and 2011, the Cultural Grant program will have added an additional \$86,000, bringing total funding for major cultural institutions to \$411,000 or \$1.92 per capita.

Using per capita as a means to measure cultural grant disbursements is commonplace in Canadian cities. Recent surveys have revealed a per capita range of \$2 to \$4 in mid-sized Canadian cities such as Saskatoon, while a range of \$3.64 to \$11.89 is seen in Canada's seven largest cities. The City's own Social Services Grant program has a funding allocation of \$2.00 per capita plus tax abatements.

The City has also used alternative tax financing and zoning tools to support the development of cultural facilities at River Landing, and has recently approved a limited capital funding program to accommodate redevelopment of La Troupe Du Jour's new production facility. The Cultural Grant Capital Reserve was established in 2009 to provide one-time capital funding to arts organizations that already qualify for the City's Cultural Grant Program. Funding is being phased in to reach an annual allocation of \$100,000 by 2013.

Finally, the increasingly multi-disciplinary and collaborative nature of cultural organizations is leading to contemporary forms of cultural products beyond traditional genres (e.g. film, fine art, dance, photography, literature, etc.). These contemporary cultural products are often modified in order to access resources aimed at supporting more traditional cultural genres. Over time, it will become increasingly important to develop a support framework flexible enough to match the dynamic nature of culture.

**Strategy 1 – Develop a strong knowledge base, understanding, and appreciation of cultural resources throughout the city.**

*Actions:*

- a) Explore opportunities for joint research projects that generate sector insights on funding/ financing levels, audience development, youth engagement, tourism development and economic impact.

- b) Enhance, maintain and visually communicate (through cultural mapping) the existing baseline inventory of cultural resources in the city. Use web-based platforms to communicate cultural events throughout the year.
- c) Examine leading practice in cultural mapping in Canada and abroad to further develop the cultural mapping work done for the Creative Connections project. Draw on Planning and Development Branch resources and expertise to extrapolate data to inform municipal decision making and communicate new ideas with various cultural groups.
- d) Conduct ongoing round tables and forums with businesses, organizations and government on cultural and creative sector development issues and opportunities.

**Strategy 2 – Coordinate roles, responsibilities and delivery mechanisms among funding and support agencies to address Culture Plan objectives.**

Actions:

- a) Coordinate an inter-governmental funder network to identify key strategic priorities for cultural development and opportunities for collaborative grant programs.
- b) Identify opportunities to align grant criteria and reporting requirements of existing funding programs.
- c) Pilot and facilitate an organizational development program for not-for-profit cultural organizations that focus on building leadership capacity and organizational stability.

**Strategy 3 – Focus on building long-term stability within the cultural sector in Saskatoon.**

Actions:

- a) Create a cultural investment strategy that considers:
  - i. a ‘major cultural institutions’ funding mechanism for ‘anchor’ or ‘flagship’ cultural institutions
  - ii. a strategy to stabilize major cultural organizations by providing stable multi-year operating grants over three years, to be linked to a sound business plan and operating budget
  - iii. mid-tier funding for cultural institutions not yet deemed major, but which have a role to play in continued cultural development
  - iv. strategies designed to fund both specific projects and emerging initiatives
  - v. aligning these initiatives with specific criteria and measures to clarify and maintain accountability.
- b) Implementing a per capita spending amount, allocated from the municipal budget and using mid-sized Canadian cities as a benchmark, to resource the cultural investment strategy.





## DIRECTION 2 Heritage

**Ensure built, natural, cultural, and documentary heritage is valued and conserved.**

### *Objective*

- To conserve and interpret in a planned, selective and cost-feasible manner built, natural, cultural, and documentary heritage for the benefit of current and future generations of Saskatoon citizens and visitors.

### *Rationale*

Heritage is a legacy inherited from the past, valued in the present and used as a foundation for the future. Saskatoon has a rich cultural heritage dating back 8,000 years – from the original First Nations presence to the establishment of the Métis Nation, arrival of Europeans and history of recent arrivals. Each has a legacy of physical sites, landforms, artifacts, images, place names, stories and neighbourhoods. These assets serve as reminders, both tangible and intangible, of the city's history and culture. Saskatoon's heritage is indispensable when shaping plans and strategies for the future.

- The Civic Heritage Policy commits the City to conserving and interpreting the material, natural and cultural heritage in the community of Saskatoon in a planned, selective and cost-feasible manner for the benefit of current and

future generations of Saskatoon citizens and visitors. The Official Community Plan defines the City's role in conserving and interpreting heritage.

- The City's Built Heritage Database (BHD) initiated currently has approximately 1,200 entries, of which 28 have municipal heritage designation.

A 2009 consultant's report made recommendations for further development of the BHD, including a recommendation that the City re-examine the database in light of a more complex understanding of heritage in the city. The Mapping and Research Section of the Planning and Development Branch, for example, used the BHD in mapping work conducted as part of the Creative Connection component of the Cultural Capitals of Canada program. There is an opportunity to create databases like the BHD to support conservation of natural and cultural heritage as well as built heritage. A cultural mapping program addressing intangibles could provide a powerful way of telling a collective story of Saskatoon's heritage, one that connects a wide range of groups and collections.

A cultural mapping program addressing intangibles could provide a powerful way of telling a collective story of Saskatoon's heritage, one that connects a wide range of groups and collections.

There has been a tremendous advance in cultural mapping tools and methodologies in Canada since the Creative Connection mapping work. Leading

municipalities, such as the City of Vaughan in Ontario, are moving to integrate extensive data on cultural heritage (built heritage, archaeology, cultural landscapes, etc.) in cultural mapping systems. More sophisticated cultural mapping frameworks and tools, including Geographic Information Systems, are supporting stronger integration of cultural information in municipal planning systems and more robust cultural portals to enhance access to local culture for residents and visitors.

Council has also set the stage for more integrated approaches to heritage in Saskatoon by giving the Municipal Heritage Advisory Committee (MHAC) a broad definition of heritage and a mandate to address it. The committee currently administers the City's Doors Open event and Heritage Awards.

The City, too, is an owner of a number of designated heritage properties, including:

- 1885 Marr Residence, currently seeking National Historic Site designation
- 1913 Superintendent's Residence, National Historic Site at the Saskatoon Forestry Farm Park and Zoo
- 1907 Bowerman House
- 1912 Albert School Community Centre
- Little Chief Service Station
- Nutana Pioneer Cemetery
- Woodlawn Cemetery – Memorial Boulevard National Historic Site.

With the exception of the Bowerman House, which is managed by the Meewasin Valley Authority, all properties are managed by the Infrastructure Services Department: the two cemeteries by Parks Branch and the historic buildings by Facilities Branch. The City is also a steward of heritage artifacts. Some, such as artifacts from the former Capitol Theatre, are warehoused by Infrastructure Services, some are kept secure by City Archives, and others are stored in the basement of the Marr Residence. Apart from the Marr Residence, the City has no collections policy to guide acquisitions, conservation or interpretation of artifacts.

Saskatoon's history is told by numerous agencies, boards, organizations, volunteer groups and museums. The Culture Plan provides an opportunity to encourage co-operation between organizations by generating awareness and appreciation for different forms of heritage interpretation, conservation, and documentation. Opportunities to the heritage sector include:

- Increase familiarity with Standards and Guidelines for the Conservation of Historic Places in Canada
- As part of the Civic Plaza Precinct Master Plan, explore the establishment of adequate exhibition space such as a civic museum dedicated to telling the history of Saskatoon
- Enhance the profile and resources of the Saskatoon Public Library's Local History Room

- Strengthen inventories, databases, and collections management systems for the City's collections
- Increase the profile of the City Archives
- Coordinate an approach to heritage programs such as Doors Open, Heritage Fair and Culture Days programs
- Address operational and governance challenges facing the Marr Residence
- Develop support and infrastructure for cultural organizations relying heavily on volunteerism
- Provide program funding to organizations such as the Saskatoon Heritage Society
- Overall, increase visibility and promote heritage of all kinds.

The Planning and Development Branch is currently undertaking a review of the Heritage Policy to ensure effective integration with the Culture Plan. This presents a unique opportunity to advance integrated planning for heritage in Saskatoon.



### **Strategy 1 – Identify and conserve Saskatoon’s distinctive natural and built heritage resources.**

#### *Actions:*

- a) Continue to develop databases, such as the BHD, to inventory natural and cultural heritage resources using an expanded definition of heritage and heritage conservation. This expanded definition should include the City’s civic heritage collection as well as other resources, such as archaeology or public art.
- b) Lead in the inventorying of built heritage, natural heritagesites, and heritagestreetscapes, such as the MHAC streetscape documentation project; create new databases for use by all City departments.
- c) Assign the Heritage Coordinator a leadership role, in consultation with MHAC, in implementing heritage strategies and actions identified in the Culture Plan and provide appropriate levels of staff support and policy direction. This should be done as part of the 2011 Heritage Policy review.
- d) Study, and where appropriate, approve Heritage Conservation Districts as a way of recognizing a wide number and type of heritage resources, including natural landscapes, such as the South Saskatchewan River.
- e) Require that a heritage impact statement be prepared by developers of large scale projects that include or are adjacent to heritage resources as a way of generating information necessary for designation and a conservation plan.
- f) Require the Infrastructure Services Department to adopt the federal Standards and Guidelines for the Conservation of Historic Places in Canada for civic owned heritage properties.
- g) Explore a range of financial incentives to support heritage preservation including:
  - i. property tax abatements
  - ii. tax increment financing
  - iii. mechanisms for developers to leverage abatements towards securing financing for conservation efforts.

### **Strategy 2 – Pilot and promote innovative approaches to interpreting and promoting cultural and intangible heritage resources.**

#### *Actions:*

- a) Develop a system that maps both tangible (buildings) and intangible (stories) heritage resources.
- b) Collaborate with partners to collectively implement a program of interpretive features, such as commemorative plaques and signs, on river trails and throughout the city for built, natural, and cultural heritage using common themes such as pioneer settlement, Aboriginal-settler relations, and river history.
- c) Explore the potential for a civic heritage program fund that supports heritage organizations to develop and deliver heritage programs, such as walking tours and events like 'Doors Open'.

### **Strategy 3 – Build upon the City's and community's capacity to support heritage conservation, access, and adaptive re-use.**

#### *Actions:*

- a) Strengthen collaboration and cooperation among libraries, museums and archives in Saskatoon by convening an annual heritage forum. Seek effective collaboration with cultural sector capacity building initiatives and needs.
- b) Support and increase the profile of Saskatoon's Heritage Awards Program by advertising the program details and award recipients.
- c) Determine the feasibility of building a civic museum to house and conserve historical, archival and artistic collections, and link collections held by libraries, museums, archives, art galleries, private collections, the University of Saskatchewan, City Archives and Provincial Archives. This could be part of the expansion of the Frances Morrison Library.
- d) Where a sound business case can be made, identify new incentives for the conservation and adaptive re-use of heritage buildings, including the exploration of partnership models to rehabilitate and manage heritage buildings or sites.





### DIRECTION 3 Diversity

**Value and celebrate diversity and strengthen opportunities for cultural interaction and representation.**

#### *Objectives*

- To create places and programming for positive public interaction between people of various ethnic backgrounds, religions and lifestyles.
- To increase the awareness of and appreciation for different traditions and lifestyles by celebrating and showcasing them in order to foster a greater openness to difference and change.
- To proactively engage people of various ethnic backgrounds, including the Aboriginal community, to participate in the emergence of a Saskatoon cultural identity.

#### *Rationale*

Cities are places where individuals of different backgrounds, perspectives and lifestyles meet, interact and create new cultural expressions. Cultural resources, activities and programs help residents of all ages understand each other, their environment and the history of their city. Saskatoon is fortunate to have evolved as a city with a rich

heritage, one that brings together the traditions, histories, languages and artistic expressions of many communities, such as Aboriginal peoples and European settlers. New immigrants from around the world are contributing to this richness.

The City is active in building greater awareness, understanding and acceptance among Saskatoon's various cultures. The Cultural Diversity and Race Relations Office and Advisory Committee are proactive in developing more productive conditions for inclusiveness and cultural literacy at the corporate level. On a more intimate scale, the extensive collaborative process between the City's Urban Design Section and Aboriginal elders and artists regarding streetscaping initiatives at River Landing is reflective of the ways in which engagement opportunities can be built into local area planning. Further opportunities to embrace diversity by integrating cross-cultural expressions in the development and rejuvenation of public places exist across the city.

Cultural diversity is an essential component of successful cities and vibrant culture. To grow into a city with international appeal, an aggressive approach is needed to nurture Saskatoon's 'diversity advantage'. Across the country, municipalities are looking to build cultural

diversity considerations more explicitly into their local policies. There is an emerging international perspective that ‘multiculturalism’ as a model for promoting cultural interaction has its limitations. Diversity alone is not a guarantor of prosperity – there need to be reasons and places to interact. Fostering ‘interculturalism’, on the other hand, moves beyond equal opportunities and respect for existing cultural differences to the ‘pluralist’ state of public space, civic culture and institutions. This reflects a change in mindset from a focus on multiculturalism to an investment in building towards an ‘intercultural city’ where cultural interaction is emphasized above and beyond mere celebration of difference.

Adopting this interculturalism approach necessitates dialogue, exchange and reciprocal understanding between people of different cultural backgrounds. Commonality (rather than difference) is the point of departure for generating understanding. It can be facilitated by the creation and support of places for interaction as well as the integration of intercultural approaches to community development. This will enable people of various ethnic and Aboriginal backgrounds to play a larger role in shaping the future of Saskatoon’s cultural identity.

### **Strategy 1 – Support and enable cross-cultural initiatives in the community.**

#### *Actions:*

- a) Pilot a ‘building bridges’ event through national Culture Days that explores cross-cultural themes.
- b) Incorporate cultural elements in civic events using local talent and resources.
- c) Promote local built, social and natural history collections, sites and stories of peoples of various cultural backgrounds through new technology platforms.
- d) Promote city-wide events and initiatives using a variety of tools to target people of various cultural backgrounds.
- e) Develop an ‘artist-in-residence’ program that places artists and story-tellers in elementary schools around Saskatoon, helping to foster greater cultural understanding and appreciation among all people.

### **Strategy 2 – Develop opportunities for diverse cultural expression in civic spaces and places.**

#### *Actions:*

- a) Promote neighbourhood schools, libraries and community civic centres as cultural gathering points.
- b) Work with community organizations to identify partnership opportunities for neighbourhood level intercultural public space enhancement initiatives.
- c) Establish a mechanism to ensure the City’s major infrastructure projects undergo a cultural assessment to determine opportunities for incorporating cultural expressions in civic spaces and places (through urban design and special motifs).
- d) Proactively communicate the objectives of the Culture Plan to all residents.
- e) Work with other municipal departments to establish place-making initiatives that recognize and celebrate areas of special meaning to diverse cultural groups. Particular attention should be paid to initiatives that involve Aboriginal youth.
- f) Work with community, provincial and federal partners to encourage art and interpretive displays in public buildings that are representative of the city’s cultural diversity.
- g) Develop a web-based cultural events calendar to advertise cultural events.



## DIRECTION 4 Youth

### **Cultivate conditions for youth and young professionals to thrive.**

#### *Objectives*

- To support entrepreneurship in the cultural sector in order to stimulate the cultural economy and cultural tourism.
- To stimulate market demand for cultural products and services.
- To cultivate a practice of mentorship for youth and young professionals in order to attract and retain emerging talent and enhance collaboration across the cultural sector.

#### *Rationale*

Over the last five years, a thriving resource economy has fuelled a resurgence of interest in the lifestyle and wealth-creating potential of Saskatoon, providing the foundation for a renewed sense of optimism about the city's overall prosperity. The cultural sector is increasingly playing a crucial role in the economic life of the city, attracting innovation, investment and people. The cultural sector provides a growing number of highly skilled employment and enterprise opportunities for all people, but especially youth and young professionals entering the work force or starting their own enterprise. In particular, design professionals and communities are leaders in contemporary cultural products and multi-

disciplinary work, and designers are expected to play a key role in supporting a place-based approach to cultural planning.

At the same time, shifting demographics are reshaping the city's economic and social landscape. Similar to cities across the country, Saskatoon will see a large increase in the proportion of seniors (aged 65+) from 12.6% in 2006 to 22.9% of total population by 2026. But a young Aboriginal population and immigrant community also make us one of Canada's youngest census metropolitan areas. For this reason, it is imperative to be strategic about planning in order to retain and attract young workers.

There is a sense that Saskatoon is at a 'tipping point' in its evolution as a city, emerging from years of limited net growth. A recent survey of 1,000 residents explored the perspectives of:

- 'Homegrowns' who have lived their whole life in Saskatoon
- 'Boomerangers' who grew up in Saskatoon, moved away and returned to the area
- 'Transplants' who did not grow up in the region and moved to Saskatoon from elsewhere.

The study suggests that, in addition to family ties and economic opportunity, the diversity of cultural engagement, expression and celebration is a critical attractor for a new generation of potential residents. Combining 'strong arts/culture scene' and 'waterfront and riverbank festivals and

community events' suggests that cultural vitality is the most valued aspect of Saskatoon life.

Attracting and retaining youth and young professionals, international students, skilled new immigrants and entrepreneurial investment are strategic objectives for many cities across Canada. Saskatoon's ability to attract and retain young, creative people in this extremely competitive environment requires a cross-generational, cross-disciplined approach. Key factors include affordability, accessibility to cultural initiatives, continuity of mentorship and sense of community.

Traditionally, the University of Saskatchewan has been a significant driver in connecting youth and young professionals to the cultural work force. The University has trained and educated graduates in a range of artistic disciplines, provided rewarding teaching opportunities for local artists, nurtured new generations of cultural audiences and triggered successful community partnerships. There is still a vulnerable 'pre-professional' stage, however, where many youth and new graduates struggle to ground their careers in Saskatoon.

In addition, the university attracts a large pool of Aboriginal youth, who grow and develop their talent in Saskatoon. Exploring new partnerships and programs with the University of Saskatchewan, First Nations University of Canada, Saskatchewan Indian Institute of Technologies, Gabriel Dumont Institute, Saskatchewan Institute of Applied

Science and Technology - Kelsey, and public and separate school systems may provide additional opportunities to engage Aboriginal youth, nurture their talent and provide new opportunities for cross-cultural learning.

Other reasons for focusing on youth and young professionals are:

- Youth organizations may use the arts as a form of community engagement (e.g. community art projects like murals and other public art).
- Creative activities can provide social support for all youth but are especially critical for empowering marginalized groups.
- The use of traditional arts and contemporary practice as a means of connecting with Aboriginal youth at risk has been explored successfully in programs such as the Saskatchewan Native Theatre Company's Circle of Voices program and Saskatoon Community Youth Art Program (SCYAP).
- Participation and engagement opportunities for youth in arts and culture can help them identify with their own cultures, acknowledging and honouring local influences while they explore the boundaries of a rapidly changing world.



## Culture Plan

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### **Strategy 1 – Explore partnerships to develop small business supports focused on artists, designers and creative entrepreneurs.**

#### *Actions:*

- a) Partner with the Saskatchewan Arts Board (SAB) to deliver a Saskatoon artist as entrepreneur training program. The SAB recently received funding from the provincial Ministry of Advanced Education, Employment & Immigration to deliver a pilot program in Regina and received a number of applications from Saskatoon residents. The City and/or school boards could provide free space to facilitate a pilot in Saskatoon.
- b) Partner with organizations such as IDEAS Inc. and Business Improvement Districts to develop a targeted business incubation centre and program focused on artists, design professionals, and creative entrepreneurs.
- c) Explore the potential repurposing of buildings, structures, or spaces as cultural centres where arts, design, and culture, both non-profit and commercial, are brought together as studio spaces.
- d) As a facilitator, work with Tourism Saskatoon, University of Saskatchewan, school boards and Business Improvement Districts to identify opportunities to showcase creative outputs of youth and young professionals through displays, open performances, interpretive heritage tours and special events.

### **Strategy 2 – Connect youth to training opportunities in the cultural sector.**

#### *Actions:*

- a) Work with area educational institutions and cultural organizations to establish a coordinated program of mentorships, internships and apprenticeships in cultural organizations and creative businesses. This City-led program will benefit from an inventory of participating organizations or individuals.
- b) As facilitator, work with public schools and cultural organizations to encourage higher uptake by high school students of volunteer opportunities (e.g. festivals, theatre companies, museums, galleries and design studios). Volunteer hours could be rewarded with free passes to cultural events or as credit, as arranged between the school and cultural organization.

### **Strategy 3 – Leverage partnerships with educational institutions to generate opportunities for new research and mentorship.**

#### *Actions:*

- a) In partnership with the University of Saskatchewan, undertake a study of workspace demand for graduates in the cultural sector to determine the need for creative workspace and studios. Work with Business Improvement Districts to review the inventory of all city-owned space to determine if any might be suitable for artist-run studios. Establish a small capital program for individual artists or designers who are willing to provide the labour required to retrofit underutilized or vacant properties as artist studio space.
- b) In partnership with University of Saskatchewan Regional and Urban Planning students, undertake annual cultural facility inventories to monitor changes in the cultural landscape and resources. The baseline for such a database has been collected as part of the Culture Plan.

## DIRECTION 5 Neighbourhoods

### **Support and enable cultural development at the neighbourhood level.**

#### *Objectives*

- To support neighbourhood-level cultural activities to build more sustainable, complete communities that are more accepting of different traditions and customs.
- To establish platforms for cultural innovation and expression at the neighbourhood level in order to make cultural production and consumption accessible everywhere.
- To create spaces and places for public cultural events throughout the city in order to incubate culture city-wide and celebrate the uniqueness of each neighbourhood.
- To integrate a cultural lens in community planning in order to be sensitive to cultural needs of each community.
- Promote built heritage initiatives at the neighbourhood level.

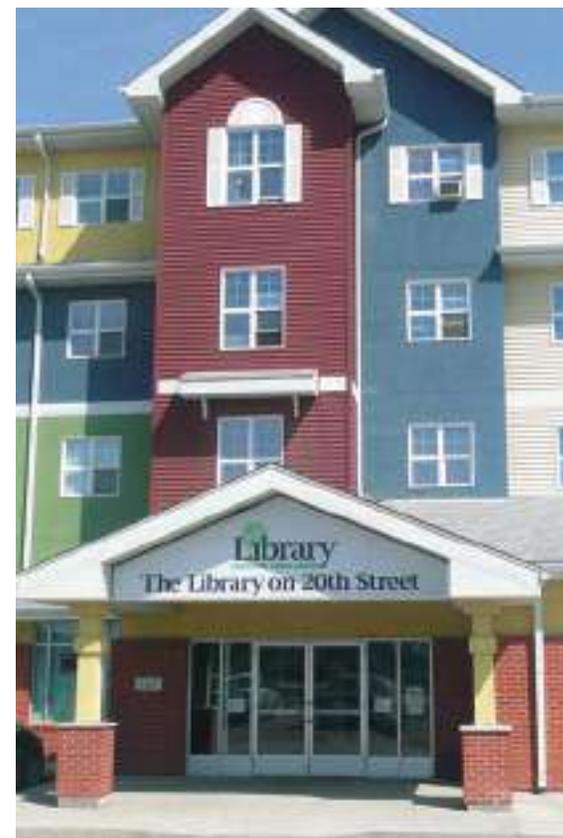
#### *Rationale*

Neighbourhoods across Saskatoon are valued as places where culture is lived on a daily basis. At this human scale, culture is most influential on quality of life, as it is participatory and responsive to local aspirations.

Small cultural groups, intimate arts venues and local community art practices typically are more important to neighbourhood revitalization than major institutions because they are more easily accessed, both geographically and emotionally. Participation in cultural activities at the neighbourhood level contributes directly or indirectly to:

- Supporting civic participation and social capital
- Catalyzing economic development
- Improving the built environment
- Promoting stewardship of place
- Augmenting public safety
- Preserving cultural heritage
- Bridging cultural/ethnic/racial boundaries
- Transmitting cultural values and history
- Creating group memory and group identity.

The City has a legacy of encouraging neighbourhoods to be active participants in realizing their aspirations. In Saskatoon's Local Area Plans (LAP), culture plays a key role in shaping neighbourhood vision and goals. Strong connections between access to culture and place-making at the neighbourhood level will further strengthen and support cultural development as a whole within Saskatoon, since both are based on realizing the aspirations of neighbourhood communities.





The kinds of cultural resources and experiences accessed at the neighbourhood scale are limited by the facilities available. Familiar resources include local schools, libraries, religious institutions, community centres and even home-based studios and galleries. Civic buildings and public spaces provide important venues for educational, cultural and recreational activities. Community centres, galleries, museums and libraries are increasingly being repositioned as versatile multi-purpose centres for life-long learning and as gathering places for community engagement. Ensuring these cultural resources are equally distributed across Saskatoon is a large part of building a sustainable city.

Existing models include Aden Bowman High School, St. Joseph's High School, Centennial Collegiate and Tommy Douglas Collegiate, which all provide professional calibre performance and studio space. The proposed Willowgrove School and Community Centre offers opportunities for residents and students to engage with ideas, creative forms and cultural possibilities through exhibit, production and performance space. Viewing these types of civic facilities as multi-dimensional cultural hubs connected to the broader cultural landscape provides an opportunity to generate immense dividends for community well-being.

With 75% of Saskatoon's population registered as library users (the highest rate in the country), the Saskatoon Public Library provides an excellent precedent for this shift in mindset. The library has played a significant role in facilitating creative learning and community-building, including one of the longest-running writer in residence programs in Canada. Articulated in its vision for expansion, the library will be enhancing social spaces, learning capacities and targeted programming efforts to ignite its role as a cultural gathering place.

Communities such as Riversdale, Caswell Hill, Warehouse District and Broadway are mature areas with unique, authentic environments within which cultural activity has thrived. These areas have benefited from Local Area Plans (LAP) that have focused reinvestment initiatives to address the local needs and aspirations. Recognized nationally as a best practice, the LAP process brings together residents, business owners, stakeholders and representatives of City departments to produce a comprehensive plan to guide future growth and development in specific neighbourhoods. In each, Council has committed to an implementation plan and funding for regeneration and community building initiatives.

Public art can make a significant contribution to Saskatoon's neighbourhoods, including its downtown. Through sculpture, plaques, monuments and murals, neighbourhood spaces can be transformed into focal points for community gatherings or into spaces for quiet contemplation.

Public art programs must be seen in the larger context of place making and community development. A useful framework for understanding the breadth of public art opportunities can be found in the North Vancouver Public Art Program that distinguishes three types of public art which the City supports through three program streams: Civic Public Art, Community Public Art and Developer Public Art.

Civic Public Art - Public art not only invests a space with place making qualities and aesthetic appeal it has the capacity to help interpret the unique historic, social and cultural contexts that distinguish neighbourhoods. Successful public art programs help communities develop and express their unique character and identity, which in turn, can draw people and investment. By the municipality taking the lead, a strong message is sent to the development community to include public art inclusions in private developments.

Community Public Art - This program emphasizes the potential participation of all citizens in the creation of publicly accessible artwork and encourages residents and artists to work collaboratively. Community public art can allow people to tell their stories, express their values and aspirations or simply foster community participation and dialogue. This method of art making provides an opportunity for local residents to creatively express the unique aspects of their neighbourhoods.

Developer Public Art Program - The objective of this program is to provide a mechanism through which private developments can include public art as a sanctioned amenity contribution during the rezoning process. As public art accumulates in a neighbourhood, it becomes a distinctive asset that contributes to the area's attractiveness and appeal, which in turn becomes a magnet for new residents, businesses and visitors.

Successfully driving both the planning process and the implementation measures requires co-ordination to ensure that related programs, capital expenditures and regulatory processes are effectively linked. An opportunity exists to explore more deeply the different parts of the community planning process for which culture can have a positive and essential influence at the neighbourhood level.



# Culture Plan

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## **Strategy 1 – Develop a neighbourhood-based cultural facility strategy.**

### *Actions:*

- a) Conduct an analysis of neighbourhood facilities across the city to identify cost-effective enhancements to better support cultural programming in each neighbourhood.
- b) Leverage existing facilities by identifying opportunities to integrate flexible programming spaces to support the development of a cultural hub.
- c) Support and enhance the Albert Community Centre as a neighbourhood cultural hub that provides opportunities for community arts experiences. Assign a Community Development Branch staff person as support for the Albert Community Centre.
- d) Support the vision of the South Caswell Concept Plan to redevelop the Caswell Hill bus barns. Establish a unique mixed-use area within the city that will support the local arts community and provide additional parks and open space areas for residents.

## **Strategy 2 – Integrate a cultural approach to the community planning and development process.**

### *Actions:*

- a) Implement capacity-building workshops and initiatives to strengthen knowledge and understanding of integrated planning for sustainability, drawing on leading national and international practices.

- b) Working with the Land Branch and Planning and Development Branch, develop a framework that identifies opportunities for the integration of cultural components into new neighbourhood developments.
- c) Identify and move forward with necessary amendments to the Official Community Plan and zoning bylaw to align with the Culture Plan. Suggested areas for amendment are found in Appendix D.
- d) Identify and adopt changes to the LAP process to meet the objectives of the Culture Plan, namely, to adopt the strategies including considerations for culture in public consultation, urban design, heritage conservation, and land use decisions.
- e) Change zoning bylaws to allow for affordable live-work spaces throughout the city.

## **Strategy 3 – Initiate and support partnerships to deliver a cultural campaign, unique to each neighbourhood.**

### *Actions:*

- a) Incorporate interpretive plaques, designs and artwork in public spaces and trails that celebrate neighbourhood built, natural, and/or cultural heritage.

- b) Identify opportunities for streetscaping initiatives that could incorporate artistic elements such as public art installations.
- c) Work with and provide support to neighbourhood community associations to broaden their program offering to include arts, heritage and cultural programs.
- d) In partnership with Leisure Services Branch and cultural organizations such as the public library, design and facilitate arts, heritage and cultural programs for the City's six civic centres.

## **Strategy 4 – Develop a comprehensive public art policy and program for Saskatoon.**

### *Actions:*

- a) Undertake a full inventory of the City's permanent public art collection, including full descriptions of all installations, acquisition information, condition reports with maintenance and conservation recommendations.
- a) Work with internal and external partners to develop, approve and implement a comprehensive public art program that ensures adequate mechanisms for commissioning, acquiring, placing and maintaining public art.

## DIRECTION 6

### City Centre

#### **Develop the city centre as a cultural district.**

##### *Objectives*

- To create a walkable urban area that connects cultural destinations, places and spaces in order to improve their city-wide accessibility and use.
- To elevate the tourism profile of Saskatoon as a cultural destination regionally, nationally and internationally.
- To attract and retain talent to Saskatoon for the short- and long-term.
- To better realize the potential of culture as an economic force in the downtown.

##### *Rationale*

Saskatoon's city centre is already a cultural destination, drawing residents from all over the city for a wide-range of cultural experiences. TCU Place hosts national and international performances. The Frances Morrison Library anchors the city's library system with its gallery space, theatre and many programs. The Meewasin Valley Interpretive Centre offers visitors glimpses of the city's cultural and natural heritage through interactive exhibits. Recent cultural additions are found along the River Landing corridor. The Farmers' Market area (including Market Square) offers a mix of commercial, social and cultural

activities. The Remai Arts Centre and soon-to-be Remai Art Gallery of Saskatchewan provide a cluster of international calibre arts activity. The city centre is also home to numerous bars, restaurants and clubs, while festivals bring the downtown and riverbank parks alive from May to September.

At the same time, Saskatoon's Downtown Plan is being updated in order to adequately address the projected changes. The new City Centre Plan will revisit existing planning policies, and discuss how planning and design policies and principles should be implemented. The plan will include a master plan for a Civic Plaza that will encompass City Hall, Frances Morrison Library, 23rd Street Transit Mall, Sturdy Stone Centre, and existing Police building. In addition, the Kinsmen Park & Area Master Plan will create a strategy to enhance and upgrade Saskatoon's oldest park, propose a new use/uses for the existing Mendel Art Gallery building, provide a purpose-built festival site and enhance the Shakespeare on the Saskatchewan site.

City Council has also approved reserving the John Deere Building, a City-owned heritage property in the warehouse district, for use by the University of Saskatchewan as a future School of Architecture. The recommendation is one of several in the North Downtown Master Plan.





Saskatoon's 2007 Cultural Tourism and Marketing Strategy identified lack of coordination in tourism marketing and unfocussed branding strategy in general as challenges in becoming a creative city. Establishing the city centre as a cultural district creates an opportunity to address both. Through strategic partnerships and targeted investment in the city centre, the City can generate a compelling narrative for tourists throughout the year.

Successful cultural districts across Canada offer a distinct and evolving blend of community, educational, recreational, entrepreneurial and entertainment venues and environments. The workspaces, galleries, theatres, cafés, streets and public spaces provide critical social and economic spaces for interaction among stakeholders, interest groups, cultural producers, artists, design professionals, entrepreneurs and residents.

Demand for cultural experiences in Saskatchewan is growing as more travelers seek a total 'experience' that is both authentic and distinct. The downtown business community, Tourism Saskatoon and the City have recognized this opportunity by investing in festivals through the Destination Marketing Fund. According to the national Travel Activity and Motivations Survey, Canadian tourists who visited Saskatchewan on pleasure trips were more likely than other Canadian pleasure travelers to take part in participatory historical activities and Aboriginal cultural experiences. They went shopping and dining, visited historical sites, museums and art galleries and experienced festivals.

The city's unique Aboriginal heritage and system of trails, identity as a river city and annual festivals that animate parks and central neighbourhoods reflect the quality of cultural assets available in the city centre.

**Strategy 1 – Reinforce clustering of cultural infrastructure and activities in the city centre and facilitate access by walking, biking and transit.**

*Actions:*

- a) Facilitate short-term leases in underutilized or vacant city centre properties to accommodate exhibition opportunities, public art and below-market tenancies for cultural organizations and cultural producers.
- b) Facilitate partnerships for developments/redevelopments that cluster retail and cultural activities, including franchise and boutique hotels wanting to be integrated as part of a mixed-use development.
- c) Establish a brokering capacity that matches artists and cultural organizations with temporary and long-term available work spaces in the city centre.
- d) Prepare a decision-making framework for cultural facilities and infrastructure investment to ensure linkages to Culture Plan objectives.
- e) Working with Land Branch and Planning and Development Branch, design a new streetscape improvement program that provides funding for enhancing area, district or neighbourhood identity through cultural and heritage expression

and interpretation, and which can only be allocated as part of an overall streetscape improvement plan to supplement the Streetscape Reserve. Streetscape improvement plans should focus on increasing walkability, supporting active modes of transportation and developing a sense of place in the city centre.

### **Strategy 2 – Support the emergence of River Landing as a new cultural gathering place.**

#### *Actions:*

- a) Ensure that individual local artists and artisans have opportunities to exhibit in new riverfront spaces and buildings.
- b) Pilot innovative methods, techniques and technologies for heritage interpretation on the riverfront.
- c) Develop a festival and event strategy that identifies seasonal gaps and opportunities for marketing coordination to deliver a year-round destination.

### **Strategy 3 – Support collaborative efforts that enhance tourism destinations, products and experiences.**

#### *Actions:*

- a) Work with Tourism Saskatoon to identify existing promotional campaigns that provide opportunities for holistic tourism experiences.
- b) Develop a pilot fund specifically for new initiatives that address both cultural tourism and community development purposes. This could include neighbourhood or district level marketing of specific attractions.
- c) Revisit the Cultural Crescent marketing program to determine if any marketing strategies should be continued to promote the Riversdale, Broadway, and Downtown business districts.
- d) Work with local publications to regularly feature the city's artists, design professionals, cultural organizations and creative businesses to build Saskatoon's image as a desirable city for 'next generation' workers.



## 8.0 Moving Towards Implementation

The Saskatoon Culture Plan is a strategic document that identifies municipal priorities for harmonizing cultural endeavours, strengthening cultural development and ultimately raising the profile of Saskatoon as a creative city.

The Strategies and Actions presented in this Plan represent a multi-year agenda for the City that will need to be integrated into the budgets and work plans of various departments. As well, it is anticipated that the strategies and actions contained in this document will continue to evolve as needs and opportunities arise.

Implementation will begin following adoption of the Culture Plan by City Council. To begin the process, six signature actions are identified for the first year of implementation.

OBJECTIVES	STRATEGIES
<p><b>Year One</b> Establish the framework for implementation and implement the six signature initiatives.</p>	<ol style="list-style-type: none"> <li>1. Market the Culture Plan internally and to the public, recognizing the importance of reaching residents from a variety of cultural and linguistic backgrounds. This could include a website of culture events and organizations to facilitate sharing of information on cultural initiatives.</li> <li>2. Establish an interdepartmental culture team to support collaborative working relationships and provide advice on effective use of resources to achieve Culture Plan objectives. As identified in Section 6.</li> <li>3. Create a new position of Cultural Consultant to oversee implementation of the Culture Plan. As identified in Section 6.2</li> <li>4. Create a Cultural Investment Strategy and initiate appropriate realignment to meet objectives of the Culture Plan as per Direction 1, Strategy 3, Action (a).</li> <li>5. Establish a process to ensure the City’s major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places (through urban design and motifs). Direction 3, Strategy 2, Action (c)</li> <li>6. Work with internal and external partners to develop, approve and implement a comprehensive public art policy and program for Saskatoon. Direction 5, Strategy 4, Action (b)</li> </ol>

OBJECTIVES	STRATEGIES
<p><b>Year Two</b> Integrate internal process and align objectives.</p>	<ol style="list-style-type: none"> <li>1. Develop a framework that identifies opportunities for the integration of cultural components into new neighbourhood developments.</li> <li>2. Identify and move forward with necessary amendments to the Official Community Plan and zoning bylaw to align with the Culture Plan. Suggested areas for amendment are found in Appendix D.</li> <li>3. Identify and adopt changes to the LAP process to meet the objectives of the Culture Plan, namely, to adopt the strategies including considerations for culture in public consultation, urban design, heritage conservation, and land use decisions.</li> <li>4. Review working partnerships with external and quasi-external groups and initiate appropriate realignment of terms of reference to meet Culture Plan objectives in the areas of:               <ol style="list-style-type: none"> <li>a. Community development and services</li> <li>b. Culture diversity and race relations</li> <li>c. Cultural tourism and economic development</li> <li>d. Education, youth, young professionals and mentorship</li> <li>e. Natural and cultural heritage resources and public art</li> <li>f. The city centre cultural district</li> </ol> </li> </ol>
<p><b>Year Three</b> Create databases and order of actions.</p>	<ol style="list-style-type: none"> <li>5. Establish a database of cultural facilities, public art, heritage and civic institutions (schools, civic centres, libraries) and artist studio spaces for monitoring purposes.</li> <li>6. Establish a database of organizations and individuals willing to participate in a cultural mentorship and volunteerism program.</li> <li>7. Development of databases for natural and cultural heritage should also be explored.</li> <li>8. Determine order of remaining actions for implementation, based on need and resources available.</li> </ol>
<p><b>Years Four &amp; Five</b> Further Implementation, Evaluation and Reassessment.</p>	<ol style="list-style-type: none"> <li>9. Review actions implemented to date, evaluate outcomes (using the cultural database, economic and demographic forecasts, stakeholder interviews, etc.) and determine actions moving forward.</li> </ol>

# Appendix A - Drivers for Change

### 1. Sustaining Partnerships

Propelling culture's role in city-building requires a sustained commitment to developing partnerships and opportunities for collaboration.

- Saskatoon's dynamic cultural environment requires equally innovative leadership by the municipality to bring arts and cultural policy in from the margins to add value and generate new opportunities across the City's social and economic development agendas.

### 2. Pursuing Policy Alignment

Fostering sustainable arts and culture organizations requires better policy alignment and coordination among government, agencies and institutions.

- A more coordinated and cooperative approach by the City and its government partners to enable the sector's organizational capacity and resiliency can result in more clearly defined roles, greater leveraging of investment and improved synergy.

### 3. Shifting Demographics

Attracting flows of people, ideas and investment to Saskatoon requires responsiveness to the shifting demographics of the city.

- The city's ability to attract and retain young, creative people in an extremely competitive environment requires a more strategic approach to cultivating the breadth and depth of Saskatoon's cultural provision and opportunities for creative enterprise and urban quality of life.

### 4. Capturing Tourism Potential

Accelerating Saskatoon's tourism potential requires stronger linkages among the city's distinctive cultural assets to generate critical mass.

- Capitalizing on Saskatoon's cultural tourism potential requires a campaign of ideas that drive storytelling on a civic scale. It is less about specific iconic attractions than it is about an immersive experience of 'place'.

### 5. Cultivating Connections With The University

Positioning Saskatoon as a leading edge creative city requires fostering deep connections with the University of Saskatchewan

- Cultivating new synergies and intersections across the University's academic disciplines and bridging relationships throughout the city provides an immense opportunity for innovation and engagement.

### 6. Culture And Neighbourhood Planning

Successful community revitalization in Saskatoon requires elevating culture's role in the life of its neighbourhoods and downtown.

- An opportunity exists to explore more deeply the different parts of the planning process for which culture can have a positive and essential influence at the neighbourhood and district level.

**7. Celebrating Many Cultures**

Creating opportunities for interaction and exchange among Saskatoon’s many cultures requires a focus on cultivating more inclusive platforms for community engagement.

- In partnership with the City, there is a key role for cultural institutions and programs to facilitate dialogue, exchange and reciprocal understanding between people of different cultural backgrounds.

**8. Building On Creative Hubs**

Enabling greater participation in cultural activity across the city requires leveraging civic and community institutions as accessible, creative hubs

- Thinking about libraries, community centres and schools as multi-functional hubs connected to the broader cultural landscape of the city provides an opportunity to generate immense dividends for community well-being.

**9. An Emerging But Strong Creative Economy**

Ensuring Saskatoon’s future generations can compete in an emerging creative economy requires diverse pathways for learning.

- From community arts to cultural industries, connecting young people to this emerging opportunity requires a broader understanding of the different pathways through which they become engaged in creative activities. No one organization can meet all the needs of a young person – it requires community-wide stewardship and a collaborative effort between the creative and education sectors.

# Appendix B - Cultural Facilities Inventory

Through a partnership with the University of Saskatchewan, a group of undergraduate students worked with the Project Team to generate an inventory of the spaces across the city used for cultural activity. The analysis of current facility provision in Saskatoon employs a framework comprised of eight primary categories. Recognizing that many cultural facilities will have secondary and ancillary uses (e.g. small exhibition space, office, storage, etc.) associated with the property, the inventory is analyzed based on the primary type and function using the following categories:

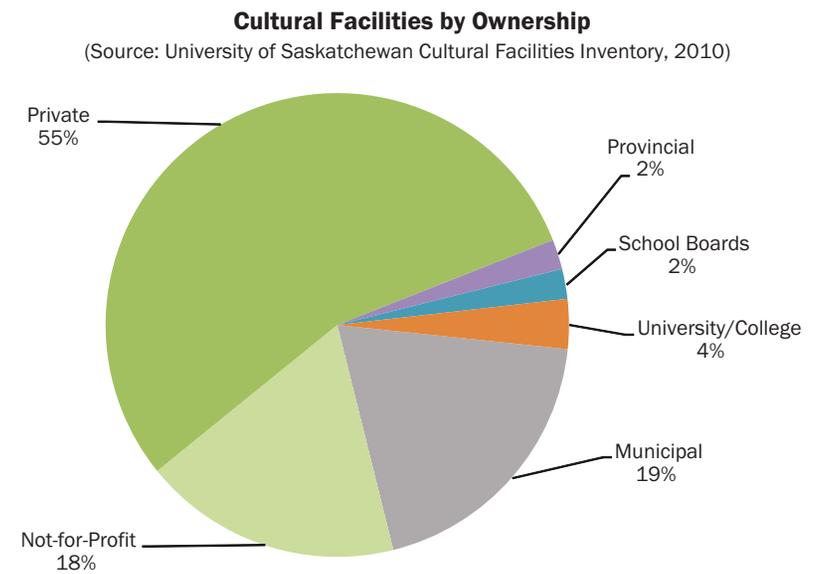
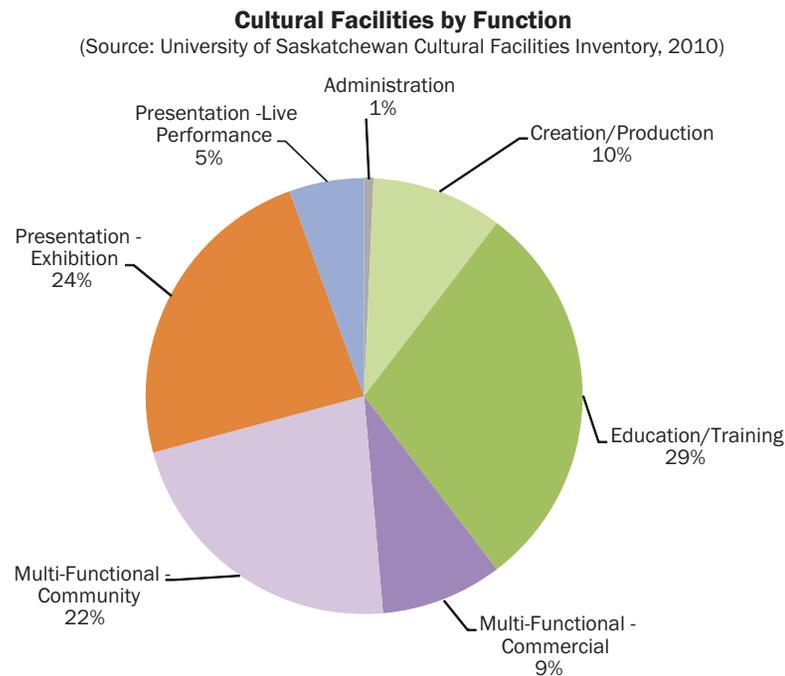
- Presentation Space (Live)
  - Small Performance Space (1 - 450 seats)
  - Mid-sized Performance Space (451 - 1300 seats)
  - Major Performance Space (1,301 - 6,000 seats)
  - Arena/Stadium (>6,000 seats)
  - Outdoor Performance Space
- Presentation Space (Exhibition)
  - Gallery - Public
  - Gallery - Commercial
  - Screening Room/Art House Cinema (not commercial movie theatre)
  - Museum / Collections
  - Public Archives
  - Outdoor Exhibition Space (includes permanent infrastructure)
- Creation/Production Space
  - Artist Studio/Retail
  - Artist Studio – Class A (work only, low potential externality)
  - Artist Studio – Class B (high potential externality – e.g. amplified sound, industrial processes)
  - Rehearsal/Recital (primarily used for non-education related rehearsal for resident companies or rentable; not used primarily for public performance)
  - Production Workshop (e.g. staging, scene shop, large format storage)
  - Media Production and Recording Studio (rentable)
- Live-Work Space
  - Dedicated Artist Live-Work
- Administration Space
  - Multi-Tenant Dedicated Office (co-location and or shared services)
- Multi-Functional Community Space
  - Community Centre/Hall
  - Public Library
  - School/Church
  - Public Park/Plaza
- Multi-Functional Commercial Space
  - Informal Performance Space
  - Informal Exhibition Space
- Education Training Space
  - Classroom
  - Technical (e.g. CAD labs, media editing suites)
  - Training Studio/Rehearsal (e.g. dance or music schools)

Applying the facility analysis framework, the students used the City of Saskatoon’s business licensing database, existing cultural asset maps, media sources and site visits to compile an inventory of 144 cultural facilities. While the inventory is not exhaustive of all the potential cultural spaces in all communities, it provides the City of Saskatoon with a snapshot of the breadth of facilities that support the cultural and creative sector.

The facility inventory has a number of implications for the Culture Plan:

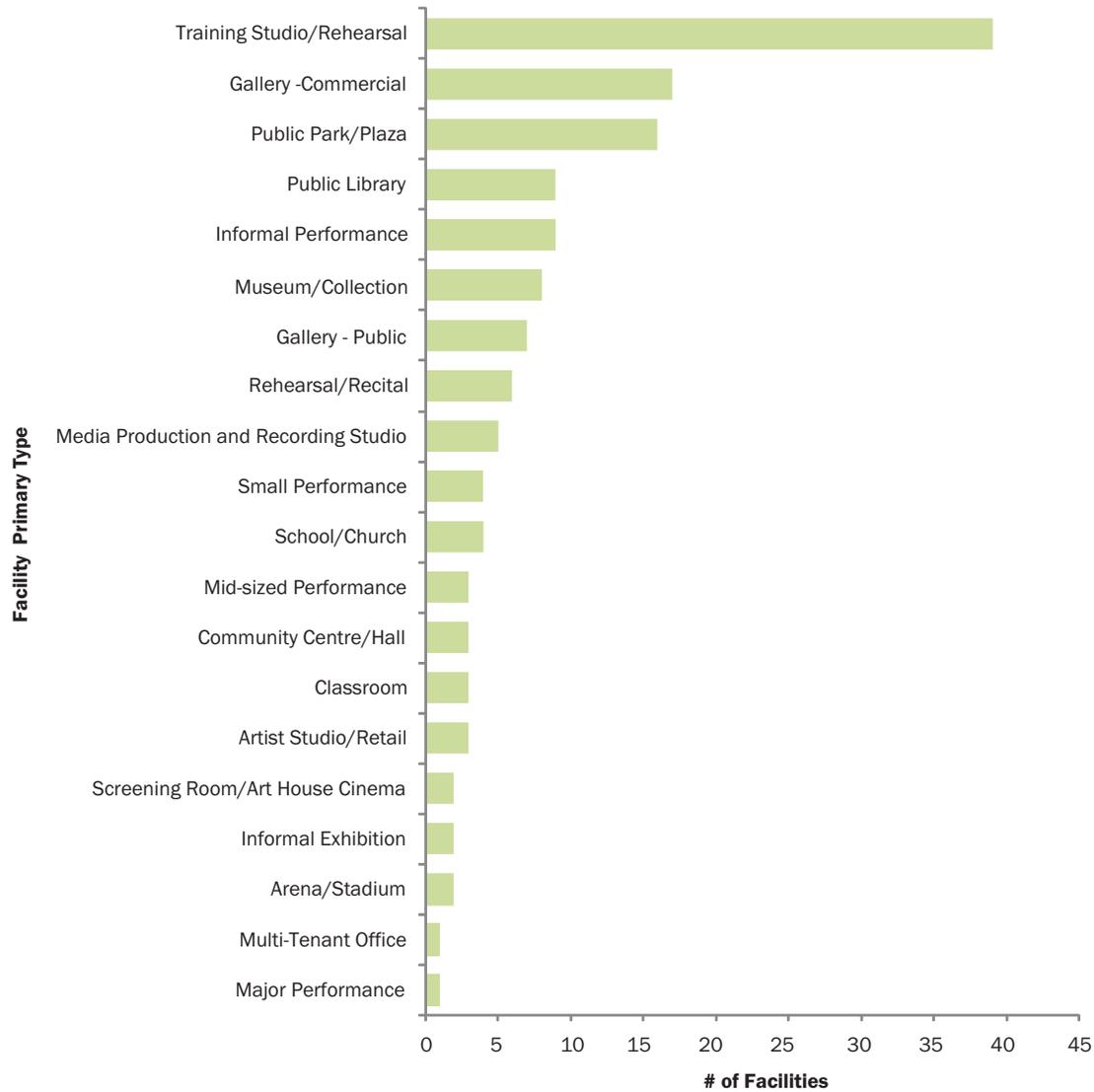
- Based on the various types of ownership, community partnerships may need to be forged with new players such as the School Boards
- While the diversity of music and dance schools across Saskatoon is a strength, the lack of dedicated creation and production facilities such as dedicated rehearsal space and artist studios may need to be addressed

- Incorporating the facilities by type in the City’s Geographic Information System will provide an additional lens on the physical clustering and dispersion of infrastructure to assess the level of accessibility available throughout the city



## Cultural Facilities by Primary Type

(Source: University of Saskatchewan Cultural Facilities Inventory, 2010)



(Source: University of Saskatchewan, Urban and Regional Planning, 2010)

Facility Name	Ownership	Facility Function	Function Type (Primary)
Delta Bessborough Hotel	Private	Administration	Multi-Tenant Office
Al Nelson Weitzel	Private	Creation/Production	Artist Studio/Retail
Glen Scrimshaw Gallery	Private	Creation/Production	Artist Studio/Retail
Prairie Pottery Gallery	Private	Creation/Production	Artist Studio/Retail
Audio Art Recording	Private	Creation/Production	Media Production and Recording Studio
Sound Lounge Production Studio	Private	Creation/Production	Media Production and Recording Studio
Starlab Recording Studios Ltd.	Private	Creation/Production	Media Production and Recording Studio
Sweet Grass Records/ Ted Whitecalf Photography	Private	Creation/Production	Media Production and Recording Studio
Turtle Island Music Inc.	Private	Creation/Production	Media Production and Recording Studio
Def Sol Productions	Private	Creation/Production	Rehearsal/Recital
Free Flow Dance Centre	Not-for-Profit	Creation/Production	Rehearsal/Recital
Leleka Ukrainian Dance Ensemble	Private	Creation/Production	Rehearsal/Recital
La Troupe Du Jour	Not-for-Profit	Creation/Production	Rehearsal/Recital
Saskatchewan Native Theatre Company	Not-for-Profit	Creation/Production	Rehearsal/Recital
Saskatchewan Express Musical Theatre Studio	Private	Creation/Production	Rehearsal/Recital
Kindermusik With Kari	Private	Education/Training	Classroom
Holly Hanley Studio	Private	Education/Training	Classroom
Redhouse College Of Animation	Private	Education/Training	Classroom
Dumont Technical Institute	Not-for-Profit	Education/Training	Training Studio/Rehearsal
Blakey Saskatoon School Of Irish Dance	Private	Education/Training	Training Studio/Rehearsal
Brenda's School Of Baton & Dance	Private	Education/Training	Training Studio/Rehearsal
Carlson Guitar Studio	Private	Education/Training	Training Studio/Rehearsal

## Culture Plan

Facility Name	Ownership	Facility Function	Function Type (Primary)
Cats Pekoe Educational Music	Private	Education/Training	Training Studio/Rehearsal
Dance Class Saskatoon	Private	Education/Training	Training Studio/Rehearsal
Dance Dynamics Corp.	Private	Education/Training	Training Studio/Rehearsal
Dancegypt	Private	Education/Training	Training Studio/Rehearsal
Danza Morena Latin Dance Academy	Private	Education/Training	Training Studio/Rehearsal
Darrell Bueckert	Private	Education/Training	Training Studio/Rehearsal
Del Mundo Dance Academy	Private	Education/Training	Training Studio/Rehearsal
Della's Music For Young Children	Private	Education/Training	Training Studio/Rehearsal
Footworks Dance Studio	Private	Education/Training	Training Studio/Rehearsal
Heather's School Of Highland Dance	Private	Education/Training	Training Studio/Rehearsal
Ian Martens Guitar Studios	Private	Education/Training	Training Studio/Rehearsal
Jaspar Academy Of Dance	Private	Education/Training	Training Studio/Rehearsal
Juliette's Dance Centre Inc.	Private	Education/Training	Training Studio/Rehearsal
Kristy's Dance Fusion	Private	Education/Training	Training Studio/Rehearsal
La Danse	Private	Education/Training	Training Studio/Rehearsal
Larson's Music	Private	Education/Training	Training Studio/Rehearsal
Music For Young Children Studio - Candace Ukrainetz	Private	Education/Training	Training Studio/Rehearsal
Picks Guitar Studio	Private	Education/Training	Training Studio/Rehearsal
Pure Energy Dance Co	Private	Education/Training	Training Studio/Rehearsal
River City School Of Irish Dance	Not-for-Profit	Education/Training	Training Studio/Rehearsal
Saskatoon Academy Of Music	Private	Education/Training	Training Studio/Rehearsal
Saskatoon Salsa Dance Company	Private	Education/Training	Training Studio/Rehearsal
Saskatoon School Of Dance	Private	Education/Training	Training Studio/Rehearsal
Sitter School Of Dance	Private	Education/Training	Training Studio/Rehearsal
Snowsellberryhead Productions	Private	Education/Training	Training Studio/Rehearsal
Step On Stage Dance Company	Private	Education/Training	Training Studio/Rehearsal
Twelve String Studios	Private	Education/Training	Training Studio/Rehearsal
Two Left Hips Bellydance	Private	Education/Training	Training Studio/Rehearsal
Dsi Centre (Dance Saskatchewan)	Not-for-Profit	Education/Training	Training Studio/Rehearsal

Facility Name	Ownership	Facility Function	Function Type (Primary)
Studio One Rp Dance	Private	Education/Training	Training Studio/Rehearsal
Academy Of Fashion Design	Private	Education/Training	Training Studio/Rehearsal
Artist Of Tomorrow Art Studio	Private	Education/Training	Training Studio/Rehearsal
Chroma Art School And Design Consulting Ltd.	Private	Education/Training	Training Studio/Rehearsal
Simply Art	Private	Education/Training	Training Studio/Rehearsal
Scyap Youth Art Gallery	Not-for-Profit	Education/Training	Training Studio/Rehearsal
Postive Passions	Private	Multi-Functional - Commercial	Informal Exhibition
Willow Studio	Private	Multi-Functional - Commercial	Informal Exhibition
Amigos	Private	Multi-Functional - Commercial	Informal Performance
Bud's On Broadway	Private	Multi-Functional - Commercial	Informal Performance
Louis' Pub	Private	Multi-Functional - Commercial	Informal Performance
Lydia's	Private	Multi-Functional - Commercial	Informal Performance
Maguire's Irish Pub And Brewry	Private	Multi-Functional - Commercial	Informal Performance
Spadina Freehouse	Private	Multi-Functional - Commercial	Informal Performance
The Longbranch	Private	Multi-Functional - Commercial	Informal Performance
The Roxy On Broadway	Private	Multi-Functional - Commercial	Informal Performance
Toon Town Tavern	Private	Multi-Functional - Commercial	Informal Performance
Odeon Events Centre	Private	Multi-Functional - Commercial	Mid-sized Performance
The Bassment (Saskatoon Jazz Society)	Not-for-Profit	Multi-Functional - Commercial	Small Performance
Royal Canadian Legion, Nutana Branch #362	Not-for-Profit	Multi-Functional - Community	Community Centre/Hall
Saskatchewan Indian Cultural Centre	Not-for-Profit	Multi-Functional - Community	Community Centre/Hall
YMCA	Not-for-Profit	Multi-Functional - Community	Community Centre/Hall
Library on 20th Street Branch	Municipal	Multi-Functional - Community	Public Library
Mayfair Branch	Municipal	Multi-Functional - Community	Public Library
Rusty Macdonald Branch	Municipal	Multi-Functional - Community	Public Library
Frances Morrison Library	Municipal	Multi-Functional - Community	Public Library
Alice Turner Branch	Municipal	Multi-Functional - Community	Public Library
Caryle King Branch	Municipal	Multi-Functional - Community	Public Library

## Culture Plan

Facility Name	Ownership	Facility Function	Function Type (Primary)
Cliff Wright Branch	Municipal	Multi-Functional - Community	Public Library
J.S. Wood Branch	Municipal	Multi-Functional - Community	Public Library
Wheatland Regional Library	Provincial	Multi-Functional - Community	Public Library
Cranberry Flats Conservation Area	Municipal	Multi-Functional - Community	Public Park/Plaza
Meewasin Valley Trail	Municipal	Multi-Functional - Community	Public Park/Plaza
Saskatoon Forestry Farm Park And Zoo	Municipal	Multi-Functional - Community	Public Park/Plaza
Saskatoon Natural Grasslands	Municipal	Multi-Functional - Community	Public Park/Plaza
Victoria Park/Boathouse	Municipal	Multi-Functional - Community	Public Park/Plaza
Wanuskewin Heritage Park	Not-for-Profit	Multi-Functional - Community	Public Park/Plaza
Capilano Lookout	Municipal	Multi-Functional - Community	Public Park/Plaza
Cosmopolitan Park/ Lookout	Municipal	Multi-Functional - Community	Public Park/Plaza
Farmer's Market Square - River Landing	Municipal	Multi-Functional - Community	Public Park/Plaza
Rotary Park And Lookout	Municipal	Multi-Functional - Community	Public Park/Plaza
Friendship Park	Municipal	Multi-Functional - Community	Public Park/Plaza
G.D. Archibald Park	Municipal	Multi-Functional - Community	Public Park/Plaza
Gabriel Dumont Park	Municipal	Multi-Functional - Community	Public Park/Plaza
Kinsmen Park	Municipal	Multi-Functional - Community	Public Park/Plaza
Kiwanis Memorial Park	Municipal	Multi-Functional - Community	Public Park/Plaza
Meewasin Park	Municipal	Multi-Functional - Community	Public Park/Plaza
Lakeview Auditorium	Not-for-Profit	Multi-Functional - Community	School/Church
Aden Bowman Collegiate (Castle Theatre)	School Boards	Multi-Functional - Community	School/Church
Centennial Collegiate	School Boards	Multi-Functional - Community	School/Church
Tommy Douglas Collegiate	School Boards	Multi-Functional - Community	School/Church
Rockin' Rod Records	Private	Presentation - Exhibition	Gallery - Commercial
Aka Gallery Inc.	Not-for-Profit	Presentation - Exhibition	Gallery - Commercial
Arlington Frame Gallery	Private	Presentation - Exhibition	Gallery - Commercial
Art Placement	Private	Presentation - Exhibition	Gallery - Commercial
Clay Studio Three	Private	Presentation - Exhibition	Gallery - Commercial

Facility Name	Ownership	Facility Function	Function Type (Primary)
Collector's Choice Art Gallery	Private	Presentation - Exhibition	Gallery - Commercial
Darrell Bell Gallery	Private	Presentation - Exhibition	Gallery - Commercial
Joanne Marchildon Gallery And Art School	Private	Presentation - Exhibition	Gallery - Commercial
Pacific Gallery	Private	Presentation - Exhibition	Gallery - Commercial
Paved Art And New Media	Not-for-Profit	Presentation - Exhibition	Gallery - Commercial
Red Shift Gallery	Not-for-Profit	Presentation - Exhibition	Gallery - Commercial
Riverhouse Gallery	Private	Presentation - Exhibition	Gallery - Commercial
Rouge Gallery	Private	Presentation - Exhibition	Gallery - Commercial
Saskatchewan Craft Council Gallery	Not-for-Profit	Presentation - Exhibition	Gallery - Commercial
Scoles Fine Arts & Framing	Private	Presentation - Exhibition	Gallery - Commercial
The Gallery / Art Placement Inc.	Private	Presentation - Exhibition	Gallery - Commercial
The Stall Gallery	Private	Presentation - Exhibition	Gallery - Commercial
Children's Discovery Museum On The Saskatchewan	Not-for-Profit	Presentation - Exhibition	Gallery - Public
Frances Morrison Gallery	Municipal	Presentation - Exhibition	Gallery - Public
Gordon Snelgrove Gallery	University/ College	Presentation - Exhibition	Gallery - Public
Kenderdine Art Gallery	University/ College	Presentation - Exhibition	Gallery - Public
Mendel Art Gallery	Not-for-Profit	Presentation - Exhibition	Gallery - Public
St. Thomas More College Gallery	University/ College	Presentation - Exhibition	Gallery - Public
Wanuskewin Heritage Park	Not-for-Profit	Presentation - Exhibition	Gallery - Public
Diefenbaker Canada Centre	University/ College	Presentation - Exhibition	Museum/Collections
Fort Carlton Provincial Park	Provincial	Presentation - Exhibition	Museum/Collections
Marr Residence	Private	Presentation - Exhibition	Museum/Collections
Meewasin Valley Centre	Not-for-Profit	Presentation - Exhibition	Museum/Collections
Saskatchewan Agricultural Hall Of Fame	Not-for-Profit	Presentation - Exhibition	Museum/Collections
Saskatchewan Railway Museum	Not-for-Profit	Presentation - Exhibition	Museum/Collections

## Culture Plan

Facility Name	Ownership	Facility Function	Function Type (Primary)
Saskatchewan Western Development Museum	Provincial	Presentation - Exhibition	Museum/Collections
The Ukranian Museum Of Canada	Not-for-Profit	Presentation - Exhibition	Museum/Collections
Broadway Theatre	Not-for-Profit	Presentation - Exhibition	Screening Room/Art House Cinema
Roxy Theatre	Private	Presentation - Exhibition	Screening Room/Art House Cinema
Prarieland Park	Not-for-Profit	Presentation - Live Performance	Arena/Stadium
Credit Union Centre	Municipal	Presentation - Live Performance	Arena/Stadium
TCU Place	Municipal	Presentation - Live Performance	Major Performance
Dakota Dunes Casino	Private	Presentation - Live Performance	Mid-sized Performance
Remai Art Centre (Persephone Theatre)	Not-for-Profit	Presentation - Live Performance	Mid-sized Performance
The Refinery	Not-for-Profit	Presentation - Live Performance	Small Performance
Emrys Jones Theatre - John Mitchell Building	University/ College	Presentation - Live Performance	Small Performance

## Appendix C - Inventory of Municipal Cultural Development Delivery

Department	Branch - Section	Relationship to Cultural Development
Community Services	Land Branch – Urban Design	<ul style="list-style-type: none"> <li>• Pedestrian enhancement initiatives</li> <li>• Review of capital projects</li> <li>• Core program of streetscaping in Downtown, Broadway, Riversdale BIDs</li> <li>• Placemaker Program for public art</li> </ul>
	Development Services	<ul style="list-style-type: none"> <li>• Business licenses for commercial and home-based businesses including cultural and creative enterprises</li> <li>• Zoning – discretion in interpreting uses related to arts (e.g. studios)</li> <li>• Licensing for venues and events</li> <li>• Research, incentives, public awareness and recognition programs for conservation of heritage properties</li> <li>• Heritage Coordinator that supports built heritage designation and facade program as well as the Doors Open festival</li> </ul>
	City Planning – Future Growth	<ul style="list-style-type: none"> <li>• Embedding cultural development considerations in the Official Community Plan and Development Plan</li> </ul>
	City Planning – Neighbourhood Planning	<ul style="list-style-type: none"> <li>• Comprehensive neighbourhood planning through Local Area Plans (e.g. areas such as Nutana, Westmount, Riversdale, Warehouse District) that integrate heritage assets</li> <li>• Affordable housing provision/incentives that support artist live/work opportunities</li> <li>• Area-based incentive programs – Enterprise Zone, Downtown Housing</li> <li>• CPTED principles that incorporate cultural considerations</li> </ul>
	City Planning - Research and Information Resource Centre	<ul style="list-style-type: none"> <li>• Cultural resource mapping through Geographic Information Systems</li> <li>• Specific research projects on Quality of Life indicators</li> </ul>
	Community Development	<ul style="list-style-type: none"> <li>• Immigration Community Resource Coordinator focused on initiatives to attract new immigrants</li> <li>• Cultural Diversity and Race Relations Committee</li> <li>• Organizational development for community associations</li> <li>• Grant funding and support to arts and cultural groups</li> <li>• Civic Arts Policy</li> <li>• Civic art collection</li> <li>• Visual Arts Placement Jury support and public art maintenance (program)</li> <li>• Urban Aboriginal Strategy</li> </ul>

## Culture Plan

Department	Branch - Section	Relationship to Cultural Development
	Leisure Services	<ul style="list-style-type: none"> <li>• Park allocations for festivals and events</li> <li>• Leisure centres</li> <li>• Administers grant program to major special events including culture-focused</li> <li>• Travelling stage infrastructure</li> </ul>
Infrastructure Services	Facilities	<ul style="list-style-type: none"> <li>• City-owned buildings and structures operations and maintenance</li> <li>• Staff support to Marr Residence and Albert Community Centre</li> <li>• Public art maintenance (budget)</li> </ul>
	Traffic Engineering	<ul style="list-style-type: none"> <li>• Pedestrian realm improvements</li> </ul>
	Parks Branch – Design	<ul style="list-style-type: none"> <li>• Development of parks and civic open spaces</li> <li>• Capital projects</li> </ul>
	Parks Branch – Urban Forestry	<ul style="list-style-type: none"> <li>• Streetscaping initiatives</li> </ul>
	Parks Branch – Woodlawn Cemetery	<ul style="list-style-type: none"> <li>• Heritage site maintained by the Woodlawn Cemetery Program</li> </ul>
	Parks Branch – Nutana Pioneer Cemetery	<ul style="list-style-type: none"> <li>• Heritage site maintained by the Woodlawn Cemetery Program</li> </ul>
Office of the City Clerk		<ul style="list-style-type: none"> <li>• City Archives – preserve, maintain and provide public access to historic records of Saskatoon, though limited programming/interpretation</li> <li>• Support to the Municipal Heritage Advisory Committee and Visual Arts Placement Jury</li> </ul>
<b>Council Advisory through City Clerk's Office</b>		
Cultural Diversity and Race Relations Committee		<ul style="list-style-type: none"> <li>• Intercultural policy and programming</li> </ul>
Municipal Heritage Advisory Committee		<ul style="list-style-type: none"> <li>• Heritage property act – Community Heritage Property</li> <li>• Heritage awards</li> <li>• Implement programs/activities to increase public awareness</li> </ul>

Department	Branch - Section	Relationship to Cultural Development
Visual Arts Placement Jury		<ul style="list-style-type: none"> <li>• Adjudicate on appropriateness and quality of art for placement in open space, civic facilities and other city-owned properties</li> </ul>
<b>Outside Boards with Council Membership</b>		
Meewasin Valley Authority		<ul style="list-style-type: none"> <li>• Meewasin Valley Centre programming around cultural heritage</li> <li>• Parkland programming and interpretation</li> <li>• Historical agreement on programming the Marr Residence</li> </ul>
Saskatoon Prairieland Park Corporation		<ul style="list-style-type: none"> <li>• Management of Prairieland Park</li> <li>• Trade centre and Exhibition/Fair venue</li> </ul>
Tourism Saskatoon		<ul style="list-style-type: none"> <li>• Informal marketing services that highlight cultural activity</li> </ul>
Greater Saskatoon Chamber of Commerce		<ul style="list-style-type: none"> <li>• Advocacy and leadership around environment for business growth and job creation</li> </ul>
Business Improvement Areas	Broadway, Downtown, Riversdale, Sutherland	<ul style="list-style-type: none"> <li>• Tourism marketing and programming</li> <li>• Placemaker program (site selection process)</li> </ul>
Saskatoon Regional Economic Development Authority		<ul style="list-style-type: none"> <li>• Business attraction and retention</li> </ul>
Wanuskewin Heritage Park Authority		<ul style="list-style-type: none"> <li>• Management of Wanuskewin Heritage Park</li> </ul>

## Culture Plan

Department	Branch - Section	Relationship to Cultural Development
<b>Boards &amp; Commissions</b>		
TCU Place (Saskatoon Centennial Auditorium)		<ul style="list-style-type: none"> <li>• Premier venue for entertainment including Sid Buckwold Theatre (ballet, theatre, music)</li> <li>• Operated by the Saskatoon Centennial Auditorium and Convention Centre Corporation, it has a mandate to promote arts and culture</li> <li>• Youth cultural outreach program called 'Inspire the Dream' – teaches high school students about the arts and entertainment business</li> </ul>
Marr Residence Management Board		<ul style="list-style-type: none"> <li>• Maintain and enhance historical integrity of site</li> <li>• Provide public access and heritage programs</li> </ul>
Saskatoon Public Library	Central Library and 6 branches	<ul style="list-style-type: none"> <li>• Considered a community resource centre</li> <li>• The Gallery, in the Frances Morrison Library, features art exhibits from local and district artists</li> <li>• Local History Room has information and photographs about the history and heritage of the City</li> <li>• Discussions, workshops, community theatre</li> <li>• Writer in Residence Program</li> </ul>
Credit Union Centre		<ul style="list-style-type: none"> <li>• Management of 7,700 s.f. trade, sports and entertainment centre that functions as a major artist showcase</li> </ul>
Mendel Art Gallery & Civic Conservatory		<ul style="list-style-type: none"> <li>• Public museum for the collection, exhibition, preservation and interpretation of contemporary and historical works of art</li> <li>• Exhibition exchanges</li> <li>• Public and professional programs</li> <li>• Resource for galleries, artist-run centres, museums, schools, arts organizations, universities and cultural communities</li> <li>• Civic conservatory is managed by the City's Parks Branch</li> </ul>

# Appendix D - Possible Amendments to City of Saskatoon Official Community Plan (Bylaw No. 8769) to meet the objectives of Saskatoon Culture Plan

This list of possible amendments to the Official Community Plan (Bylaw No. 8769) is not to be considered a prescriptive and specific list. It merely identifies Sections of the OCP to amend to elevate the role of culture in city-building and integrating a ‘cultural lens’ to the planning processes. It should be used as a tool to guide forthcoming work in implementing the Saskatoon Culture Plan. The final decision on amendments should be made by the Culture Plan ‘interdepartmental working group’, once it is struck, and as a first order of work for the Land Branch and Planning and Development Branch.

## **2.1 Fundamental Values: Saskatoon as a Sustainable Community**

The statement in this Section should reflect culture as a fourth pillar of sustainability, as described in the Saskatoon Culture Plan.

### **5.1.2 Neighbourhood Design and Development: Policies**

Specific reference should be made to the integration of cultural places and spaces, and be related to policies on public open spaces and Integrated Community Centres. A policy statement should be made on the importance of connecting places of culture, and be related to policies on street layout and transit service.

### **5.7.1 Mixed Use: Objective**

Consideration should be given to explicitly including the use “artist-in-residence” in the policy statement, as a live/work use example.

### **6.1 Commercial Land Use Policies: The Downtown**

The role of the Downtown as a cultural incubator should be emphasized throughout this section, particularly in Section 6.1.2.7. Section 6.1.2 in general should include statements on pedestrian access to art and culture; live/work opportunities; celebrating heritage and contemporary architecture; as guided by directions in the Saskatoon Culture Plan. Further guidance will be provided through the City Centre Master Plan.

## **9.2 Environmental Management: Natural Areas and Archaeological Sites**

In the objectives and policies, relate natural areas and archaeological sites to cultural planning and development (not just land use development, as stated currently); and the general contribution it makes to the cultural history of Saskatoon. Policy statements could be made on the integration of public art in natural areas and archaeological sites in order to enhance the understanding and appreciation for them.

## **12.1 Transportation: Land Use and Urban Form**

Consideration should be given to adding a policy statement that identifies the importance of designing neighbourhood transportation systems that connect cultural resources, or, that provide transportation options to access cultural resources within a neighbourhood.

## **14.1 Urban Design and Design Review: City-Wide Urban Design Principles**

Advance Culture Plan objectives by adding a theme about culture, to describe culture more holistically than just 'art in public places'. Facades, special places, motifs, access to cultural resources, other expressions of diversity, natural heritage, etc. are also important factors in urban design.

## **17.0 Social Development**

Add an objective and policy statement that speaks to equitable access to cultural resources for cultural vitality in neighbourhoods and the city.

## **19.2 Local Area Plans: Policies (a)**

List 'development of and access to cultural resources' as part of the issues which an LAP may address.

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