

Culture Plan

Implementation Refresh
2018-2022



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1.0 Introduction

Saskatoon is located in Treaty Six Territory and the traditional homeland of the Métis. People have inhabited this area for at least 8,000 years. Today, a wide variety of organizations, facilities, activities, and events reflect the diverse cultural community.

The City of Saskatoon has acknowledged the arts, culture, and heritage of the people and lands in this area since it embarked on the creation of a culture plan in 2009. Saskatoon City Council adopted the municipal Culture Plan on September 12, 2011. The Plan outlines the role the City can play in culture and serves as a planning and investment guide.

The city has grown and changed since 2011. Saskatoon is one of the youngest, fastest growing cities in Canada. The Remai Modern Art Gallery of Saskatchewan is now open, work is underway on the new home of the Children's Discovery Museum in the Mendel building, and festivals and culture activities are on the rise.

To ensure the Culture Plan adapts to changing social, economic, and cultural landscape environments, the City revisited the Plan in 2017. The Culture Plan Implementation Refresh is a result of that work. It is not meant to replace the Culture Plan. Instead, it builds on and updates the 2011 Culture Plan, ensuring it remains a relevant and responsive guide over the next five years.

The Culture Plan Implementation Refresh achieves three main goals:

- Identifies 2011 Culture Plan recommendations that have been completed and those that remain a priority
- Engages with Saskatoon's cultural community
- Develops priorities and implementation recommendations

Project Approach

The project involved a combination of research, analysis, and engagement with cultural, community, business, and political leaders as well as City staff. Project components include:

- Research and Engagement – Baseline review of the Culture Plan, research on the socioeconomic context, examination of leading cultural trends, engagement with City staff, survey and workshop, and 30 interviews with local leaders.
- Drafting the Culture Plan Refresh – Identify directions, strategies and actions.
- Review of Draft and Project Conclusion – Draft final report and present to the City and the culture sector, leading to finalizing the Plan and presenting it to City Council.



2.0 Context and Trends

2.1 The Wider Cultural Development Context

To successfully implement the Culture Plan Refresh, the City must align its efforts and investments with the many important agencies and organizations supporting cultural development locally, regionally, provincially, and nationally.

Locally, the University of Saskatchewan, Saskatoon Regional Economic Development Authority (SREDA), and Tourism Saskatoon all have interests that connect well with directions and actions in the Culture Plan Refresh. The University is currently developing a *Campus Master Plan* that will focus on land use planning and infrastructure. Decisions arising from this plan will provide opportunities for collaborative cultural development in Saskatoon.

Provincially, SaskCulture, Saskatchewan Arts Board, Creative Saskatchewan, and Ministry of Parks, Culture and Sport all have policies and programs that align with strategies and actions proposed in the Culture Plan Refresh. Reconciliation, immigration, and expanding diversity are central priorities for many of these agencies.

Nationally, the cultural sector in Saskatoon relies on operating and project funding from the Canada Council for the Arts and capital and festival funding from Canadian Heritage. The Canada Council identifies the following as important priorities: reconciliation, diversity, and building awareness of the profound impact digital and social media are having on the creation and distribution of cultural content.

Collectively, these agencies form a policy and funding ecology that must be effectively leveraged to implement actions proposed in the Culture Plan Refresh.

2.2 Changes in Saskatoon Since 2011

Saskatoon has undergone many significant changes since the Culture Plan was adopted by Council in 2011. In undertaking the Culture Plan Refresh, it is essential to take stock of major trends impacting cultural development today.

Demographic Changes

Saskatoon is the youngest and second fastest growing city in Canada according to Statistics Canada 2016 Census data. Population growth since 2011 has been well above the provincial and national averages. Growth has come from many places, with people moving to Saskatoon from other Saskatchewan, Canadian, and international communities. The most significant areas of growth have been children and youth (0 to 14 years), Indigenous, and immigrant populations.

Reconciliation and Inclusion

Community consciousness is changing. To make Saskatoon a genuinely inclusive and equitable community, the City has made a commitment to sustained, deliberate engagement with Indigenous and diverse communities. This is seen in the creation of Reconciliation Saskatoon, the declaration of a *Year of Reconciliation* that committed the City to adopt and implement relevant *Calls to Action* in the Truth and Reconciliation report, participation in the annual Pride Festival by civic political leaders, and greater collaboration among all City staff with culture and inclusion staff.

While more work and learning remains to be done, the City continues to move towards deepening relationships and partnerships through the recognition and equitable inclusion of diverse cultures, such as Indigenous, ethno-cultural, persons with a disability, and LGBTQ2S communities, to name a few.

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Cultural Vibrancy

Saskatoon's cultural scene has become more vibrant and energized since 2011. There have been major investments in the City Centre area and surrounding areas. The number of creative cultural enterprises and entrepreneurs has grown, digital media is increasingly influencing the creation and distribution of cultural content, and cultural organizations and leaders are offering new perspectives and innovative ideas. There is more focus on collaboration, breaking down silos, and crossover in disciplinary and other boundaries.

The rejuvenation and urban design of streetscapes (e.g. 20th Street), the River Landing developments, investments in public art, the opening of the Remail Modern, a vibrant indie arts scene, new events, the continued high profile of signature organizations and festivals – all engage and excite the population.

Other developments include greater focus on alternative transportation, such as improved bike lanes and transit, as well as a growing and internationally recognized food scene.

City Plans and Policies

Since 2011, the City has developed a number of plans and policies that provide new opportunities to support the arts and cultural sector. These plans include (among others):

- **City Centre Plan** – A plan for the Downtown and adjacent areas to ensure the City Centre maintains and expands its level of importance and stature as the city grows towards a population of 500,000. The Plan identifies advancement of arts and culture within the City Centre as a priority along with establishing a new network of public spaces throughout the city.
- **Council's 2013-2023 Strategic Plan** – Highlights include developing recreation and culture amenities and programs to support citizens to be healthy and have fun, creating conditions to bring more people, jobs, stores, restaurants, and amenities into the downtown, and fostering an inclusive community by charting a new path of partnership and mutual cooperation between Indigenous and non-Indigenous communities.

- **Heritage Plan** – A companion document to the updated Civic Heritage Policy, the plan links implementation actions to heritage policy.
- **Recreation & Parks Master Plan** – The plan recognizes that recreation (arts, sports, and culture) is central to Saskatoon's livability and that recreation and parks play an important role in fostering a sense of community spirit, pride, and culture.
- **Plan for Growth** – The plan charts a course for growth and revitalization that balances and promotes quality of life, sustainability, and economic development.
- **Transit Plan** – The plan charts a course to get Saskatoon's transit system ready for population growth. A study on transit nodes is examining placemaking opportunities, including integration of public art and platforms for cultural activities and participation.

These plans highlight the importance the City of Saskatoon is putting on culture, not as an “add-on” but as a growing driver in creating an inclusive community with a high quality of life.

Cultural Trends

Trends in the Cultural Economy

Cities in Canada and internationally are viewing cultural assets and resources as powerful economic drivers. There are many elements of culture-led economic development, including:

- The rapid expansion of *cultural enterprises*, especially those working at the crossroads of arts, culture, business, and technology (e.g., film and video, music and sound recording, design, art interventions, interactive digital media, video game development).
- *Enhanced quality of place and community aesthetics* as a magnet for people, talent, and investment.
- *Cultural tourism*, one of the fastest growing segments of the global tourism industry. Cultural tourists are affluent and well-educated compared to other tourism segments, and are known to stay longer and spend more if given things to see and do.

- *Establishing brand strategies* to communicate the unique elements of a community. Branding is an increasingly important part of economic development strategies. A community's particular "cultural offer" (cultural and heritage amenities and activities) is often a significant element of its brand.

Digital Culture

Digital culture and technological convergence are having a major impact on cultural planning and development. Digital technology has created entirely new ways of participating in the creation and consumption of art. The digital arts generally include the use of digital media to assist in the mass production of art as well as electronic art, new media, interactive art, content development, and digitization.

Whole City Approaches and Integrated Cultural Space Planning

Most cultural planning today uses a "whole city" approach that includes the ecology of an entire city rather than just the downtown or standalone facilities. Spaces and facilities include the entire chain of cultural development needs: creation (e.g. artists' studios), production (e.g. recording studios), presentation (e.g. exhibition or performance spaces), gathering (e.g. community or neighbourhood hubs), and housing (e.g. live/work space). Understanding the larger cultural ecology allows for a more dynamic relationship between different parts of the city. It also contributes to connecting diverse cultural organizations, artists, and citizens.

2.3 Saskatoon Culture Plan – Implementation to Date

Since 2011, the City of Saskatoon has actively implemented the strategies and actions identified in the Culture Plan. Highlights include:

- Awarding over \$2.7 million to the cultural sector through the City of Saskatoon Culture Grant Program. A funding goal of \$2 per capita has been established for the program (currently at \$1.85).
- Investing in a new Arts Consultant position to strengthen public art programs and connections with the cultural community.
- Establishing an Interdepartmental Culture Team to support working relationships between City departments and to provide advice on best use of resources.
- Developing a comprehensive public art program with adequate mechanisms for commissioning, acquiring, placing, and maintaining public art. This includes successful renewal of the City's Placemaker temporary public art program as well as development of a new Public Art Program and supporting policy, a percent for art structure, community arts projects, and Public Art Advisory Committee.
- Building relationships and partnerships to sustain engagement with Indigenous communities and residents. Working to promote reconciliation throughout Saskatoon by recognizing and including Indigenous cultures in the life of the city.
- Partnering with other groups, including working with the University of Saskatchewan to carry out neighbourhood cultural mapping projects and working with the Broadway Business Improvement District to create the *Broadway Heritage Quick Response (QR) Code Project*. The City's Immigration Diversity & Inclusion Consultant has facilitated relationships between major cultural organizations, such as the Saskatoon Symphony and settlement service agencies.
- Requiring developers to prepare a Heritage Impact Statement for large scale developments that include, or are adjacent to, heritage resources. This has the added benefit of generating information necessary to explore heritage designation and/or create a heritage conservation plan.
- Creating the Saskatoon Register of Historic Places (currently, roughly 200 heritage resources are identified as being very significant).
- Mapping Saskatoon's cultural facilities and cultural assets.
- Increasing financial incentives to support heritage preservation as a result of the Heritage Program Review.

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- Establishing 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).
- Identifying and adopting changes to the Local Area Planning process to meet the objectives of the Culture Plan. This includes integrating considerations for culture in public consultations on issues such as urban design, heritage conservation, and land use decisions. Arts and culture opportunities are now routinely included in the Local Area Planning process and urban design projects.

2.4 Consultation Findings

Consultations were held with a range of stakeholders to gather insights, ideas, and opinions on:

- progress made in implementing the 2011 Culture Plan
- challenges and opportunities for future cultural development
- priority actions

Consultation activities included:

- **City Staff Survey and Workshop** – A workshop was held in July 2017 with senior staff from a cross-section of departments within the City of Saskatoon. A pre-workshop survey was distributed to invited participants to generate feedback and ideas for discussion.
- **Culture Sector Community Workshop** – A workshop was held in September 2017 with over 60 culture sector stakeholders from many disciplines and areas of the city. A pre-workshop survey was distributed to invited participants to generate feedback on priority actions in the 2011 Plan, and identify changes and new needs to address in the Culture Plan Implementation Refresh.
- **Stakeholder Interviews** – A total of 34 telephone or in-person interviews were conducted with cultural, community, and municipal leaders

in Saskatoon. These interviews were open-ended, each averaging approximately 20-30 minutes in length.

Consultation Summary

Addressing Indigenous, Ethno-Cultural and Other Diversity Needs and Aspirations

When asked about changes since 2011, those consulted emphasized the large numbers of new people moving to Saskatoon, increasing the city's population and diversity. The City Centre has become more vibrant, more youth and young professionals are choosing to stay in the city, and the City and community are working to be more equitable and welcoming.

While both Indigenous and ethno-cultural diversity issues were factors in the 2011 Culture Plan, they play a larger role in cultural planning and development today. There is greater awareness of the need to respond in meaningful ways to the cultural needs and aspirations of diverse communities and Saskatoon's Indigenous population. People must seek to listen, hear, and understand one another before meaningful change can occur. For example, what does a "cultural facility" mean to different cultures and traditions?

A number of issues were identified, including ongoing funding challenges, the Indigenous commitment of the Rемаi Modern, the need to bridge diversity and accessibility gaps in current cultural program and offerings in the city, and economic barriers to cultural participation. These culture sector challenges are set against larger city-wide challenges related to racism, poverty, crime, gentrification, and displacement of residents (many from diverse communities) from some areas.

An Expanded, More Vibrant Cultural Scene

Cultural engagement has expanded significantly since 2011. There is a tremendous amount of talent and cultural energy present in Saskatoon, with cultural activities happening every day in many parts of the city. One of the biggest success stories is the expansion of public art. In the consultations, one individual spoke of the need to see the city itself as a cultural facility or "stage for culture".

Since 2011, the City Centre has become more animated, with a growing nightlife and culinary scene as well as more connections to cultural events such as Nuit Blanche and the Pride Festival. These and other social activism events are significant cultural opportunities that engage residents and visitors. There are also cultural hubs in shared workspaces across the city and a wide range of disciplines represented in events, activities, and organizations. Major investments have also been important drivers in growing energy and momentum, such as the rejuvenation and urban design of streetscapes (e.g. Central Avenue) and the River Landing developments. The City's investment in the Remai Modern is by far its largest cultural investment.

Set against this energy and vibrancy, some of those consulted believe the community is too conservative and resistant to change in the ways things are run. They called for new ways of thinking and acting to move the sector ahead.

Continued Funding Challenges

Funding from the City has increased since 2011. Nevertheless, those consulted cite ongoing funding as among the most serious challenges to their work. Recent provincial budget cuts resulted in cuts to funding to the City of Saskatoon, which will impact growth in funding available for cultural organizations and cultural programming. Saskatoon's cultural organizations are concerned that continued provincial cuts will have severe consequences on the ability of Saskatoon's cultural sector to continue to grow and evolve to meet changing needs.

Some organizations expressed concern that the City's large financial commitment to the Remai Modern will negatively impact resources available to other cultural organizations.

There is concern among many organizations that smaller, emerging cultural groups do not have access to the funding they need to grow. Some feel there is tremendous cultural energy and innovation among these emerging groups and that strategies are needed to help them establish themselves. Working to support more entrepreneurial growth among cultural groups and enterprises

is important and may require more flexibility in funding structures. A parallel examination of the City of Saskatoon Culture Grant Program has been undertaken, informed by community consultation.

Culture Sector Capacity Building

The way the culture sector functions in Canada has been changing, moving from a traditional non-profit model (e.g. government support and private sector fundraising) towards different models of finance and operations (e.g. crowd-sourcing, alternate revenue generation, temporary collaborations/collectives, co-creation and participation with audiences, new art mediums such as digital media). The City can support Saskatoon's cultural sector by acknowledging the changing landscape and examining opportunities to support the sector as it adapts to changes. City support can come in many forms, including financing, amending zoning, and broadening permitted use policies in ways that provide/encourage new cultural spaces. Establishing a space finder program was also identified as a capacity building strategy.

The sector was also called upon to facilitate more cross-cultural collaboration through partnerships and additional co-creation spaces. Facilitating training and professional development in entrepreneurship for individual artists, cultural organizations and cultural enterprises is another response to the changing operational context. Despite the challenges, it was felt the overall level of conversation regarding cultural development in the city had matured since 2011.

Some of those consulted feel that the cultural sector in Saskatoon is conservative; this is a barrier for developing new, innovative cultural programs and advancing the sector.

3.0 Directions and Implementation Plan

3.1 The City's Role

The City of Saskatoon follows an “enabler-convenor-catalyst-broker” approach to advancing public agendas, as opposed to the more traditional “planner-provider-deliverer” model followed by many levels of government. Collaboration within and between municipal departments, between municipalities and the wider public sector, and between municipalities and the wider community and business spheres offers local government the potential to pool talent and resources in order to address social, economic, and cultural opportunities in a more consensual way.

The 2011 Culture Plan identified a wide range of roles for the City, based on this premise. The City of Saskatoon has and will continue to work towards implementing the following roles in support of cultural development in Saskatoon:

Planning and Policy Maker

- Develop ongoing municipal cultural plans, policies, and initiatives across departments in response to community need and opportunity.

Convenor and Facilitator

- Convene individuals and organizations from the cultural sector and the larger community to address important strategic issues and opportunities.

Funder and Provider

- Invest in cultural development to help support and sustain the cultural sector and to advance broad City plans and priorities.
- Jointly fund initiatives with private, non-profit, or government agencies.

Bridge Between Funders

- Share local cultural sector knowledge with funding colleagues in other agencies and levels of government in order to strengthen understanding and support for the sector.

3.2 Administrative Structures and Arrangements

Implementation of the Culture Plan Refresh depends on collaboration among a range of City departments and resources, leaders in the cultural sector in Saskatoon, other levels of government and government agencies, and local community and business leaders.

Within the City

The City of Saskatoon has demonstrated significant success in engaging all City departments in advancing a range of policy/planning issues and initiatives. At the same time, there is a sense that the full potential of the Interdepartmental Culture Team is not being realized. Rather than a permanent entity or team, some municipalities have worked across departments and established a regular schedule of meetings (bi-annual or quarterly). These meetings provide an opportunity for participants to review progress in the implementation of specific initiatives, identify emerging opportunities for cross-departmental collaboration, and share best practice in cross-departmental cultural initiatives from other Canadian municipalities. Speakers from municipalities that have successfully integrated cultural initiatives across departments could be invited periodically to feed new ideas to the group.

The identification of cultural development measures or indicators that have relevance across a range of departments is another element of an internal collaboration support system. Indicators or measures are also needed to evaluate the City's success in implementing the various roles assigned to it in the Culture Plan 2018-2022 (e.g. convener).

Community Partnerships

Some cities have established cross-sectoral leadership groups, sometimes called cultural leadership councils or cultural roundtables. These groups connect the municipality with its cultural, business, and community partners to support cultural plan implementation and ongoing cultural development. One of the most powerful roles these groups can play is that of convening; that is, bringing together diverse stakeholders and community groups with a shared interest in advancing a cultural development agenda. This convening function is often as important as a “doing” function in advancing agendas.

Convening can occur annually at a cultural summit that brings together the City, the cultural sector, and business and community leaders. It is an opportunity to assess progress in implementing the Culture Plan, undertake “opportunity citing” (related to new opportunities not identified in the Plan), and build relationships and capacity to advance shared agendas.

Convening can also be implemented in the form of issue-based forums in which smaller groups of individuals are brought together to examine a shared challenge or opportunity. The City arranges the logistics and may keep a record of the discussion. Alternately, different leaders from the community can rotate responsibility for preparing a record of the meeting. The idea is not solely about developing new agendas for the City to implement, but also about building shared commitments to action.

3.3 Key Directions

Three key directions are outlined below to guide the cultural development of Saskatoon over the coming five years.



Direction 1: Build a Resilient Culture Sector

Building a vibrant cultural sector in Saskatoon depends on strengthening collaboration and partnerships between cultural groups and Indigenous communities, including public, private, and other partners. Identifying and creating new opportunities for these groups to come together is a priority. Consultations brought to light a strong call for the City of Saskatoon to play a greater role in convening individuals, both within the sector and with external partners, to build relationships and develop collaborative strategies.

While noting the sector's vibrancy since the adoption of the 2011 Culture Plan, those consulted also discussed the need for more innovation in the way people work within and between organizations. Consistent with the theme of innovation was the call to ensure that funds are available to support new and emerging cultural groups, often led by a young generation of potential leaders. Succession planning was another theme.

Direction 2: Grow the Creative Cultural Economy

The creative economy represents a major shift in the structure of the global economy – from one based on the production of goods to a knowledge-based economy driven by ideas and technology. The sector is driven by “people who think” and “people that produce in new ways”. The creative cultural economy, in all its many forms, is an increasingly important and rapidly expanding part of the overall creative economy.

One element of the creative cultural economy that can have a significant impact on wealth creation and employment is creative cultural industries, generally defined as including enterprises/activities existing at the crossroads of arts, culture, business and technology. Creative cultural industries is one of the fastest growing economic sectors in the world. The creative cultural economy is also closely aligned with contributions to local economies made by cultural tourism, one of the fastest growing segments of the global tourism industry. Cultural assets and cultural development also have more indirect – but profoundly important – economic consequences through their contributions to quality of place and community aesthetics. These are among the most powerful attractors for residents, talent, new business, and investment.

The economics of culture was not a strong theme in the 2011 Culture Plan, but it has emerged as a priority in the Culture Plan Refresh. A focused and strategic approach to growing Saskatoon’s creative cultural economy can create new employment, grow small businesses, attract visitors, expand tourism, and enrich the quality of life and quality of place enjoyed by all.

Direction 3: Foster Creative Placemaking

Creative placemaking intentionally leverages the power of culture and creativity to enhance quality of place, but it also supports broader community development objectives. In Saskatoon, creative placemaking is about creating

more opportunities for diverse cultural expression in civic spaces through public art and programming, supporting outdoor festivals and events, animating neighbourhoods with cultural experiences, and continuing to invest in cultural infrastructure at a neighbourhood level. A focus on creative placemaking in Saskatoon is an investment that will continue to enhance public space, engage citizens, and build on and celebrate the city’s character and history.

3.4 Action Plans

The action plans outlined in the following tables support the key directions described above. The action plans should be interpreted in the following context.

Timing and Priority

The level of priority for each action is based on several criteria, including:

- Level of immediacy based on the City of Saskatoon’s cultural development objectives
- Potential to contribute to the overall vitality and sustainability of Saskatoon’s culture sector
- Resources required (i.e. the capacity to implement given the current state)
- Logical sequence of actions

The priority level assigned to each action item also corresponds to a specific timeframe. The timeframe for each priority level may be operationalized as:

- Short (S) – 1 year
- Medium (M) – 2 to 3 years
- Long (L) – 3 to 5 years
- Continuous (C) – ongoing throughout the life span of the Culture Plan Refresh

Direction 1: Build a Resilient Culture Sector

Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
Strategy 1: Reconciliation and Inclusion						
1.1.1	Follow the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) in all actions.					Lead
1.1.2	Assist in building stronger connections among Saskatoon’s museums, libraries, and archives. Seek out opportunities to foster healing through acknowledging and incorporating First Nations and Métis history.					Partner Saskatoon Public Library, Saskatoon Tribal Council (STC), Central Urban Métis Federation (CUMFI), Métis Nation, Indigenous communities and residents, museums, SaskCulture
1.1.3	Connect cultural organizations to educational resources on colonization, its impacts, and processes for decolonization to increase understanding of what reconciliation means to the cultural sector.					Partner Cultural institutions and organizations in Saskatoon, University of Saskatchewan (UofS), Office of the Treaty Commission (OTC), STC, CUMFI, Gabriel Dumont Institute (GDI), SaskCulture, Rемаi Modern
1.1.4	Act as a liaison, where needed, to connect cultural groups with the appropriate contacts from First Nation and Métis communities in support of relationship building and collaboration. Ensure awareness among cultural groups that sustained, purposeful dialogue is needed to build shared vocabulary and understanding.					Partner Cultural institutions and organizations in Saskatoon, STC, CUMFI, Indigenous communities and residents
1.1.5	Act as a liaison, where needed, to connect cultural groups with appropriate contacts from ethno-cultural communities in support of relationship building and collaboration. Ensure awareness among cultural groups that sustained, purposeful dialogue is needed to build shared vocabulary and understanding.					Partner Cultural institutions and organizations in Saskatoon, Saskatoon Open Door Society (SODS), Global Gathering Place (GGP), Ethno-cultural organizations,

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous



Saskatchewan Jazz Festival

Photo credit: Mark Tiu

Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
1.1.6	Help to increase participation of Indigenous and ethno-cultural communities on boards and committees, and in leadership roles of cultural institutions and organizations. One way to do this is through mentorship programs for individuals and organizations.					Partner Cultural institutions and organizations in Saskatoon, SaskCulture
1.1.7	Respond to the Calls to Action of the Truth and Reconciliation Commission of Canada, especially Call to Action #79: <i>to develop a reconciliation framework for heritage and commemoration with a particular focus on commemorating residential school sites and their history and legacy.</i>					Partner Cultural institutions and organizations in Saskatoon, STC, CUMFI, Métis Nation, Indigenous communities and residents, Government of Saskatchewan, SaskCulture
1.1.8	Develop strategies to overcome access obstacles by strengthening transportation from the city to Wanuskewin Heritage Park. World Heritage Site designation will bring increased interest and attendance.					Lead
Strategy 2: Improve the Flow of Information						
1.2.1	Develop an interactive cultural map or portal as a “one-window” tool for public access to information on cultural activities and experiences in the city. Ensure the portal enables individuals to post content (subject to review).					Lead Saskatchewan Arts Board (SAB), Saskatchewan Arts Alliance (SAA), SaskCulture, Tourism Saskatchewan, Tourism Saskatoon
1.2.2	Examine best practices in creating an online cultural hub where individuals, non-profit and commercial creative cultural enterprises can access resources, coordinate activities, share information, and communicate with each other regularly.					Lead Cultural institutions and organizations in Saskatoon, Creative Saskatchewan, Greater Saskatoon Chamber of Commerce, Government of Saskatchewan, SaskCulture, BIDS

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous

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Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
1.2.3	Convene issue-based forums to engage the cultural sector in developing strategies that address select challenges and opportunities. Forums could examine approaches to implementing specific recommended actions in the Culture Plan Refresh and include collaborating with creative cultural enterprises on events or initiatives that bring attention and creative energy to the city (e.g. hackathons).					Lead
1.2.4	Convene a bi-annual Saskatoon cultural summit that brings together culture groups, creative businesses, municipal leaders, provincial partners, and others to review progress in implementing the Culture Plan Refresh, to celebrate other cultural achievements, and to undertake “opportunity citing”.					Lead Cultural institutions and organizations in Saskatoon, Creative Saskatchewan, Greater Saskatoon Chamber of Commerce, Government of Saskatchewan, SaskCulture
Strategy 3: Extend Partnerships and Collaboration						
1.3.1	In addition to cross-departmental work on specific initiatives, convene a cross-departmental meeting with City staff on a regular (annual or bi-annual) basis to review progress in implementation and discuss opportunities to collaborate between departments. Speakers from municipalities that have successfully integrated culture across departments could be invited periodically to feed new ideas to the group.					Lead
1.3.2	Establish a cultural development working group connecting the City, the University of Saskatchewan, and representatives of the culture sector in Saskatoon. Building strong connections with the wider community in both physical (i.e. capital infrastructure) and programming terms is a central planning theme.					Partner UofS, cultural institutions and organizations in Saskatoon
1.3.3	Continue efforts to align and strengthen collaboration between levels of government and funding agencies. One focus of collaboration could be evolving a cultural life in Saskatoon that is representative of the city’s diversity; another focus could be priority actions identified in the Culture Plan Refresh. Ensure the involvement of the Saskatchewan Arts Board, SaskCulture, Creative Saskatchewan, and other relevant agencies.					Partner SAB, SaskCulture, Creative Saskatchewan, Government of Saskatchewan

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous

Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
1.3.4	Explore collaborative strategies for reaching a new generation of volunteers. Place strong focus on recruiting leadership volunteers (e.g. members of boards or committees) and providing training and service to assist volunteers with specific operational or programming tasks.					Partner
Strategy 4: Address Cultural Infrastructure Needs						
1.4.1	Facilitate cultural programming in parks and other City-owned recreation facilities. Building connections and partnerships is a core element in neighbourhood cultural development.					Partner Cultural institutions and organizations in Saskatoon, Community Associations
1.4.2	Update the 2014 Cultural Facilities Inventory. A partial assessment of cultural facilities was undertaken for the Recreation and Parks Master Plan, but an extended examination is needed. In updating the inventory, also consider non-conventional spaces that might offer opportunities for cultural activities.					Partner UofS, Creative Saskatchewan, SAB, SaskCulture, cultural organizations
1.4.3	Consider the creation of a cultural Spacefinder program to connect artists, performers, and other creative professionals with rental space to accommodate their needs. Explore opportunities for partnerships with artSpace Saskatoon, Spacefinder Canada, and ArtsBuild Ontario.					Lead artSpace Saskatoon, Spacefinder Canada and ArtsBuild Ontario
Strategy 5: Grants and Funding Review						
1.5.1	Broaden the reach of the Culture Grant Program to include organizations at different phases of development. Create a project grant category.					Lead
1.5.2	Increase the per capita spending amount for cultural sector support, allocated from the municipal budget, to reflect best practices in Canada and benchmarks provided by the Direct and Indirect Cultural Investments Studies of the City of Saskatoon and Mid-Sized Cities					Lead

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous



Photo credit Kevin Hogarth

Direction 2: Grow the Creative Cultural Economy

Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
Strategy 1: Reconciliation and Inclusion						
2.1.1	Support artists from diverse and under-represented communities working in the creative cultural industries to develop new enterprises by connecting with existing business support services provided by the City as well as resources offered by the Saskatoon Regional Economic Development Authority.					Partner SREDA, Greater Saskatoon Chamber of Commerce, Creative Saskatchewan, STC, CUMFI, Métis Nation, SaskCulture, Women’s Entrepreneurial Centre, Saskatoon Aboriginal Professionals Association
2.1.2	Create targeted communications strategies for the release of the Culture Plan Refresh that reach out to segments that are currently under-represented in cultural audiences.					Lead STC, CUMFI, Métis Nation, SODS, GGP, ethno-cultural associations
2.1.3	In developing cultural tourism strategies for the City, ensure the effective integration of Indigenous tourism as a defining element.					Partner Tourism Saskatchewan, Tourism Saskatoon, Wanuskewin Heritage Park
Strategy 2: Increase Awareness and Grow Capacity in the Creative Cultural Economy						
2.2.1	Develop an effective communications plan to launch the Culture Plan Refresh that includes strong messaging related to the creative cultural economy. Ensure the commercial side of the cultural sector is part of the City’s overall vision of cultural development in its communications.					Lead Creative Saskatchewan, SREDA, NSBA, Greater Saskatoon Chamber of Commerce, BIDS
2.2.2	Convene a creative cultural economy forum with representatives from City departments, Saskatoon Regional Economic Development Authority, Tourism Saskatchewan, Creative Saskatchewan, Indigenous communities, relevant University of Saskatchewan faculty, BIDs, individual artists, and other stakeholders. The objective of the forum is to build a shared understanding of the various agencies linked to Saskatoon’s creative cultural economy, and to undertake initial “opportunity citing”. Consider inviting a speaker from a Canadian municipality that has made the cultural economy a priority.					Lead SREDA, Tourism Saskatchewan, Tourism Saskatoon, Creative Saskatchewan, Indigenous communities and residents, UofS, Government of Saskatchewan

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous

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Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
2.2.3	Create metrics to measure the output of the creative cultural economy, tracking ROI (both financial and social) to spur more investment.					Partner Creative Saskatchewan, UofS, SREDA, Statistics Canada Cultural Satellite Account, Creative Cities Network
Strategy 3: Grow Cultural Tourism						
2.3.1	Continue current efforts to build strong, ongoing relationships with Tourism Saskatoon and Tourism Saskatchewan to advance cultural tourism.					Partner Tourism Saskatchewan, Tourism Saskatoon
2.3.2	Provide unified marketing and promotion of cultural organizations and activities. Ensure integration with other Saskatoon branding, including marketing of the Remai Modern and Wanuskewin Heritage Park, which are transforming Saskatoon as a cultural tourism destination.					Partner Tourism Saskatchewan, Tourism Saskatoon, Government of Saskatchewan, cultural organizations
2.3.3.	Facilitate joint marketing and promotion partnerships between cultural organizations.					Partner cultural organizations
Strategy 4: Support Creative Cultural Enterprises and Entrepreneurs						
2.4.1	Explore business and entrepreneurship resources available for creative cultural enterprises and entrepreneurs through the Creative Saskatchewan portal. Forge relationships with entrepreneurial training and support organizations. Examine possible access to University of Saskatchewan faculty or courses as resources to support the development of the sector.					Partner Creative Saskatchewan, SREDA, Greater Saskatoon Chamber of Commerce, Government of Saskatchewan, SaskCulture, and other entrepreneurial resource organizations
2.4.2	Assist in offsetting space costs for existing or emerging creative cultural enterprises and individual artists through the creation of additional shared workspace or incubator space.					Partner artSpace Saskatoon, Creative Commons, Creative Saskatchewan, Paved/AKA
2.4.3	Support the continued growth and clustering of creative cultural enterprises in the city in the City Centre area.					Lead
2.4.4	Recognize creative cultural enterprises as a use permitted in both employment and commercial areas (even residential zones). Consider opportunities for flexibility with temporary cultural activities that animate public spaces.					Lead Building owners

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous

Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
2.4.5	Repurpose buildings, structures, or spaces as cultural centres where arts, design, and culture (both non-profit and commercial) are brought together as studio or performance spaces.					Lead Building owners
2.4.6	Facilitate short-term leases in underused or vacant City Centre properties to accommodate exhibition opportunities, public art, and below-market tenancies for cultural organizations and producers. Work with business improvements districts in pursuing this initiative.					Partner BIDS, Greater Saskatoon Chamber of Commerce

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous





Bunkhouse Heritage Tour

Photo credit: Mark Tiu

Direction 3: Foster Creative Placemaking

Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
Strategy 1: Reconciliation and Inclusion						
3.1.1	Develop public art selection processes that incorporate Indigenous world views in decision making. Designate Indigenous cultural seats on selection committees.					Lead STC, CUMFI, Métis Nation, Saskatchewan Indigenous Cultural Centre, GDI, Wanuskewin Galleries, Indigenous communities and residents
3.1.2	Work with Saskatoon Land, local developers, and the City’s Planning and Development Division to develop a framework for integration of First Nation and Métis cultural components into new and existing neighbourhoods.					Lead STC, CUMFI, Métis Nation, Indigenous communities and residents
3.1.3	Provide support for enhancing area, district, or neighbourhood identity through First Nation and Métis cultural and heritage expression and interpretation, such as wayfinding signage as part of an overall streetscape or Local Area improvement plan.					Lead STC, CUMFI, Métis Nation, Indigenous communities and residents
3.1.4	Continue focusing on identifying and mapping First Nation and Métis landscapes and creating an inclusive approach to naming City assets (e.g. streets, bridges, parks, plazas, buildings).					Lead STC, CUMFI, Métis Nation, Indigenous communities and residents
Strategy 2: Enhance Creative Placemaking and Neighbourhood Cultural Development						
3.2.1	Revisit the funding model for municipal public art.					Lead
3.2.2	Review and rejuvenate the Placemaker Program for temporary art.					Lead
3.2.3	Explore an “art in public places” approach that connects the City’s municipal public art program with other public art leaders and institutions.					Lead UofS, Community Associations, arts organizations, developers, artists, BIDS, schools
3.2.4	Investigate placing artists-in-residence in City-owned facilities.					Lead
3.2.5	Collect work from Saskatoon artists to support the local economy and local artists; display local art in civic offices and facilities.					Lead
3.2.6	Increase funds allocated for City arts programming and animation opportunities.					Lead

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous

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Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
Strategy 3: Strengthen Festivals and Events						
3.3.1	Continue to adapt City policy and processes to make it easier for outdoor cultural activities, festivals, and events to happen.					Lead Creative City Network
3.3.2	Further develop and strengthen infrastructure for outdoor festivals and events.					Lead
3.3.3	Ensure collaboration between the Culture Plan Refresh and the WinterCity YXE strategy.					Lead
Strategy 4: Grow Cultural Vibrancy in the City Centre						
3.4.1	Encourage further cultural development within the City Centre by developing Civic Square as a site for arts and culture activities.					Lead
3.4.2	Increase attention to urban design, public art, and aesthetics in the City Centre area. Examine the use of lighting to demarcate areas and support placemaking efforts.					Lead
3.4.3	Continue to increase the animation of public spaces through new arts and entertainment programming (including public art and heritage tours), drawing on stronger coordination and collaboration by cultural agencies and individual artists in the city.					Partner Cultural institutions and organizations in Saskatoon, STC, CUMFI, Métis Nation, SAB, SaskCulture, Tourism Saskatoon, Tourism Saskatchewan
Strategy 5: Strengthen Heritage Conservation						
3.5.1	Explore the feasibility of increasing access to and conservation of historical, archival, and artistic collections; link collections held by libraries, museums, archives, art galleries, private collections, the University of Saskatchewan, City Archives, and Provincial Archives. Examples include pop-up events/displays or links with existing/new cultural facilities (e.g. a new public library).					Partner UofS, City Archives and Provincial Archives, Western Development Museum, Saskatoon Public Library
3.5.2	Increase attention to “living” heritage and intangible heritage to complement built heritage. These forms of heritage can provide a means of animating spaces.					Partner Cultural institutions and organizations in Saskatoon

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous

Action #	Actions	*Timeline				City Role and Potential Partners
		S	M	L	C	
3.5.3	Collaborate with partners to collectively implement a formalized city-wide program of interpretive features, such as commemorative plaques and signs for built, natural, and cultural heritage. Consider a variety of common themes, such as river history, First Nations and Metis history, social activism, ethno cultural history, and pioneer settlement.					Partner Cultural institutions and organizations in Saskatoon, STC, CUMFI, Métis Nation, SaskCulture, Tourism Saskatoon, Tourism Saskatchewan
3.5.4	Ensure collaboration between the Culture Plan Refresh and the City of Saskatoon Heritage Plan.					Lead

*Timeline – (S) Short, (M) Medium, (L) Long, (C) Continuous

3.5 Monitoring and Evaluation

Performance measures and indicators are gaining attention in Canadian municipalities. One source of insight is the *Municipal Cultural Planning Indicators and Performance Measures Guidebook*, prepared in 2011 by the Canadian Urban Institute. The report sets out a wide range of indicators and performance measures as well as an effective monitoring and evaluation system. Five categories of indicators are provided, addressing a range of community benefits or outcomes.

- **Fostering Creativity** – Refers to the capacity to create conditions in which creativity can flourish. Measured through investment in financial, human, and social capital.
- **Creating Wealth** – Refers to the ability of a place to generate wealth. Measured by attracting visitors, leveraging investments, and attracting cultural occupations and industries.
- **Creating Quality Place** – Refers to resources and policies that foster a sustainable quality of life for all individuals. Measured by cultural facilities and spaces, public realm, environment, and conditions of livability.

- **Strengthening Social Cohesion** – Refers to cultural activities and experiences that bring people together and promote the well-being of individuals. Measured by increased social capital, new skills, increased participation, and integration.
- **Organizational Change** – Refers to the integration of cultural planning across all facets of municipal government and decision-making. Measured through policy, municipal structural change, and collaboration.

The first step in developing a set of indicators is to decide what “story” the municipality wants to tell through its monitoring and evaluation. Generally, this “story” is tied to municipal plans and priorities.

Once the Culture Plan Refresh is adopted, an early priority in implementation should be convening a meeting with City staff to determine the suite of indicators best suited to the City’s needs. To begin, the City should select a limited number of indicators, focusing on those that are not labour intensive to implement. It is recommended the City work collaboratively with culture leaders to monitor progress, using a regular Report Card to update Council, the cultural sector, and the wider community on progress implementing the Plan.

Performance Measures by Key Directions

Direction 1: Build a Resilient Culture Sector

- Funds leveraged by municipal investment in culture grants (i.e. increase in operating budgets of community cultural organizations that received municipal grants)
- Number of times cultural resources appear in plans and policies across municipal departments
- Success and number of attendees in convening the cultural summits
- Number of collaborative programs or initiatives launched
- Per capita expenditures on arts and culture by the municipality
- Municipal culture investment in culturally distinct and diverse communities
- Total expenditures on culture by the municipality (includes operating, grants, and capital expenditures) Total number of volunteers and number of new volunteers recruited in the cultural sector

Direction 2: Grow the Creative Cultural Economy

- Number of cultural businesses as a percentage of total businesses
- Number of people working in cultural industries
- Number of workers with cultural occupations
- Number of cultural tourism packages developed and number of tour operators adopting cultural tourism packages
- Impact of the culture sector on GDP
- Consumer spending on culture

Direction 3: Foster Creative Placemaking

- Number and distribution of cultural facilities and spaces
- Number of listed cultural heritage properties
- Number of annual or recurring cultural events
- Number of new festivals or events launched
- Number of municipal cultural heritage designations and number of listed cultural heritage properties
- Number and seasonal distribution of celebrations and festivals
- Number of cultural events in municipal facilities
- Accessibility of arts, culture, and heritage offerings
- Percentage of residents satisfied with arts, culture, and heritage offerings





Missing and Murdered Indigenous Women and Girls Monument, artist Lionel Peyachew.

