

## Saskatoon Culture Plan - summary of workshop outcomes re roles and indicators

Direction and Objectives	Strategy	Action	Responsible Party / Comments	Measures	Priority Voting Results Green - Short Term Yellow - Mid Term Red - Long Term
<p><b>1: ARTS AND CULTURE</b> Build capacity within the arts and culture sector.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>To encourage collaboration within the arts and culture community.</li> <li>To strengthen support for arts and culture organizations and industries to enable further innovation.</li> <li>To increase the level of awareness and understanding of the various cultural initiatives so as to identify opportunities for collaboration and resource sharing.</li> <li>To align and focus emerging cultural initiatives with the Vision of the Culture Plan.</li> <li>To foster good governance and sustainability within arts and culture organizations.</li> </ul>	<p><b>1. Develop a strong knowledge base, understanding and appreciation of cultural resources throughout the city.</b></p>	a) Explore opportunities for joint research projects that generate sector insights on funding/financing levels, audience development, youth engagement, tourism development and economic impact.	An officer or arts maven - City funded. Stakeholders to be identified.	Number of projects. Number of participants/groups. Number of Citations. Research funding.	13 green 1 red
		b) Enhance, maintain and visually communicate (through cultural mapping) the existing baseline inventory of cultural resources throughout the city. Utilize web-based platforms to communicate cultural events throughout the year	City responsibility. Communication Roll out.	Completion of map (the baseline). Number of locations on map. Amount of feedback / corrections / updates. Number of hits on website. Launch of website.	3 green 1 red
		c) Examine leading practice in cultural mapping in Canada and abroad to further develop the cultural mapping work completed 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.	City and University of Saskatoon responsibility.	Number of times accessed by City employees (information). Impact on decision making. Developments / enhancements on the map. Number of "likes" on Facebook.	1 green 1 yellow 1 red
		d) Conduct ongoing round tables and forums with businesses, organizations and government on cultural and creative sector development issues and opportunities.	Frequency - annual event. An officer or arts maven - City funded. Stakeholders to be identified.	Number of forums. Evaluation forms. Number of participants. Achievements of forums (i.e., completing action items). Diversity of participants (including age).	5 yellow
	<p><b>2. Coordinate roles, responsibilities and delivery mechanisms among funding and support agencies to address Culture Plan objectives.</b></p>	a) Coordinate an inter-governmental funder network to identify key strategic priorities for cultural development and opportunities for collaborative grant programs.	Tri-level funding group - focus on Saskatoon. Include relevant service organizations.	Expansion of network. Now collaborative grant programs.	5 green
		b) Identify opportunities to align grant criteria and reporting requirements of existing funding programs.	A city cultural development officer to work with three levels of Government and other organizations.	Use of CADAC at municipal level (as appropriate). Number of changes to grant criteria and reporting requirements.	1 yellow 5 red
		c) Pilot and facilitate an organizational development program for not-for-profit cultural organizations that focus on building leadership capacity and organizational stability.	U of S, City & SaskCulture to provide (existing mentorship programs should continue)	Implementation of program. Number of participants. Number of graduates. Number of drop-outs. Employment rates for grads	2 green 4 yellow
	<p><b>3. Focus on building long-term stability within the cultural sector in Saskatoon.</b></p>	a) Create a cultural investment strategy that considers: <ul style="list-style-type: none"> <li>i. a 'major cultural institutions' funding mechanism for 'anchor' or 'flagship' cultural institutions</li> <li>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</li> <li>iii. mid-tier funding for cultural institutions not yet deemed major, but which have a role to play in continued cultural development</li> <li>iv. strategies designed to fund both specific projects and emerging initiatives</li> <li>v. aligning these initiatives with specific criteria and measures to clarify and maintain accountability</li> </ul>	Encourage philanthropy (job for maven). Independent arms length - City Arts Council (warrants lots of community discussion).	Create arts council. Performing arts lodge. Number of artists moving into City. Living wage. Number of artist work / live spaces. Number of gallery openings. Number of visiting artists. Number of invitations for visiting artists. Number of arts (post secondary) programs. Number of students in programs. Number of arts advertisements.	27 green 1 yellow

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		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	Also find private money. Responsibility - City Admin and stakeholders.	More money to artists. Attendance at events. More money to arts programs. Number of arts events. Policy development.	17 green 1 yellow 1 red
<b>2: HERITAGE</b> <b>Ensure built, natural, cultural and documentary heritage is valued and conserved.</b>  <b>Objective</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	<b>1. Identify and conserve Saskatoon's distinctive natural and built heritage resources.</b>	a) Continue to develop databases, such as the BHD, to inventory natural and culture 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 and public art.	City of Saskatoon Administration in partnership with other stakeholders.	When we have identified and coordinated existing databases. The existence of a comprehensive database and its use.	14 green 3 yellow
		b) Lead in the inventorying of building heritage, natural heritage sites and heritage streetscapes, such as the MHCA streetscape documentation project; create new databases for use by all City departments	Heritage Coordinator to accept nominations from the public, overseen by MHAC (public awareness).	As above	2 green
		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..	City of Saskatoon; Heritage Coordinator	Heritage Coordinator job description amended and additional staff assigned. 2011 Heritage Policy review completed and implemented	7 green 2 yellow
		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.	City of Saskatoon Heritage Coordinator in consultation with MVA, MHAC, etc.	At least one Heritage Conservation District has been approved and sustainable	4 yellow 1 red
		e) Require that a heritage impact statement be prepared by developers of large scale developments that include, or are adjacent to, heritage resources, as a way of generating information necessary for designation and a conservation plan.	Planning & Development Department, City of Saskatoon. (integration into Development Permit Process)	Ensure that projects aren't approved without such a statement.	2 green 1 yellow
		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.	City of Saskatoon	The Infrastructure Services Dept. has adopted and implemented the federal Standards & Guidelines.	2 yellow 1 red
		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.	Heritage Coordinator working in sync with Heritage Program Review.	New and enhanced financial incentives have been developed.	2 green 1 yellow

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	<b>2. Pilot and promote innovative approaches to interpreting and promoting cultural and intangible heritage resources.</b>	a) Develop a system that maps both tangible (buildings) and intangible (stories) heritage resources	Potential Saskatoon Cultural Center (virtual & physical). Tourism Saskatoon - immediate involvement	New Cultural Centre in place to develop system.	4 green 5 yellow
		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.	Culture Centre staff.	An inventory of interpretive features exists and a program to maintain and expand them. Programming developed around the features (brochures, website.)	1 green
		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".	Heritage Coordinator.	An established and sufficient fund.	1 green 1 yellow
	<b>3. Build upon the City's and community's capacity to support heritage conservation, access, and adaptive re-use.</b>	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.	Saskatoon Regional Heritage Fair.	An expanded Heritage Festival (or similar forum) event be held in 2012 and beyond - observed interaction and collaboration among groups.	2 green 4 yellow 6 red
		b) Support and increase the profile of Saskatoon's Heritage Awards Program by advertising the program details and award recipients.	MHAC - enhanced communication strategy	Advertising and awareness increased. Number of applicants increases.	1 green 2 yellow
		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.	See 2a	See 2a (with respect to feasibility)	3 green 3 red
		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 of sites	Heritage Coordinator	See 1g (financial incentives); statistical evidence of increased heritage restoration activity in Saskatoon.	1 green 3 yellow

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<p><b>3: DIVERSITY</b> Value and celebrate diversity and strengthen opportunities for cultural interaction and representation.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>To create places and programming for positive public interaction between people of various ethnic backgrounds, religions and lifestyles.</li> <li>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.</li> <li>To proactively engage people of various ethnic backgrounds, including the Aboriginal community, to participate in the emergence of a Saskatoon cultural identity.</li> </ul>	<p><b>1. Support and enable cross-cultural initiatives in the community.</b></p>	<p>a) Pilot a 'building bridges' event through national Culture Days that explores cross-cultural themes.</p>	<p>National Culture Days focus – City as the facilitator of the groups involved in culture days. City of Saskatoon responsibility. Ad hoc committee with different groups. Leverage existing events (event planners responsibility). Commission 2 or more cultural groups to collaborate on a new cultural event.</p>	<p>Does the event happen? How many organizations / participants? Is a 'bridge' created? (collaboration) Number of artists involved. Types of culture presented &amp; ethnic diversity of the performance/artists. Investment (financial support – volunteer support and number of hours). Benchmark Saskatoon's event against other Canadian cities hosting culture days. Number of attendees and demographics of attendees.</p>	<p>7 green 1 yellow</p>
		<p>b) Incorporate cultural elements in civic events using local talent and resources.</p>	<p>Need to have a central database of local talent for people to access – "Local Talent" and "Event Organizers". Media can help get the word out about local talent. Consider a committee based team to lead the promotion of this. Need to have a champion of this. SIA &amp; SK Culture / SK Arts Board – members from these groups sit on committee as a resource to City of Saskatoon. Also representative from schools to recruit students. CNVC (Youth). Local cultural groups and local organizers – need a champion.</p>	<p>Create the database and how much it is used and by whom. Number of events that incorporate local talent and number of cultural groups represented amongst talent. Number of civic events that have a cultural element. The type of cultural element. The number of cultures represented in those cultural elements. Number of entries of local talent listed within the talent database.</p>	<p>19 green 1 yellow</p>
		<p>c) Promote local built, social and natural history collections, sites and stories of people of various cultural backgrounds through new technology platforms.</p>	<p>Comments about some museums needing to have more "reflective collections". Connect to libraries/city archives/local museum / UofS / SICC / Wanuskewin/Sask Culture/Sask Heritage/Sask Tourism for information. Virtual Museums. See if there are opportunities to connect with post secondary students specializing in computer programming to help build these. Sask Tourism / Saskatoon Tourism / Sask Culture / Sask Heritage – someone with technical ability. Corporate sponsors. Website – city archives, virtual museums, social media, University.</p>	<p>How many new projects are created? How many exist? How many different cultural backgrounds represented? Number of collaborations between different organizations involved. Dollars raised to support projects. How often are projects accessed? Inventory of promotional tools being used. Number and types of technology platforms being used.</p>	<p>5 green 4 yellow 1 red</p>
		<p>d) Promote city-wide events and initiatives using a variety of tools to target people of various cultural backgrounds.</p>	<p>Whoever is planning the events needs to take responsibility. City of Saskatoon, media can help. City of Saskatoon, local media, community assoc., CBC-TV, radio, print. Health Region / NIC, STC, MNS, CUMFI.</p>	<p>Are staff for these events diverse? Are the committees diverse? Do these events happen city wide? Attendance numbers and diversity amongst attendees?</p>	<p>4 green 4 yellow</p>
		<p>e) Develop an "artist-in-resident" program that places artists and story-tellers in elementary schools around Saskatoon, helping to foster greater cultural understanding and appreciation among all people.</p>	<p>School boards / Arts board and artists (independent and professional). Define 'artist' as very broad – cultural groups. Sask Arts Board – funding. Saskatoon Public S.D., Saskatoon Catholic S.D., Francophone School Board, UAS.</p>	<p>Does the program exist? Number and diversity of artists in residence? Number of participating schools. Customer satisfaction surveys. Number of schools hosting artists in residence. Amount of funding available to support artists in residence. Number of school staff hired or staff to be the artist in residence. Percentage of funding for schools directed towards supporting artists in residence.</p>	<p>4 green 5 yellow 2 red</p>

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	<b>2. Develop opportunities for diverse cultural expression in civic spaces and places.</b>	a) Promote neighbourhood schools, libraries and community civic centres as cultural gathering points.	Community associations / libraries / local community radio CFCR / School boards & City.	Number of gatherings, number of locations and number of attendees. Number of new programs implemented to reach out to diverse communities.	8 green 4 yellow
		b) Work with community organizations to identify partnership opportunities for neighbourhood level intercultural public space enhancement initiatives.	All members of community and media. City Staff community development. Public art committee.	Partnerships are formed. Is diversity represented on public art committee? Number of culturally diverse artists represented in public art commissions. Benchmark current partnerships & current initiatives. Grant applications from community that identify partnership. Number of intercultural public space enhancements.	2 green 1 yellow
		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).	City - percentage for art programs, urban planning City of Saskatoon.	Percentage for art policy implemented (for all new building projects) - juried by arms length committee / number of culturally diverse projects within overall. Number of projects culturally assessed. Have a formalized mechanism established and shared across all departments. Number of civic spaces with cultural expressions.	5 green 1 yellow
		d) Proactively communicate the objectives of the Culture Plan to all residents.	City - community groups, Arts Cultural organization, Educational Institutions.	How many approaches used to communicate? Frequency? Survey of ethno cultural communities to see if they are aware of plans and opportunities. Quantity of feedback. Number of objectives & strategic actions being achieved. Number of cultural agencies/individuals/community groups working towards achieving the plan's objectives.	5 green 1 yellow
		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.	City of Saskatoon (urban planning) - Tribal Councils / other diverse culture groups	Number of new place-making initiatives. No plaques, please. City formalizes 'place-making' as a way of doing business for neighbourhood development / city centre planning, etc.	5 green 1 red
		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.	Artists / City of Saskatoon / Province / Architects & Developers. "Collaborative initiatives".	Number of culturally diverse displays in city. Number of diverse cultural groups represented in displays. City creates a strategic plan for art in the city including diversity. Online guide to projects (yearly). Number of pieces of public art. Number of interpretative displays in public buildings.	3 green 2 yellow 3 red
		g) Develop a web-based cultural events calendar to advertise cultural events.	Sask Tourism / Sask Heritage / Sask Culture / City of Saskatoon. Web developers (who may want to work on a pro bono basis).	Has web calendar been created? Number of hits and number of groups posting events. Connectivity of websites with cultural events calendars. One central cultural portal to access cultural event calendars.	8 green 3 yellow

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<p><b>4: YOUTH</b> Cultivate conditions for youth and young professionals to thrive.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>To support entrepreneurship in the cultural sector in order to stimulate the cultural economy and cultural tourism.</li> <li>To stimulate market demand for cultural products and services.</li> <li>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.</li> </ul>	<p><b>1. Explore partnerships to develop small business supports focused on artists, designers and creative entrepreneurs.</b></p>	<p>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 &amp; Labour 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.</p>	<p>Funders: SAB / Ministry / City / School Boards / Enterprise SK / Sask Culture / Sask Music. Schools / U of S: business end of arts.</p>	<p>Diversity of applicants. Continues financial support and new partnerships. Pilot program being launched in Saskatoon. Program review. Follow up with participants. Number of applicants / adequate uptake of program. Number employed as a result. Adequate facility required is provided.</p>	<p>3 green 6 yellow 1 red</p>
		<p>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.</p>	<p>How is this going? "Research in Practice". Arts specific?</p>	<p>Arts/culture specific incubation centre established. Number available spaces within centre. Diversity of creative outputs. How results celebrated in community. Number of successful incubated entrepreneurs. Long term follow up.</p>	<p>5 green 1 yellow 1 red</p>
		<p>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.</p>	<p>Important role for city. Private interests create barriers for cultural groups. Cooperate with developers? Cultural advocacy / voice in activities / live/work; make affordable.</p>	<p>Number of repurposed spaces. Number of creative people involved with repurposing - increase in youth participation. Volume of interest / demand. Creative partnerships, non-profit and commercial. Community support / quality of life / involvement with community. Foot traffic / effects on neighbourhood. Impact on existing businesses.</p>	<p>5 green 1 yellow 2 red</p>
		<p>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.</p>	<p>Creator driven, connecting culture community with funding agencies. Access for new comers; considered in facilities / resources.</p>	<p>Number of youth displays. Number of audience attraction. Enrolment level as result of. Demand for transit changes. School promotion. Number of jobs related to youth.</p>	<p>1 yellow 2 red</p>
	<p><b>2. Connect youth to training opportunities in the cultural sector.</b></p>	<p>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.</p>	<p>Issues: resources to develop and implement programming; structure meaningful for both parties, all ages? Valuable.</p>	<p>Number of coordinated programs. Benefits able to be communicated - can business do more? Increase in artists moving to city. Number of interns that get job as result. Outsiders studying our model. Inventory is established and maintained. Increased visibility of orgs involved - community support, media stations.</p>	<p>9 green 4 yellow</p>
		<p>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.</p>	<p>Yes - requires commitment from all parties (students, schools, organizations). Supported (awarded) through school system.</p>	<p>Rate of student participation. Schools changing curriculum. Volunteer opportunity leading to jobs. Audience shifts / trends. Institutional response &amp; new audiences. Number of volunteer homes. Number of different volunteers - correlation between youth volunteers and attendance figures - shift in public perception.</p>	<p>11 green</p>



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<ul style="list-style-type: none"> <li>To integrate a cultural lens in community planning in order to be sensitive to cultural needs of each community.</li> <li>Promote build heritage initiatives at the neighbourhood level.</li> </ul>		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.	Planning & Development. Community Development. Land Branch.	Any amendments are incorporated into the OCP and Zoning Bylaw. Community consultation to identify positive amendments. Alignment of OCP with cultural plan is successful.	2 green 1 yellow
		d) Identify and adopt changes to the LAP process to meet the objectives of the Culture Plan, namely, to adopt strategies including considerations for culture in public consultation, urban design, heritage conservation and land use decisions.	Neighbourhood Program, P & D Branch - Heritage, Urban Design, Community Development, Community Stakeholders	The Culture Plan is used as a toll in Local Area Planning	4 green
		e) Change zoning bylaws to allow for affordable live-work spaces throughout the city.	P&D - NP / Housing	Zoning bylaw is amended to encourage affordable live / work units in MXI District.	1 green 2 yellow 1 red
	<b>3. Initiate and support partnerships to deliver a cultural campaign, unique to each neighbourhood.</b>	a) Incorporate interpretive plaques, designs and artwork in public spaces and trails that celebrate the neighbourhood built, natural and/or cultural heritage.	Committee? P&D - Heritage & Design. Community initiation.	Increase in number of plaques / artwork.	3 green 1 yellow 4 red
		b) Identify opportunities for streetscaping initiatives that could incorporate artistic elements such as public art installations.	P&D	Increase in broad range of neighbourhoods involved based on community stakeholder feedback.	4 green
		c) Work with and provide support to neighbourhood community associations to broaden their program offering to include arts, heritage and cultural programs.	Community development	An increase in number of people in neighbourhood attending cultural events a) in neighbourhoods and b) throughout the city.	2 green 1 yellow
		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.	Leisure Services. Community Initiatives. Community development.	Civic Centres have an increase in cultural activities & programming.	1 green 3 yellow 1 red
	<b>4. Develop a comprehensive public art policy and program for Saskatoon.</b>	a) Undertake a full inventory of the City's permanent public art collection that includes full descriptions of all installations, acquisition information, condition reports with maintenance and conservation recommendations.	P&D. Community initiatives / development.	Develop a plan to enhance public art collection and increase budget to support it.	2 green 5 yellow
		b) Work with internal and external partners to develop, approve and implement a comprehensive public art program that ensure adequate mechanisms for commission, acquiring, placing and maintaining public art.	P&D. Community initiatives / development.	More money to support public art - integrated approach. Good committee of experts and stakeholders.	13 green 4 yellow 2 red

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<b>6: CITY CENTRE</b> <b>Develop the city centre as a cultural district</b>  <b>Objectives</b> <ul style="list-style-type: none"> <li>To create a walkable urban area that connects cultural destinations, places and spaces in order to improve their city-wide accessibility and use.</li> <li>To elevate the tourism profile of Saskatoon as a cultural destination regionally, nationally and internationally.</li> <li>To attract and retain talent to Saskatoon for the short and long term.</li> <li>To better realize the potential of culture as an economic force in the downtown.</li> </ul>	<b>1. Reinforce clustering of cultural infrastructure and activities in the city centre and facilitate access by walking, biking and transit.</b>	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.	BID's - City Public Art Program - beware competition with farmers market	Number of leases. Quantitative / qualitative real estate buy-in. Artist applications vs. leased space. Build registry.	4 green 2 red
		b) Facilitate partnership 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.	Ad hoc per location/activity. City, Transport, chamber, Hospitality, Tourism	number of partnership - measure mix/diversity including culture	2 green 1 yellow
		c) Establish a brokering capacity that matches artists and cultural organizations with temporary and long-term available work spaces in the city centre.	City Cultural staff, private business, collect list of options.	Number of studio spaces available vs. number of matches. Length of stays. Establish brokering capacity. Encourage / point out benefits of clustering.	yellow
		d) Prepare a decision-making framework for cultural facilities and infrastructure investment to ensure linkages to Culture Plan objectives.	City Cultural staff.	Do it!	2 green
		e) Work with Land Branch and Planning and Development Branch, design a new streetscapes improvement program that provides funding for enhancing area, district or neighbourhood identify 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.	Roadmap bike valet. Include performance & visual arts. Seating outdoors. Little red bus.	Being done - Urban Design. Funds allocated to streetscape fund. Number of block faces implemented thru streetscape (currently 60!) Pedestrian / bicycle counts. Heritage / culture representation in streetscape design.	13 green 2 yellow
	<b>2. Support the emergence of River Landing as a new cultural gathering place.</b>	a) Ensure that individual local artists and artisans have opportunities to exhibit in new riverfront spaces and buildings.	Independent River Landing BID, Remai Art Gallery Saskatoon.	Number of spaces vs. number of exhibits. Increase days/times open per facility, i.e. farmer's market. Determine local artists professionals vs. folk community/crafters. Audience attendance (10 years of data?!) Registration for "waterfront" vs. weather.	3 green 1 yellow 1 red
		b) Pilot innovative methods, techniques and technologies for heritage interpretation on the riverfront.	Independent River Landing BID, MVA, MHAC	Number of interpretations occurred - benchmarked vs. other places. See RL interpretive plan implementation.	3 yellow 1 red
		c) Develop a festival and event strategy that identifies seasonal gaps and opportunities for marketing coordination to deliver a year-round destination.	Independent River Landing BID, Tourism, BID's	Build strategy (including measurements)	4 green 1 yellow
	<b>3. Support collaborative efforts that enhance tourism destinations, products and experiences.</b>	a) Work with Tourism Saskatoon to identify existing promotional campaigns that provide opportunities for holistic tourism experiences.	City Cultural Staff, Tourism, BID's	Number of promotional campaigns (ex. Spring/Summer, Fall/Winter Saskatoon and Spring/Summer Alberta). Campaign pieces: concert tickets sold, hotel room bookings, number of holistic tourism experience marketed.	2 green 2 red

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		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.	P3's	Money!	1 green 1 yellow 3 red
		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.	Not recommended.	Promotion of BID's	3 yellow
		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.	Communication key! Websites should be linked (all tourism). Individual media.	Count media ads / stories. Verb text-in. "next generation" worker retention and demographic growth.	1 green 3 yellow 4 red