

# Moving Forward: Implementing Saskatoon's Culture Plan



**DIALOG™**

## WORKSHOP SUMMARY

Submitted to:  
Community Initiatives Branch  
City of Saskatoon

On December 16, 2011

by DIALOG



# Executive Summary

On November 2, 2011 a full day workshop was held to launch the Saskatoon Culture Plan which was approved by City Council on September 12, 2011.

Ninety-three stakeholders from the arts, culture and heritage sector and the City of Saskatoon shared ideas for moving the plan forward. Using the six Key Directions prioritized in the Culture Plan, participants identified roles and responsibilities for detailed tasks associated with each Key Direction, and suggested measures that would indicate movement toward success.

1. **Arts and Cultural Sector:** Build capacity within the cultural sector. Participants thought this might best be achieved with a City funded Arts Maven and a local Arts Council.
2. **Heritage:** Ensure cultural heritage is conserved and valued. Participants favoured an expanded heritage database that broadens the definition of heritage resources which would be administered by the City in partnership with sector stakeholders.
3. **Diversity:** Value and celebrate diversity and strengthen opportunities for cultural interaction. Participants are looking for greater inclusion of local talent and resources in cultural events and initiatives which would be supported by an accessible and centralized database. They would also like to see collaboration among schools, libraries and community centres to support community cultural activities; and, a web-based cultural events calendar that is led by Tourism Saskatchewan and supported by the City, Heritage Saskatchewan and SaskCulture, with content from stakeholders.
4. **Youth:** Cultivate conditions for youth and young professionals to thrive. Emphasis was given to establishing a youth volunteer program run through the school system that would link high school students with arts, culture and heritage organizations. In addition, a program to support mentorships, internships and apprenticeships, led by the school boards, could be coordinated between schools and organizations.

5. **Neighbourhoods:** Support and enable cultural development at the neighbourhood level. A priority was to leverage existing facilities by identifying opportunities to integrate flexible programming spaces to support a cultural hub – this to be coordinated by City departments for Facilities and Leisure Services. Yet, another priority identified was for the City Planning & Development department and Community Initiatives Branch to review the Public Art Program.
6. **Centre:** Develop the city centre as a cultural district. A short term priority was to identify opportunities for improvements to streetscapes, public spaces and pedestrian connectivity that enhance walkability, cycling opportunities, identity and sense of place in the City Centre through the development of a roadmap that would highlight performance and visual arts venues, bike valet service, a little red bus and outdoor seating.

Dozens of great ideas from arts, culture and heritage stakeholders at the workshop came to the fore during the day and are found in Appendix A at the end of this document.

Yet, the outcomes of the workshop go beyond the ideas and data collected, for the dialogue throughout the day fed the process of communication, cooperation and collaboration that is necessary to build strong linkages across the culture sector and launch the Saskatoon Culture Plan.



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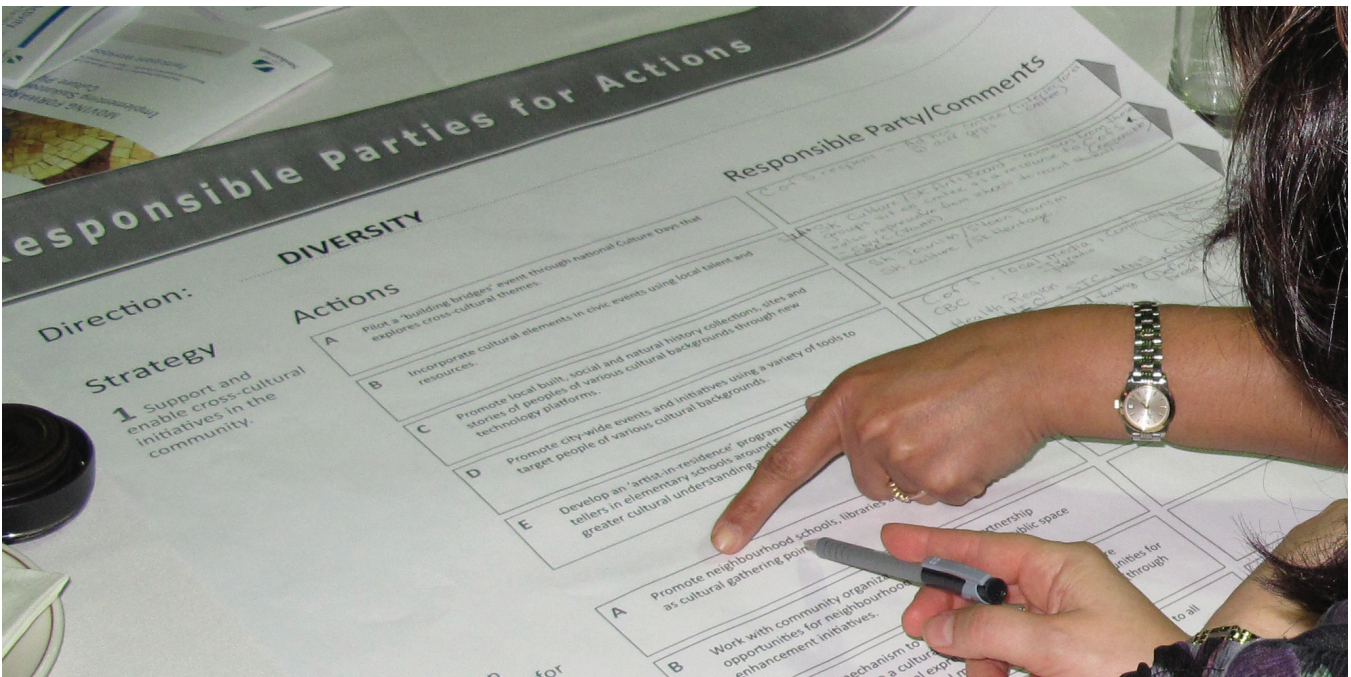
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# 1.0 Introduction

On September 12, 2011, City Council approved the Saskatoon Culture Plan. The plan is the culmination of two years work that included extensive community engagement.

The next phase of the plan is implementation. To launch the plan into action, DIALOG was retained to design and deliver a one day workshop. Entitled Moving Forward: Implementing Saskatoon's Culture Plan, the workshop was conducted on November 2, 2011 at the Western Development Museum with arts and culture stakeholders, City of Saskatoon staff and Saskatchewan municipalities contemplating culture plans.

The workshop objectives were to:

- Promote, launch, celebrate and explain the Culture Plan,
- Explain the importance of municipal culture planning and its influences on economic activity and the quality of life of cities, and
- Increase communication, collaboration and cooperation amongst cultural stakeholders: artists and cultural workers, organizations and the City of Saskatoon.

The focus of the workshop was to review the culture plan and engage participants in exercises to identify roles and responsibilities and measures of success. What follows is an overview of the workshop, its outcomes and recommendations for moving forward.

“CULTURAL VITALITY IS THE EVIDENCE OF CREATING, DISSEMINATING, VALIDATING, AND SUPPORTING ARTS AND CULTURE AS A DIMENSION OF EVERYDAY LIFE IN COMMUNITIES.”

– Urban Institute's Arts and Culture Indicators Project





*Heritage at work*

## 2.0 Culture Plan Review

A review of the importance of culture and the Saskatoon Culture Plan at the workshop illuminated what stakeholders and the City already know, that

- Cultural planning does not mean devising a plan for culture; it means integrating culture into city planning, and
- The pillars of sustainability have clear links to culture. For example, cultural activity provides opportunities for social inclusion and cohesion, goods and services provision, and environmental practice and policies to support arts, culture and heritage.

Building on the best of cultural planning theory, the Saskatoon Culture Plan is a roadmap to achieving sustainable city building and positively influencing economy, quality of life, and the public realm. This strategic document for the City of Saskatoon and its funding and delivery partners lays out a shared cultural vision.

The Culture Plan has created great excitement in the city with the recognition that culture can be a catalyst for economic opportunity, social interaction and environmental design.

Toward these ends, the key directions and strategies for Saskatoon's Culture Plan include:

*(Please refer to the tables on the following pages)*

## **DIRECTION 1 – ARTS AND CULTURE SECTOR**

### **Build capacity within the cultural sector.**

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

## **DIRECTION 2 – HERITAGE**

### **Build capacity within the cultural sector.**

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

## **DIRECTION 3 – DIVERSITY**

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

- |                   |   |
|-------------------|---|
| <b>Strategy 1</b> | Support and enable cross-cultural initiatives in the community.                   |
| <b>Strategy 2</b> | Develop opportunities for diverse cultural expression in civic spaces and places. |

## **DIRECTION 4 – YOUTH**

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

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

## **DIRECTION 5 – NEIGHBOURHOODS**

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

<b>Strategy 1</b>	Develop a neighbourhood-based cultural facility strategy.
<b>Strategy 2</b>	Integrate a cultural approach to the community planning and development process.
<b>Strategy 3</b>	Initiate and support partnerships to deliver a cultural campaign, unique to each neighbourhood.
<b>Strategy 4</b>	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.**

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



These key directions and strategies identify the municipal and community priorities for strengthening the arts and cultural sector and elevating the role of culture in Saskatoon. They also point the way for stakeholders to begin implementing the plan.

This review was followed by a series of workshop exercises intended to have participants identify who holds responsibility for the actions associated with each strategy from Saskatoon's Culture Plan and what measures might indicate progress toward success.

The outcomes of this implementation workshop, as found below, begin the journey down the road toward growing cultural vitality in the City of Saskatoon.

**“WE MUST PUT CULTURE  
AND PLACE AT THE CENTRE  
OF BUILDING CANADIAN  
COMMUNITIES.”**

– External Advisory Committee on Cities  
and Communities (Harcourt) Committee.

## 3.0 Workshop Process

The purpose of the workshop exercises was to identify:

- Priority actions, roles and responsibilities; and,
- Indicators of success.

To achieve the aims of the day, the workshop schedule and program was designed to maximize the input of participants, as follows and outlined in the program schedule below:

- Participants were asked to group themselves by the signature action that most aligned with their interests – there were roughly two tables in each group or 12 to 16 people.
- They were given large poster sized worksheets to summarize ideas, and participants proved to be highly engaged and very committed to achieving results.
- At the end of the day, posters were mounted on walls and participants used dot stickers to indicate what the short, medium and long term priorities were seen to be.



## Program Schedule for Moving Forward: Implementing Saskatoon's Culture Plan

Time	Activity	Description	Outcomes
9:00 – 9:15	Welcome and outline		
9:15 – 10:00	Overview of Saskatoon Culture Plan including six signature actions.	Presentation of plan highlights and six signature actions.	Understanding of the Saskatoon Culture Plan and its importance to sustainable city building: economy, quality of life, public realm. Understanding of core municipal cultural planning and creative economy.
10:00 – 10:15	Break		
10:15 – 11:30	Moving to implementation – Where we all fit in: city's role and the community's responsibility.	<p>Small group exercise to be self-facilitated – stakeholders divided into groups targeting the six signature actions – may be more than one group per action theme.</p> <p>Groups to identify opportunities for action and who ought to take them on.</p> <p>Outline a forum for stakeholder groups to convene on an annual basis.</p>	<p>Discussion and assessment of immediate opportunities arising from the Culture Plan.</p> <p>Momentum to establish an annual community-cultural forum. Establishing a format and process for ongoing cultural engagement is at the core of this project.</p>
11:30 – 12:00	Consolidation of groups.	Groups working on same action theme will convene to summarize and synthesize their ideas.	Identify key actions.

Time	Activity	Description	Outcomes
12:00 – 12:30 Lunch			
12:30 – 1:00	Six key action groups to report back.	Consolidated groups will share the actions they have identified.	A set of actions for each of the six signature action themes will be established.
1:00 – 1:20	Clever Indicators.	Presentation on how to measure success; capacity building before group exercises.	To prepare stakeholders to identify measures of success for the actions identified earlier.
1:20 – 3:00	Indicators of success – how we measure the culture plan's effectiveness.	Small group exercise to be self-facilitated – stakeholders will determine how to measure the success of actions. What would tell us that we have succeeded? When do we know we have achieved our aims?	To begin dialogue around the development of indicators that measuring the effectiveness of the culture plan.
3:00 – 3:30	Vote and Mingle	Individuals will have an opportunity to vote on actions and measures through a dot-mocracy exercise	Collect stakeholder opinion on the summarized actions and measures identified during the day





Participants at work



# 4.0 Outcomes

Throughout the workshop, participants examined in detail the directions, strategies and actions laid out in Saskatoon’s Culture Plan.

This was an opportunity for sector stakeholders to suggest roles and responsibilities for each action in the plan, and to provide ideas for measuring progress or effectiveness as implementation unfolds. In some cases, participants added specific ideas to the existing actions – these are cited below as Discussion Points. An extensive list of their suggestions can be found in Appendix A.

The condensed outcome of the workshop is a set of twelve short term actions, identified through a dot-mocracy exercise. At the end of the day, each of the ninety-three participants was given an opportunity to review the work of all groups and use coloured dots to underscore those actions that would launch the implementation of Saskatoon’s Culture Plan and fuel the vibrancy of arts, culture and heritage in Saskatoon.

Below are the twelve actions that received the greatest number of dots, indicating the short term priorities for implementation.

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1	<b>Direction 1</b>	ARTS AND CULTURE SECTOR - Build capacity within the arts and culture sector.
	<b>Strategy 3</b>	Focus on building long-term stability with the cultural sector in Saskatoon.
	<b>Action a</b>	Create a cultural investment strategy.
	<b>Responsibility</b>	A new City arts council.
	<b>Discussion Points</b>	Encourage philanthropy and create an independent organization like a city arts council.

**Measures that would suggest the cultural investment strategy is successful include the:**

- An established cultural investment strategy
- Amount of dollars input into the cultural investment strategy fund one year over the next (with established targets)
- Number of artists moving into the City and earning a living wage year over year
- Number of artist live/work spaces year over year
- Number of gallery openings year over year
- Number of invitations for visiting artists
- Number of visiting artists
- Number of post-secondary arts programs
- Number of students in programs
- Number of arts advertisements

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## 2

### **Direction 3**

#### **Strategy 1**

##### **Action b**

##### **Responsibility**

##### **Discussion Points**

DIVERSITY - Value and celebrate diversity and strengthen opportunities for cultural interaction and representation.

Support and enable cross-cultural initiatives in the community

Incorporate cultural elements in civic events using local talent and resources.

Championed by a city arts council and associated network of provincial agencies.

Need for a central database of local talent and events to promote resources to public, media and potential and existing business partners.

**Measures that would indicate success include:**

- Creating the database
- How much it is used one year over the next
- Who uses it from year to year
- Number of events that incorporate local talent each year



- Number of cultural groups represented amongst talent each year
- Number of civic events that have a cultural element each year
- Type of cultural elements in events
- Number of cultures represented in those cultural elements each year
- Number of entries of local talent listed within the talent database each year

### 3

#### **Direction 1**

ARTS AND CULTURE SECTOR - Build capacity within the arts and culture sector.

#### **Strategy 3**

Focus on building long term stability within the cultural sector in Saskatoon.

#### **Action b**

Implement a per capita spending amount, allocated from the municipal budget to resource the cultural investment strategy.

#### **Responsibility**

City to establish an arts levy, with help from stakeholders to foster private donations.

#### **Discussion Points**

Increase money available to artists through an arts levy and private donors.

#### **Measures to demonstrate successful funding to the cultural investment strategy include:**

- Established cultural investment strategy and related policy development
- An established arts levy based on per capita allocation from the municipal budget
- Sufficient funding to the strategy to generate investment growth (for example, interest income)
- Continuing diversity of programs funded
- More funding for arts programs year over year
- Number of arts events year over year
- More funding dollars to artists year over year

# 4

## Direction 2

HERITAGE - Ensure built, natural, cultural and documentary is valued and conserved.

### Strategy 1

Identify and conserve Saskatoon's distinctive natural and built heritage resources.

#### Action a

Continue to develop databases, such as the City's Building Heritage Database (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 and public art.

#### Responsibility

Led by City of Saskatoon Community Services, Planning and Development, Heritage Section in partnership with other stakeholders

#### Discussion Points

Support the Built Heritage Database (BHD) and coordinate with existing databases.

#### Measures to indicate effectiveness of the BHD include:

- An expanded definition of heritage and heritage conservation to reflect the breadth of cultural heritage resources in the City, including archaeology and public art
- Identify existing databases and coordinate content to fit with BHD
- Establish and operate a comprehensive database
- Number of resources added to the database each year
- Frequency and page hits by users year over year

# 5

## Direction 1

ARTS AND CULTURE SECTOR - Build capacity within the arts and culture sector.

### Strategy 1

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

#### Action a

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

#### Responsibility

Led by a City-funded officer or arts maven with support from City departments and agencies, Provincial government and agencies, as well as other stakeholders,

**Discussion Points** A champion for arts, culture and heritage who would identify stakeholders and partners for joint research projects.

**Measures that would demonstrate the success of joint research projects include:**

- Number of projects year over year
- Number of participants/groups/partners year over year
- Number of citations in published works year over year
- Amount of research funding year over year
- Number of positive project outcomes related to funding, audience development, youth engagement, tourism development and economic impact.

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6

**Direction 5**

NEIGHBOURHOODS - Support and enable cultural development at the neighbourhood level.

**Strategy 4**

**Action b**

Develop a comprehensive public art program for Saskatoon. 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.

**Responsibility**

Led by Community Initiatives and City Planning & Development and supported by community associations and local initiative organizations.

**Discussion Points**

Develop a Public Art Program aligned with community initiatives.

**Measures suggested include the:**

- An established comprehensive public art program with an advisory committee of experts and stakeholders
- Established relationships with internal and external partners
- Established mechanisms to commission, acquire, place and maintain public art
- An established and integrated approach to provide funding for public art; related to the cultural investment strategy

## Direction 6 Strategy 1

### Action e

CITY CENTRE - Develop the city centre as a cultural district. Reinforce clustering of cultural infrastructure and activities in areas that easily accessible by walking, biking and transit. 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.

### Responsibility

Led by City of Saskatoon with support from stakeholders. Acknowledged that some of this work is already underway through Urban Design.

### Discussion Points

Improve the public realm in the City Centre with a roadmap that includes bike valet, seating outdoors, a little red bus and performing and visual arts.

### Measures suggested include:

- Established streetscape improvement plan
- Allocated funds dedicated to a streetscape improvement program
- Funding allocated year over year to a Streetscape reserve
- Number of block faces implemented thru streetscape (currently 60!) year over year
- Number of walkable sidewalks and promenades year over year
- Number of supports for active modes of transportation year over year
- Number of pedestrian and bicycle counts year over year
- Number of heritage and culture representations in streetscape design year over year
- Number of interpretive signs and displays year over year
- Number of people who perceive sense of place for the City Centre year over year



#### Direction 4

#### Strategy 2

#### Action b

YOUTH - Cultivate conditions for youth and young professionals to thrive.

Connect youth to training opportunities in the cultural sector.

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.

#### Responsibility

City to establish a working group to initiate this project, including provincial Ministry of Education, School Boards and arts, culture and heritage organizations. School boards to lead established program with support from cultural organizations and students. See related number 10 below.

#### Discussion Points

Youth volunteer program linking high school students to arts, culture and heritage organizations.

#### Measures to demonstrate progress and effectiveness for this action include:

- Working group established to move this initiative forward
- School curriculum changes to include voluntarism
- Established volunteer program for youth to work with arts, culture and heritage organizations
- Rate of student participation year over year
- Number of volunteer opportunities leading to jobs
- Number of arts, culture and heritage organizations participating in the program year over year
- Diversity of volunteer opportunities year over year
- Number of youth volunteers who continue volunteer activities after their program tenure
- Number of volunteers who report increased personal attendance at arts, culture and heritage events and venues

# 9

## Direction 5

NEIGHBOURHOODS - Support and enable cultural development at the neighbourhood level.

### Strategy 1

Develop a neighbourhood-based cultural facility strategy.

### Action b

Leverage existing facilities by identifying opportunities to integrate flexible programming spaces to support the development of a cultural hub.

### Responsibility

COS Facilities, Community Services and Leisure Services.

### Discussion Points

Enhanced cultural programming and spin-offs.

### Measures suggested include:

- Inventory of programming spaces available at facilities in the city
- Established cultural hub
- An increase in the number of programming spaces
- An increase in the variety of programming spaces
- An increase of spin-off activity around the hub

# 10

## Direction 4

YOUTH - Cultivate conditions for youth and young professionals to thrive.

### Strategy 2

Connect youth to training opportunities in the cultural sector.

### Action 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 will City-led program will benefit from an inventory of organizations or individuals.

### Responsibility

City to initiate a conversation with post-secondary and secondary institutions/school boards, and sector organizations to explore the opportunity to establish mentorships, internships, apprenticeships and co-operative education positions in arts, culture, heritage and creative industries. Institutions and organizations will establish working relationships and viable programs. See related number 8 above.

### Discussion Points

Engage youth through educational and employment opportunities.

**Measures suggested include:**

- Initial meeting(s) to explore this opportunity
- Working relationships established between institutions and sector organizations and creative industries year over year
- Number of programs coordinated between institutions and organizations, creative industries year over year
- Number of successful communications briefs, media released regarding the benefits of this program to the private sector year over year
- Numbers of mentorships, internships and apprenticeships year over year
- Number of artist-in-residence opportunities year over year
- Number of participants year over year
- Number of interns who are offered employment year over year
- Number of jobs secured in the sector year over year
- Number of outsiders studying our model year over year
- Increased visibility of organizations involved year over year
- Increased media coverage year over year

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1 1

**Direction 3****Strategy 2****Action a****Responsibility****Discussion Points**

DIVERSITY - Value and celebrate diversity and strengthen opportunities for cultural interaction and representation. Develop opportunities for diverse cultural expression in civic spaces and places.

Promote neighbourhood schools, library and community civic centres as cultural gathering points.

City to establish a working group to bring stakeholders together to discuss this opportunity. Initiative to be led by libraries and supported by community associations, school boards, City and community radio (CFCR).

Schools, libraries and community centres to coordinate and promote cultural events.



**Measures suggested include:**

- Established working group
- Promotions program for cultural venues established
- Number of gatherings year over year
- Number of diverse gatherings year over year
- Number of locations year over year
- Number of attendees year over year
- Number of new programs implemented to reach out to diverse communities

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# 12

**Direction 3**

**Strategy 2**

**Action g**

**Responsibility**

**Discussion Points**

DIVERSITY - Value and celebrate diversity and strengthen opportunities for cultural interaction and representation.

Develop opportunities for diverse cultural expression in civic spaces and places.

Develop a web-based cultural events calendar to advertise cultural events.

Led by Tourism Saskatchewan with support from Heritage Saskatchewan, SaskCulture, City of Saskatoon, event organizers and web developers with a pro bono spirit.

Has a web calendar been created?

**Measures suggested include:**

- Creation of a well-managed web calendar
- Access to cultural event calendars through one central cultural portal
- Number of hits year over year
- Number of groups posting events year over year
- Number and diversity of events posted year over year
- Connectivity of websites with cultural events calendars year over year



*Dot-mocracy*

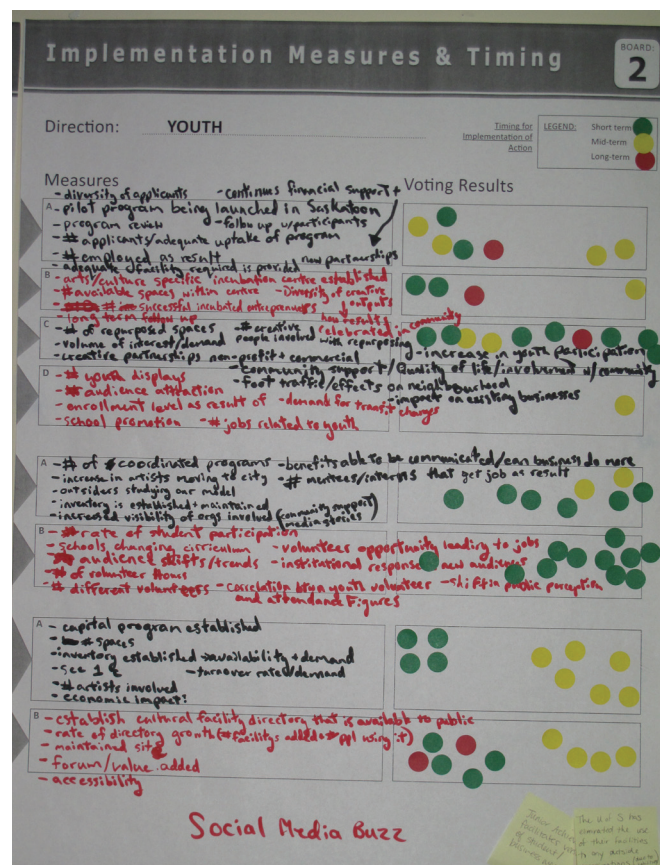


## Would an annual forum be useful?

One of the objectives of the workshop was to determine if an annual forum to mark progress would be useful. We heard that, if such an event was to take place, it ought to be an annual event that could be managed by the proposed arts officer or maven and funded by the City.



Identifying priorities and roles.



Identifying Measures to accomplish priorities, and timing.

## 5.0 Conclusions & Recommendations

*Moving Forward: Implementing Saskatoon's Culture Plan* was a successful one-day workshop that engaged nearly 100 participants in the initial process of turning the plan into action.

The successful outcomes of the workshop were:

- Identified roles and responsibilities toward achieving the aims outlined in the plan,
- Beginning a dialogue around ways that progress and effectiveness of the plan can be measured, and
- Building communication and networking among stakeholders.

The outcomes from the workshop have established a strong starting point for city administrators, funding partners, arts, culture and heritage organizations, communities, schools, other stakeholders and the public to begin the process of making their plan a reality.

“THE IDEA OF PEOPLE TAKING CHARGE OF THEIR OWN MEASUREMENTS OF PROGRESS IS A POWERFUL AND FAR REACHING INNOVATION THAT CAN BRING ABOUT A NEW SENSE OF CIVIC ENGAGEMENT.”

– Sustainable Seattle

## Next Steps

During the workshop, stakeholders identified a number of priorities and suggested some immediate next steps in order for the City and stakeholders to begin implementing the Culture Plan. Short term actions for each Key Direction are summarized below:

### Direction 1: ARTS & CULTURE SECTOR

The group emphasized the importance of building capacity within the cultural sector.

Recommendations and short term actions for the City and stakeholders include:

- Begin working on a civic cultural investment strategy for arts, culture & heritage funded from the municipal budget using a per capita spending amount comparable to other mid-sized Canadian cities.
- Work with stakeholders to increase the money available to artists through an arts levy and private donations.
- Create a City-funded Arts Maven to have a civic champion for arts, culture and heritage.
- Explore the benefits of creating a local or City Arts Council.
- Encouraging philanthropy.

### Direction 2: HERITAGE

Participants want to see an expanded heritage database that broadens the definition of heritage resources to be administered by the City in partnership with sector stakeholders.

Recommendations and short term actions for the City and stakeholders include:

- City collaboration with stakeholders to support an expanded and more comprehensive Built Heritage Database (BHD).
- Coordinate with other stakeholders, such as local and provincial organizations and agencies, to inventory existing databases and examine how they might be coordinate with the BHD and be useful to furthering heritage advocacy and measuring success.

### Direction 3: DIVERSITY

Participants are looking for greater inclusion of local talent and resources in cultural events and initiatives which would be supported by an accessible and centralized database. They would also like to see collaboration among schools, libraries and community centres to support community cultural activities; and, a web-based cultural events calendar.

Recommendations and short term actions for the City and stakeholders include:

- City to set up a working group including local sector stakeholders and provincial agencies to discuss creation of a database of local talent
- City to initiate a meeting with community associations, libraries, local community radio CFCR and school boards to discuss how to promote neighbourhood schools, libraries and community civic centres as cultural gathering points
- Libraries to lead a program to promote cultural gathering points with support from other stakeholders
- City to initiate discussion with TourismSask, Heritage Saskatchewan, and SaskCulture regarding the creation of a web-based cultural events calendar
- Tourism Saskatchewan to lead the implementation of a well-managed online calendar of events

#### Direction 4: YOUTH

Sustainability in the sector is seen to be founded in youth engagement. Participants would like to see training opportunities for youth. Emphasis was given to establishing a youth volunteer program run through the school system that would link high school students with arts, culture and heritage

organizations. In addition, a program to support mentorships, internships and apprenticeships could be coordinated between post-secondary and secondary institutions and sector organizations.

Recommendations and short term actions for the City and stakeholders include:

- City to establish a working group to initiate this project, including provincial Ministry of Education, School Boards and arts, culture and heritage organizations.
- School boards to lead an established youth volunteer program with support from cultural organizations and students.
- City to initiate a conversation with post-secondary and secondary institutions/school boards, and sector organizations to explore the opportunity to establish mentorships, internships, apprenticeships and co-operative education positions in arts, culture, heritage and creative industries. Institutions and organizations will establish working relationships and viable programs.
- City to establish an inventory of arts, culture and heritage organizations and creative industries and companies who could register online with the city.

### Direction 5: NEIGHBOURHOODS

One priority was to leverage existing facilities by identifying opportunities to integrate flexible programming spaces to support a cultural hub – this could be coordinated by City departments for Facilities and Leisure Services. Yet, another priority identified was for the City Planning & Development department and Community Initiatives Branch to review the Public Art Program.

Recommendations and short term actions for the City and stakeholders include:

- City Facilities, Community Services and Leisure Services to inventory existing facilities for space to explore the opportunity to develop a cultural hub(s).
- Community Initiatives and City Planning & Development to identify community initiatives that can coordinate with the public art program.

### Direction 6: CITY CENTRE

A short term priority was to identify opportunities for improvements to streetscapes, public spaces and pedestrian connectivity that enhance walkability, cycling opportunities, identity and sense of place in the City Centre through the development of a roadmap that would highlight performance and visual arts venues, bike valet service, a little red bus and outdoor seating.

Recommendations and short term actions for the City and stakeholders include:

- City to create a City Centre map that identifies arts culture and heritage structures, venues and events, as well as, street furniture and transport.
- City to establish a streetscape improvement plan
- City to allocated funds dedicated to a streetscape improvement program.

## Measuring Implementation

Part of the workshop discussion included identifying measures. Participants provided great ideas and suggestions for how implementation can be measured. To use these measures and in order to effectively indicate success of implementation initiatives toward the Culture Plan goals, a number of questions ought to be considered moving forward:

- What strategy is needed to guide measurement of the implementation?
- After carefully interpreting the goals, what are the best measures to demonstrate progress toward the goals?
- Of the measures that were suggested at this workshop, which make the most sense?
- What organizations and agencies are already measuring the sector and are they able to share that information?



- What measures are already undertaken by City departments, other stakeholder groups, and the provincial government and its agencies that could feed in to this process?
- Which existing measures can be used as proxies to indicate progress toward Culture Plan goals?
- Which potential partners are available to work with the City to gather information?
- Does the City need to do some primary research? If so, what methods are best?

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.

## Conclusion

The outcomes of the one day workshop provide strong launch toward creating its 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



# Appendix A



