



PRINCE ALBERT
MCAP
MUNICIPAL
CULTURAL
ACTION PLAN

STRONG. PROUD. CONNECTED. DIVERSE.

Letter of Introduction

Dear Community Members and Guests,

With honour and respect to the First Peoples of this area who graciously share these traditional lands with settlers and newcomers who arrive to our community of Prince Albert - we are delighted to share the following Prince Albert Cultural Action Plan with you.

With wisdom imparted by our Elders and seniors and drawing from the collective experience of community members and visitors alike, this Cultural Action Plan is intended to guide thoughtful cultural expressions to ensure our community's vibrancy, inclusiveness, resiliency and reconciliation.

As members of a working committee known as the Project Planning Group (PPG), we were invited by the local civic leadership to provide 'hands on' insight, suggestions and oversight to this process. We remain committed to this process over the long run to ensure the sustaining value of this effort. As a community we understand the various ways we come together to express our culture – including our need and desire to evolve and develop to ensure we leave this world in a better place for our children and their children's children.

With this living document in hand we thank you so much to everyone who contributed to this process.

Warm regards,

Members of the PPG

Judy MacLeod Campbell, Arts and Culture Coordinator, City of Prince Albert

Rick Orr, City Councillor

John Guenther, Director of Planning and Development Services, City of Prince Albert

Roxanne Dicke, Prince Albert Arts Board

Bob Gill, Prince Albert Business Improvement District

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Acronyms and Cultural Planning Terms

Acronyms:

ACC	Prince Albert Arts and Culture Coordinator	JMCPL	John M. Cuelenaere Public Library	PAAB	Prince Albert Arts Board
CAP	Civic Arts Policy	MCAP	Municipal Cultural Action Plan	PAGC	Prince Albert Grand Council
CBO	Community-based Organization	NLCDC	Northern Lights Community Development Corporation	PAPD	Prince Albert Planning District
CoPA	City of Prince Albert	OCP	Official Community Plan	PPG	Project Planning Group
CNC	Community Network Coalition			PWC	Prairie Wild Consulting

Cultural Planning Themes and Other Terms: The following terms have been described for clarification of meaning with respect to this Municipal Cultural Action Plan. These terms emerged through the engagement process.

Aboriginal: The descendants of the original inhabitants of North America. The Canadian *Constitution* recognizes three groups of Aboriginal people – First Nations, Métis, and Inuit. These are three separate peoples with unique heritages, languages, cultural practices, and spiritual beliefs.¹

All Ages – Activities and Amenities: Refers to amenities, programs, facilities, and other community resources that are intended to be utilized by individuals of all ages, from youth to seniors and Elders.

Bridging Nations: Refers to the building of improved relationships among the different communities, organizations, and others identified in Prince Albert.

Business, Industry, and Innovation: Refers to anything economic or business development related in Prince Albert.

Community Volunteering and Networking: Refers to various community organizations, agencies, and institutions within Prince Albert. This includes partnerships that are currently in place.

Cultural Hub and Nodes: Refers to the current and future cultural potential areas as a hub (downtown area) and nodes (outlying areas) whereby cultural values and traditions of the community of

Prince Albert is envisioned to be nurtured and promoted to and by the whole community.

Elder: Any person recognized by a First Nations community as having knowledge and understanding of the traditional culture of the community, including the physical manifestation of the culture of the people their spiritual and social traditions.²

Food and Food-Related/Culinary Culture: Refers to anything food and culinary related in Prince Albert.

Performing, Visual, and Mixed Arts: Refers to the various forms of the arts, including live theatre, musical performances, paintings, sculptures, photography, or anything else deemed artistic in Prince Albert. Mixed arts refer to any work of art that uses more than one medium.

Our Heritage: The tangible and intangible elements of history and heritage in Prince Albert. This may be in the form of historic sites and buildings or oral traditions.

Our River and Natural Surroundings/Places: Refers to the North Saskatchewan River and other natural amenities and elements found within and surrounding Prince Albert.

¹ "Terminology." Indigenous and Northern Affairs Canada. Retrieved June 21, 2016, <http://www.aadnc-aandc.gc.ca/eng/1100100014642/1100100014643>
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² "Elders." Saskatchewan Indian Cultural Centre. Retrieved June 21, 2016, <http://www.sicc.sk.ca/elders.html>

Sports and Recreation: Refers to various sports and recreation activities that occur in Prince Albert.

Supportive Infrastructure and Related Resources: Refers to the physical and organizational structures and facilities (e.g. roads, bridges, trails, etc.) that would help support cultural development in Prince Albert.

Tangible: Resources that are physical (i.e. buildings, sites, people, etc.).

Intangible: Resources that are non-material (i.e. traditions, stories, songs, expressions, etc.).

Section 1: Welcome to the City of Prince Albert Municipal Cultural Action Plan

1.1 Background and Context

The City of Prince Albert (CoPA) is one of the first northern communities in Saskatchewan to lead an exciting and innovative process known as cultural planning. This process has led to the development of this Municipal Cultural Action Plan (MCAP) that focuses on honouring, supporting, and promoting its community's tangible and intangible cultural expressions of its values, traditions, and beliefs. The MCAP strategically provides goals, actions, and initiatives to guide the cultural development of the CoPA.

What is Cultural Planning?

Cultural planning is a process of inclusive community engagement and decision-making that helps local government, businesses, stakeholders, and community members identify cultural resources and think strategically about how these resources can help their community achieve their goals. Cultural planning is a way of looking at all aspects of a community's cultural life as community assets.

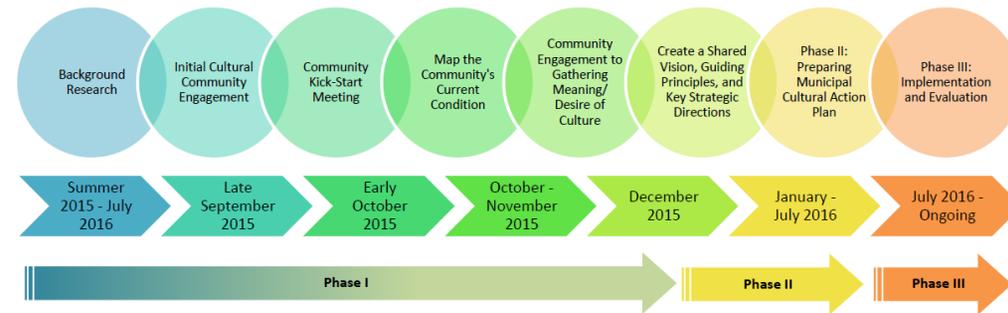
Municipal Cultural Planning notably is a municipal government-led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of these resources, and integrating them across all facets of municipal government planning and decision-making.³

1.2 Overview of the Cultural Planning Process

Prince Albert's MCAP has been developed in two phases; Phase I was the community engagement process. With the guidance of an advisory committee called the Project Planning Group (PPG) and the important voice of the community, a findings report was developed in December 2015 provides the strategic foundation

for this MCAP. Phase 2 is the development of the MCAP and Phase 3 is ongoing implementation and evaluation of the MCAP.

Figure 1: Prince Albert Cultural Planning Process



1.3 Community Engagement Approaches Utilized

The community engagement approaches utilized during the Cultural Planning process were based on an Appreciative Inquiry (AI) model and best practices. The AI model builds from the positive and asks participants to discuss "best hopes and goals" for the future of culture in their community. This ensures community capacity building throughout the process and beyond (implementation). The following facilitation principles were followed:

- Every system works to some degree to seek out the positive, and appreciate the "best of what is";
- Knowledge generated by the inquiry should be applicable, look at what is possible and relevant;
- Systems are capable of becoming more than they are and they can learn how to guide their own evolution – so consider provocative challenges and bold dreams of "what might be"; and,

³ Authenticity (2011). Municipal Cultural Planning: A Toolkit for Ontario Municipalities. Municipal Cultural Planning Inc. Retrieved on April 28, 2016 http://www.ontariomcp.ca/toolkits/MunicipalCulturalPlanning_AToolkitForOntarioMunicipalities_digital.pdf

- The process and outcome of the inquiry are interrelated and inseparable so make the process a collaborative one.⁴

Community engagement involves a wide range of participants with varying opinions and ideas. The AI model allows for the creation of open space where everyone can voice their opinions and be heard throughout the process. It guides the community to create shared values and goals that everyone can live with.

Roles were shared at the beginning of each session for the facilitative planners and participants, with a common goal for everyone to learn something new, have fun, and share with others the work being done together.

The Cultural Planning process included the creation of a list of “Foundations for Success”, statements of values to ensure successful and productive meetings and time well spent for both participants and facilitators. They included:

- Clarity in the process
- Mythbusting
- Positive shifts/focusing on the positive
- Self-awareness
- Seeing the potentials and possibilities
- Direction and concrete deliverables
- Humour
- Formal follow-through
- Open mindedness
- Refreshments
- Results
- Inclusivity
- Political will
- Ensuring proper protocol



1.4 Plan Organization

The Prince Albert MCAP is organized into six sections with appendices following this document. The sections include:

- Section 1** • Introduction to the Prince Albert Municipal Cultural Action Plan, including background and context, purpose, and overview.
- Section 2** • Prince Albert Culture Identity - a look into the past, present, and future of Prince Albert's cultural profile.
- Section 3** • An overview of Prince Albert's Cultural Voice, Shared Values and Goals, as identified by community members and stakeholders.
- Section 4** • A description of the Cultural Inventory and Mapping of the cultural planning process.
- Section 5** • Prince Albert's Cultural Planning Framework including a description of the ten cultural themes and the associated goals and actions tables.
- Section 6** • Implementation tools on how to put the Plan into action.

1.5 MCAP Components – How to Read this Plan

Section 5 of this Municipal Cultural Action Plan contains the cultural planning framework; this subsection explains how to utilize the action tables that are associated with each of the cultural themes and goals.

Please read through the entire Municipal Cultural Action Plan to ensure a comprehensive understanding of its contents. Note that individual sections are intended to complement one another.

⁴ Cooperrider, D. L. & Whitney, D. (1999). *Appreciative inquiry*. San Francisco, CA: Berrett-Koehler Publishers, Inc.

Cultural Themes: The actions and initiatives are divided into **ten separate themes**. Action plans are developed for each cultural theme, as identified through the community engagement process; identify existing and needed resources to build cultural capacity; explore collaborative frameworks and partnerships; and, integrate a cultural lens into the different areas of the City's processes and city-building activities.

An introduction is provided at the beginning of each cultural theme to describe the background and context and the voice of the community that was captured in Phase 1.

Cultural Goals: These are high-level statements intended to focus on the cultural values identified by the community and acknowledge the ever changing dynamics of culture in Prince Albert.

Actions: These are recommended actions or steps that are necessary to carry out the cultural goals under each theme.

Initiatives: These are specific projects and initiatives identified through the MCAP process to help implement each action. For each initiative, specific departments or agencies with the municipality are identified or other community-based organizations. Other key partnerships may be identified under each initiative.

Links to Other City Plans or Initiatives: These provide linkages to current initiatives or plans that exist or are currently underway within the City to ensure there is coordination and collaboration.

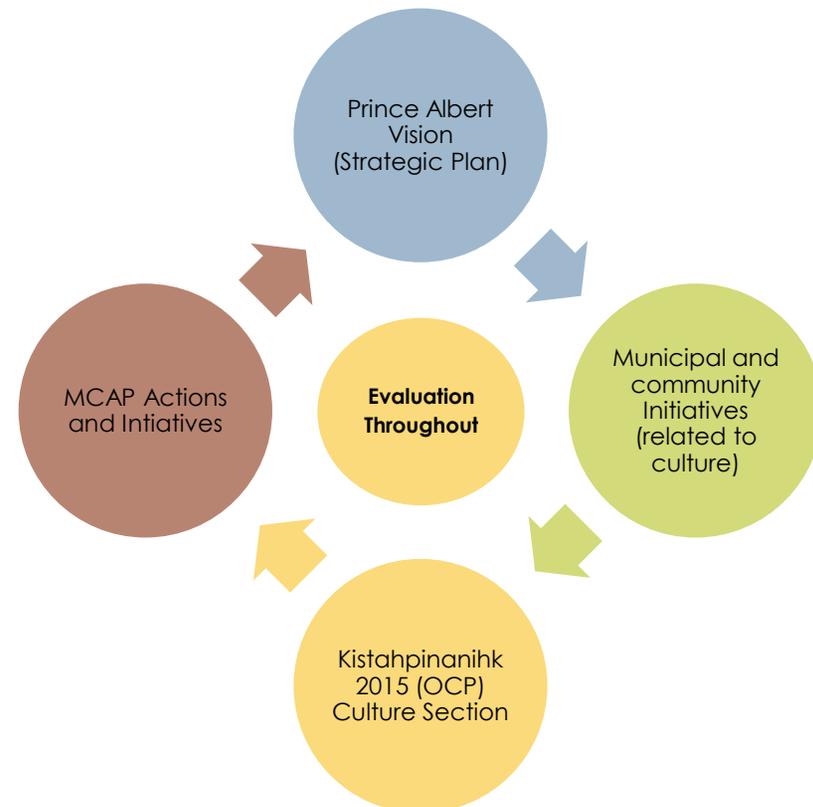
Timelines: Each of the initiatives that are a part of the cultural goals, have a specific timeline associated with them to ensure accountability to the applicable leads. The times include:

- OG – Ongoing items;
- 0-1 Years – Short term items;
- 2-4 Years – Mid-term items; and,
- 5-10+ Years – Long-term items.

Status/Special Notes: This column is intended to track the status of each of the initiatives as the MCAP is implemented.

In addition to the status, some initiatives will specify whether they are a Lighter, Quicker, Cheaper (LQC) item as part of the special notes. LQC is a process in which a community is able to initiate "quick wins" to improve a public space. For a more detailed explanation of LQC along with best practices and examples, please refer to Appendix F.

The following diagram outlines the basic process of how the goals, actions and initiatives relate to various other municipal and community initiatives. It is worth noting that evaluation takes places throughout the process (see section 6: Moving Forward – Implementation).



Section 2: Community Cultural Identity, Then, Now, and Ahead

2.1 Prince Albert Then – Historical Cultural Context

For decades, the North Saskatchewan River and its banks within the present location of Prince Albert has been known as a meeting place for Aboriginal people and has helped shape the unique characteristics of the community.⁵ The city was named Kistahpinanihk by the Cree, meaning: “the meeting place”.⁶ The community first started as a trading post for the fur trade in 1776, set up by Peter Pond.⁷ In 1879, development began to pick up with the establishment of the first lodge and the local mission school.⁸ By 1882, Prince Albert was named the capital of The District of Saskatchewan, a regional administrative division of what was then the Northwest Territories.⁹ This lasted until 1905 when Saskatchewan became a province.



*La Colle Falls Hydroelectric Dam Project,
Photo Courtesy of Prince Albert Historical Society*

Multiculturalism is an important aspect of the community's history. Aboriginal people or groups identified it as a multicultural centre before the arrival of settlers. The general area and the river was a common gathering place for all the different First Nations to meet along this part of the North Saskatchewan River.¹⁰

The federal constituency of Prince Albert has been represented by three Prime Ministers of Canada including John Diefenbaker, William Mackenzie King, and Sir Wilfrid Laurier.¹¹

In discussing the history of the community, it is important to note the hardships the community has experienced. These include the abandonment of the La Colle Falls hydroelectric power dam project in 1927¹² and the closure of the pulp mill in 2006 and again in 2014. Prince Albert is also noted for being a “correctional city” with the three correctional facilities that are located in the community.

Other heritage, historic and protected sites include the Blockhouse from the 1885 Resistance, the Honeywood Heritage Nursery, Keyhole Castle, Prince Albert Arts Centre, the Cathedral Church of St. Alban the Martyr, the St. Louis Light, the Historical Museum, and the Prince Albert Sanatorium to name a few.

⁵ "Did You Know?". Prince Albert Patriot Website. Retrieved April 8th, 2016. <https://web.archive.org/web/20060323014431/http://www.jmcpl.ca:80/patriot/trivia.html>

⁶ Prairie Wild Consulting Prince Albert Cultural Plan Phase 1 – Community Engagement Report page 57. Retrieved on April 8th, 2016

⁷ IBID

⁸ "Grand Lodge of Saskatchewan, Kinistino Lodge No. 1". Retrieved April 8th, 2016

http://www.saskmasons.ca/gls/index.php?option=com_content&view=article&id=48:00kinistino-lodge&catid=25:lodges&Itemid=105

⁹ Adamson, J (September 1, 2005). "Map Info". *Saskatchewan Gen Web*. Rootsweb. Retrieved April 8th, 2016

<http://www.rootsweb.ancestry.com/~cansk/Saskatchewan/map.html>
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¹⁰ Prairie Wild Consulting Prince Albert Cultural Plan Phase 1 – Community Engagement Report page 57. Retrieved on April 8th, 2016

¹¹ "Prince Albert". *The Canadian Encyclopedia*. Historical Foundation of Canada. 2008. Retrieved April 8th, 2016.

<http://web.archive.org/web/20070823020354/http://www.thecanadianencyclopedia.com:80/index.cfm?PgNm=TCE&Params=A1ARTA0002289>.

¹² Saskatchewan Settlement Experience". *Saskatchewan Archives Board*. 2005. Retrieved on April 8th, 2016.

<http://www.saskarchives.com/sasksettlement//slideshow.php?cat=1910-1920&subcat=Slide%20Show>

2.2 Prince Albert Now – Cultural Information

Prince Albert is known currently as the “Gateway to the North” due, in large part, to being important retail and service centre to many of the northern communities.¹³ The Prince Albert region is one of the richest agricultural areas in the province with a total trading area of 150,000 people.¹⁴ Prince Albert is connected through five highways (Highways 2, 3, 11, 55, and 302). The Prince Albert National Park, being one of only two National Parks in Saskatchewan, is located less than 80 kilometers north of Prince Albert and encompasses an area of 3,874 square kilometres.

According to Statistics Canada, Prince Albert's population was approximately 35,129 people as of 2011, representing a 2.9% increase from 2006.¹⁵ Prince Albert has one of the highest Aboriginal (First Nations, Métis and Inuit) population ratios in any Canadian city at 41.5%.¹⁶

The Prince Albert Grand Council (PAGC) consists of 12 First Nations that include: Black Lake; Cumberland House; Fond du Lac; Hatchet Lake; James Smith; Lac La Ronge; Montreal Lake; Peter Ballantyne; Red Earth; Shoal Lake; Sturgeon Lake; and Wahpeton. Other First Nations located within 100 kilometers of Prince Albert that are not a part of PAGC include: Mistawasis; Beardy's and Okemasis; One Arrow; Muskoday; Big River; Ahtahkakoop; and, Muskeg Lake.

¹³ "A History of Planning and Development in Prince Albert, Saskatchewan" (PDF). City of Prince Albert. 2008. Retrieved April 8, 2016. http://web.archive.org/web/20090327120323/http://www.citypa.ca/Portals/0/PDF/EconPlan/2006%2007%2013%20-%20Planning_History.pdf

¹⁴ Kistahpinanihk: Prince Albert Official Community Plan, 2015

¹⁵ 2011 NHS/Census Profile of Prince Albert. Retrieved on April 8th, 2016. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4715066&Data=Count&SearchText=prince%20albert&SearchType=Begins&SearchPR=01&A1=All&B1=All&Custom=&TABID=1>

¹⁶ IBID

There are many facilities and amenities available in the community that add to Prince Albert's cultural vitality. These facilities include, though are not limited to: multi-purpose facilities; sports arenas; theatres; art galleries; specific recreational centres and spaces; museums; cultural specific gathering places; galleries; libraries; outdoor parks and green space. Section 4: Cultural Inventory and Mapping provides a brief breakdown of these cultural resources. For a full listing of the cultural resources, refer to the cultural inventory available on the municipality's website – the inventory will be updated on a regular basis, and is current at the time of adoption of this Municipal Cultural Action Plan (July 2016).

An Arts and Culture Coordinator within the City of Prince Albert is responsible for a number of programs and initiatives, including working with arts and culture committees and boards; and assisting in the development of this Municipal Cultural Action Plan.

¹⁷

2.3 Prince Albert Ahead – Projecting Forward

The Prince Albert's future population growth rate is forecast in two different scenarios including medium and high growth scenarios. Under the medium growth scenario, the community's population is projected to reach 42,000 by 2034, representing an average population growth rate of 0.8% per year. Under the high growth scenario, the city's population is estimated to reach 49,200 by 2034, indicating an average population growth rate of 1.5% per year.¹⁸ As discussed during the Community Engagement Phase 1 process, with a growing population, consideration for more diverse cultural amenities, programming and activities will be required.

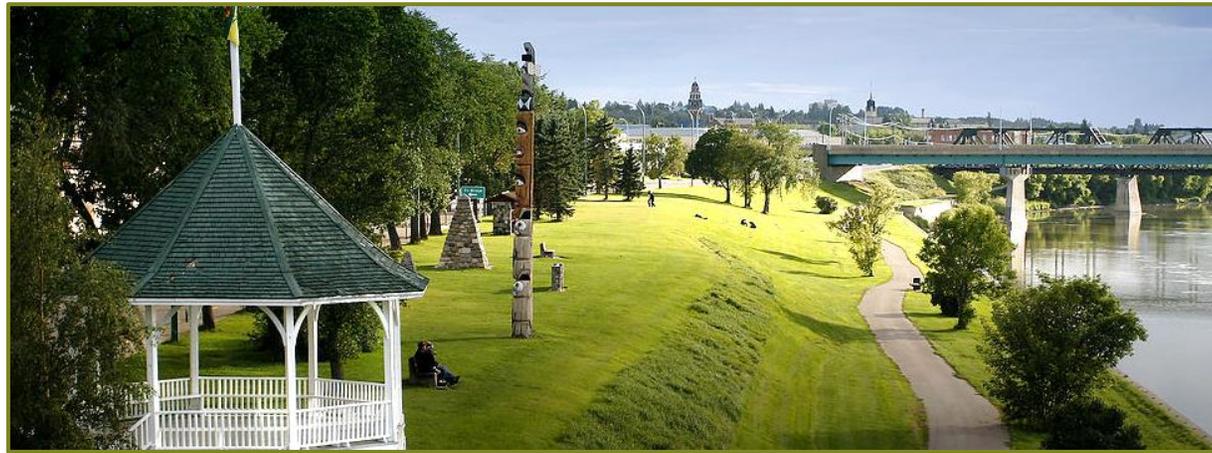
¹⁷ Prairie Wild Consulting Prince Albert Cultural Plan Phase 1 – Community Engagement Report Page 67. Retrieved on April 8th, 2016

¹⁸ Population, Household and Employment Study. Watson and Associates. 2009. Retrieved April 8, 2016.

<http://citypa.ca/Portals/0/Planning/Population%20Household%20and%20Employment%20Study%20Final.pdf>

Moving forward, it will be important to continue to pursue an integrated approach and focus on gaining a cross-cultural understanding within the community and beyond. Strengthened relationships between the First Nations and Métis communities, immigrants, and the wider community would be beneficial. Improving one's education or cultural literacy about Prince Albert's diverse cultural roots and make-up has been identified as a very culturally important resource for the community.¹⁹ It is also necessary to continue working together as a region to ensure culture and heritage extends beyond political and municipal boundaries.

It is a goal, through the implementation of this Municipal Cultural Action Plan, that Prince Albert will become a diverse, vibrant cultural community – serving as a destination hub for northern Saskatchewan, the Province as a whole, and beyond.



River Bank photo courtesy of Prince Albert Tourism

¹⁹ Prairie Wild Consulting Prince Albert Cultural Plan Phase 1 – Community Engagement Report Page 58. Retrieved on April 8th, 2016
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Shared Cultural Values

The following cultural values have been formed by the community through the Community Engagement Phase 1 of this process. The cultural values will be the guiding principles that are reflective of the MCAP and serve as the basis for the goals and strategic actions contained within this MCAP.

Our **cultural identity** and makeup is founded on **diversity, equality, and inclusion**.

We are a **multi-cultural community** who recognize our **Indigenous roots** and **diversity as people** and who celebrate our cultural makeup.

Together, we animate our community culturally through the **arts we create and perform**; the **crafts we make and share**; the **music we compose and play**; the **people and places we shape, build and honour**; and, through our **understanding of a historic sacredness** in all that we do.

We live our culture through our shared values of **compassion, flexibility, ingenuity, and resiliency**.



Prince Albert Cultural Planning Community Engagement Processes

3.3 Prince Albert Cultural Goals

The MCAP is guided by the following 13 goals that have been developed together with the community. The actions and initiatives contained within the cultural planning framework are based upon these goals.

Cultural Goal 1: Honour the past and provide a balance in this narrative of both the positives and the challenges that have occurred when sharing our story.

Cultural Goal 2: Enhance and showcase the riverfront to promote the natural elements Prince Albert and surrounding area.

Cultural Goal 3: Utilize current amenities and park spaces as focal points of the community to provide centralized activities and events.

Cultural Goal 4: Ensure that all nations, communities, newcomers, and individuals are welcomed and celebrated in the community.

Cultural Goal 5: Promote and communicate cross cultural understanding and learnings across nations, communities, newcomers, and individuals.

Cultural Goal 6: Ensure a culturally vibrant community by supporting existing volunteers and organizations and promoting new partnerships.

Cultural Goal 7: To collaborate with various community groups and organizations to foster the retention and expansion of cultural activities, amenities and programming for all ages to ensure everyone has access locally to opportunities in a fair and equitable manner.

Cultural Goal 8: Support and celebrate the value of sports and recreational programming, activities, and initiatives and the role they play in enhancing Prince Albert's cultural identity and make-up.

Cultural Goal 9: Recognize, strengthen, and honour the artistic and cultural community and the significant role it plays in developing and enhancing Prince Albert's cultural make-up and identity and beyond.

Cultural Goal 10: Strengthen and enhance the downtown as a major cultural and economic hub to create a culturally vibrant community.

Cultural Goal 11: Continue to invest in cultural initiatives and support other organizations and individuals that strive to make Prince Albert a vibrant cultural community.

Cultural Goal 12: Ensure food remains accessible and affordable and encourage local food production and availability of ethnic food.

Cultural Goal 13: Ensure cultural aspects are considered in infrastructure and related resource development.

Section 4: Cultural Inventory and Mapping

Cultural mapping is a systematic approach to identifying, recording, classifying, and analyzing a community's cultural resources.²⁰ Cultural resources in this MCAP refer to the tangible and intangible resources that are valued as having cultural significance to the community. The inventory is a compiled list of resources identified through the cultural planning process though it is important to know that this is a fluid list and subject to change at any time with additions, revisions and deletions.

The inventory has been organized into four categories: Type; Primary Function; Cultural Theme; and, Predominant Organization Model. These terms are explained below.

Type is an overarching descriptor of the cultural resources identified through the process. "Types" include: Administration; Creation/Production; Education/Training; Event; Multi-Functional Commercial; Multi-Functional Community; and, Presentation – Live Performance.

Primary Function is a more specific descriptor of the resource, detailing where/by whom the resource is primarily used. This includes Art Studio; Church; Commercial and Retail; Community Centre; Community Organization; Dance Studio; Fundraiser; Health Care and Support Services; Individual Performance; Museum; Music Studio; Public Park; Public Performance; School; and, Sporting Event/Organization.

Cultural Theme refers to the ten themes that emerged through the cultural planning engagement process. To ensure consistency throughout this process, identified cultural resources are categorized by the most applicable cultural theme. Themes include:

- All Ages – Activities and Amenities;
- Business, Industry, and Innovation;
- Community Based Initiatives;
- Education and Health (Social);
- Food and Food Culture;
- Heritage;
- Outdoor and Natural Places;
- Performing, Visual, and Mixed Arts; and,
- Sports & Recreation.

Predominant Organizational Model describes the way in which the resource is predominantly governed. The models include: Aboriginal; Federal; Provincial; Municipal; Non-Profit/Community Based; Private; Quasi/Post-Secondary Education; and, Quasi School Board.

In addition to the following Figures, *Cultural Resources Inventory Maps* have been created to show the spatial distribution and spectrum of the resources found within the City of Prince Albert by Type, Primary Function and Cultural Theme (See Appendix B). These cultural resources (those with specific geospatial location – total of 313) identified were geocoded and mapped for the city.

The figures below show a breakdown of each of the categories of the cultural resource inventory. Please refer to the full cultural inventory available on the City's website – the inventory will be updated on a regular basis, and is current at the time of adoption of this Municipal Cultural Action Plan (July 2016).

²⁰ Baeker, G (2010). "Rediscovering the Wealth of Places: A Cultural Planning Handbook for Canadian Communities" Published in Canada by Municipal World, Inc.

Figure A illustrates the resources by Cultural Theme. The largest is Community Based Initiatives representing 23% of the total. This is followed by Sports and Recreation (20%) and Social – Education and Health (18%). The smallest resource by the cultural theme category is Food and Food Culture depicting 2% of the total. This includes restaurants and events that are a part of Prince Albert's culture.

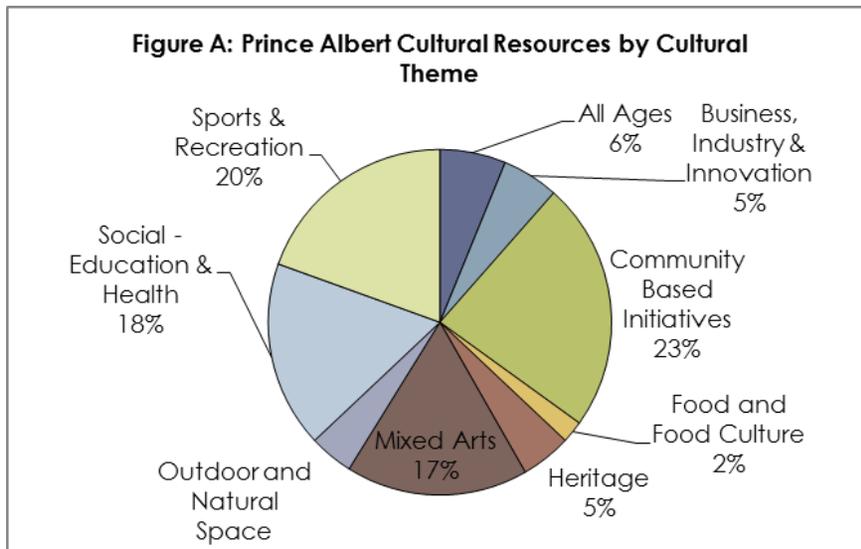
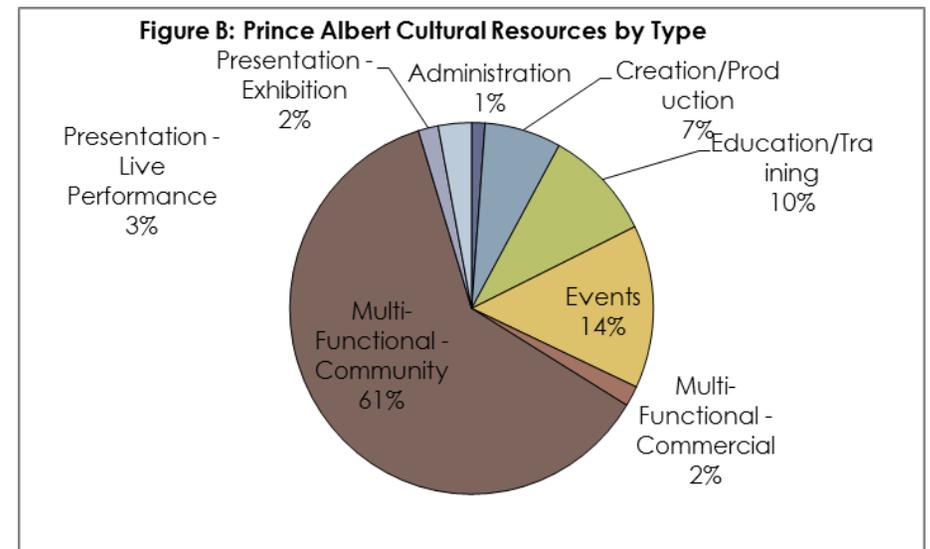
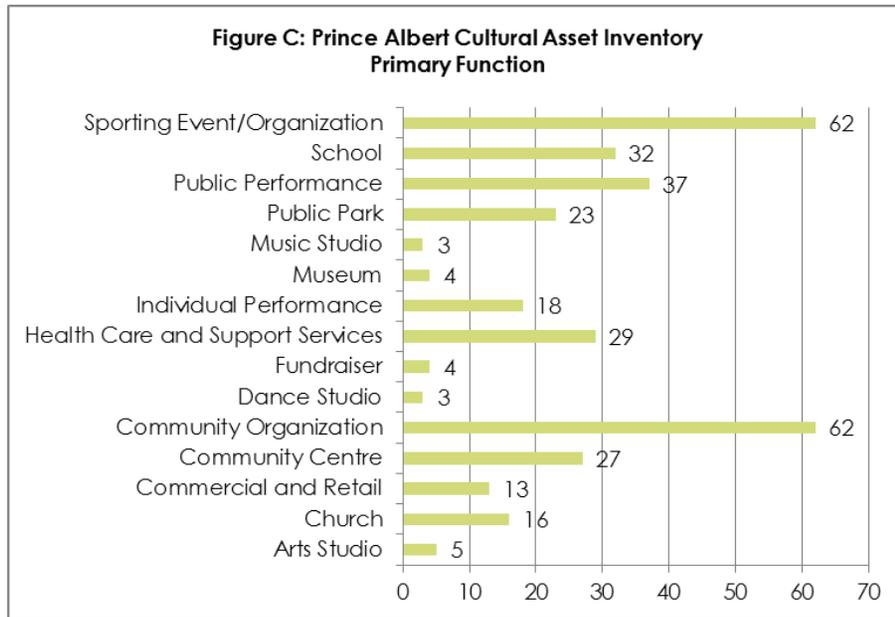


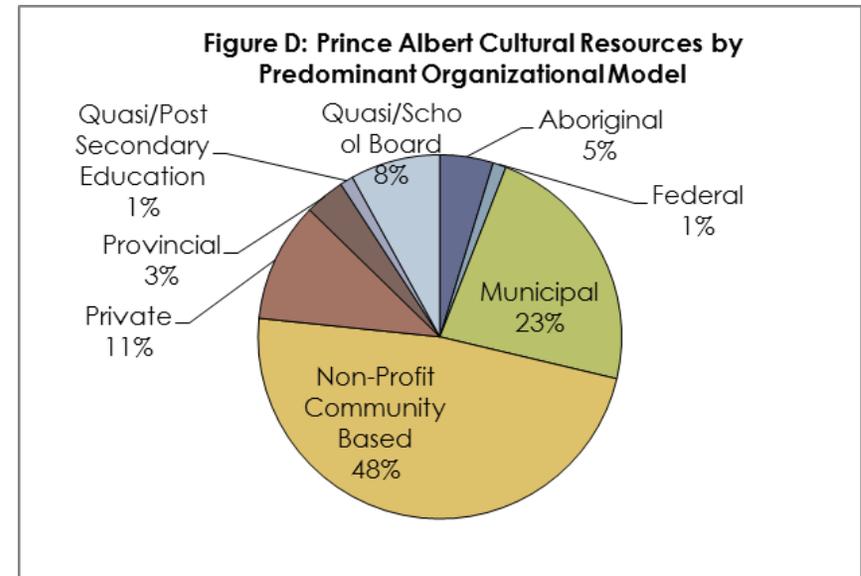
Figure B portrays the resources by Type with 61% being made up of Multi-Functional – Community. This is followed by 14% of resources categorized as Events; 10% as Education/Training; 7% Creation/Production; 3% Presentation – Live Performance; 2% for both Presentation –Exhibition and Multi-Functional – Commercial; and 1% Administration.



When the cultural resources are broken down by Primary Function, Music and Dance Studios are the smallest identified resources with a total of 3 each. The largest amount of resources by Primary Function includes Sporting Event/Organization and Community Organizations with both having a sum of 62 each. Sporting Event/Organization include sporting associations; sport clubs; sporting festivals; and more. Community Organizations include cultural, arts, and neighbourhood organizations. Other resources by Primary Function are shown below in **Figure C**.



When the cultural resources are categorized by Predominant Organizational Model as depicted in **Figure D**, almost half, 48%, can be classified as Non-Profit/Community Based. This is followed by 23% classified as Municipal which includes resources that are governed by the City of Prince Albert. Other classifications included 11% private; 8% Quasi/School Board; 5% Aboriginal; 3% for Provincial; and, 1% for both Federal and Quasi/Post-Secondary Education.



The cultural resources inventory maps are available in Appendix "B" of this MCAP and serve as basis for assessing growth and change in the cultural resource base over time for the City of Prince Albert.

Section 5: Prince Albert's Culture Themes, Goals, and Actions

The following section provides specific details about how the MCAP will come to life through actions taken in the short, mid, and long term by the municipality and a number of community partners identified and yet to be identified. The contents of this section are informed by the community's voice coupled with the technical input and feedback of key stakeholders. Contained specifically in this section is a breakdown, by theme, of the community's voice, key goals, and actions and initiatives required to ensure the MCAP will lead to measurable positive tangible and intangible cultural change in the community of Prince Albert and beyond.

Please note that there are references throughout this section that link to other sections contained within this MCAP and to other documents/processes separate and complementary to this process. Additionally, a summary of proposed actions to take place within the first year of implementation are summarized in a separate table in Appendix E including suggested lighter, quicker and cheaper initiatives that will ensure this MCAP will be operationalized immediately.

5.1 Our Heritage

Heritage, both in its tangible and intangible form, plays a vital role in cultural planning. Buildings, streetscapes, and the stories we share orally and through print, digital and other forms of media tell the community's story of the past and present which shapes the community's true essence and identity into the future.

Prince Albert has a rich and very vibrant past – this is validated by the assets and resources the community has. These heritage assets are located in numerous areas of the community including the Downtown, Midtown, West Hill, and East Hill areas. The municipality, through its Museum and Heritage Advisory Committee, recognizes heritage work in Prince Albert through the presentation of the Municipal Heritage Awards. To date, there have been 11 projects and buildings that have received this award with all receiving municipal designation. The Museum and Heritage Advisory committee provides input on matter relating to the Museum and heritage in the city. Additionally, the Prince Albert Historical Society, one of the oldest historical societies in Western Canada, is committed to preserving the local history and showcasing it to local residents and visitors.

Through a wider cultural lens there is opportunity through the MCAP to expand the recognition and acknowledgement of Prince Albert's rich tangible and intangible heritage. This section explores various goals and opportunities.



Prince Albert Historical Museum photo courtesy of saskmuseums.org

The Cree name for Prince Albert is ***Kistahpinanihk*** which refers to "the meeting place". It represents the strong multiculturalism present in the community.

Our Community's Voice

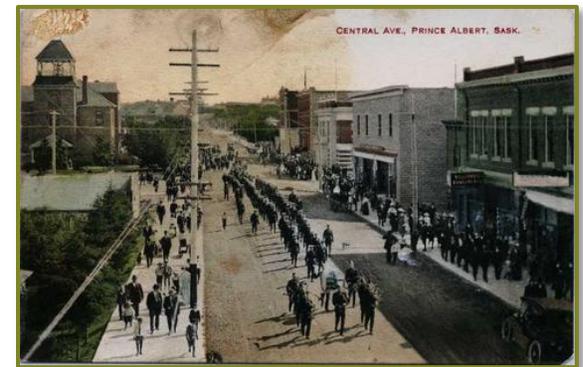
- There are many **rich stories of Prince Albert's past**, including the stories of **First Nations utilizing the area** well before the settlers arrived; the **history and growth of the Métis Settlement**; the **growth of Prince Albert** as a community; and, the pride that Prince Albert was represented by **three Canadian Prime Ministers**.
- There is the acknowledgment of the **hardships of the past**, including the effects of colonialism and the residential school era. There is also **recognition of the positive stories** and history as the city has grown into a **strong multi-cultural community**.
- **Kistahpinanihk**, the Cree word for "**a gathering place**," is embraced as an important 'term' and 'identifier' as it helps to qualify the community's distinct sense of place by expressing the dynamics of multiculturalism, pluralism and cosmopolitanism practiced from pre-settler to modern times. Today, the community is considered a meeting place for northern communities – and a significant regional city in the Province. Kistahpinanihk has also been adopted as the name of Prince Albert's Official Community Plan.
- Community members identified areas of cultural importance – including the **historic downtown with its brick buildings and historic railways**. The round house was one of the last to be built in North America and has the potential to become a cultural anchor for the community as an amenity. See Appendix D for a conceptual rendering based on compiling the ideas shared by community members in Phase 1 and 2.



Prince Albert Court House photo courtesy of City of Prince Albert

"Culture is building on the past, it is what makes a present place unique and using that to create a future."

- Video Quote from community member



Historical Central Avenue photo courtesy of Prince Albert Historical Society

Cultural Goals

Honour the past and provide a balance in this narrative of both the positives and the challenges that have occurred when sharing our story.

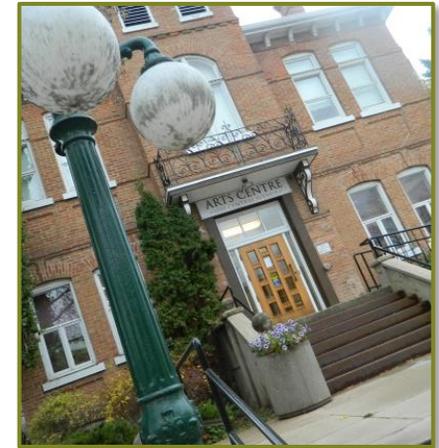
Our Actions Forward

Strategic Action 1.1 Promote Prince Albert's rich cultural history through tangible and intangible activities and initiatives that acknowledge and elevate Prince Albert as an historic "gathering place" - embracing this as a legacy building effort to be further enhanced by each generation to come i.e. paying 'our heritage' forward.

Strategic Action 1.2: Enhance and support the Downtown-Riverfront area as a cultural hub to confirm and strengthen Prince Albert's place as an historic gathering place that flows to all parts of the City and beyond.

Strategic Action 1.3: Raise Prince Albert's profile as a cultural hub through policy, bylaw, and outreach projects that include heritage preservation activities in the city at a local, regional, provincial, national and international scale.

Strategic Action 1.4: Ensure development and redevelopment conserves heritage resources and contributes to Prince Albert's distinct sense of place.



Prince Albert Arts Centre photo courtesy of Prairie Wild

Our Heritage – Recommended Action Items and Initiatives

Key Goal: Honour the past and provide a balance in this narrative of both the positives and the challenges that have occurred when sharing our story.									
Action Items	Initiatives	Primary Lead	Potential Partners	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
1.1 Promote Prince Albert's rich cultural history through tangible and intangible activities and initiatives that acknowledge and elevate Prince Albert as an historic "gathering place" - embracing this as a legacy building effort to be further enhanced by each generation to come i.e. paying 'our heritage' forward.	.1 Work with the Prince Albert Historical Society and others to review programming and identify opportunities to showcase the unique history of the community.	Community Services, Planning & Dev't, CoPA	Historical Society, PAGC, Métis Region/ Local Provincial and Federal Partners, NLDC	5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 13: Culture, Section 13.1: Heritage, Policy ii		✓			
	.2 Identify, cultivate, and document events, programming, cultural amenities and promotional activities that specifically embrace and showcase the City of Prince Albert as an historic 'gathering place' with particular attention given to its diverse Indigenous roots.	Community Services, Planning & Dev't, CoPA	Historical Society, PAGC, Métis Region/ Local Provincial and Federal Partners, NLDC			✓			
	.3 Explore opportunities for local innovations that will highlight the diverse, strong history and culture of Prince Albert e.g. historical walking and river tours, public historic design	Historical Society, Community	PAGC, Métis Region/ Local				✓		

	features integrated into infrastructure upgrades, honouring Elder and Pioneers.	Services, CoPA	Provincial and Federal Partners						
1.2 Enhance and support the Downtown-Riverfront area as a cultural hub to confirm and strengthen Prince Albert's place as an historic gathering place that flows to all parts of the City and beyond.	.1 Identify appropriate open and public spaces and open facades that may be utilized for artwork, installations, or interpretative panels that honour the past of the community.	CoPA, Community Services	Local artists, PADBID, Planning & Development, PAAB	5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 6: Land Use, Section 6.9 Downtown Revitalization Civic Art Policy		✓			
	.2 Engage with local artists and community members to install art work, wall murals, and other resources to honour Prince Albert's history.	CoPA and Community	Local artists. PADBID, Community Services, Planning & Dev't, PAAB				✓		
	.3 Work with community organizations to review programming and services available to residents and visitors, and identify gaps and opportunities.	Community Services	Local artists, PAAB, CBO				✓		
1.3 Raise Prince Albert's profile as a cultural hub through policy, bylaw, and outreach projects that include heritage preservation activities in the city at a local, regional, provincial, national and international scale.	.1 Support the Official Community Plan policies related to the preservation of important historical buildings and sites to enhance the character of the city.	CoPA, Planning & Dev't, MHAC	Historical Society and other stakeholders. PAAB	5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 13: Culture, Section 13.1: Heritage, Policies i – v SaskCulture Cultural Policy 2015 Civic Arts Policy Framework for Recreation in Canada	✓	✓			
	.2 Support and pursue heritage and historic recognition initiatives e.g. Municipal Heritage Awards; designation of assets at the municipal, provincial, national and international level.	CoPA, MHAC	Historical Society, CBO, Community		✓				
	.3 Ensure that naming of streets, park, and over civic assets is done to celebrate Prince Albert's unique history and cultural diversity.	CoPA, Planning & Dev't	Historical Society, PAGC, Métis Region/ Local, Community				✓		
	.4 Explore the feasibility of municipal incentives and programs that aim to preserve historical buildings and sites.	Planning & Dev't, MHAC	Historical Society and other stakeholders				✓		
	.5 Seek out and host provincial, national and international heritage events and conferences and other opportunities to gain provincial and national recognition.	CoPA, Planning & Dev't	MHAC, PADBID, Public Works					✓	
1.4 Ensure development and redevelopment conserves heritage resources and contributes to Prince Albert's distinct sense of place.	.1 Ensure policies within the Official Community Plan are being adhered to, and if necessary strengthen existing policies to ensure new developments do not negatively impact areas of significance.	CoPA, Planning & Dev't	Community Services, MHAC	Kistahpinanihk 2035, Section 9: Parks, Recreation, and Natural Areas, Section 9.4: The Pehonan Parkway and the River Valley, Policies i – xi		✓			
	.2 Encourage, incorporate and integrate heritage elements, in whole or part, into new and re-development areas through design in buildings, streetscapes, and (i.e. tourism and economic development opportunities).	CoPA, Planning & Dev't	MHAC, PADBID, Public Works				✓		

5.2 The River and Natural Surroundings/Places

There is much appreciation for the natural landscape in and around Prince Albert. The North Saskatchewan River with its gentle river banks, coupled with the surrounding flat lands and neighbouring forested and agricultural areas makes Prince Albert a natural gathering place accessible by water and land.

There is an abundance of park spaces located within the community with a total of 35 parks that span over 1,300 acres. Park amenities include open space, playgrounds, picnic areas, sport and recreational fields.

One of the major park amenities in Prince Albert is Little Red River Park, a natural area comprising of 1,200 acres. It is a short drive from downtown on Highway 55 towards Candle Lake. It is Prince Albert's largest park and provides residents and visitors alike an opportunity to connect with the natural environment in the Pêhonân Parkway which itself is a major natural amenity. It consists of numerous green spaces, trails and public amenities located along municipal-owned lands along the river, the islands, both municipal and provincially owned, along the length of the corridor defined by the Pêhonân Parkway Agreement.²¹

There is a complementary initiative currently underway to develop the park along the river, as identified in the 20 Year Master Plan for the River Valley Park that was prepared in 2004. There is hope in the future the riverside will become a bustling public space to be enjoyed by all community members. Appendix D contains a conceptual design the riverfront, as identified as part of the Community Engagement Phase 1 process.

Other notable destination parks in Prince Albert include Kinsmen; Prime Minsters'; Mair; Crescent Acres; and, the downtown park known formally as the Lions Park and currently named the Lakeland Ford Park. There are also numerous neighbourhood parks and open space located in the neighbourhoods.

Our Community's Voice

- The **North Saskatchewan River** that runs through the city has been identified as a culturally significant area by the community. The community feels that the river and associated riverbank area are under-utilized and that there is an **opportunity for this area to be re-developed and revitalized into a major cultural focal point** especially as it relates to the Downtown-Riverfront area.



Little Red River Park photo courtesy of City of Prince Albert

The **North Saskatchewan River** forms an important cultural identity to Prince Albert. There is opportunity for it to become a **major cultural focal point of the city.**



Kinsmen Park photo courtesy of the City of Prince Albert

²¹ Kistahpinanihk: Prince Albert Official Community Plan, 2015
City of Prince Albert Municipal Cultural Action Plan

- Natural amenities and places that community members also identified as culturally significant include the Cooke Municipal Golf Course, ball parks; Kinsmen Park; the trees in the city; Little Red River Park; Rotary Trail; and, the boat launch.
- The **“gathering place”** is a strong theme that resonates with community members because of the location between the forests to the north and the prairies in the south.
- It is recognized by the community that Prince Albert can be **a destination hub for the province when it comes to culture and recreation** – there is opportunity to explore creative and out-of-the-box initiatives that bring community members together.



North Saskatchewan River photo courtesy of City of Prince Albert

Cultural Goals

Enhance and showcase the riverfront to promote the natural elements Prince Albert and surrounding area.

Utilize current amenities and park spaces as focal points of the community to provide centralized activities and events.

Our Actions Forward

Strategic Action 2.1: Promote the riverfront as a cultural focal point of the community that can host community-wide events and activities.

Strategic Action 2.2: Explore creative and 'out-of-the-box' opportunities to showcase the riverfront.

Strategic Action 2.3: Ensure park spaces are focused on or incorporate historical and cultural landmarks to enhance and celebrate neighbourhoods and to draw tourism, interest, and cultural learnings.

Strategic Action 2.4: Complete the Rotary Trail system to link to Little Red River Park.

Strategic Action 2.5: Focus attention on Little Red River Park as a cultural asset to the community.

“Discovery Fur traders and the rivers access to the north in terms of discovering Canada”

- Survey Quote from community member

The River and Natural Surroundings/Places – Recommended Action Items and Initiatives

Key Goal: Enhance and showcase the riverfront to promote the natural elements Prince Albert and surrounding area.

Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
2.1 Promote the riverfront as a cultural focal point of the community that can host community-wide events and activities.	.1 Support the policies from the 20 Year River Valley Master Plan that revitalize the riverfront.	River Valley Downtown Committee, Community Services, Planning & Dev't	Pêhonân Parkway Board, Public Works, Historical Society	5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 9: Parks, Recreation, and Natural Areas, 9.3: Open Spaces, Policy vii, xi River Valley Park 20 Year Master Plan Community Services Master Plan Section 3.4 Recommendations, Section 3.4.1 Area Redevelopment, River Front Downtown Strategic Plan, Executive Summary, Recommendation 9	✓				
	.2 Continue to engage with community members on ways to revitalize the river front.	River Valley Downtown Committee, Planning & Dev't	Pêhonân Parkway Board, CBO, Historical Society		✓				
	.3 Utilize CPTED principles, and work with Police, Fire, and other relevant departments when considering the location of community gathering points or events and ensure parking access and overall safety is addressed.	Planning & Dev't, River Valley Downtown Committee, Community Services	Public Works, Police, Fire		✓				
	.4 Identify future opportunities for a community event by the riverfront that is marketed as inclusive to everyone.	River Valley Downtown Committee, Community Services	PADBID, Prince Albert Tourism			✓			
	.5 Incorporate recreational and cultural activities along the river corridor to celebrate the significance of the waterbody.	River Valley Downtown Committee, Community Services	Service Clubs, Sports Clubs, PADBID, PAGC, Métis Region/ Local				✓		
	.6 Work with Pêhonân Parkway Board to ensure future developments and actions are consistent with the 20 Year River Valley Master Plan.	River Valley Downtown Committee, Community Services	Pêhonân Parkway Board				✓		
	.7 To start discussions and identify appropriate locations for the placement of a community oven along the river.	River Valley Downtown Committee, Community Services, Fire	Pêhonân Parkway Board and other stakeholders, Community				✓		
	.8 Develop cultural "nodes" in the park along the river that brings community members and visitors together.	Community Services, Planning & Dev't	Pêhonân Parkway Board, Community					✓	
2.2 Explore creative and 'out-of-the-box' opportunities to showcase the riverfront.	.1 Consider options to develop innovative recreational transportation options to cross the river i.e. ferries, kayak rentals, gondolas.	CoPA, Planning & Dev't	Public Works, Community, Community-based Organizations	5 Year Strategic Plan, 2015-2020, Sustainable Growth				✓	
	.2 Consider feasibility and locations for an amphitheatre to host outdoor events along the river bank.	Planning & Dev't	Public Works, PAAB					✓	

Key Goal: Utilize current amenities and park spaces as focal points of the community to provide centralized activities and events.									
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
2.3 Ensure park spaces are focused on or incorporate historical and cultural landmarks to enhance and celebrate neighbourhoods and to draw tourism, interest, and cultural learnings.	.1 Continue to support programming and encourage expanding programming at current facilities such as the Tourist Centre and Historical Museum.	CoPA and Community	PAAB, Prince Albert Tourism	Kistahpinanihk 2035 , Section 13: Culture, Section 13.2: Arts, Culture, and Tourism Community Services Master Plan , Section 3: Parks and Open Space, Objective 5	✓	✓			
	.2 Ensure safety of park spaces across the city are addressed by working with relevant departments and organizations.	CoPA, Planning & Dev't, Community Services	Police, Fire		✓				
	.3 Review park space programming and explore opportunities and engage the community regularly about incorporating additional cultural programming in park spaces throughout the year.	Community Services	PAAB, PAGC, Multi-cultural, Historical Society, Tourism, Multicultural Council					✓	
2.4 Complete Rotary Trail system to link to Little Red River Park.	.1 Engage with community members to identify possible lands for trail completion.	CoPA, Planning and Dev't	Pêhonân Parkway Board, Community Services	5-Year Strategic Plan 2015-2020 , Active & Caring Community Kistahpinanihk 2035 , Section 6: Public and Institutional, 6.7 Parks and Environmental, Policy v				✓	
	.2 Engage with landowners regarding land to complete trail system.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services					✓	
	.3 Seek opportunities for public/private partnerships to complete the trail system.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services, Private Sector					✓	
	.4 Complete trail system to Little Red River Park.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services					✓	
2.5 Focus attention on Little Red River Park as a cultural asset to the community.	.1 Continue to support and encourage the expansion of cultural programming activities in the park from community based organizations such as the Métis cultural programming.	Community Services, Métis Region/ Local	PAGC, , Multicultural Council, CBO, PAAB	Kistahpinanihk 2035 , Section 9: Parks, Recreation, and Natural Areas 20 Year River Valley Park Master Plan	✓				
	.2 Continue to work with the Police and Fire departments to ensure the safety of patrons utilizing the park; Utilize CPTED principles when considering future development.	Community Services, Planning & Dev't	Police, Fire		✓				
	.3 Explore options for improved and expanded programming and community events in Little Red River Park.	CoPA, Community Services	Planning & Dev't, Pêhonân Parkway Board, CBO					✓	
	.4 Explore opportunities for a pedestrian/bike bridge in the park for improved trail connectivity.	Public Works, Community Services, Planning & Dev't	Pêhonân Parkway Board					✓	
	.5 Explore opportunities for water-based activities linked to the North Saskatchewan River and nearby amenities.	Public Works, Community	Pêhonân Parkway Board,					✓	

	This may involve linkages to the nearby La Colle Falls, Saskatchewan River Forks (where the North and South Saskatchewan River join) and other nearby river-based amenities.	Services, Planning & Dev't	PAGC, neighbouring RMs, North Saskatchewan River Basin						
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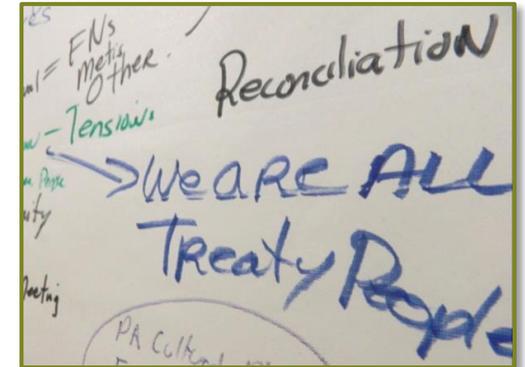
5.3 Bridging Nations

People of many different cultural backgrounds call the community of Prince Albert their home, a place of work, or where they recreate. Bridging Nations, in the context of this MCAP, refers to the building of relationships between and amongst different cultural communities, organizations, and individuals in Prince Albert.

Of primary interest is the recognition that Prince Albert has an opportunity to continue building and strengthening relationships between the Aboriginal and non-Aboriginal community. There are many community-based organizations, government agencies and informal networks that are dedicated to bridging nations. As identified through this process, two cultural protocols (First Peoples and newcomers) have been developed and are attached in Appendix A. These protocols can be implemented immediately.

Our Community's Voice

- In order to create cultural vibrancy in Prince Albert, it has been identified there is a need to **focus on cross-cultural understanding**. This cross-cultural understanding involves having open communication and dialogue between different communities – **leading to a better understanding of each other and positive outcomes**.
- The community understands that there is a need to shift a general perception of their city **from a place of 'negativity' to one viewing their city from a place of 'positivity'** by increasing positive attitudes through strengths-based community conversations and actions.
- It has been **recognized that there are racial tensions within the community** and that there is a need for **culturally sensitive learnings and healing**. There are opportunities to **strengthen the relationship** between Métis and the rest of the Aboriginal and wider community.
- **Métis culture within the community has been recognized as very important**. The historical roots and growth of the Métis community and its significance to Prince Albert is important to acknowledge.



A cultural vibrant community involves **cross-cultural understanding** and education. This leads to shifting to **positive outcomes**.



Tapestrana Event photo courtesy of Multicultural Council

- It is important to **acknowledge the traditional land** and go through the proper protocol during important events such as community gatherings.
- One of the reoccurring items from this theme includes **reconciliation and education**. With the recent **Truth and Reconciliation Commission of Canada** process and the recommendations provided, there is an opportunity for the community of Prince Albert to take strong action and become a model community leader that promotes healing and bridging of nations.



Aboriginal Dancers photo courtesy of Prince Albert Tourism

Cultural Goals

Ensure that all nations, communities, newcomers, and individuals are welcomed and celebrated in the community.

Promote and communicate cross cultural understanding and learnings across nations, communities, newcomers, and individuals.

Our Actions Forward

Strategic Action 3.1: Celebrate, support, and promote Prince Albert's rich Indigenous history and make-up including the acknowledgment of settlers to ensure the retention and enhancement of Prince Albert as a community of inclusion and multiplicity extending out to the surrounding region.

Strategic Action 3.2: Promote positive perceptions about our cultural make-up, identity, and unique sense of place as a community.

Strategic Action 3.3: Create a First Peoples cultural protocol for community events that honours traditional Aboriginal ways and lands.

Strategic Action 3.4: Ensure newcomers are welcomed into the community.

Strategic Action 3.5: Acknowledge and honour the process and outcomes of the Truth and Reconciliation Commission of Canada.

Strategic Action 3.6: Create a unique 'brand' or theme that embraces Prince Albert as a gathering/meeting place that focuses on celebrating and promoting its diverse cultural make-up and identity.

Strategic Action 3.7: Develop a broad cultural lens within and across all municipal departments and municipally owned and operated facilities and services.

*"Culture is different cultures and nationalities coming together to call this wonderful place, **home ... where we can all grow together.**"*

Video Quote from a Community Member



Downtown Murals photo courtesy of Prairie Wild

Bridging Nations – Recommended Action Items and Initiatives

Key Goal: Ensure that all nations, communities, newcomers, and individuals are welcomed and celebrated in the community.									
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
3.1. Celebrate, support, and promote Prince Albert's rich Indigenous history and make-up including the acknowledgment of settlers to ensure the retention and enhancement of Prince Albert as a community of inclusion and multiplicity extending out to the surrounding region.	.1 Identify, support and explore programs, events, and other initiatives that bring people together and celebrate the multiplicity of Prince Albert and region.	CoPA and Community	PAGC, Multicultural Centre, Métis Region/ Local, PADBD, Service Groups, Faith-based groups, Exhibition Association, and others	Kistahpinanihk 2035 , Section 10 Environment, 10.5 Historical and Archaeological Site Protection, Policy iv Communications Master Plan , Goal 3: Strengthen the city Image and Establish a City Brand SaskCulture Cultural Policy	✓				
	.2 Identify and inventory noted public and shared spaces that may be suitable for First Nation and Métis ceremonies and activities e.g. sweat lodges, round dances.	CoPA, PAGC, Métis Region/ Local	Provincial and Federal partners, Educational institutions, FSIN				✓		
	.3 Increase visibility and opportunity for First Nation and Métis culture and history in public art and urban design by including these perspectives in policies and plans.	CoPA, PAGC, Métis Region/ Local	Historical Society, FSIN, CBO					✓	
3.2 Promote positive perceptions about our cultural make-up, identity, and unique sense of place as a community.	.1 Provide and enhance programming and education that targets the elimination of racism and discrimination.	CoPA, PAGC, Police and Fire Services and Community	CBO, RCMP, Correctional Services, Educational and Social based institutions and Agencies	5 Year Strategic Plan , 2015-2020, Active and Caring Community, Corporate Sustainability Police Services Strategic Plan 2014 – 2016 Fire and Emergency Services Master Plan		✓			
	.2 Support and encourage actions and programs from various community-based organizations that bring people together to build positive relationships.	CoPA, Community Services	Prince Albert Tourism, CBO					✓	
3.3 Create a First Peoples cultural protocol for community events that honours traditional Aboriginal ways and lands.*	.1 Engage with Elders from Métis and First Nation communities on proper protocol for community events.	CoPA, PAGC, Métis Region/ Local, Services, City Manager's Office	Community, FSIN	5 Year Strategic Plan , 2015-2020, Active & Caring Community		✓			
	.2 Draft a policy to recognize the importance of protocol during community events.	CoPA, Community Services, Corporate Services	PAGC, Métis Region/ Local, Community				✓		
	.3 Regularly implement and apply proper protocol during community gatherings and activities.	CoPA, PAGC, Métis Region/ Local, Corporate Services	Community			✓			

3.4 Ensure newcomers are welcomed into the community. **	.1 Draft a protocol that embraces and welcomes newcomers.	CoPA, Corporate Services	Community	5 Year Strategic Plan, 2015-2020, Active & Caring Community		✓			
	.2 Develop, support, adapt and promote programs, activities, and amenities that welcome and support newcomers to our community.	CoPA, Community	CBO, Educational, Health and Social Agencies			✓			

*Please refer to Appendix A for a First Peoples Cultural Protocol that can be implemented immediately.

**Please refer to Appendix A for a Newcomers Protocol that can be implemented immediately.

Key Goal: Promote and communicate cross cultural understanding and learnings across nations, communities, newcomers, and individuals.									
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
3.5 Acknowledge and honour the process and outcomes of the Truth and Reconciliation Commission of Canada.	.1 Review Calls to Action from the Truth and Reconciliation Commission of Canada report.	CoPA and Community	PAGC, Métis Region/Local, CBO	5 Year Strategic Plan, 2015-2020, Active & Caring Community Civic Arts Policy Guiding Principle 5 SaskCulture Cultural Policy	✓	✓			
	.2 Support programs and initiatives from community-based partnerships that aim to progress the Calls to Action i.e. protocols.	CoPA and Community	PAGC, Métis Region/Local		✓	✓			
	.3 Engage with community on a Truth and Reconciliation memorial to gather input on how it will be designed and identify possible locations in the core area.	CoPA, Public Arts Committee, PAGC, Métis Association	Community Services, Planning & Dev't, PAAB,PAGC, Métis Region/Local, FSIN					✓	
	.4 Engage with potential community partners for funding or volunteer resources.	CoPA and Community	PAGC, Service groups, Faith-based groups					✓	
	.5 Create a memorial honouring the Truth and Reconciliation process.	CoPA and Community	Mayor's Office, PAGC, Métis Association						✓
3.6 Create a unique 'brand' or theme that embraces Prince Albert as a gathering/meeting place that focuses on celebrating and promoting its diverse cultural make-up and identity.	.1 Continue community engagement to create a brand that speaks to the residents of the community.	CoPA, Corporate Services	Community Services, Community	5 Year Strategic Plan, 2015-2020, Corporate Sustainability Kistahpinanihk 2035, Section 11: Healthy Economy, Section 11.2, Policy ix		✓			
	.2 Launch community branding concept to be utilized city-wide that celebrates the diversity.	CoPA, Corporate Services	Community Services, Community					✓	
	.3 Create a marketing strategy that emphasizes Prince Albert's rich cultural resources and amenities.	CoPA, Corporate Services	Community Services, Community						✓
3.7 Develop a broad cultural lens within and across all municipal departments and municipally owned and operated facilities and services.	.1 Include cultural planning education and training across all municipal departments and municipally owned and operated facilities and services through training opportunities presented annually/bi-annually.	CoPA	Corporate Services, City Manager's Office, Planning & Dev't	5 Year Strategic Plan, 2015-2020, Corporate Sustainability		✓			

5.4 Community Volunteering and Networking

The theme of community volunteering and networking speaks to the partnerships, organizations, institutions, and individuals in Prince Albert that and who respectively contribute to the success of many community initiatives and events. Community volunteers dedicate their time and efforts to ensure Prince Albert is a culturally vibrant centre that embraces its cultural make-up, identity and associated cultural sensitivities.

Volunteerism is critical to the success of implementing this MCAP. Participation by volunteers and volunteer-based organizations is essential and included informing this MCAP by providing numerous ideas and suggestions to implementing many of the initiatives contained within this MCAP. Moreover, many organizations, businesses and agencies provide quality based resources including various forms of sponsorship and the contribution of time and specialized skills provided by professionals, skilled workers, artists and performers.

Our Community's Voice

- It is recognized that **Prince Albert has an active and dedicated group of volunteers who contribute immensely to the community**, either through the work in their respective organization or helping to put together community events. The community recognizes them for their efforts.
- There is recognition that Prince Albert hosts a number of **major cultural events in the community**. This includes the **Winter Festival; music festivals; KidzFest; Métis Fall Festival; the Kinsmen Telemiracle**; and, much more.
- One of the strongest ideas that emerged through the MCAP community engagement process is the need for a **centralized community calendar that shares information about various cultural events activities, programs and related services**. A community calendar would allow individuals and organizations to identify which organization is hosting an event; this would avoid duplication of efforts and **foster opportunities for partnerships**.
- Prince Albert prides itself for being **very community-minded** - from volunteerism to business support for events and amenities. Going forward community members shared that they want the municipality and community-based organizations to continue efforts to ensure this community-minded philosophy continues.
- There are numerous community events that are accessible to everyone. It was shared by community members that there is a perception that some events are exclusive to select people e.g. the annual Pow Wow. This is not intentional as everyone is welcome.



Prince Albert Multicultural Council photo courtesy of panow.com

Prince Albert is considered **very community-minded** with the amount of amenities available and **the dedicated volunteers that contribute to the community**.



Margo Fournier Center photo courtesy of the City of Prince Albert

Cultural Goals

Ensure a culturally vibrant community by supporting existing volunteers and organizations and promoting new partnerships.

Our Actions Forward

Strategic Action 4.1: Create opportunities for shared cultural resources and databases.

Strategic Action 4.2: Incorporate more cultural aspects (programming) at both the city and neighbourhood level.

Strategic Action 4.3: Link cultural planning initiatives with other city and community programs and policies.

Strategic Action 4.4: Maintain existing events and create new events that are promoted as all-inclusive and increase overall participation.

Strategic Action 4.5: Celebrate the strong volunteer community.

“We are a very supportive community.”
- Survey Quote from a Community Member

Community Volunteering and Networking – Recommended Action Items and Initiatives

Key Goal: Ensure a culturally vibrant community by supporting existing volunteers and organizations and promoting new partnerships.									
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
4.1 Create opportunities for shared resources and databases.	.1 Utilize social media and keep up with technological advancements in communications to share information about community-based events, organizations, and other opportunities.	Corporate Services, Community Services	CBO, Private Sector, Community Associations	Kistahpinanihk 2035, Section 14: Finance, Policy vi Communications Master Plan 2016 – 2021 Goal 4: Improve access to information	✓				
	.2 Create and regularly update a community calendar cultural based programs, activities and events hosted and produced by various organizations and departments to be utilized by community members, businesses, CoPA, Prince Albert Tourism, and community organizations.	CoPA, Corporate Services, Tourism	CNC, Community Services		✓	✓			
	.3 Regularly update an organization agency database to be utilized by organizations and individuals.	CoPA, Corporate Services	CBO, Private Sector		✓	✓			
4.2 Incorporate more cultural aspects (programming) at both the city and neighbourhood level.	.1 Identify opportunities and identify key stakeholders to assist with celebrating the distinct neighbourhoods that make up the community (i.e. block parties, events, etc.).	Planning & Dev't, Community Services	Historical Society, Neighbourhood Groups	5 Year Strategic Plan, 2015-2020, Active & Caring Community Kistahpinanihk 2035, Section 6: Land Use, 6.3.1 General Land Use Policies, 6.3.1.3 Neighbourhoods			✓		
	.2 Encourage the development of community gathering spaces and programming opportunities in all neighbourhoods, including flexible programming space such as a temporary ice rink in neighbourhoods.	Planning & Dev't, Community Services	Community Associations, CBO				✓		

	.3 Expand cultural programming in community centres and facilities such as the Margo Fournier Centre.	CoPA, Community Services	Third Party Organizations, Community Associations				✓		
4.3 Link cultural planning initiatives with other community programs and policies.	.1 Align policies of other municipal and community programs and initiatives including the Official Community Plan, Community Services Master Plan, Downtown Strategic Plan, and others.	Community Service, CoPA	PABID, CBO	5 Year Strategic Plan, 2015-2020, Sustainable Growth			✓		
4.4 Maintain existing events and create new events that are promoted as all-inclusive and increase overall participation.	.1 Identify opportunities on how to create and market community events that are all-inclusive of everyone. Consider options such as the Leisure Guide or a specific document or others.	CoPA, Community Services	Community-Based Organizations	5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 10: Environment, Section 10.5: Historic and Archaeological Site Protection, Policy iv	✓	✓			
	.2 Partner with community-based organizations on maintaining existing programs and identify opportunities for new events.	CoPA, Community Services	Community-Based Organizations, School Divisions, Tourism	Section 11: Healthy Economy, Section 11.7: Social Environment, 11.7.4 Inclusive Communities			✓		
4.5 Celebrate the strong volunteer community.	.1 Increase awareness of volunteering through a public engagement campaign encouraging others to volunteer in the community.	CoPA, Community Services	Health Region, Education Institutions, Community	5 Year Strategic Plan, 2015-2020, Active & Caring Community Kistahpinanihk 2035, Section 14: Finance, Section 14.1: Background, Policy xv	✓	✓			
	.2 Promote community-based volunteer opportunities by developing a volunteer database.	Community Organizations, Community Services	Police, Faith-based Organizations				✓		
	.3 Enhance volunteer experience by promoting consistent standards for volunteer work, raising the profile of management practices, and support efforts to recognize volunteers.	CBO, Community	Corporate Services				✓		
	.4 Facilitate partnerships between cultural organizations, schools, and community groups.	CoPA and Community	Educational Institutions and Various Community-Based Organizations				✓		
	.5 Reduce barriers to volunteer by supporting research to identify trends and challenges.	CoPA, Community Services	Health Region, Community Association				✓		

5.5 All Ages – Activities, Amenities, and Programming

The All Ages theme focuses on activities, amenities and programming that are accessible to people of all ages in Prince Albert. This includes access to various amenities, facilities, events and programming regardless of age and abilities. Important to the community of Prince Albert is ensuring that goals and initiatives related to cultural planning and actions include the retention and expansion of activities, amenities and programming for all ages to ensure everyone has access locally to opportunities in a fair and equitable manner.

Our Community's Voice

- Residents and stakeholders recognize the amount of facilities and amenities Prince Albert has to offer. There is a **need to be more inclusive of people of all ages as there is a perceived gap with young adults**. One idea that emerged was a venue that would host bands and other acts intended for the young adult demographic.
- **Youth engagement** is recognized as having great importance in the community; they **play an important role** on how cultural resources should be planned for the future.
- There is recognition of the **diversity of the community's population that includes distinct populations that include youth, young families, adults, seniors and Elders** and the need to ensure cultural amenities, services and programs align with the needs of these populations.
- **Specifically, seniors and Elders** are recognized as an important and growing group of contributors who add to the cultural vitality and identity of Prince Albert. Specifically, seniors and Elders act as the 'bridge' between the historical roots, identity and sensitivities held by a community and the future opportunities and circumstances that occur in the present.
- The importance of providing neighbourhood based programming to ensure access by all ages was shared by community members. This may include identifying **additional neighbourhood facilities and amenities that would complement existing central facilities**.



KidzFest photo courtesy of City of Prince Albert

Prince Albert is home to many **great amenities accessible to everyone of all-ages**. There is opportunity for **neighbourhood programming and facilities**.



Prince Albert Skate park photo courtesy of PAnow.ca

Cultural Goals

Collaborate with various community groups and organizations to foster the retention and expansion of cultural activities, amenities and programming for all ages to ensure everyone has access locally to opportunities in a fair and equitable manner.

Our Actions Forward

Strategic Action 5.1: Focus on inclusionary cultural programs, services, amenities, and initiatives that embrace the diversity of the neighbourhood.

Strategic Action 5.2: Create a strategy to build cultural capacity in youth and strengthen their access to art, culture, and heritage.

Strategic Action 5.3: Create neighbourhood cultural nodes providing programming and activities for all ages. Such opportunities help nurture a community where people can age gracefully in place.

Strategic Action 5.4: Explore opportunities to create new spaces and programming for the young adult demographic.

Strategic Action 5.5: Support and encourage the value of the involvement of seniors and Elders in the development and implementation of cultural amenities, activities and programming.

“Culture makes a better world! It's a learning thing; it's about education and raising our children.”

- Video Quote from a Community Member

All Ages – Activities, Amenities, and Programming – Recommended Action Items and Initiatives

Key Goal: Collaborate with various community groups and organizations to foster the retention and expansion of cultural activities, amenities and programming for all ages to ensure everyone has access locally to opportunities in a fair and equitable manner.									
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
5.1 Focus on inclusionary cultural programs, services, amenities, and initiatives that embrace the diversity of the neighbourhood.	.1 Support initiatives that ensure welcoming spaces for youth and multi-generational cultural activity.	CoPA, Community Services	Planning & Dev't, Police	5 Year Strategic Plan, 2015-2020, Active & Caring Community; Sustainable Growth Kistahpinanik 2035, Section 11: Healthy Economy, Section 11.7: Social Environment, 11.7.4 Inclusive Communities	✓	✓			
	.2 Identify areas for additional programming of Downtown-Riverfront public spaces.	CoPA, River Valley Joint Committee	PADBID, Central Avenue Events, Community Services					✓	LQC Item
	.3 Facilitate more all-ages programming in community centres such as the Margo Fournier Centre, Friendship Centre.	CoPA and Community	Community Services, Regional Partners					✓	LQC Item
5.2 Create a strategy to build cultural capacity in youth and strengthen their access to art, culture, and heritage.	.1 Examine the available cultural education programs for youth in Prince Albert, identify gaps and develop an implementation plan.	CoPA, Community Services	Educational Institutions	5 Year Strategic Plan, 2015-2020, Active & Caring Community			✓		
	.2 Encourage and support education institutions and cultural providers to develop mentorship programs in organizations and creative businesses.	CoPA	Educational Institutions and The Private Sector, PAGC					✓	
5.3 Create neighbourhood	.1 Continue to support community-based organizations that provide spaces and	CoPA and Community	PAGC, Métis Region/ Local, Educational	5 Year Strategic Plan, 2015-2020, Active &	✓				

cultural nodes providing programming and activities for all ages. Such opportunities help nurture a community where people can age gracefully in place.	programming for youth.		Institutions, Faith-based Organizations	Caring Community, Sustainable Growth Kistahpinanihk 2035 , Section 6: Land Use, Section 6.1: Background, Policy vii					
	.2 Continue to maintain and develop services and programming for seniors and Elders.	CoPA and Community	Community Services, Faith-Based Groups		✓				
	.3 Identify areas of need in neighbourhoods for cultural and community programming.	CoPA and Community	Community Service Centres			✓			
	.4 Review existing policies of community facilities for all-age inclusive programming.	CoPA	Community Services, Community Clubs				✓		
5.4 Explore opportunities to create new spaces and programming for the young adult demographic.	.1 Continue to engage the young adult demographic to identify opportunities for more programming and amenities. One idea is a venue to host bands and other local talents.	CoPA and Community	CBO, Tourism	5 Year Strategic Plan, 2015-2020, Active & Caring Community		✓			
5.5 Support and encourage the value of the involvement of seniors and Elders in the development and implementation of cultural amenities, activities and programming.	.1 Develop and market various programming and services that consider seniors and Elders in the community.	Community Services, CBO	Community Services,	5 Year Strategic Plan, 2015-2020, Active and Caring Community Kistahpinanihk 2035 , Section 11: Healthy Economy, Section 11.7 Social Environment, 11.7.4 Inclusive Communities		✓			
	.2 Identify innovative ways and seek partnerships to address possible barriers by seniors and Elders to participation in physical, creative, and social activities.	CoPA	Community Services, Community Organizations			✓			
	.3 Partner or continue to encourage partnerships that promote the benefits of increasing creative activity of seniors and Elders.	CoPA	Various Community And Regional-Based Organizations, Tourism				✓		

5.6 Sports and Recreation

Prince Albert has a vibrant and active sports and recreation community. Community members and visitors alike are able to enjoy a wide variety of sporting and recreation activities. There are numerous associations and leagues that offer activities both at the recreational and competitive level.

The City of Prince Albert Community Services Department is proud to offer many of the facilities used by individuals and organizations. The list of sport and recreational activities offered by both the City and organizations are plentiful and include everything from archery to zumba.

The future of sports and recreation includes growth and development of amenities, programs and services that match what is required by the community and being asked for by the community. Sports and recreation is acknowledged as playing an important cultural bridge builder role between and amongst cultural groups and helps overall in shaping Prince Albert's cultural identity and make-up.

Sports and recreation forms a large part of Prince Albert's culture. **There is a local and regional draw** into the community with the amount of amenities available.

Our Community's Voice

- **Sports and recreation is very much a part of Prince Albert's cultural identity.** Throughout the community engagement process, a number of facilities were identified as playing an important role for sports and recreation in the community.
- **There is a local and regional draw** to Prince Albert for sports and recreation, which is a benefit. **There is great opportunity to host events of any scale** because of the resources dedicated to sports and recreation.
- There is the need to balance sports and recreation **with the arts sector – to ensure fair and accessible opportunities.**
- Identified by community members is the need for facilities and programming throughout the city including such areas as the **northwest and northeast side** where there is a need for **park spaces for youth and also people of all ages.**
- There is a lot of **community pride in local sports teams such as the hockey teams Prince Albert Raiders and Prince Albert Mintos.** This also includes the various school sports teams in the schools such as St. Mary Marauders football team, and the Carlton Crusaders football team.



Raiders Game photo courtesy of Prince Albert Tourism

Cultural Goals

Support and celebrate the value of sports and recreational programming, activities, and initiatives and the role they play in enhancing Prince Albert's cultural identity and make-up.

Our Actions Forward

Strategic Action 6.1: Support and encourage sports and recreational programming that brings the community together.

Strategic Action 6.2: Focus on accessibility and affordability of sports and recreational programming.

Strategic Action 6.3: Focus on year-round recreational programming, both indoor and outdoor.

Strategic Action 6.4: Create opportunities to bring recreational programming to the core of the city.

Strategic Action 6.5: Improve infrastructure of existing recreational amenities.

Strategic Action 6.6: Ensure a balance of sports and recreation and the arts.

*"Prince Albert is unlike other cities in its own special way [...] Prince Albert is also a **very artsy, sport-centered** environment."*

- Survey quote from community member

Sports and Recreation – Recommended Action Items and Initiatives

Key Goal: Support and celebrate the value of sports and recreational programming, activities, and initiatives and the role they play in enhancing Prince Albert's cultural identity and make-up.

Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
6.1 Support and encourage sports and recreational programming that brings the community together.	.1 Continue to promote and maintain recreational amenities in the community.	CoPA, Community Services	Sports Clubs, Tourism, Various Community-Based Organizations	5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 9: Parks, Recreation, and Natural Areas, Section 9.2 Parks and Recreation Facilities Community Services Master Plan Section 5 : Programming, 5.1 Community Service Program Vision Framework for Recreation in Canada	✓				
	.2 Explore opportunities to work with public organizations and the private sector to develop new or upgrading of existing recreational and/or community facilities and programming.	CoPA, Planning & Dev't, Community Services, Public Works, Financial Services	Neighbourhood groups, Tourism, School Divisions, Community Clubs, Private Sector				✓		
6.2 Focus on accessibility and affordability of sports and recreational programming.	.1 Support the policies of the Community Services Master Plan regarding accessibility and affordability of recreational programming across the city.	CoPA, Community	Sports and Recreational Organizations	Kistahpinanihk 2035, Section 11: Healthy Economy, Section 11.7: Social Environment, 11.7.4 Inclusive Communities Community Services Master Plan Section 4: Recreation, 4.1 A Recreation Facility Vision Framework for Recreation in Canada	✓				
	.2 Explore opportunities to expand and diversify recreational amenities and programs with a focus on affordability and accessibility.	CoPA, Community, Creative Kids, KidSport	Sports and Recreational organizations, Neighbourhood Groups, Community Services				✓		
	.3 Actively seek grants and other sources of funding to offer all-inclusive arts and cultural programming.	CoPA, Community Services	Sports and Recreational organizations		✓				
6.3 Focus on year-round recreational programming, both indoor and outdoor.	.1 Support and encourage expansion of year-round programming i.e. Alfred Jenkins Centre.	Community Services,	Regional Partners, Educational Institutions, PAGC	Kistahpinanihk 2035, Section 9: Parks, Recreation, and Natural Areas, Section 9.2 Parks and Recreation Facilities, Policy xvii Community Services Master Plan Responding to Change, 1.2.1 Key Opportunities Framework for Recreation in Canada		✓			
	.2 Conduct an inventory of programs that are offered throughout the year to identify strengths, gaps, and opportunities.	CoPA, Community Services	Community Clubs, Private Sector, Education Institutions				✓		
	.3 Continue to support organizations providing year-round programming and identify opportunities for potential partnerships.	CoPA and Community	Community Services, Regional Partners, Educational Institutions, PAGC		✓				LQC item
6.4 Create opportunities to bring recreational programming to the core of the city.	.1 Commit to undertaking community engagement about the types of sporting and recreational activities that would be enjoyed downtown.	CoPA, River Valley Joint Committee	PADBID, Community Associations	Kistahpinanihk 2035, Section 9: Parks, Recreation, and Natural Areas, Section 9.3 Open Spaces, Policy vi Downtown Strategic Plan, Section 2.6.5 Arts/Culture/Entertainment		✓			LQC item
	.2 Identify a downtown space that may be utilized as an outdoor rink during the winter months.	CoPA, River Valley Joint Committee	Sports and recreational organizations, PADBID					✓	

6.5 Improve infrastructure of existing recreational amenities.	.1 Investigate feasibility of other infrastructure improvements to recreational facilities.	Public Works	Planning & Dev't, Community Services	5 Year Strategic Plan, 2015-2020, Active and Caring Community Community Services Master Plan, Section 2.1 An Evolving System: Parks, Open Space, and Recreation Facilities			✓			
	.2 Investigate feasibility of artificial turf for soccer fields, tennis courts, etc.	CoPA	Planning & Dev't, Community Services, Private Sector, Educational Institutions					✓		
	.3 Investigate unique signage that will encourage walkability to various public spaces.	Public Works, Community Services	Planning & Dev't, Private Sector					✓		LQC item
6.6 Ensure a fair balance of sports and recreation and the arts.	.1 Actively promote and cross promote sports and recreational programs and arts programs and initiatives throughout the community.	CoPA, Community Services	Community Clubs, Educational Institutions, Community Associations	5 Year Strategic Plan, 2015-2020, Active and Caring Community SaskCulture Cultural Policy 2015 Civic Arts Policy	✓	✓				
	.2 Actively investigate opportunities for funding and partnerships for sports and recreational programming and amenities; and, performing arts, visual and mixed arts and culture industries.	CoPA, Community Services	Community Clubs, Educational Institutions, Community Associations				✓			

5.7 Performing, Visual, and Mixed Arts

Prince Albert is known for being a vibrant, artistic community – it is home to some prominent artists including musicians, actors, painters, and more. The community is proud to support a strong fine arts community, providing a variety of opportunities in creative drama, music, visual arts, and other artistic and cultural pursuits.

A future state of performing, visual and mixed arts includes ensuring fair and accessible options that are in balance with other amenities, services and programs provided through sports and recreation. This theme is recognized as having one of the best potentials for developing spin-off cultural industries including the development of cultural products and services that are being asked for by community members.

Our Community's Voice

- Prince Albert is home to many gifted artists; the arts sectors in the community includes the performing, visual, and mixed arts; everything from theatre to music. The community identified many opportunities to capitalize on their artistic assets and strengths.
- Community members identified numerous amenities and features that make the city a vibrant arts community – and that there is a lot more potential to expand on the sector, to create vibrant places in the community. One consistent idea shared by community members was utilizing small scale projects such as integrating public art across the city that could also be multi-functional, such as displays being bike racks.



Tapestrama photo courtesy of panow.com



E.A. Rawlinson Centre for the Arts photo courtesy of panow.com

Cultural Goals

Recognize, strengthen, and honour the artistic and cultural community and the significant role it plays in developing and enhancing Prince Albert's cultural make-up and identity and beyond.

Our Actions Forward

Strategic Action 7.1: Support the community development of arts advocacy and capacity-building initiatives.

Strategic Action 7.2: Promote the arts through on-going and key awareness-raising events and initiatives.

Strategic Action 7.3: Develop and support the public art policy and initiatives.

Strategic Action 7.4: Seek opportunities to complement community festivals and activities with cultural events/programming.

Strategic Action 7.5: Support artists and the arts and recognize their community contribution.

Strategic Action 7.6: Support the growth and development of Prince Albert's cultural industries.

"Diversity of activities available, such as drama, music, dance, events..."

- Survey quote from community member



Performing, Visual, and Mixed Arts – Recommended Action Items and Initiatives

Key Goal: Recognize, strengthen, and honour the artistic and cultural community and the significant role it plays in developing and enhancing Prince Albert's cultural make-up and identity and beyond.

Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
7.1 Support the community development of arts advocacy and capacity-building initiatives.	.1 Support collaboration and communication between creative industry leaders across the community.	Community Services, ACC	Chamber of Commerce	5 Year Strategic Plan, 2015-2020, Active & Caring Community Kistapinanihk 2035, Section 13: Culture, Section 13.2 Arts, Culture, and Tourism		✓			
	.2 Develop a strategy for knowledge exchange between community-based organizations and the private sector.	Community Services, CBO	Chamber of Commerce				✓		
7.2 Promote the arts through on-going and key awareness-raising events and initiatives.	.1 Support and enhance arts and cultural festivals and events (e.g. Culture Days, Tapestrama).	Community Services, ACC	Tourism, School Boards, PAGC	5 Year Strategic Plan, 2015-2020, Active & Caring Community 2015 Civic Arts Policy Guiding Principle 2 and 6 SaskCulture Cultural Policy	✓	✓			
	.2 Explore opportunities to have local student's art work displayed at community facilities.	CoPA and Community	Educational Institutions CBO, PAAB		✓	✓			
	.3 Support, recognize, and encourage the role of the Arts and Cultural Coordinator position within the CoPA of Prince Albert.	Community Services	Community Services		✓				
	.4 Support, nurture and encourage artists through initiatives, teaching and all programs and services for which their participation adds value.	CoPA and Community	Community Organizations, Education Institutions		✓				

	.5 Create a positive graffiti campaign such as artistic crosswalks, chalk graffiti wall, and others.	Public Art Committee, CBO, Tourism	Community Services				✓		
	.6 Identify opportunities for additional resourcing and coordination of special events.	CoPA, Corporate Services	Tourism, Mann Art Gallery				✓		
7.3 Continue to support the public art policies and initiatives.	.1 Support and implement the 2015 Civic Arts Policy.	CoPA, Community Services	Community, Community Organizations	5 Year Strategic Plan, 2015-2020, Active & Caring Community 2015 Civic Arts Policy Guiding Principle 4 and 7 SaskCulture Cultural Policy	✓				
	.2 Engage and support local artists and community members to identify opportunities for public art projects and services.	CoPA, Public Art Committee, Corporate Services	Tourism, Mann Art Gallery		✓	✓			LQC item
	.3 Create a callout to arts for proposals for sculptures, murals, and other art projects to create a vibrant environment.	Corporation Services	Tourism, Community			✓			
	.4 Explore a variety of methods for the delivery of public art projects.	ACC	Community				✓		LQC item
	.5 Explore and encourage methods to support the inclusion of public art in new renovated or expanded developments.	CoPA	Community Services, Planning & Dev't				✓		LQC item
7.4 Seek opportunities to complement community festivals and activities with cultural events/programming.	.1 Create a strategy to integrate cultural activities into community-wide events (e.g. sporting events).	Community Services, ACC	Tourism, CBO	5 Year Strategic Plan, 2015-2020, Active & Caring Community 2015 Civic Arts Policy Guiding Principle 2 SaskCulture Cultural Policy			✓		
7.5 Support artists and the arts and recognize their community contribution.	.1 Encourage municipal and community organizations to provide artists with CARCC Artist Professional fees.	Community Services, ACC	CBO	5 Year Strategic Plan, 2015-2020, Active & Caring Community 2015 Civic Arts Policy Guiding Principle 3	✓	✓			
	.2 Create Artist-in-Residence programs and initiatives that generates public art, composition, dance or theatre piece, sculpture or painting, etc.	Community Services, ACC	CBO				✓		
7.6 Support the growth and development, including infrastructure improvements, of Prince Albert's arts cultural industries.	.1 Continue support for current initiatives and encourage expansion of programs that grow the cultural sector of Prince Albert.	Community Services, CoPA	CBO	5 Year Strategic Plan, 2015-2020, Active & Caring Community 2015 Civic Arts Policy	✓				
	.2 Investigate opportunities and feasibility of infrastructure improvements to arts and cultural facilities.	Community Services, Public Works	Planning & Dev't, CBO				✓		

5.8 Industry, Business, and Innovation

An important aspect to culture is the industry and economy in the community. In the context of the Municipal Cultural Action Plan, industry, business, and innovation refers to anything economic or business development related in Prince Albert. Cultural resources and activities contribute to the local economy in many ways, and there are opportunities to capitalize on this more in Prince Albert.

The future state of Prince Albert's cultural wellbeing is reliant in large part on the vibrancy and diversity of its industry and business make-up - which in turn requires industry and business to be welcoming of cultural expressions and considerations. Culture does and will continue to play an innovative and sustaining role in Prince Albert's ability to ride the ebbs and flow of industry and economic cycles.

Our Community's Voice

- The **role of culture is important for growth of the economy** – there is an identified need to broaden the awareness of the economic importance of culture in the community. Through the engagement process there was the **connection made to focus on tourism and cultural planning that would lead to economic development benefits**.
- There is great hope and expectation that the **core of Prince Albert will become a bustling, creative place where people live, gather for events**, and add to the overall experience of Prince Albert.
- A **commercial cultural corridor** (2nd Avenue West, Highway No. 2) was identified through the engagement process; it was identified for visual improvements with added amenities and business over the long term.
- There is recognition of the **correctional facilities in Prince Albert**. Community members shared this is a part of their cultural identity because of the history of acquiring these institutions.



Downtown Street Fair photo courtesy of the PADBD

Role of culture is important for growth of the economy – need for broadened awareness of the economic importance of culture in the community.



Downtown Street Fair photo courtesy of PABID

Cultural Goals

Strengthen and enhance the downtown as a major cultural and economic hub to create a culturally vibrant community.

Continue to invest in cultural initiatives and support other organizations and individuals that strive to make Prince Albert a vibrant cultural community.

Our Actions Forward

Strategic Action 8.1: Continue to support the cultural development of the Downtown-Riverfront area.

Strategic Action 8.2: Focus on cultural investment in key areas.

Strategic Action 8.3: Encourage the entrepreneurship spirit that is present in the community.

Strategic Action 8.4: Explore creative developments that add to the cultural vibrancy of Prince Albert.

"Culture is an economic driver."

- Video Quote from a Community Member

Industry, Business, and Innovation – Recommended Action Items and Initiatives

Key Goal: Strengthen and enhance the downtown as a major cultural and economic hub to create a culturally vibrant community.

Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
8.1 Continue to support the cultural development of the Downtown-Riverfront area.	.1 Support the initiatives that are outlined in the Downtown Strategic Plan.	River Valley Joint Committee, Community Services, Planning & Dev't	PADBID	5-Year Strategic Plan 2015-2020, Sustainable Growth. Kistahpinanihk 2035, Section 6: "Land Use", Section 6.9 Downtown Revitalization	✓	✓			
	.2 Explore further opportunities that aim to develop the Downtown-Riverfront area as a destination and cultural hub.	River Valley Joint Committee, PADBID, Planning & Dev't, Community Services	Private Sector, Tourism, Chamber				✓		
	.3 Explore options to offer incentives for businesses and organizations to locate downtown.	Planning & Dev't	PADBID, Chamber, Private Sector				✓		

Key Goal: Continue to invest in cultural initiatives and support other organizations and individuals that strive to make Prince Albert a vibrant cultural community.

Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
8.2 Focus on cultural investment in key areas.	.1 Conduct best practice research about cultural investments contained in other community models.	Joint Committee Community Services, Planning & Dev't	CBO	5 Year Strategic Plan 2015-2020, Active & Caring Community			✓		
	.2 Engage routinely with community members and business owners to identify specific opportunities for cultural investment in the community.	Joint Committee Community Services, Planning & Dev't	CBO				✓		
	.3 Support the inclusion of a destination marketing fund.	Community Services, CoPA	Tourism				✓		

8.3 Encourage the entrepreneurship spirit that is present in the community.	.1 Explore options and incentives that allow entrepreneurs to locate in Prince Albert.	CoPA, Planning & Dev't	Chamber, Private Sector	5 Year Strategic Plan 2015-2020, Sustainable Growth Kistahpinanik 2035, Section 11: Healthy Economy, Section 11.2 Economic Development		✓			
	.2 Focus on opportunities to foster youth-focused entrepreneurship in the community.	CoPA, Planning & Dev't	Chamber, Private Sector			✓			
	.3 Focus on opportunities to foster senior and Elder focused entrepreneurship in the community.	CoPA, Planning & Dev't	Chamber, Private Sector			✓			
	.4 Explore opportunities for a business incubator/park to support entrepreneurship in the community.	CoPA, Planning & Dev't	Chamber, Private Sector					✓	
8.4 Explore creative developments that add to the cultural vibrancy of Prince Albert.	.1 Conduct best practice research of creative tourism opportunities from communities from similar scale.	Tourism	Planning & Dev't, Community Services	5 Year Strategic Plan 2015-2020, Sustainable Growth		✓			
	.2 Initiate discussions to determine the viability of a children's discovery/science museum.	CoPA, Community Services	Historical Society, Tourism				✓		
	.3 Encourage municipal leaders to support actions that are non-traditional approaches that enhance and advance initiatives in Prince Albert and area.	CoPA, City Manager's Office	CBO, Various Agencies				✓		

5.9 Food and Food-Related/Culinary Culture

Food and food-related culture plays an important role in the cultural identity of Prince Albert. The community is home to a variety of food options from locally based eateries to chain restaurants. The culinary scenes in Prince Albert can be described as a mix of traditional and new with strong multiculturalism found through food throughout the community. The city also has a community garden for community members to grow their own organic vegetables to ensure a good supply of healthy products. This is supported by the municipality through the food security policy.

Going into the future, the community of Prince Albert will have choices to make about the types, kinds and access it will need and want in its food-related culture. The community voice suggests that Prince Albert is best nurtured by enhancing a variety of food and food-related options and access to such.

Our Community's Voice

- Food forms an important part of Prince Albert's cultural identity. Many amenities and other resources were identified and included: **food accessibility**; the **Farmer's Market**; **local brew pubs**; **community gardens**; **diverse restaurants**; access to **fresh fish to the north**; and, **access to agriculture** to the south.



FEASTival Event photo courtesy of PA Herald

- It is also recognized that Prince Albert has many **local restaurants, which provides a balance to the restaurant chains** that are in the city. Access to **healthy food, local food production and food security in general is important to the community**. In particular, neighbourhood access to food such as a grocery store located in the core of the city was identified.

Cultural Goals

Ensure food remains accessible and affordable and encourage local food production and availability of ethnic food.

Our Actions Forward

Strategic Action 9.1: Celebrate the diversity of food and food related products, services and related amenities that is available in the community.

Strategic Action 9.2: Promote local food production and food security.

“Multicultural - the diversity of traditions, songs, teachings, dances, foods and languages that Prince Albert is enriched with ...”

- Quote from community member

Food and Food-Related/Culinary Culture – Recommended Action Items and Initiatives

Key Goal: Ensure food remains accessible and affordable and encourage local food production and availability of ethnic food.									
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/Special Notes
					OG	0-1	2-4	5-10+	
9.1 Celebrate the diversity of food and food related products, services and related amenities that is available in the community.	.1 Continue discussions with community members and stakeholders to maintain an innovative food truck policy.	Planning & Dev't	Community Organizations	Kistahpinanihk 2035, Section 6: Land Use	✓				
	.2 Start a food-truck event day to be hosted sometime during the summer months.	Planning & Dev't	Chamber, PADBID				✓		LQC item
	.3 Support food related festivals that brings community together including FEASTival and the Street Fair.	Tourism, Chamber	PADBID		✓				LQC item
	.4 Support the creation of new restaurants that are locally owned.	Planning & Dev't	Community		✓				
9.2 Promote local food production and food security.	.1 Support the existing community gardens.	Community Services, Planning & Dev't	Food Banks, YWCA, Community Housing	Kistahpinanihk 2035, Section 6: Land Use, Section 6.1: Background, Policy xix	✓				LQC item
	.2 Identify additional plots of land suitable for more community gardens.	Planning & Dev't, Community Services	Educational Institutions				✓		LQC item
	.3 Continue to encourage other local food production methods, including protection of local and regional agricultural lands.	Community Services	CBO, JMCPL		✓				
	.4 Continue engagements with community members and organizations regarding the need of food banks and other programs to ensure access to food for all community members.	Community Services, Community Organizations	CBO, Community		✓				

5.10 Supportive Infrastructure and Related Resources

Infrastructure and related resources play an important role in the cultural make-up of the community. In the context of this Municipal Cultural Action Plan, supportive infrastructure refers to the physical and organizational structures and facilities (e.g. roads, bridges, trails, etc.) that would help support cultural development in Prince Albert. There are many opportunities to expand infrastructure and other related resources that would contribute to a culturally-thriving community.

Our Community's Voice

- **Community members identified related amenities and future hopes regarding infrastructure and related resources.** This included various infrastructure improvements and additions that would enhance the revitalization of the downtown area.
- **The railyard is considered as an important community infrastructure amenity. Opportunities identified included developing the site into a pedestrian-orientated area.**²² The community also identified the opportunity of **developing a cultural corridor along Highway 2** and similar streets in the long term to act as a **draw for tourists and community members.**



Rotary Trail photo courtesy of Prince Albert Herald

Cultural Goals

Ensure cultural aspects are considered in infrastructure and related resource development.

Our Actions Forward

Strategic Action 10.1: Focus on opportunities to improve infrastructure in the Downtown-Riverfront area to create a vibrant cultural hub.

Strategic Action 10.2: Improve transportation networks that include multi-modal options such as walking and cycling.

Strategic Action 10.3: Utilize placemaking principles such as Lighter, Quicker, Cheaper to test/pilot infrastructure improvements across the city.

Strategic Action 10.4: Create a cultural corridor (2nd Avenue West, Highway 2) to showcase the strong multi-culturalism of the community.

Strategic Action 10.5: Explore creative design for new infrastructure projects where appropriate.

Strategic Action 10.6: Support cultural innovation in both existing and new neighbourhood infrastructure, design, and projects.

²² See Appendix D for detailed information and conceptual drawings related to this notion.
City of Prince Albert Municipal Cultural Action Plan

Supportive Infrastructure and Related Resources – Recommended Action Items and Initiatives

Key Goal: Ensure cultural aspects are considered in infrastructure and related resource development.									
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)				Status/ Special Notes
					OG	0-1	2-4	5-10+	
10.1 Focus on opportunities to improve infrastructure in the Downtown-Riverfront area to create a vibrant cultural hub.	.1 Support initiatives from the Downtown Strategic Plan regarding infrastructure improvements of the downtown area.	Planning & Dev't, PADBID, Public Works	River Valley Joint Committee	5 Year Strategic Plan, Infrastructure Kistahpinanihk 2035, Section 6: Land Use, Section 6.9 Downtown Revitalization, 6.9.2 Downtown Mixed Use	✓				
	.2 Support continuing community engagement to identify opportunities for cultural development in the Downtown-Riverfront area.	Planning & Dev't, PADBID, Public Works	Community Services			✓			
	.3 Explore opportunities to create a flexible sidewalk café and patio policy	Planning & Dev't, PADBID, Public Works	Private Sector					✓	
10.2 Improve transportation networks that include multi-modal options such as walking and cycling.	.1 Continue to support and maintain the Rotary Trail around Prince Albert.	CoPA, Public Works	Rotary Club	5 Year Strategic Plan, Infrastructure Kistahpinanihk 2035, Section 6: Land Use, Section 6.1 Background, Policy xii	✓				
	.2 Explore opportunities to improve existing trails that connect trail users to other nodes around the community.	CoPA, Community Services, Public Works, Planning & Dev't	Minor Sport/Rec Community Associations, Pehonan Parkway Board					✓	
10.3 Utilize placemaking principles such as Lighter, Quicker, Cheaper to test/pilot infrastructure improvements across the city.	.1 Prioritize small scale "quick win" infrastructure improvements in future budgets.	CoPA, Public Works	Planning & Dev't, Community Organizations	Kistahpinanihk 2035		✓			LQC item
	.2 Continue to support events that are pedestrian – oriented such as the Downtown Street Fair.	CoPA and Community	PADBID, Fire, Police, Pehonan Parkway Board		✓				LQC item
	.3 Utilize partnerships with PADBID, volunteers, and other community-based organizations and agencies to assist in LQC initiatives.	CoPA	PADBID, Volunteers, CBO			✓			LQC item
	.4 Consider the utilization of movable street furniture to create and test ability to improve public amenities, under-utilized spaces, programming, or design changes in public spaces.	Planning & Dev't	PADBID, Community-based Organizations			✓			LQC item
10.4 Create a cultural corridor (2nd Avenue West, Highway 2) to showcases the strong multi-culturalism of the community.	.1 Explore opportunities for creative cultural signage promoting cultural resources in the community.	CoPA, Planning & Dev't, Community Services, Public Works	Tourism	Kistahpinanihk 2035, Section 4: Decision Making, Section 4.2: City, Region, and Agencies, Goal: Increase stakeholders' awareness of City programs and initiatives, Policy vx Section 6: Land Use, Section 6.10: Scenic Corridors Section 13: Culture, Section 13.2: Arts, Culture, and Tourism, policy vii Civic Arts Policy		✓			
	.2 Continue to engage with community members and organizations to identify areas, design ideas and other related opportunities for a visual corridor.	CoPA and Community	Public Arts Committee, Service Clubs, Planning District					✓	
	.3 Engage with local artists to design creative visuals (public art, signage, etc.) that can be included in the cultural corridor.	Community Services, CoPA	PAAB, CBO					✓	
	.4 Review policies and zoning regulations in place to begin transitioning zoning and policies regarding the cultural corridor.	Planning & Dev't	Public Arts, Community						✓

10.5 Explore creative design for new infrastructure projects where appropriate.	.1 Develop and adopt new urban design standards consistent with work previously done within the CoPA.	CoPA, Planning & Dev't	Community Services, Public Works, PADBD	5 Year Strategic Plan, Infrastructure Kistahpinanihk 2035 Section 8: Municipal Utilities and Services/Infrastructure			✓		
	.2 Ensure that infrastructure and road works projects along cultural areas reflect good urban design.	CoPA, Public Works, Planning & Dev't	Community Services, Fire, Police		✓				
10.6 Support cultural innovation in both existing and new neighbourhood infrastructure, design, and projects.	.1 Adopt public works projects as public art policy.	Public Works, Community Services, ACC	PAAB, Planning & Dev't	5 Year Strategic Plan, Infrastructure Kistahpinanihk 2035 Section 8: Municipal Utilities and Services/Infrastructure		✓			
	.2 Review how parks and open space are utilized in the neighbourhoods to identify potential gaps.	Community Services	Planning & Dev't, Public Works, Police (CPTED)				✓		
	.3 Review how community services are currently provided at the neighbourhood level to identify potential gaps.	Community Services, CoPA	Community Associations, CBO				✓		

Section 6: Moving Forward – Implementation

6.1 Action Planning – Monitoring the Plan

Successful implementation of this Municipal Cultural Action Plan depends to a large degree on whether the actions and initiatives can guide future decisions in a variety of contexts over the next 25+ years. This Municipal Cultural Action Plan is developed with each cultural theme section having its own action tables, with an outline of the lead and potential partners, along with a timeline.

Part of the effective implementation of any plan is putting in place mechanisms to track progress toward the implementation of the Municipal Cultural Action Plan. Communities are successful when all sectors cooperate with their time, effort, and resources to enhance the quality of life in the greater community. The City of Prince Albert can lead by example with engaged and informed residents to successfully guide the future along with professional assistance provided by skilled technicians.

The Project Planning Group, along with the municipality, other community groups, and the community as a whole, moving forward may develop detailed and specific success indicators as the MCAP is implemented. Within each table, there is also a “Status/Special Notes” column at the end to indicate the status of the specific initiatives.

6.2 Operational Actions

The following table outlines operational actions that will assist in the implementation of this Municipal Cultural Action Plan.

Operational Action	Notes/Roles	Timeline
1. Continuation of the Arts and Cultural Coordinator position in the City of Prince Albert	The role of the Arts and Cultural Coordinator is instrumental in the implementation of the Municipal Cultural Action Plan.	Ongoing
2. Continuation of the Cultural Action Planning Committee to oversee the implementation of this MCAP.	Ideally to be undertaken by the Project Planning Group (PPG) who have been involved in this Cultural Planning process since Phase 1. A template Terms of Reference is included as Appendix G of this Plan.	Immediately
3. Review cultural actions with consideration of the upcoming budget in 2017.	Align application cultural actions in the tables to align with the upcoming 2017 budget.	Immediately
4. Recommendation for annual review of Municipal Cultural Action Plan by the current Cultural Planning Consultants, facilitators and developer of this MCAP.²³	The current cultural planning consultant has been involved with the Cultural Planning process since pre-Phase 1, it would be ideal to have them involved in the implementation process, at least over the next 1-5 years to provide important technical input and feedback with the implementation of this plan.	1 to 2 years; internal (City) review ongoing

²³ Prairie Wild Consulting has acted in good faith as trained comprehensive planning and cultural planning certified and registered to undertake such work.

	Other external reviews may also be considered to participate in this process in the short and long-term.	
5. Budget reviews to link to cultural actions annually.	As an annual item, continue to review cultural actions with annual budgets and adjust accordingly.	Annually
6. Continue with regular community engagement sessions on an annual or biennial basis to assist in evaluation.	Community check-in sessions will ensure the Municipal Cultural Action Plan and implementation process remains reflective of the voice of the community and accountable overall to the community.	Annual or Biennial (every two years)

6.3 Final Thoughts

The community of Prince Albert is strongly positioned to become a model city and community that embraces its indigenous cultural roots and diverse cultural make-up and identity. A cultural identity that has been shaped and influenced by various settlement patterns going back to before it formally became officially named what it is today – Prince Albert, the gathering place, Kistahpinanihk.

This cultural action plan has the potential, by embracing the on-going wisdom of Elders, the supportive guidance of its community members, and the stewardship of its leadership, to make gentle yet transformative change physically, spiritually, emotionally and mentally that leads to a distinct sense of positive cultural wellbeing and place.

Appendix A: Cultural Protocol, Recognition, and Renewal

As identified through the process, community members and stakeholders indicated the importance of conducting proper protocol, whether it is the Truth and Reconciliation acknowledgment, First Peoples, and Newcomers. The following has been developed to acknowledge the Truth and Reconciliation process and to start the foundation of a cultural protocol for First Peoples and Newcomers.

1. Truth and Reconciliation Commission of Canada: Calls to Action (2015)

In order to address the legacy of the residential school era and advance the process of Canadian reconciliation, the *Truth and Reconciliation Commission* (2012) made ninety-four Calls to Action (2015).

Through the development of this Municipal Cultural Action Plan, community members discussed and acknowledged the importance of the Calls to Action. As a result of this process, the City of Prince Albert adopts, in principal, the TRC Calls to Action as part of this Municipal Cultural Action Plan. There are five Calls to Action that specifically name municipal governments. These five actions are listed below and considered as part of the action planning items to be implemented, as applicable, over the short, mid, and long term. This will be achieved through and by the leadership and collaboration of the City of Prince Albert with various community stakeholders and orders of government.

Reconciliation

43. We call upon federal, provincial, territorial, and **municipal** governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

47. We call upon federal, provincial, territorial, and **municipal** governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.

Professional Development and Training for Public Servants

57. We call upon federal, provincial, territorial, and **municipal** governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Museums and Archives

75. We call upon the federal government to work with provincial, territorial, and **municipal** governments, churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration, and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of appropriate memorial ceremonies and commemorative markers to honour the deceased children.

National Centre for Truth and Reconciliation

77. We call upon provincial, territorial, **municipal**, and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.

The City of Prince Albert, together with the community, acknowledges the hard work and dedication of the Truth and Reconciliation Commission of Canada and will strive to carry out the Calls to Action through existing and new municipal and community-based initiatives.

2. Cultural Protocol for Engaging First Peoples – City of Prince Albert

Preamble

Through the Prince Albert cultural planning process, community members identified opportunities for Elders and Aboriginal communities to be fully engaged in the decision-making process. This includes municipal planning initiatives and planning of cultural events and activities or any other undertakings that have an impact on Aboriginal traditional territory/region and Aboriginal rights. This complements the broader context of the Government of Saskatchewan's First Nation and Métis Consultation Policy Framework – Duty to Consult policy, which seeks "to consult with and accommodate, as appropriate, First Nations and rights-bearing Métis communities in advance of decisions or actions which may adversely impact Treaty and Aboriginal rights".²⁴

The City of Prince Albert (CoPA) further recognizes the guiding principles of the Duty to Consult policy²⁵ as the broad framework for engaging Aboriginal communities in Saskatchewan as stated below:

- Engage with Aboriginal people in good faith and with integrity;
- Acknowledge and have mutual respect and trust for Aboriginal people;
- Ensure a reciprocal responsibility to Aboriginal communities during consultation;
- Make sure there is transparency and accountability in the consultation process; and,
- Ensure the communications used in the consultation process is clear, open, and honest.

The following are specific cultural protocol developed to respect, honour, and incorporate Indigenous ways within the CoPA's policy framework. By Aboriginal (First Peoples), CoPA is referring to First Nations, Métis and Inuit Peoples of Canada.

²⁴ Government of Saskatchewan (2010). *First Nation and Métis Consultation Policy Framework*. Retrieved on April 30, 2016. <https://www.saskatchewan.ca/residents/first-nations-citizens/duty-to-consult-first-nations-and-metis-communities#duty-to-consult>

²⁵ Government of Saskatchewan (2010). *First Nation and Métis Consultation Policy Framework*. Retrieved on April 30, 2016. <https://www.saskatchewan.ca/residents/first-nations-citizens/duty-to-consult-first-nations-and-metis-communities#duty-to-consult>

Acknowledgement of Traditional Territory and Region

The CoPA recognizes Aboriginal people of Canada as the people who first occupied this land, and were the traditional stewards prior to contact with European settlers. The CoPA is within Treaty 6 territory (for First Nations) and Western Region II (for Métis) and will publicly acknowledge and extend appreciation to all the First Nations Tribes of Treaty 6 and Métis of the Western Region II as a necessary customary. The protocol here will be that:

At all public gatherings, meetings, and events organized by the CoPA, opening remarks will always include an official acknowledgement of the traditional territories of the Treaty 6 and Western Region II peoples of Saskatchewan.

Engaging Aboriginal Communities

In developing cultural competence through inclusivity and engagement in all facets of municipal activities and create space or opportunities for Aboriginal peoples' voice to be heard and influence decisions or actions that affect their lives toward achieving self-determination²⁶, the CoPA as part of its protocol for engaging Aboriginal communities will:

- Consult with and extend invitation to the Prince Albert Grand Council (PAGC), Prince Albert Métis Women's Association, Indian Métis Friendship Centre of Prince Albert, and others that may be identified in order to obtain a consent from Aboriginal communities to engage in municipal activities and events;
- Ensure venues for municipal activities or events are easily accessible; and,
- Provide meals or snacks for participants during Aboriginal community engagement.

[To be developed further by the Cultural Awareness Committee – see below]

Engagement of Elders and Cultural Resource Experts

To maintain a reciprocal and respectful relationship towards Aboriginal Elders (also known as traditional knowledge keepers)²⁷, cultural resource experts, or community resource people, the following protocols will be followed when inviting them to offer a prayer/blessings, conduct a cultural workshop, lead a traditional ceremony, engage in community meetings/events, and/or any other municipal initiatives:

Extend Invitation

The CoPA will extend an invitation to an Elder(s) and identify the Elders' role in relation to the purpose of the event, whether it is a prayer/blessing, cultural workshop, traditional ceremony, or any other municipal activities. Depending on the nature of

²⁶ Fawcett, R. B; Walker, R; and Greene, J (2015). Indigenizing City Planning Processes in Saskatoon, Canada. Canadian Journal of Urban Research, Volume 24, Issue 2, pages 158 – 175. Copyright

²⁷ Indigenous Cultural Awareness Committee (2016). Cultural Protocol Guidelines: Recommended Practices for First Nations, Métis and Inuit Cultural Engagement. University of Calgary. Retrieved on April 29, 2016. <http://congress2016.ca/sites/default/files/sites/default/uploads/documents/cultural-protocol-guidelines-ucalgary-feb2016.pdf>

the request, the CoPA may offer tobacco to seek the Elder's acceptance of the invitation. The CoPA will conduct further research beforehand on what to offer to signify a thank-you of the invitation as this may differ for other Elders²⁸.

Gift of Appreciation and Honorarium

It is a traditional practice amongst Aboriginal people to provide an honorarium to an Elder for his or her services. This honourarium will not be viewed as payment for service but rather as a gift of gratitude, which can be non-monetary or monetary in nature. The CoPA will determine the monetary value and the gifts to be presented. This will be given to the Elder or cultural resource experts on the day of the event or consultation.

Travel and Accommodation

The CoPA will offer financial reimbursement of the expenses or the cost incurred in connection with the Elder or cultural resource expert's involvement with the CoPA. For instance, cost for travel, food, accommodations will be given to the Elder in addition to their gift of appreciation.

Helpers and Attendants

The CoPA understands that a helper assists an Elder(s) in the preparation of a ceremony. An attendant is someone who looks after an Elder and whose duties may include: arranging transportation to and from the venue; greeting and introducing the Elder; and, offering the comforts that Elderly people may require (e.g., bathroom, quiet resting place, food, and drink).²⁹

The CoPA recognizes that some Elders may come with their own helper or an attendant when invited to lead a ceremony. The CoPA will inquire if an Elder will need a helper or attendants and further consult with the Prince Albert Grand Council (PAGC), the Prince Albert Métis Women's Association, or the Indian Métis Friendship Centre of Prince Albert to find someone to help and support the Elder if needed. The CoPA will ensure such a person (helper or attendants) is receives a fair honourarium.

Establishment of a Cultural Awareness Committee

To help the CoPA understand and respect the responsive needs of Aboriginal people towards self-determination, a Cultural Awareness Committee is encouraged to be established. This would include representatives from the Prince Albert Grand Council (PAGC), the Prince Albert Métis Women's Association, the Indian Métis Friendship Centre of Prince Albert; and people who are cultural resource experts and are familiar with Aboriginal protocol and cultures. The committee would be responsible to further develop all the details of this cultural protocol for the CoPA by:

²⁸ Indigenous Cultural Awareness Committee (2016). Cultural Protocol Guidelines: Recommended Practices for First Nations, Métis and Inuit Cultural Engagement. University of Calgary. Retrieved on April 29, 2016. <http://congress2016.ca/sites/default/files/sites/default/uploads/documents/cultural-protocol-guidelines-ucalgary-feb2016.pdf>

²⁹ The Council on Aboriginal Initiatives (2012). Elder Protocol and Guidelines. University of Alberta. Retrieved on April 29, 2016. <http://www.provost.ualberta.ca/en/~media/provost/Documents/CAI/Elders.pdf>
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- Compiling a list of recognized Elders and their areas of expertise in and around the CoPA;
- Creating a system to ensure there is consistency in the offering of gifts of appreciation and honorarium;
- Adding more details to the cultural protocols for engaging Aboriginal communities; and,
- Any others to be determined by the committee as they culturally see fit.

The committee would serve as an advisory board and offer the CoPA with the needed technical advice and expertise on Aboriginal affairs and cultures. This reflects the notion that communities are encouraged to promote recognition of urban Aboriginal people and ensure meaningful participation. This can be achieved by exploring collaborative governance models that will help Aboriginal communities influence a variety of municipal initiatives.³⁰

3. Newcomer Protocol – City of Prince Albert³¹ (template)

Preamble

Through the Prince Albert cultural planning engagement process, community members have acknowledged the importance of ensuring all nations, communities, and individuals are celebrated and welcomed in the community, including newcomers. In order to embrace newcomers into our diverse community, the following protocol is proposed to ensure cross-cultural understanding of our community, its historical roots, and cultural make-up.

The City of Prince Albert as policy-makers will strive to:

- Actively communicate our commitment to equal opportunities for everyone living in the city;
- Ensure equal access and non-discrimination across all our policies; and,
- Facilitate engagement from newcomer communities in our policy-making processes and remove barriers to participation.

The City of Prince Albert as service providers will strive to:

- Educate newcomers to the history of our area including Treaties and Aboriginal rights and settlement patterns. This includes the Calls to Actions from the Truth and Reconciliation Commission of Canada.³²
- Support equal access for newcomers to services to which they are entitled, particularly access to language learning, housing, employment, health, social care, public transportation, recreation and education; and
- Collaborate and share leadership with various community stakeholders and orders of community to ensure that newcomers' needs are understood and met by service providers.

³⁰ Fawcett, R. B; Walker, R; and Greene, J (2015). Indigenizing City Planning Processes in Saskatoon, Canada. Canadian Journal of Urban Research, Volume 24, Issue 2, pages 158 – 175. Copyright

³¹ *The proposed newcomer protocol template is based on the Integrating Cities Charter which was adopted by the City of Toronto as a strategy for integrating newcomers on December 18, 2014.* (<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=09c1a62fa3f3a410VgnVCM10000071d60f89RCRD&vgnextchannel=adb8f40f9aae0410VgnVCM10000071d60f89RCRD>)

³² For more information regarding the Truth and Reconciliation Commission of Canada, please refer to the Final Report.

The City of Prince Albert as employers will strive to:

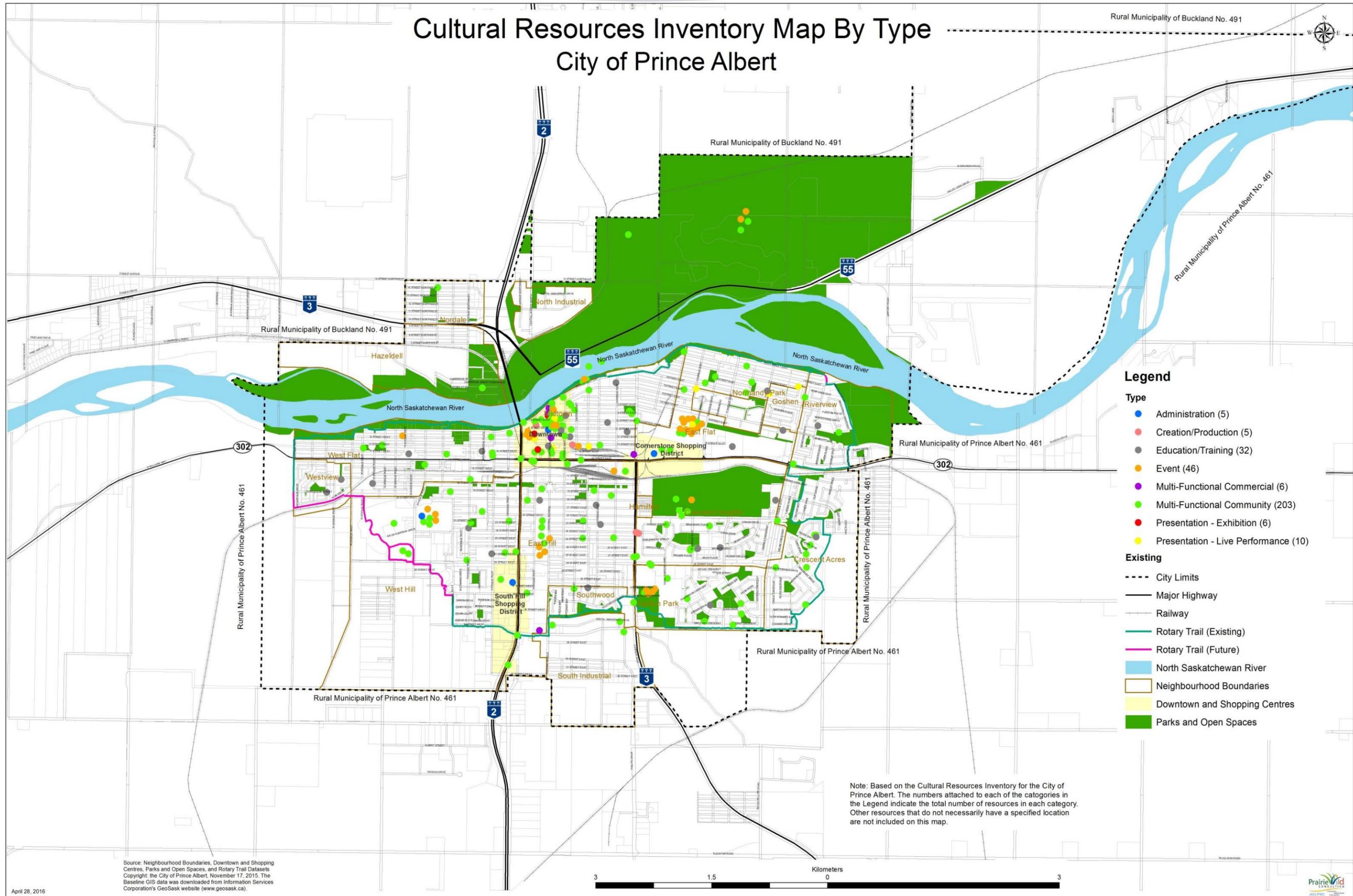
- Take steps where required to reflect our city's diversity in the composition of our workforce across all staffing levels;
- Ensure that all staff, including staff with a newcomer background, experience fair and equal treatment by their managers and colleagues; and,
- Ensure that staff understand and respect diversity and equality issues.

The City of Prince Albert as buyers of goods and services will strive to:

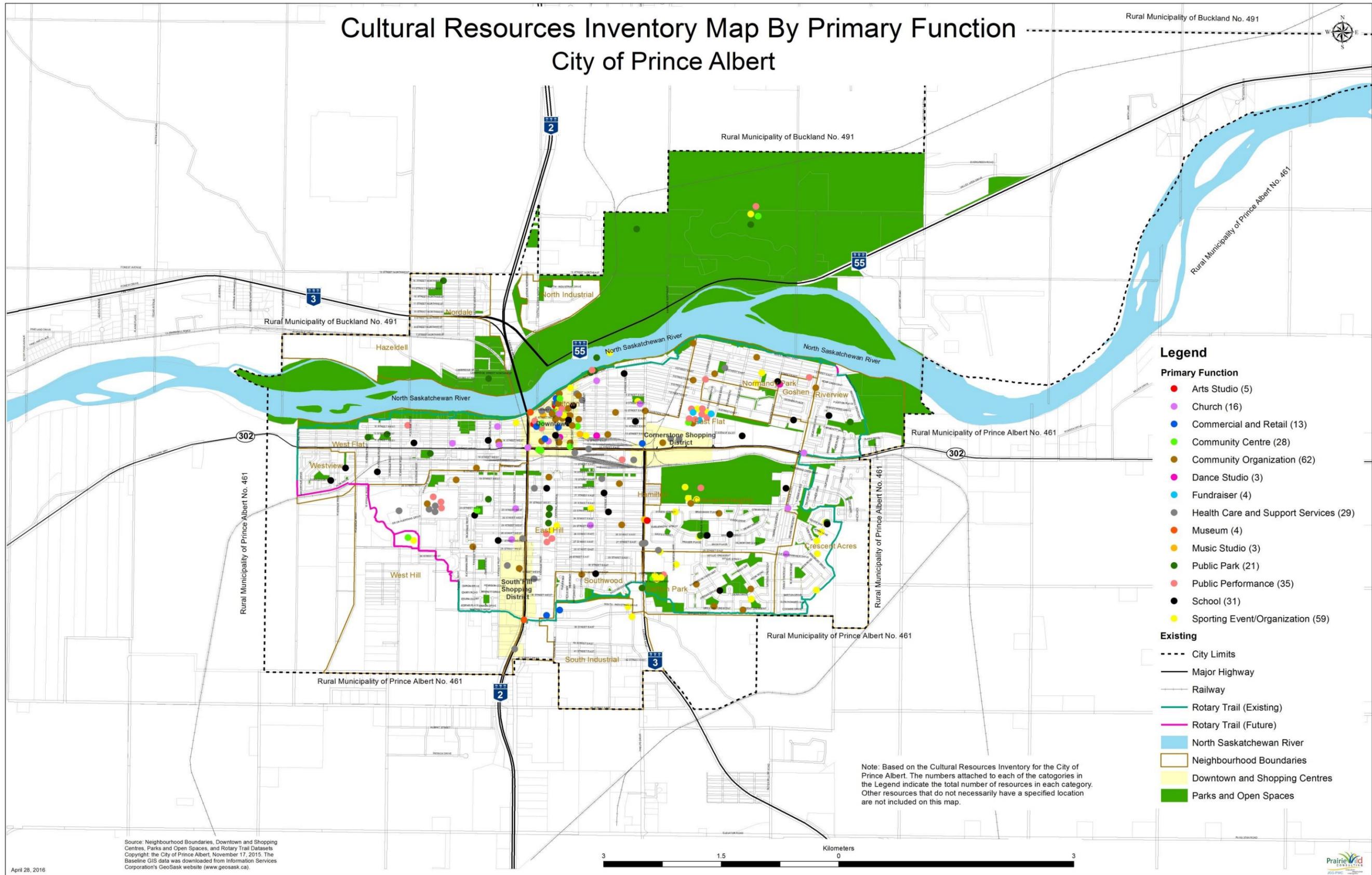
- Apply principles of equality and diversity in procurement and tendering;
- Promote principles of equality and diversity amongst our contractors; and,
- Promote the development of a diverse supplier-base.

Appendix B: Cultural Inventory Mapping

Cultural Resources Inventory Map By Type City of Prince Albert

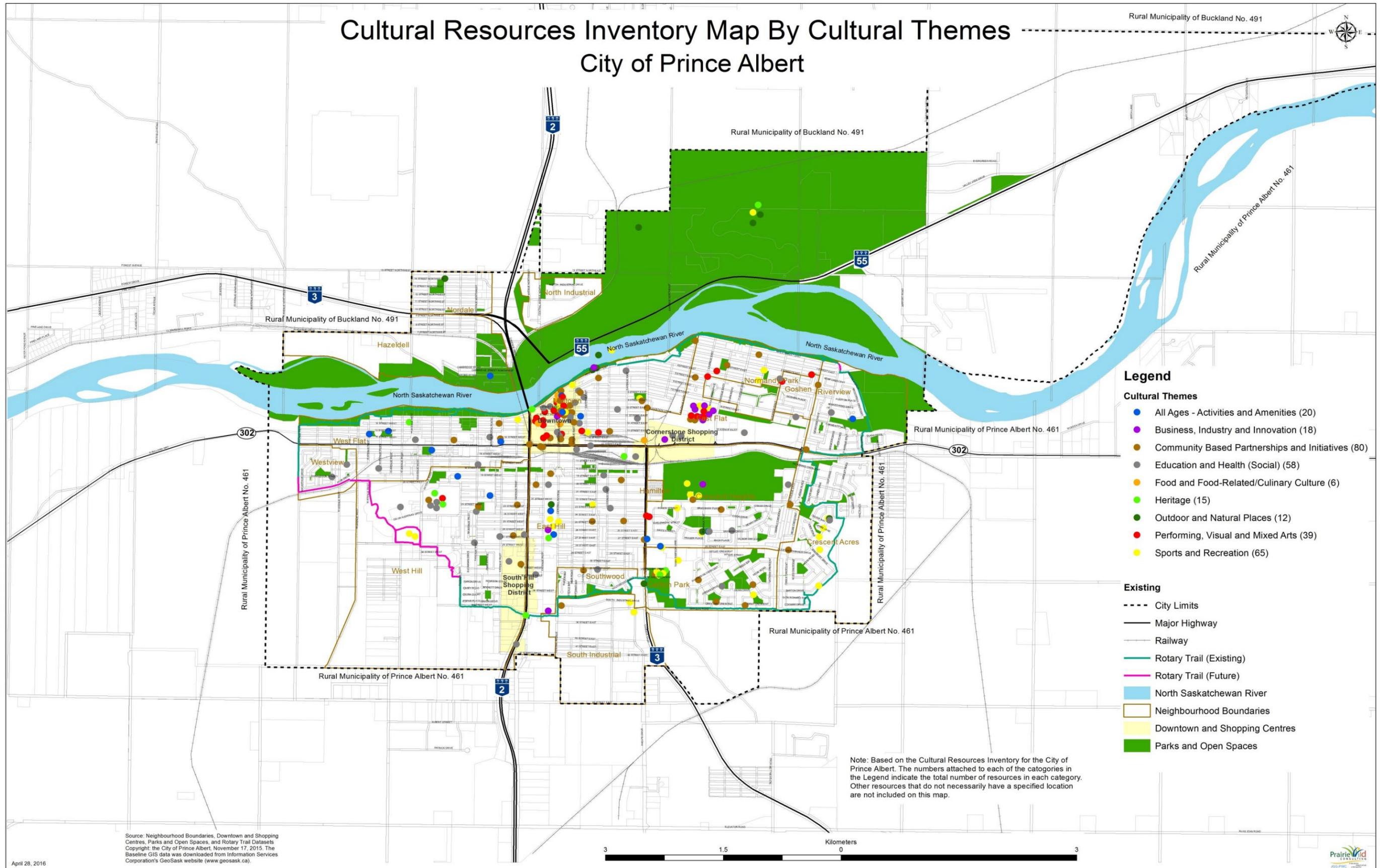


Cultural Resources Inventory Map By Primary Function City of Prince Albert



Cultural Resources Inventory Map By Cultural Themes City of Prince Albert

Rural Municipality of Buckland No. 491



Legend

Cultural Themes

- All Ages - Activities and Amenities (20)
- Business, Industry and Innovation (18)
- Community Based Partnerships and Initiatives (80)
- Education and Health (Social) (58)
- Food and Food-Related/Culinary Culture (6)
- Heritage (15)
- Outdoor and Natural Places (12)
- Performing, Visual and Mixed Arts (39)
- Sports and Recreation (65)

Existing

- City Limits
- Major Highway
- Railway
- Rotary Trail (Existing)
- Rotary Trail (Future)
- North Saskatchewan River
- Neighbourhood Boundaries
- Downtown and Shopping Centres
- Parks and Open Spaces

Note: Based on the Cultural Resources Inventory for the City of Prince Albert. The numbers attached to each of the categories in the Legend indicate the total number of resources in each category. Other resources that do not necessarily have a specified location are not included on this map.

Source: Neighbourhood Boundaries, Downtown and Shopping Centres, Parks and Open Spaces, and Rotary Trail Datasets
Copyright: the City of Prince Albert, November 17, 2015. The Baseline GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).



April 28, 2016



Appendix C: Preliminary Future Cultural Landscape Map Overlaid on the Land Use Map

The *Preliminary Future Cultural Landscape Map* is derived from the *Thematic Map* developed from Phase 1, and shows the outline of the areas with the most clusters of points on the map (cultural hub and nodes, and cultural infrastructure support districts) that the community wants to see improved growth and development for the next 25 years+ in the CoPA. As indicated in the legend, these include:

- *Cultural Hub and Cultural Nodes (Working Titles)*
 - *Downtown Cultural Hub;*
 - *Cathedral Area;*
 - *Commercial Corridor;*
 - *Cooke Municipal Golf Course and the Curling Club*
 - *Kinsmen Park Family Play Centre;*
 - *Little Red River Park;*
 - *Prime Ministers' Park;*
 - *Railway Green Redevelopment; and,*
 - *North Saskatchewan River Front.*
- *Cultural Infrastructure Support Districts (Working Titles)*
 - *Airport expansion;*
 - *Bridge Development;*
 - *Health and Education;*
 - *Post-Secondary Education; and,*
 - *Rotary Trail Development.*

To showcase Preliminary Future Landscape with existing and future land uses, as per the Land Use Map from the Official Community Plan, the future hubs and nodes were overlaid on the Land Use Map. The intention is to show how the future land uses align with existing and project land use needs. It is recognized that the Preliminary Future Cultural Landscape Map has no policy implications at this time, but important to show how it relates to the Land Use Map.

Cultural Hub and Nodes (Working Titles):

These are future cultural potential areas considered as a hub and nodes whereby the cultural values and traditions of the CoPA is envisioned to be promoted to the whole community. The components of the cultural hub and nodes as indicated above have also been explained briefly based on the inputs from the community engagement process.

Downtown Cultural Hub

The Downtown Cultural Hub is considered as a major cultural hub and identified as a future cultural potential area on the map. It is deemed as the central point connecting to everything within Prince Albert. Based on the findings, community members want to see a downtown that is dynamic and vibrant with shops, restaurants, and turned into a major arts display and sales venue for visual arts. The community members further talked about introducing some tax incentives to attract more businesses into the downtown as part of the process to revitalize it with mixed uses and innovative housing.

It was also identified to see it developed into a pedestrian friendly hub that is safe with good lighting and full with cultural activities and events that will promote tourism and night-life with music and dance concerts. For instance, having food trucks and culinary tour on Central Avenue and ensuring that this future hub is built to be inclusive of people of all ages, and accessible to all. They also made mention of maintaining the rich historic downtown by conserving and preserving the brick buildings together with the heritage designated buildings.

Cathedral Area

Cathedral Area describes the west residential area known as the West Flats neighbourhood. The term “Cathedral” represents the informal name of this area because of the location of the Sacred Heart Cathedral in the neighbourhood. This area was identified during the second community luncheon, and the third Project Planning Group meeting. It was noted that there was not a lot of findings and clustering of future hopes regarding the neighborhood. Going through the second community luncheon, community members identified the great importance of this area, and this was verified by the PPG. There is great opportunity for improved services towards community members who live in this area, with particular attention to providing programming activities for the youth.

Commercial Cultural Corridor

The Commercial Cultural Corridor is an area considered as a cultural node and identified along Highway 2 as having the future potential for more commercial development. This will provide space for different types of innovative businesses and services to locate and grow. It will not serve only the community but also those commuting through the CoPA. Another item envisioned for this corridor, is to make it more attractive and safe for the community and to commuters to stop, eat, relax, get entertained, and get a taste of the Prince Albert's culture in a welcoming and friendly cultural environment. For instance, community members want to see the whole of this stretch landscaped and beautified.

Cooke Municipal Golf Course and the Curling Club

The golf course and its surrounding area is identified on the map as having the future potential and considered as a cultural node. For instance, community members want to see the area improved and promoted for people to make maximum usage of the golf course by using it as a venue to host different cultural events and activities, and also utilizing the existing trails during winter for skiing as an all season cultural centre. The curling club is home to this area which they want to see maintained and developed. The area will also provide grounds for mixed use development that will encourage different types of business developments to compliment the golf course.

Kinsmen Park Family Play Centre

The Kinsmen Park is an area marked on the map as a future potential that can serve as a cultural node. This will provide a venue for centralized activities and events to be promoted and hosted on it. For instance, community members want to see the park developed to center on historical and cultural landmarks to attract people from all walks of life and also for the community to enjoy their surrounding natural beauty. The park will continue to be a play centre for family to gather around and play in a safe environment.

Little Red River Park

The Little Red River Park is an area that also stood out as having the potential to be developed as a cultural node. As per the community findings, community members want to see Little Red River Park developed into a similar standard as the Kinsmen Park above, and connected to the Rotary Trail to encourage the maximum utilization of the park.

North Saskatchewan River Front

The North Saskatchewan River was also marked as future cultural potential that was envisioned to undergo a major positive change to ensure it is utilized as a cultural node. The findings depicts the community would like to see the river developed by enhancing the surrounding natural beauty of the river, and revitalizing the river banks as gathering and meeting places. For instance, in the long-term, the community wants to see boat lunches developed on the riverfronts and encourage boat tours that tell the story and history of the CoPA, as well as developing the islands into recreational islands, notwithstanding the fact that a feasibility study would have to be done taking into consideration the 1:500 flood elevation.

Railway Green Redevelopment

The railway yard area was also inferred as a future cultural potential area as per the community findings to green the area and redevelop into a cultural node community. For instance, the yard is home to the last round house in North America that was built for power steam trains as an historic piece to support the cultural heritage of Prince Albert. Community members want to see this area landscaped to enhance the looks of the place and encourage more business development in the area. This will also provide the needed rail shipment support services for the local entrepreneurs to grow their businesses and improve the local economy.

Prime Ministers' Park

The Art Hauser Centre and Carlton Comprehensive High School area also came out prominent as a cultural node with the future potential to improve the existing amenities in the area. For instance, the community members want to see improvement of the indoor recreation, sports and education facilities in the area such as upgrading the softball fields and tennis courts into artificial turfs, and develop an all (4) season indoor playground in the area.

Cultural Infrastructure Support District (Working Titles):

These are also future cultural potential areas considered as an infrastructure within Prince Albert that will provide support for improving the cultural lifestyles of the people living and coming into the community. The components of the cultural infrastructure support districts are further explained below.

Airport Expansion

The Airport Expansion area is marked as having the space for more expansion. Community members identified the importance of the airport, and moving forward in the long term, there may opportunity to develop the airport with more regional options and connections to international airports. It is considered as a cultural infrastructure support district that will provide access to the community and the rest of the world, and help promote the culture of the city and attracts tourist all year round into the community.

Bridge Development

The Bridge Development areas identified on the map depicts areas that need upgrade of existing bridges and the development of new bridges. They comprise areas marked on the train and traffic bridges on 2nd Avenue West, and new bridge development on 6th Avenue Northeast and Airport Road respectively in the long term. These are considered as areas having the future potential to provide the needed cultural infrastructure support to ensure connectivity and accessibility within Prince Albert. This will connect the northern part of the community to the rest of the city and ensure free vehicular traffic flow and pedestrian movements.

Health and Education

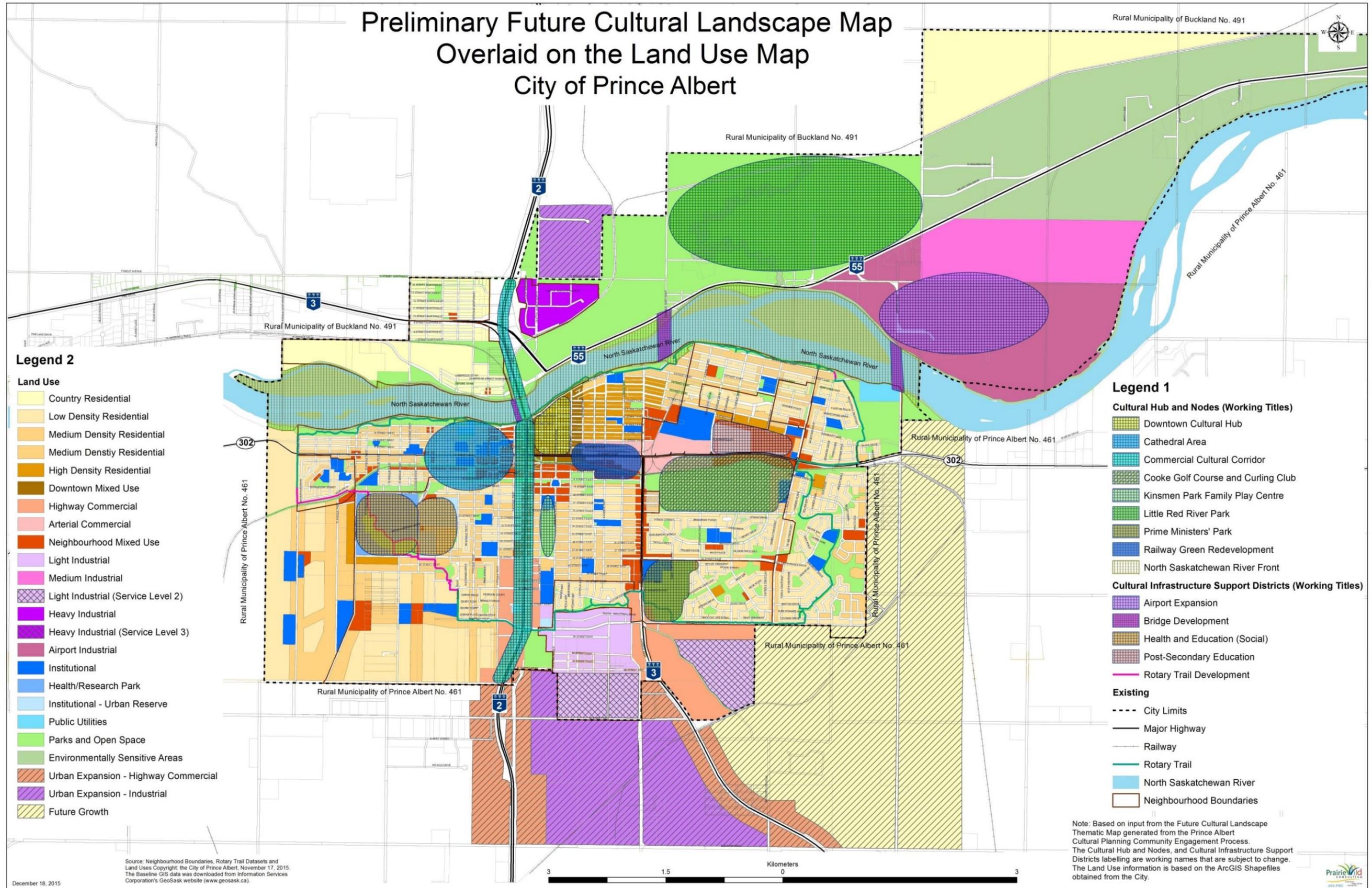
The Victoria Hospital and area was marked as a future potential and termed as a cultural infrastructure support district that will provide a variety health literacy programs and better access to healthy foods. This is also envisioned to provide a space for establishing some type of traditional medical services that will encourage traditional medication and address addictions issues, and spearhead educational programs to combat racism through cross-cultural dialogue and interactions.

Post-Secondary Education

The Saskatchewan Polytechnic Campus area also stood out as a future cultural potential and considered as a cultural infrastructure support district. This will provide the foundation to help improve tertiary education on the Saskatchewan Polytechnic campus by introducing innovation programs that will prepare student towards supporting the cultural industries, businesses and services within Prince Albert. For instance, community members want to see artist in residences we have had to provide mentorship to students.

Rotary Trail Development

The Rotary Trail was identified as future potential that will provide cultural infrastructure support to improve the cultural lifestyle of community members. For instance, community members want to see the uncompleted part of the Rotary Trail developed and extended to connect Little Red River Park. This will not only ensure accessibility and connectivity within the community for pedestrians but will support recreational activities such as walking and biking, and for dog owners to also take their dogs for a walk on the trail, and promote healthy cultural lifestyles.



Appendix D: Preliminary Conceptual Designs

The following designs are for conceptual purposes only and have been identified by the community through the cultural planning community engagement process and through previous City-led initiatives including the Kistapinanihk 2015 – Prince Albert's Official Community Plan; the Downtown Strategic Plan; and, the 20 Year River Valley Park Master Plan.

The two preliminary design concepts are of the railyard development (the first preliminary sketch shown on the next page) and the river valley park.

As stated in the Downtown Strategic Plan, the following are design guidelines to help with future development in the downtown area and the railyard development:

- **Promoting the diversity of use** – Promote mixed uses downtown including office, retails, hotels, housing, culture, entertainment, recreation, and special events programming to provide a range of things to do during the day and evening;
- **Preserve and celebrate the historic built environment** – Historic and architecturally significant buildings are assets and important tools for downtown revitalization;
- **Build upon Downtown's existing assets** – Enhance the positive features and strengths that exist in downtown Prince Albert today, rather than employing non-authentic development schemes;
- **Develop attractive pedestrian links** – To create synergy, people must be able to walk between activity centres. Convenient links should be direct, physically attractive, and edged with active retail, restaurant, and entertainment uses; and,
- **Exploit Downtown's proximity to the riverfront** – Revitalization of the riverfront is key to drawing more tourist and residents downtown.

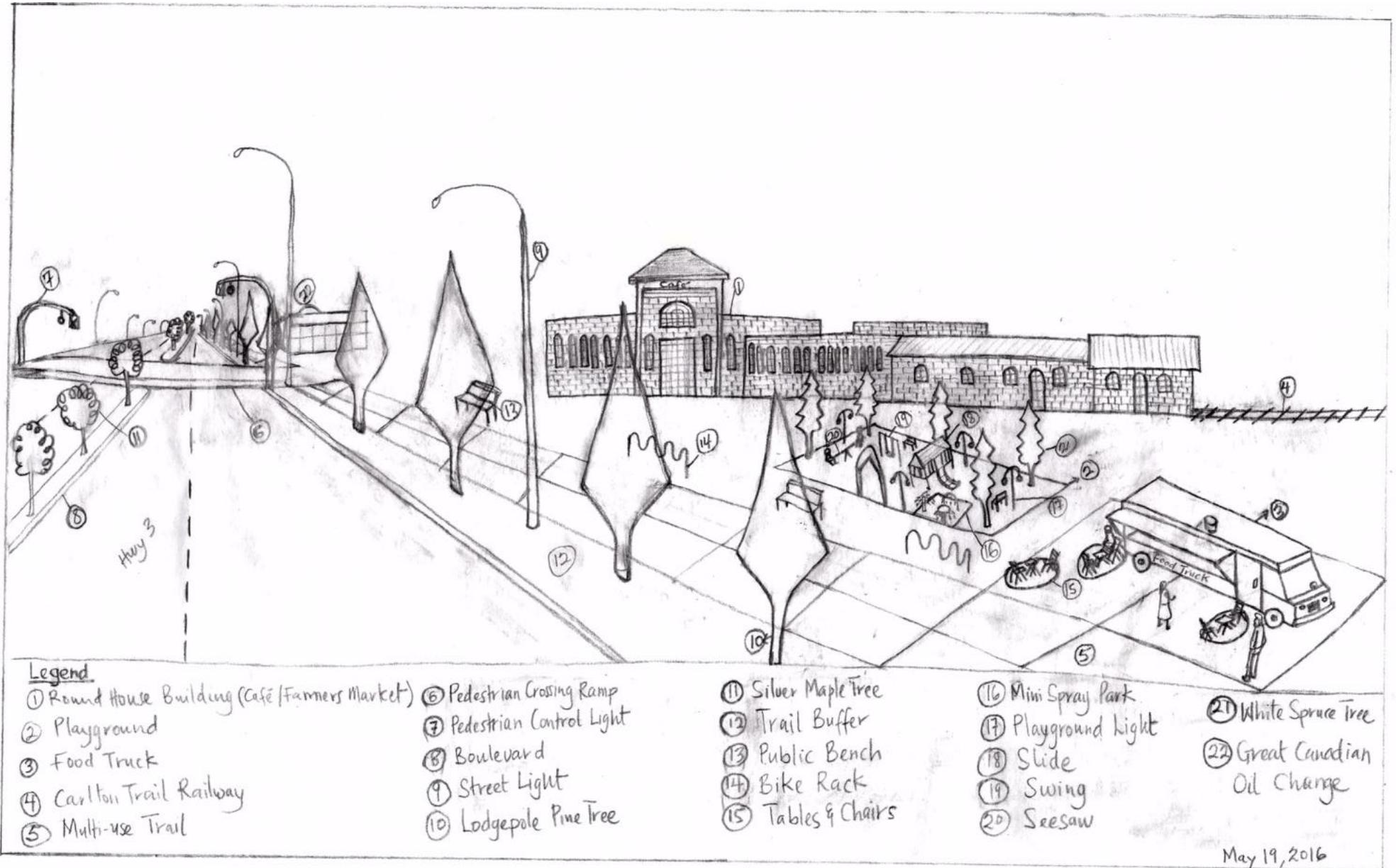
With the redevelopment of the riverfront, the following principles will be utilized, adapted from the 20 Year River Valley Master Plan:

- **Improving Linkages and Connections;**
- **Improving areas and creating nodes where community can gather;**
- **Improving access to the water;**
- **Improving aesthetics of the park and also consider the safety of individuals; and**
- **Integrating public art to acknowledge the historic role the river played.**

In addition to the above guidelines – the following can be specific guidelines for the redevelopment of the railyards in the long term:

- **Connectivity to areas of the city** - Using the railyard and the river valley park as an anchor-point, improving pedestrian connectivity can help to connect the north and south, and other areas, of the community;
- **Improving public health and quality of life** - The creation of additional green and recreational space to promote healthier lifestyles and improve the overall quality of life;
- **Ensuring the safety of community members in public spaces** – utilizing CPTED principles to ensure safety is considered in the future development of open and public spaces.

Preliminary Design Concept 1: Railyard Redevelopment



The first preliminary design concept considers the long range redevelopment of the railyard. Community members identified through the process that there is opportunity to create a pedestrian friendly area around the railyards. This area can provide a place to connect the upper and lower areas of the city. The preliminary design ideas are numbered on the legend and explained in the table below.

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Time Frame
1	<p>Roundhouse Adaptive Reuse Based on the preliminary conceptual design for the railway yard, the roundhouse and the attached building, as shown in the sketch, have been conserved to maintain its historic structure and character. It is an adaptive reuse building that includes uses such as a community café and a farmers market. It is suggested as a four season amenity that has been renovated to meet the green building standards set by Leadership in Energy and Environmental Design (LEED). Integrated in this designs are Crime Prevention Through Environmental Design (CPTED) approaches that include:</p> <ul style="list-style-type: none"> • Unobstructed sightlines; • Adequate night lighting; • Mixed use oriented; • Avoid low or heavy planting or fencing to prevent potential entrapment in the area; • Connectivity (multi-use trails to accommodate pedestrians and cyclists); and, • Good signage. <p>The roundhouse may also include permeable walls so that visiting exhibits , shows, and food vendor/trucks can be accommodated.</p>	<p>Below are three examples of Roundhouse adaptive reuse across Canada. They include: 1) the Roundhouse Historic Railway Precinct in the City of Victoria, British Columbia; 2) the London Roundhouse Project in the City of London, Ontario; and, 3) the John Street's Roundhouse in the City of Toronto, Ontario.</p>  <p>The Roundhouse Historic Railway Precinct, City of Victoria</p> <p>Source: Roundhouse Design Guidelines – July 2008 (Revised 2015), http://www.victoria.ca/assets/Departments/Planning~Development/Development~Services/Documents/Neighbourhoods-roundhouse-design-guidelines.pdf</p>  <p>The London Roundhouse Project, City of London Source: The London Roundhouse Project, http://londonroundhouse.com/</p>	<p>Action Item: 1.1 Promote the rich history of Prince Albert through activities and initiatives that aim to raise the profile of the past in a respectful manner.</p> <p>Initiatives: .2 Identify and document key historical and cultural resources for the purposes of telling the story and heritage of Prince Albert; .3 Explore opportunities for a living history initiative that will showcase the diverse, strong history and culture of Prince Albert.</p> <p>Action Item: 10.4 Create a visual corridor to show the strong multiculturalism of the community.</p> <p>Initiatives: .1 Explore opportunities for creative cultural signage promoting cultural resources in the community; .4 Engage with local artists to design creative visuals (public art, signage, etc.) that can be included in the visual corridor.</p> <p>Action Items: 10.5 Explore creative design for new infrastructure projects where appropriate.</p> <p>Initiatives: .1 Develop and adopt new urban design standards consistent with work previously done within the CoPA.</p>	Long term

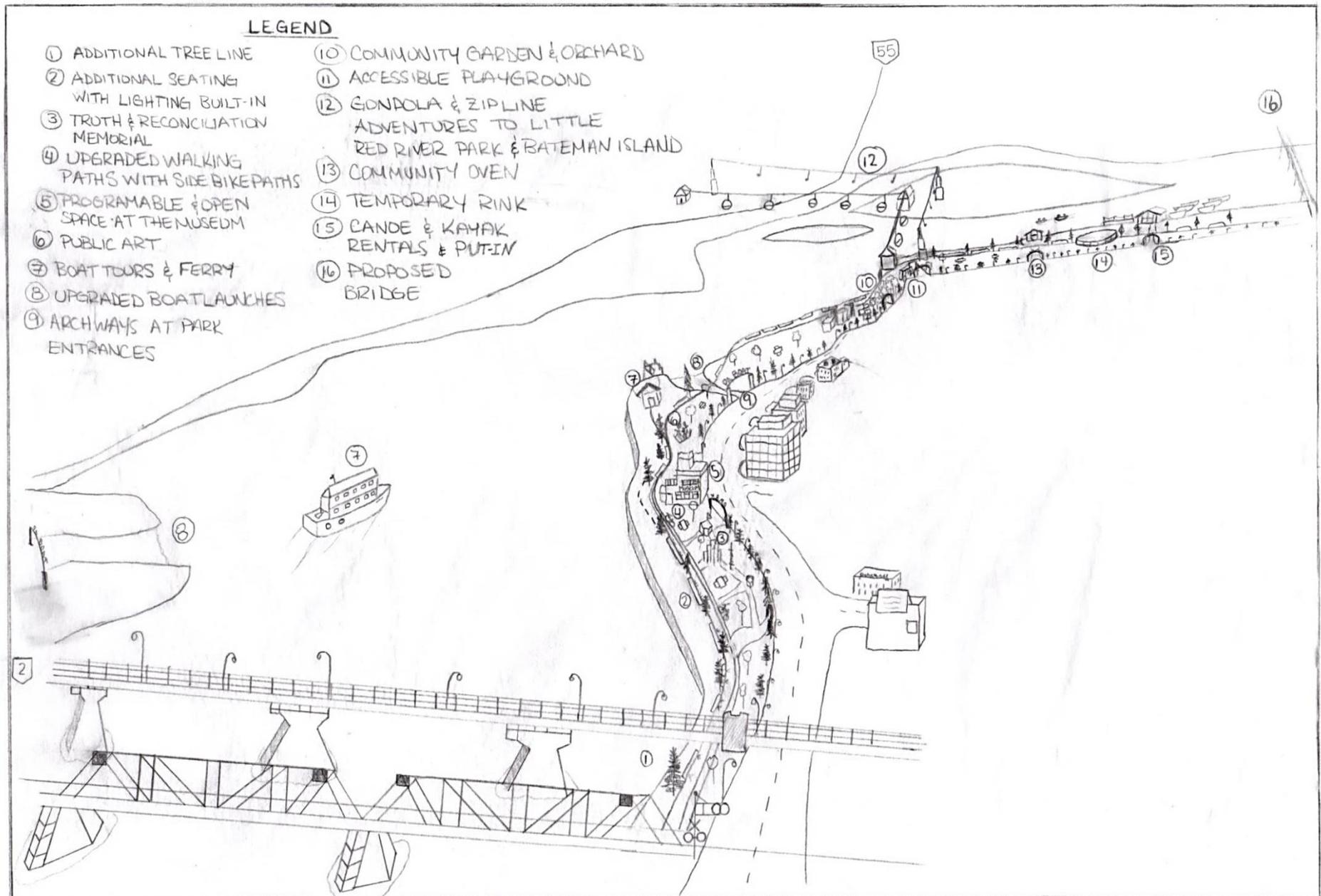
Legend Number(s)	Action	Examples/Best Practices	How This Applies	Time Frame
		 <p>The John Street Roundhouse, City of Toronto</p> <p>Source: The John Street Roundhouse, http://www.tha.ca/resources/100704.wood.design.building.pdf, Wood Design & Building – Winter 2009-10</p>	<p>Action Items: 5.3 Identify opportunities to create neighbourhood cultural nodes providing programming and activities for all ages.</p> <p>Initiatives: .3 Identify areas of need in neighbourhoods for cultural and community programming.</p> <p>Action Item: 5.4 Explore opportunities to create new spaces and programming for the young adult demographic.</p> <p>Initiatives: .1 Continue to engage the young adult demographic to identify opportunities for more programming and amenities. One idea is a venue to host bands and other local talents.</p>	
<p>2, 16, 17, 18, 19, 20, 21</p>	<p>Playground</p> <p>The suggested playground has been designed by the following elements:</p> <ul style="list-style-type: none"> • Playground equipment for children of all ages including swings, slides, seesaw, and a spray park; • Soft surface material; • Landscaping: by planting White Spruce Trees around the edges of the entire playground to provide some shade and enhance aesthetics; and, • Lighting to enable the playground to be used during later hours by families. 	 <p>Meadow Park, Town of Huntsville, Ontario</p> <p>Source: Playgrounds, http://www.huntsville.ca/en/living/playgrounds.asp, Town of Huntsville.</p> <p>What Makes A Great Playground? A research brief from the Urban Parks Institute says that play areas should offer opportunity for interaction between age groups by offering something for everyone. Social activities like eating and drinking, and some leisure activities for parents/adults to</p>	<p>Action Items: 10.5 Explore creative design for new infrastructure projects where appropriate.</p> <p>Initiatives: .1 Develop and adopt new urban design standards consistent with work previously done within the CoPA.</p>	<p>Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Time Frame
		<p>stay longer by giving children more time to play. It is also important to link play areas for different ages. Source: What Makes A Great Playground? http://www.pps.org/reference/play_research/, Project for Public Spaces.</p> <p>The Public Playground Safety considerations to keep in mind are:</p> <ul style="list-style-type: none"> • Site Selection – shading • Playground layout <ul style="list-style-type: none"> ○ Accessibility ○ Age separation ○ Conflicting activities ○ Sight lines ○ Signage and/or labeling ○ Supervision – play equipment may not be for everyone and may require supervision • Selecting Equipment – type (should be accessible) • Surfacing – surface material • Equipment Materials - durability & Finish, hardware, metals, paints & finishes, wood • Assembly and Installation <p>Source: Public Playground Safety Handbook, http://www.cpsc.gov/PageFiles/122149/325.pdf, U.S. Consumer Product Safety Commission.</p>		
3, 15	<p>Food Truck</p> <ul style="list-style-type: none"> • Stalls for food trucks have been suggested to provide food and drinks to attract people and encourage them to stay in the rail yard area. • The location of the trucks are easily accessible to the public – all ages and abilities. • This is based on the guidelines and the policy put in place by the City of Prince Albert for mobile food vendors. In part, it encourages innovative food culture in and across the community. 	<p>The following are some examples of food truck practices in terms of encouraging diverse businesses in cities.</p>  <p>Food Truck in Supreme Court Gardens, City of Perth, Western Australia Source: Food Trucks Future, http://www.showmepertth.com.au/visitor-info/news/food-trucks-future, Perth City.</p>	<p>Action Items: 9.1 Celebrate the diversity of food that is available in the community. Initiative: .1 Continue discussions with community members and stakeholders to maintain an innovative food truck policy.</p>	<p>Ongoing to short term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Time Frame
		 <p data-bbox="764 557 1470 735">Food Truck Event, San Diego, California, U.S. Source: Best Practices for Integrating Food Truck into Your Trade Show Exhibit, http://www.3dexhibits.com/Posts/2016/04/best-practices-for-integrating-a-food-truck-into-your-trade-show-exhibit/, By Nicole Genarella</p>		
<p data-bbox="54 743 168 829">4, 5, 6, 7, 8, 9, 10, 11, 12, 21</p>	<p data-bbox="201 743 716 862">Making Highway 3 Pedestrian Friendly The approaches undertaken to redesign Highway 3 to be more pedestrian friendly and wheelchair accessible include:</p> <ul data-bbox="212 867 716 1474" style="list-style-type: none"> <li data-bbox="212 867 716 1045">• A pedestrian crossing ramp to help reduce the speed along the railway yard. The sketch also adopted the soft and smooth surface material for the ramp crossing to enhance accessibility and mobility; <li data-bbox="212 1050 716 1169">• A pedestrian control light to enable pedestrians to press a button to stop vehicles to allow safe and timely crossings on Highway 3; <li data-bbox="212 1174 716 1417">• A boulevard has been included to replace the existing centre lane on Highway 3 to introduce traffic calming measures. This is proposed to be landscaped with Silver Maple trees to provide an island/refuge for pedestrians to ensure increased safety; <li data-bbox="212 1422 716 1474">• Street light improvements by using energy efficient LED Lighting; 	<p data-bbox="764 743 1346 800">The following shows examples of pedestrian and streetscaping designs.</p>  <p data-bbox="764 1208 1482 1326">Stopping for Pedestrian Crossings Source: Stopping, http://www.drivingschool.ca/drivereducation/page4.html, Driving School</p>	<p data-bbox="1528 743 1932 987">Action Item: 10.2 Improve transportation networks that include multi-modal options such as walking and cycling. Initiative: .2 Explore opportunities to improve existing trails that connect pedestrians with other nodes around the community.</p>	<p data-bbox="1957 743 2043 829">Short to Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Time Frame
	<ul style="list-style-type: none"> • Public benches to provide the needed public seating for pedestrians to take a break, sit, and catch a breath or socialize; • Multipurpose trail to provide provision for people to walk and bike by expanding the width of the existing sidewalk to accommodate both pedestrians and cyclists; • A buffer along the sidewalks will be upgraded with lodge pole pine trees to provide more safety for pedestrian and enhance the aesthetics in along Highway 3; and, • The rail yard area has been well landscaped with Silver Maple trees along the boulevard; White Spruce trees for the playground outline; and Lodgepole Pine trees for the sidewalk buffer as per the Preferred Tree Species and Tree Planting Guidelines for the City of Prince Albert. <ul style="list-style-type: none"> ○ Of note, varieties of trees proposed are only suggestions and subject to other alternatives. 	<div style="text-align: center;">  </div> <p data-bbox="762 557 1499 708">Regina U of R Research Park, City of Regina Source: Suburban Office Park: The Research Drive Example, https://reginaurbanecology.wordpress.com/2011/07/13/suburban-office-park-the-research-drive-example/, Regina Urban Ecology</p> <div style="text-align: center;">  </div> <p data-bbox="762 1097 1110 1125">Tuxedo Park, City of Calgary</p> <p data-bbox="762 1159 1499 1278">Source: Energy Efficient LED Lighting, http://www.calgary.ca/Transportation/Roads/Pages/Traffic/Traffic-signals-and-streetlights/Energy-Efficient-LED-Lighting-Project.aspx, City of Calgary</p>		

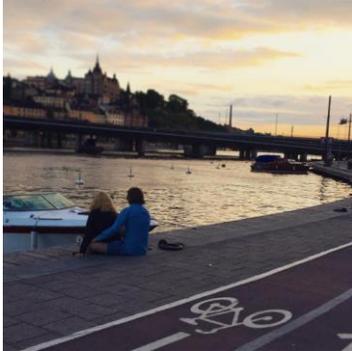
Preliminary Design Concept 2: River Valley Park Redevelopment



The second preliminary design concept is of the river valley park. One of the major themes identified by the community was to redevelop and revitalize the park along the riverbank. Many of the ideas contained in the table below are from the community along with various plans and initiatives such as Kistapinanihk 2035 (Official Community Plan); the Downtown Strategic Plan; and more.

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
1	<p>Enhanced Tree Line</p> <ul style="list-style-type: none"> Utilizing naturally growing trees from the area and region, such as various Pine, Spruce, Willow, and Ash, can provide buffers and natural barriers to pedestrian areas from traffic areas. By adopting landscape architecture principles and the City's <i>Tree Planting Guidelines</i> and <i>Preferred Tree Species</i>, the suggested tree line ensures there are aesthetically pleasing natural areas along the river and successful growth of greenery. 		<p>Action Item 2.1 Promote the riverfront as a cultural focal point of the community and an area for more community events and activities.</p> <p>Initiative .1 Support the policies from the 20 Year River Valley Master Plan that aim to revitalize the riverfront.</p>	<p>Short Term and Ongoing</p>
2	<p>Increase Lighting and Seating</p> <ul style="list-style-type: none"> Lighting increases visibility and safety at night based on CPTED principles. Benches play additional roles and serve as natural barriers, planters, and places to enjoy socializing and/or working outside, or eating a meal. 	<p>Below are examples of public seating and lighting that were utilized in Harvard University, guided by Project for Public Spaces.</p>  <p>Project for Public Spaces Image of The Plaza, Harvard University, USA</p> <p>Source: http://www.pps.org/blog/meet-me-at-the-plaza-new-seats-new-scene-at-harvard-university/</p>	<p>Action Item 10.3 Utilize placemaking principles such as Lighter, Quicker, Cheaper to test/pilot infrastructure improvements across the city.</p> <p>Initiative .3 Prioritize small scale "quick win" infrastructure improvements in future budgets.</p>	<p>Short - Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
3	<p>Truth and Reconciliation Memorial</p> <ul style="list-style-type: none"> • A Truth and Reconciliation memorial is identified along the riverbank. • Through the cultural planning engagement process, community members identified the importance of honouring the TRC process. • As per the actions and initiatives from the Cultural Action Plan, a location and determination of what the memorial will look like is an ongoing discussion. 	<p>Below are examples from Winnipeg showing their support of the Truth and Reconciliation Commission of Canada as well as missing and murdered Aboriginal women.</p>  <p>TRC petition to incorporate calls to action in political parties, Winnipeg, MB</p> <p>Source: http://www.ctvnews.ca/canada/petition-calls-for-truth-and-reconciliation-commission-to-be-election-issue-1.2477909</p>  <p>Monument to missing, murdered women, Winnipeg, MB</p> <p>Monument to missing, murdered women, Winnipeg, MB</p> <p>Source: http://www.ctvnews.ca/canada/winnipeg-unveils-monument-to-missing-murdered-aboriginal-women-1.1956539</p>	<p>Action Item 3.5 Acknowledge and honour the process and outcomes of the Truth and Reconciliation Commission of Canada.</p> <p>Initiative .6 Create a memorial honouring the Truth and Reconciliation process.</p>	<p>Long Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
4	<p>Upgrade Sidewalks and Include Bike Paths</p> <ul style="list-style-type: none"> • Project for Public Spaces shares that building on existing trails can ensure access and multi-modal transportation of a riverfront. • CPTED recommends that walkways should be open and accessible to ensure high visibility, safety, and to provide unique lookouts onto the views and vistas of waterfront. 	<p>Below shows an examples of upgraded walking and bike paths along a river bank.</p>  <p>Project for Public Spaces Image of Stockholm, Sweden</p> <p>Source: http://www.pps.org/blog/safer-more-livable-streets-through-bike-lanes/</p>	<p>Action Item 10.2 Improve transportation networks that include multi-modal options such as walking and cycling.</p> <p>Initiative .2 Explore opportunities to improve existing trails that connect pedestrians with other nodes around the community.</p>	<p>Short - Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
5	<p>Maintain, promote, and enhance programming at the Museum</p> <ul style="list-style-type: none"> Ensuring the longevity of cultural and historical buildings has been identified as a priority, by preserving and utilizing this iconic building on Prince Albert's riverfront. Making the museum a multi-functional amenity that serves a variety of uses with programmable space, is a best practice for the community as shared by Project for Public Spaces. 	<p>The following are examples from The Forks in Winnipeg, Manitoba.</p>  <p>The Forks Festival Park and Stage http://www.theforks.com/attractions/at-the-forks/festival-park-stage</p>  <p>The Forks Oodena Celebration Circle http://www.theforks.com/attractions/at-the-forks/oodena-celebration-circle</p>	<p>Action Item 1.1 Promote the rich history of Prince Albert through activities and initiatives that aim to raise the profile of the past in a respectful manner.</p> <p>Initiative .1 Work with Prince Albert Historical Society and other to review programming and identify opportunities to showcase the unique history of the community.</p>	<p>Short - Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
5,14	<p>Temporary Programmable Space and Pop Up Services</p> <ul style="list-style-type: none"> • Temporary programmable spaces or pop-ups along the riverbank have been incorporated in the preliminary design concept. • As shared by PPS, temporary programmable or pop-up spaces can be utilized in a variety of ways including: programmable recreation, e.g. an ice skating rink in the winter and a roller rink in the summer; café's or restaurants; retail of specialty products; libraries; art galleries; and more. These spaces ensure year round multiple uses that promote flexible design and adaptability. 	 <p>Meewasin Skating Rink, Saskatoon, SK Source: http://meewasin.com/visitors/skating-rink</p>  <p>The Uni Project, Pop-Up Installations (Library) Source: http://www.theuniproject.org/</p>	<p>Action Item 6.4 Create opportunities to bring recreational programming to the core of the city.</p> <p>Initiative .2 Identify a downtown space that may be utilized as an outdoor rink during the winter months.</p>	<p>Short - Long Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
6	<p>Public Art</p> <ul style="list-style-type: none"> • The community has identified opportunities to showcase its local identity and history of a Prince Albert. • Public art is a natural magnet that attracts people's attention. • Art/murals on existing surfaces also reduce the chance of graffiti and allows for local talent to be showcased, which is shared in both the Smart City project and CPTED. 	<p>The following are examples of having public art in urban spaces as nodes:</p>  <p>Heart of Davie Village, Vancouver, BC Source: http://vancouver.ca/home-property-development/west-end-community-plan.aspx</p>  <p>2015 Art Project in Saskatoon, SK Source: http://www.cbc.ca/news/canada/saskatoon/before-i-die-i-want-to-exhibit-challenges-people-in-saskatoon-1.3125267</p>	<p>Action Item 1.2 View the downtown area as a cultural and historical hub to tell the story of Prince Albert's past.</p> <p>Initiative .1 Identify appropriate open and public spaces and open facades that may be utilized for artwork, installations, or interpretative panels that honour the past of the community.</p> <p>Initiative .2 Engage with local artists and community members to install art work and other resources to honour Prince Albert's past.</p> <p>Action Item 10.4 Create a visual corridor to showcase the strong multi-culturalism of the community.</p> <p>Initiative .4 Engage with local artists to design creative visuals (public art, signage, etc.) that can be included in visual corridor.</p>	<p>Short - Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
7, 8, 15	<p>River Boat Tour; Ferry; Boat Launch Upgrade; and, Kayak/Canoe Rentals</p> <ul style="list-style-type: none"> The preliminary conceptual design incorporates a river boat tour, ferry, boat launch upgrades, and kayak/canoe rentals near the existing boat launch, with the entrance facing the intersection of 4 Avenue East and River Street East. As per the 20 Year River Valley Park Master Plan, canoes should be launched in water that is calm where currents are slow. The River Valley Park Master Plan identified west of 20th Avenue West as an ideal location for a canoe launch point because of the calm water and low bank. 	<p>The following are some examples of utilizing the river or waterbody within the community for programmable amenities.</p>  <p>Shearwater River Cruises, Saskatoon, SK Source: http://www.theprairielily.com/</p>  <p>Voyageur Canoe Tour – Saint John River Source: http://www.tourismfredericton.ca/en/thingsto-do/ExploringTheRiver.asp</p>	<p>Action Item 2.1 Promote the riverfront as a cultural focal point of the community and an area for more community events and activities.</p> <p>Initiative .2 Incorporate recreational and cultural activities along the river corridor to celebrate the significance of the waterway.</p> <p>Initiative .5 Develop cultural “nodes” in the park along the river that brings community members and visitors together.</p> <p>Action Item 2.3 Explore creative and out-of-the-box opportunities to showcase the riverfront.</p> <p>Initiative .1 Consider options to develop innovative recreational transportation options across the river i.e. ferries, kayak rentals, gondolas.</p>	Mid - Long Term
9	<p>Decorative Archways and Gateways</p> <ul style="list-style-type: none"> Prince Albert may utilize archways and gateways located along River Street East and West to provide prominent signage for entrances to the riverbank and to connect pathways, destinations, and nodes. This may also help to create a unique sense of place and identify for the community. 	<p>The following shows a typical example of utilizing archways as gateways to community parks.</p>  <p>Stanley Park, Vancouver, BC Source: http://www.stanleyparkvan.com/stanley-park-van-attraction-susan-point-welcome-gateways.html</p>	<p>Action Item 10. 4 Create a visual corridor to showcase the strong multi-culturalism of the community.</p> <p>Initiative .1 Explore opportunities for creative cultural signage promoting cultural resources in the community.</p> <p>Initiative .4 Engage with local artists to design creative visuals (public art, signage, etc.) that can be included in visual corridor.</p>	Short - Mid Term

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
10	<p>Community Garden and Orchard</p> <ul style="list-style-type: none"> • Food continues to be one of the most important and successful ways for bringing people together. Food may also be an excellent catalyst for public space improvements. • Community gardens are a common way for communities to come together and grow their own local food. • In Prince Albert, there are community gardens available to anyone willing to commit their efforts on growing their own food. It has been identified through the community engagement process that local food production is to be encouraged. 	<p>The following depicts an example in the Eastview Park, whereby the community has partnered with the Spinal Cord Injury organization to promote healing through a community garden.</p>  <p>Eastview Park, Saskatoon, SK Source: http://www.spinalcordinjurysask.com/news/community-garden/</p>	<p>Action Item 9.2 Promote and focus on local food production and food security.</p> <p>Initiative .1 Support the existing community gardens.</p> <p>Initiative .2 Identify additional plots of land suitable for more community gardens.</p> <p>Initiative .3 Continue to encourage other local food productive methods, including protection of local and regional agriculture lands.</p>	<p>Short - Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
11	<p>Enhancing Existing Playground</p> <p>There is an existing playground along the riverbank on the west end of 2nd Street East. There are opportunities to enhance this park to provide more amenities and activities. This can be achieved through improvements such as outdoor fitness equipment. Playgrounds are encouraged to be designed by incorporating the following elements:</p> <ul style="list-style-type: none"> • Playground equipment such as swings, slides, seesaw, and a spray park; • Soft surface material; • Landscaping: by planting White Spruce Trees around the edges of the entire playground to provide some shade and enhance aesthetics; and, • Lighting to enable the playground to be used during later hours by families 	<p>The following portrays good examples of playground in Ontario. Meadow Park, Town of Huntsville, Ontario</p>  <p>Source: http://www.huntsville.ca/en/living/playgrounds.asp</p>	<p>Action Item 2.1 Promote the riverfront as a cultural focal point of the community and an area for more community events and activities.</p> <p>Initiative .5 Develop cultural "nodes" in the park along the river that brings community members and visitors together.</p> <p>Action Item 5.5 Continue to value the involvement of older adults in cultural programs and amenities.</p> <p>Initiative .3 Identify innovative ways and seek partnerships to address possible barriers to participation in physical, creative, and social activities.</p> <p>Action Item 10.5 Explore creative design for new infrastructure projects where appropriate.</p> <p>Initiatives: .1 Develop and adopt new urban design standards consistent with work previously done within the CoPA.</p>	Short – Mid Term

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
12	<p>Zip Line and Gondola</p> <ul style="list-style-type: none"> A zip line and gondola have been incorporated into the preliminary design concept as a long range suggestion. This stretches from the south side of the river bank, stops at Bateman Island, and continues to Little Red River Park. This is intended to provide a unique way of travel, leisure, and sightseeing of the historic waterway. As per PPS, providing exciting new amenities and adventures in the community creates a destination and can lead to enhancing the local economy. Water as a natural amenity also helps to draw people together, so utilizing it for a programmable space would be ideal in the community. 	<p>The examples below depict communities that have successfully implemented new and adventurous amenities to showcase their unique landscape.</p>  <p>Saint John Adventures, St. Johns, NB</p> <p>Source: http://www.tourismnewbrunswick.ca/Products/S/Saint-John-Adventures-Inc.aspx</p>  <p>Lake Louise Gondola, Banff, AB</p> <p>Source: http://www.banffbedandbreakfast.net/local_area.htm</p>	<p>Action Item 2.1 Promote the riverfront as a cultural focal point of the community and an area for more community events and activities.</p> <p>Initiative .2 Incorporate recreational and cultural activities along the river corridor to celebrate the significance of the waterway.</p> <p>Initiative .5 Develop cultural “nodes” in the park along the river that brings community members and visitors together.</p> <p>Action Item 2.3 Explore creative and out-of-the-box opportunities to showcase the riverfront.</p> <p>Initiative .1 Consider options to develop innovative recreational transportation options across the river i.e. ferries, kayak rentals, gondolas.</p> <p>Action Item 2.4 Complete Rotary Trail system to link to Little Red River Park</p> <p>Initiative .4 Complete trail system to Little Red River Park</p>	Long Term

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
13	<p>Community Oven</p> <ul style="list-style-type: none"> • A community oven is located along the riverbank near the intersection of 11th Avenue East and River Street East. • This location was selected to provide a space that is accessible for nearby residents to bring and prepare food. • The location will also provide a programmable space to host community cultural events along the river while still having it open for everyday use. • Community members identified opportunities for spaces and activities where people can gather and celebrate through food. 	<p>Successful examples of community ovens in Canada include Cook Al Fresco in Dartmouth, Nova Scotia and the Daven-Perth Neighbourhood Community Oven in Toronto, Ontario.</p>  <p>Cook Al Fresco – Dartmouth, NS Source:http://www.familyfuncanada.com/halifax/park-avenue-community-oven/</p>  <p>Daven-Perth Neighbourhood Community Oven – Toronto, ON Source:http://www.publicbakeovens.ca/wiki/wiki.php?n=TheStopCommunityFoodCentre.FrontPage</p>	<p>Action Item 2.1 Promote the riverfront as a cultural focal point of the community and an area for more community events and activities.</p> <p>Initiative .4 To start discussions and identify appropriate locations for the placement of a community oven along the river.</p>	<p>Mid Term</p>

Legend Number(s)	Action	Examples/Best Practices	How This Applies	Timeframe
16	<p>Additional Traffic Bridge</p> <p>As per the ongoing discussions regarding an additional bridge, the proposed traffic bridge has been located east of the City to connect with Highway 55 as shown in the preliminary design concept. The City is working with a Northern Regional Bridge Committee to provide input into this project. By adding another bridge, access and egress to and from the city will help with flow of traffic and safety.</p>		<p>Action Item: 10.2 Improve transportation networks that include multi-modal options such as walking and cycling.</p>	Long Term

Appendix E: Year One and Ongoing Cultural Actions and Initiatives

The following table outlines the actions and initiatives per theme that have been identified to be achieved within one year, or within 12 to 18 months. Items shaded in grey indicate these initiatives are listed as "ongoing" items.

Action Items	Initiatives	Primary Lead	Potential Partners
Theme: Our Heritage			
1.1 Promote Prince Albert's rich cultural history through tangible and intangible activities and initiatives that acknowledge and elevate Prince Albert as an historic "gathering place" - embracing this as a legacy building effort to be further enhanced by each generation to come i.e. paying 'our heritage' forward.	.1 Work with the Prince Albert Historical Society and others to review programming and identify opportunities to showcase the unique history of the community.	Community Services, Planning & Dev't, CoPA	Historical Society, PAGC, Métis Region/ Local Provincial and Federal Partners, NLCDC
	.2 Identify, cultivate, and document events, programming, cultural amenities and promotional activities that specifically embrace and showcase the City of Prince Albert as an historic 'gathering place' with particular attention given to its diverse Indigenous roots.	Community Services, Planning & Dev't, CoPA	Historical Society, PAGC, Métis Region/ Local Provincial and Federal Partners, NLCDC
1.2 Enhance and support the Downtown-Riverfront area as a cultural hub to confirm and strengthen Prince Albert's place as an historic gathering place that flows to all parts of the City and beyond.	.1 Identify appropriate open and public spaces and open facades that may be utilized for artwork, installations, or interpretative panels that honour the past of the community.	CoPA, Community Services	Local artists, PADBID, Planning & Development, PAAB
1.3 Raise Prince Albert's profile as a cultural hub through policy, bylaw, and outreach projects that include heritage preservation activities in the city at a local, regional, provincial, national and international scale.	.1 Support the Official Community Plan policies related to the preservation of important historical buildings and sites to enhance the character of the city.	CoPA, Planning & Dev't, MHAC	Historical Society and other stakeholders. PAAB
	.2 Support and pursue heritage and historic recognition initiatives e.g. Municipal Heritage Awards; designation of assets at the municipal, provincial, national and international level.	CoPA, MHAC	Historical Society, CBO, Community
	.3 Ensure that naming of streets, park, and over civic assets is done to celebrate Prince Albert's unique history and cultural diversity.	CoPA, Planning & Dev't	Historical Society, PAGC, Métis Region/ Local, Community
	.4 Explore the feasibility of municipal incentives and programs that aim to preserve historical buildings and sites.	Planning & Dev't, MHAC	Historical Society and other stakeholders
1.4 Ensure development and redevelopment conserves heritage resources and contributes to Prince Albert's distinct sense of place.	.1 Ensure policies within the Official Community Plan are being adhered to, and if necessary strengthen existing policies to ensure new developments do not negatively impact areas of significance.	CoPA, Planning & Dev't	Community Services, MHAC
Theme: The River and Natural Surroundings/Places			
2.1 Promote the riverfront as a cultural focal point of the community that can host community-wide events and activities.	.1 Support the policies from the 20 Year River Valley Master Plan that revitalize the riverfront.	River Valley Downtown Committee, Community Services, Planning & Dev't	Pêhonân Parkway Board, Public Works, Historical Society
	.2 Continue to engage with community members on ways to revitalize the river front.	River Valley Downtown Committee, Planning & Dev't	Pêhonân Parkway Board, CBO, Historical Society
	.3 Utilize CPTED principles, and work with Police, Fire, and other relevant departments when considering the location of community gathering points or events and ensure parking access and overall safety is addressed.	Planning & Dev't, River Valley Downtown Committee, Community	Public Works, Police, Fire

Action Items	Initiatives	Primary Lead	Potential Partners
		Services	
	.4 Identify future opportunities for a community event by the riverfront that is marketed as inclusive to everyone.	River Valley Downtown Committee, Community Services	PADBID, Prince Albert Tourism
2.3 Ensure park spaces are focused on or incorporate historical and cultural landmarks to enhance and celebrate neighbourhoods and to draw tourism, interest, and cultural learnings.	.1 Continue to support programming and encourage expanding programming at current facilities such as the Tourist Centre and Historical Museum.	CoPA and Community	PAAB, Prince Albert Tourism
	.2 Ensure safety of park spaces across the city are addressed by working with relevant departments and organizations.	CoPA, Planning & Dev't, Community Services	Police, Fire
2.5 Focus attention on Little Red River Park as a cultural asset to the community.	.1 Continue to support and encourage the expansion of cultural programming activities in the park from community based organizations such as the Métis cultural programming.	Community Services, Métis Region/ Local	PAGC, , Multicultural Council, CBO, PAAB
	.2 Continue to work with the Police and Fire departments to ensure the safety of patrons utilizing the park; Utilize CPTED principles when considering future development.	Community Services, Planning & Dev't	Police, Fire
Theme: Bridging Nations			
3.1. Celebrate, support, and promote Prince Albert's rich Indigenous history and make-up including the acknowledgment of settlers to ensure the retention and enhancement of Prince Albert as a community of inclusion and multiplicity extending out to the surrounding region.	.1 Identify, support and explore programs, events, and other initiatives that bring people together and celebrate the multiplicity of Prince Albert and region.	CoPA and Community	PAGC, Multicultural Centre, Métis Region/ Local, PADBID, Service Groups, Faith-based groups, Exhibition Association, and others
3.2 Promote positive perceptions about our cultural make-up, identity, and unique sense of place as a community.	.1 Provide and enhance programming and education that targets the elimination of racism and discrimination.	CoPA, PAGC, Police and Fire Services and Community	CBO, RCMP, Correctional Services, Educational and Social based institutions and Agencies
3.3 Create a First Peoples cultural protocol for community events that honours traditional Aboriginal ways and lands.*	.1 Engage with Elders from Métis and First Nation communities on proper protocol for community events.	CoPA, PAGC, Métis Region/ Local, Services, City Manager's Office	Community, FSIN
	.2 Draft a policy to recognize the importance of protocol during community events.	CoPA, Community Services, Corporate Services	PAGC, Métis Region/ Local, Community
	.3 Regularly implement and apply proper protocol during community gatherings and activities.	CoPA, PAGC, Métis Region/ Local, Corporate Services	Community
3.5 Acknowledge and honour the process and outcomes of the Truth and Reconciliation Commission of Canada.	.1 Review Calls to Action from the Truth and Reconciliation Commission of Canada report.	CoPA and Community	PAGC, Métis Region/ Local, CBO
	.2 Support programs and initiatives from community-based partnerships that aim to progress the Calls to Action i.e. protocols	CoPA and Community	PAGC, Métis Region/ Local
3.6 Create a unique 'brand' or theme that embraces Prince Albert as a gathering/meeting	.1 Continue community engagement to create a brand that speaks to the residents of the community.	CoPA, Corporate Services	Community Services, Community

Action Items	Initiatives	Primary Lead	Potential Partners
place that focuses on celebrating and promoting its diverse cultural make-up and identity.			
3.7 Develop a broad cultural lens within and across all municipal departments and municipally owned and operated facilities and services.	.1 Include cultural planning education and training across all municipal departments and municipally owned and operated facilities and services through training opportunities presented annually/bi-annually.	CoPA	Corporate Services, City Manager's Office, Planning & Dev't
Theme: Community Volunteering and Networking			
4.1 Create opportunities for shared resources and databases.	.1 Utilize social media and keep up with technological advancements in communications to share information about community-based events, organizations, and other opportunities.	Corporate Services, Community Services	CBO, Private Sector, Community Associations
	.2 Create and regularly update a community calendar cultural based programs, activities and events hosted and produced by various organizations and departments to be utilized by community members, businesses, CoPA, Prince Albert Tourism, and community organizations.	CoPA, Corporate Services, Tourism	CNC, Community Services
	.3 Regularly update an organization agency database to be utilized by organizations and individuals.	CoPA, Corporate Services	CBO, Private Sector
4.4 Maintain existing events and create new events that are promoted as all-inclusive and increase overall participation.	.1 Identify opportunities on how to create and market community events that are all-inclusive of everyone. Consider options such as the Leisure Guide or a specific document or others.	CoPA, Community Services	Community-Based Organizations
4.5 Celebrate the strong volunteer community.	.1 Increase awareness of volunteering through a public engagement campaign encouraging others to volunteer in the community.	CoPA, Community Services	Health Region, Education Institutions, Community
Theme: All Ages – Activities, Amenities, and Programming			
5.1 Focus on inclusionary cultural programs, services, amenities, and initiatives that embrace the diversity of the neighbourhood.	.1 Support initiatives that ensure welcoming spaces for youth and multi-generational cultural activity.	CoPA, Community Services	Planning & Dev't, Police
5.3 Create neighbourhood cultural nodes providing programming and activities for all ages. Such opportunities help nurture a community where people can age gracefully in place.	.1 Continue to support community-based organizations that provide spaces and programming for youth.	CoPA and Community	PAGC, Métis Region/ Local , Educational Institutions, Faith-based Organizations
	.2 Continue to maintain and develop services and programming for seniors and Elders.	CoPA and Community	Community Services, Faith-Based Groups
	.3 Identify areas of need in neighbourhoods for cultural and community programming.	CoPA and Community	Community Service Centres
5.4 Explore opportunities to create new spaces and programming for the young adult demographic.	.1 Continue to engage the young adult demographic to identify opportunities for more programming and amenities. One idea is a venue to host bands and other local talents.	CoPA and Community	CBO, Tourism
5.5 Support and encourage the value of the involvement of seniors and Elders in the development and implementation of cultural	.1 Develop and market various programming and services that consider seniors and Elders in the community.	Community Services, CBO	Community Services,
	.2 Identify innovative ways and seek partnerships to address possible barriers by seniors and Elders to participation in physical, creative, and social activities.	CoPA	Community Services, Community Organizations

Action Items	Initiatives	Primary Lead	Potential Partners
amenities, activities and programming.			
Theme: Sports and Recreation			
6.1 Support and encourage sports and recreational programming that brings the community together.	.1 Continue to promote and maintain recreational amenities in the community.	CoPA, Community Services	Sports Clubs, Tourism, Various Community-Based Organizations
	.2 Explore opportunities to work with public organizations and the private sector to develop new or upgrading of existing recreational and/or community facilities and programming.	CoPA, Planning & Dev't, Community Services, Public Works, Financial Services	Neighbourhood groups, Tourism, School Divisions, Community Clubs, Private Sector
6.2 Focus on accessibility and affordability of sports and recreational programming.	.1 Support the policies of the Community Services Master Plan regarding accessibility and affordability of recreational programming across the city.	CoPA, Community	Sports and Recreational Organizations
	.3 Actively seek grants and other sources of funding to offer all-inclusive arts and cultural programming.	CoPA, Community Services	Sports and Recreational organizations
6.3 Focus on year-round recreational programming, both indoor and outdoor.	.1 Support and encourage expansion of year-round programming i.e. Alfred Jenkins Centre.	Community Services,	Regional Partners, Educational Institutions, PAGC
	.3 Continue to support organizations providing year-round programming and identify opportunities for potential partnerships.	CoPA and Community	Community Services, Regional Partners, Educational Institutions, PAGC
6.4 Create opportunities to bring recreational programming to the core of the city.	.1 Commit to undertaking community engagement about the types of sporting and recreational activities that would be enjoyed downtown.	CoPA, River Valley Joint Committee	PADBID, Community Associations
6.6 Ensure a fair balance of sports and recreation and the arts.	.1 Actively promote and cross promote sports and recreational programs and arts programs and initiatives throughout the community.	CoPA, Community Services	Community Clubs, Educational Institutions, Community Associations
	.2 Actively investigate opportunities for funding and partnerships for sports and recreational programming and amenities; and, performing arts, visual and mixed arts and culture industries.	CoPA, Community Services	Community Clubs, Educational Institutions, Community Associations
Theme: Performing, Visual, and Mixed Arts			
7.1 Support the community development of arts advocacy and capacity-building initiatives.	.1 Support collaboration and communication between creative industry leaders across the community.	Community Services, ACC	Chamber of Commerce
7.2 Promote the arts through on-going and key awareness-raising events and initiatives.	.1 Support and enhance arts and cultural festivals and events (e.g. Culture Days, Tapestrama).	Community Services, ACC	Tourism, School Boards, PAGC
	.2 Explore opportunities to have local student's art work displayed at community facilities.	CoPA and Community	Educational Institutions CBO, PAAB
	.3 Support, recognize, and encourage the role of the Arts and Cultural Coordinator position within the CoPA of Prince Albert.	Community Services	Community Services
	.4 Support, nurture and encourage artists through initiatives, teaching and all programs and services for which their participation adds value.	CoPA and Community	Community Organizations, Education Institutions
7.3 Continue to support the public art policies and initiatives.	.1 Support and implement the 2015 Civic Arts Policy.	CoPA, Community Services	Community, Community Organizations
	.2 Engage and support local artists and community members to identify opportunities for public art projects and services.	CoPA, Public Art Committee, Corporate	Tourism, Mann Art Gallery

Action Items	Initiatives	Primary Lead	Potential Partners
		Services	
	.3 Create a callout to arts for proposals for sculptures, murals, and other art projects to create a vibrant environment.	Corporation Services	Tourism, Community
7.5 Support artists and the arts and recognize their community contribution.	.1 Encourage municipal and community organizations to provide artists with CARCC Artist Professional fees	Community Services, ACC	CBO
7.6 Support the growth and development, including infrastructure improvements, of Prince Albert's arts cultural industries.	.1 Continue support for current initiatives and encourage expansion of programs that grow the cultural sector of Prince Albert.	Community Services, CoPA	CBO
Theme: Industry, Business, and Innovation			
8.1 Continue to support the cultural development of the Downtown-Riverfront area.	.1 Support the initiatives that are outlined in the Downtown Strategic Plan.	River Valley Joint Committee, Community Services, Planning & Dev't	PADBID
8.3 Encourage the entrepreneurship spirit that is present in the community.	.1 Explore options and incentives that allow entrepreneurs to locate in Prince Albert.	CoPA, Planning & Dev't	Chamber, Private Sector
	.2 Focus on opportunities to foster youth-focused entrepreneurship in the community.	CoPA, Planning & Dev't	Chamber, Private Sector
	.3 Focus on opportunities to foster senior and Elder focused entrepreneurship in the community	CoPA, Planning & Dev't	Chamber, Private Sector
8.4 Explore creative developments that add to the cultural vibrancy of Prince Albert.	.1 Conduct best practice research of creative tourism opportunities from communities from similar scale.	Tourism	Planning & Dev't, Community Services
Theme: Food and Food-Related/Culinary Culture			
9.1 Celebrate the diversity of food and food related products, services and related amenities that is available in the community.	.1 Continue discussions with community members and stakeholders to maintain an innovative food truck policy.	Planning & Dev't	Community Organizations
	.3 Support food related festivals that brings community together including FEASTival and the Street Fair.	Tourism, Chamber	PADBID
	.4 Support the creation of new restaurants that are locally owned.	Planning & Dev't	Community
9.2 Promote local food production and food security.	.1 Support the existing community gardens.	Community Services, Planning & Dev't	Food Banks, YWCA, Community Housing
	.3 Continue to encourage other local food production methods, including protection of local and regional agricultural lands.	Community Services	CBO, JMCPL
	.4 Continue engagements with community members and organizations regarding the need of food banks and other programs to ensure access to food for all community members.	Community Services, Community Organizations	CBO, Community
Theme: Supportive Infrastructure and Related Resources			
10.1 Focus on opportunities to improve infrastructure in the Downtown-Riverfront area to create a vibrant cultural hub.	.1 Support initiatives from the Downtown Strategic Plan regarding infrastructure improvements of the downtown area.	Planning & Dev't, PADBID, Public Works	River Valley Joint Committee
	.2 Support continuing community engagement to identify opportunities for cultural development in the Downtown-Riverfront area.	Planning & Dev't, PADBID, Public Works	Community Services
10.2 Improve transportation networks that include multi-modal options such as walking and cycling.	.1 Continue to support and maintain the Rotary Trail around Prince Albert.	CoPA, Public Works	Rotary Club
10.3 Utilize placemaking principles such as Lighter,	.1 Prioritize small scale "quick win" infrastructure improvements in future budgets.	CoPA, Public Works	Planning & Dev't, Community Organizations

Action Items	Initiatives	Primary Lead	Potential Partners
Quicker, Cheaper to test/pilot infrastructure improvements across the city.	.2 Continue to support events that are pedestrian –oriented such as the Downtown Street Fair.	CoPA and Community	PADBID, Fire, Police, Pehonan Parkway Board
	.3 Utilize partnerships with PADBID, volunteers, and other community-based organizations and agencies to assist in LQC initiatives.	CoPA	PADBID, Volunteers, CBO
	.4 Consider the utilization of movable street furniture to create and test ability to improve public amenities, under-utilized spaces, programming, or design changes in public spaces.	Planning & Dev't	PADBID, Community-based Organizations
10.4 Create a cultural corridor (2nd Avenue West, Highway 2) to showcases the strong multi-culturalism of the community.	.1 Explore opportunities for creative cultural signage promoting cultural resources in the community.	CoPA, Planning & Dev't, Community Services, Public Works	Tourism
10.5 Explore creative design for new infrastructure projects where appropriate.	.2 Ensure that infrastructure and road works projects along cultural areas reflect good urban design.	CoPA, Public Works, Planning & Dev't	Community Services, Fire, Police
10.6 Support cultural innovation in both existing and new neighbourhood infrastructure, design, and projects.	.1 Adopt public works projects as public art policy.	Public Works, Community Services, ACC	PAAB, Planning & Dev't

Appendix F: Lighter, Quicker, Cheaper Examples

The following appendix highlights notable Lighter, Quicker, Cheaper examples from Project for Public Spaces.

The following section outlines “quick wins” that can be implemented utilizing Lighter, Quicker, and Cheaper (LQC) techniques. LQC techniques and projects are intended to be inexpensive and have impactful actions that improve placemaking. The LQC has been developed by Project for Public Spaces (PPS), a non-profit planning, design, and educational organization dedicated to helping people and communities create and sustain public spaces that build stronger communities.

There are many benefits to communities that implement LQC projects, and as stated by PPS, they include:

- Bringing life and amenities to previously lifeless public spaces;
- Break down resistance to change, while empowering vulnerable or overlooked communities who may have lost faith in even the possibility of change;
- Generate the interest of potential investors, both public and private;
- Establish (or re-establish) a neighbourhood or region's sense of community;
- Inform best practices for later planning efforts;
- Encourage community buy-in;
- Bring together diverse stakeholders in generating solutions and collective vision; and,
- Foster a community's sense of pride, in and ownership of, their public spaces.³³



Placemaking Example photo courtesy of Project for Public Spaces

The following table is an outline of quick-wins that can be implemented over the short-term with the potential for long term effects.

Lighter, Quicker, Cheaper	Examples	How this Applies
<p>Community Kick-off Events A one-time event can be a great way to generate support, awareness, and excitement for a project or initiative underway. There are many ways a street event can be implemented from street closures and block parties to guerilla or DIY activations. Cities may have protocols or operations in place for street fairs. While the permitting and execution process can seem lengthy, the time can be utilized for event</p>	<p>ReSurfaced – Louisville http://www.citycollaborative.org/projects?category=ReSurfaced</p> 	<p>Action 5.1 Focus on inclusionary programs, services, amenities, and initiatives that embraces the diversity of the neighbourhood. .1 Support initiatives that ensure welcoming spaces for youth and multi-generational cultural activity.</p>

³³ “Lighter, Quicker, Cheaper.” *Project for Public Spaces*. 2015. Retrieved May 19th, 2016. <http://www.pps.org/reference/lighter-quicker-cheaper/>

Lighter, Quicker, Cheaper	Examples	How this Applies
<p>planning, fundraising, or developing partnerships with adjacent property owners.³⁴</p> <p>In Prince Albert, there are many opportunities to hold a “kick-off” event to generate excitement about a particular event – either in summer or winter. Events can be low cost, as seen in the best practice example. One such example would be to hold an event at the river bank</p>	<p>In 2014, a collaborative initiative called “ReSurfaced” was launched in Louisville using Lighter, Quicker, Cheaper approach to temporarily transform a 16,000 square foot vacant downtown lot. The space was filled with pop-up cafes, beer garden, and outdoor lounging spaces. The goal was to create not just a unique destination but a point of departure for projects and conversations about revitalizing under-utilized public spaces in Louisville.</p>	<p>.2 Identify areas for additional programming of downtown public spaces.</p>
<p>LQC through Collaboration (BID/Volunteers/Friends)</p> <p>For Lighter, Quicker, Cheaper initiatives to be effective and successful, they require collaboration among different stakeholders across the city, including the municipality, non-profit organizations, private businesses, citizens, and more; it requires more than just physical space. Partnerships help to ensure that public spaces become thriving spaces in the long term and have lasting impacts on the community. There is a deeper investment in a project's growth and preservation when management and partnerships form organically (between organizations, BIDS, city agencies, and more for example).³⁵</p> <p>Through the cultural planning engagement process, the community identified opportunities to strengthen partnerships. The Prince Albert Downtown Business Improvement District, for example, hosts a street fair in the summer months. There are opportunities to partner with other agencies and organizations to host placemaking events that intend to revitalize a public space.</p>	<p>ACTIVATE – Chicago, Illinois (pop-up festival) http://loopchicago.com/activate</p>  <p>A downtown best practice comes from Chicago. The Chicago Loop Alliance, the downtown BID, has taken a variety of placemaking approaches since the mid-2000s. One initiative started is called ACTIVATE, which involves a series of pop-up interventions and art installations that transform under-utilized spaces including alleyways. This event runs from May through October, and the BID partners with local artists, performers, and institutions to put on free events. These are financed through fundraising, sponsorships, and revenue from beer and wine sales.</p>	<p>Action 10.3 Utilize placemaking principles such as Lighter, Quicker, Cheaper to test/pilot infrastructure improvements across the city.</p> <p>.2 Identify a street in the downtown core for the possibility of closing it down for a pilot pedestrian orientated event.</p>

³⁴ “Lighter, Quicker, Cheaper.” *Project for Public Spaces*. 2015. Retrieved May 19th, 2016. <http://www.pps.org/reference/lighter-quicker-cheaper/>

³⁵ Ibid

Lighter, Quicker, Cheaper	Examples	How this Applies
<p>Integrating Art into Downtown/Core Spaces Public art plays a large role in a community's sense of pride and sense of place. The success of public art initiatives relies on both the level of community engagement, and the design of the public space in which they are located. Beyond its appeal to improve physical aesthetics, public art can help to build community morale and can become central to the cultural identity of a place.³⁶</p> <p>Prince Albert is home to many gifted artists and performers – there is a sense of great pride. There are many annual events intended to showcase the artistry of Prince Albert. There is opportunity to utilize placemaking principles and LQC approaches to showcase art and performances.</p>	<p>Art Crawl on James Street – Hamilton Ontario http://www.jamesstreetnorth.ca/blog/</p>  <p>This best practice from Hamilton is a great example of how to revitalize under-utilized spaces. Like many other rest-belt cities, Hamilton saw serious decline with the fall of the steel industry. Looking to re-invent the city in the early 2000s, a group of community organizers and local businesses looked at the arts sector and instituted a monthly “Art Crawl on James Street” in their downtown area. Every second Friday, the art galleries, shops, and restaurants stretch open their doors to showcase their attractions. This area becomes a bustling space offering free public entertainment. The event was so successful, it lead to a spin-off, annual event called “SuperCrawl” where the street is shut down for a day-long festival of music and activity.</p>	<p>Action 7.3 Continue to support public art policy and initiatives</p> <ul style="list-style-type: none"> .1 Continue to engage with local artists and community members to identify opportunities for public art projects. .2 Explore a variety of methods for the delivery of public art projects. .3 Explore and encourage methods to support the inclusion of public art in new renovated, or expanded developments.
<p>Edible/Community Gardens Food continues to be one of the most important and successful leads of community gathering, engagement, and interaction. It can also be an excellent catalyst for public space improvements. Community gardens are a common way for communities to come together and grow their own local food.</p> <p>In Prince Albert, there is a community gardens that is available to anyone willing to commit their efforts on growing their own food. It has been identified by the community engagement in the cultural planning process that local food</p>	<p>LA Green Grounds http://www.pps.org/places/lac/la-green-grounds/</p>  <p>In south Los Angeles, the volunteer organization LA Grounds has been converting underutilized lawns into edible gardens for public consumption. The group started</p>	<p>Action 9.2 Promote and focus on local food production and food security</p> <ul style="list-style-type: none"> .2 Identify additional plots of land suitable for more community gardens.

³⁶ Ibid
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Lighter, Quicker, Cheaper	Examples	How this Applies
<p>production should be encouraged.</p>	<p>in 2011, and it quickly sparked interest of neighbours who began helping the group maintain the garden. The process was not without its challenges; the group received citations to remove the plantings. The growing group fought hard to keep the gardens. To date, LA Green Grounds has facilitated 20 gardens that helps the community come together to build and grow edible gardens.</p>	
<p>Street Furniture/Outdoor Living Rooms LQC is a placemaking strategy that looks at short-term improvements, whether it is new amenities, programming, art, or design changes, and how it can be developed into a long-term, permanent vision. One of the ways to test an idea is to start small-scale and that it is flexible – such as moveable street furniture.</p> <p>Prince Albert has many locations that are ideal for small-scale LQC improvements that have the potential to become vibrant places in the long term. Places include the downtown area, the park along the river bank, Kinsmen Park, and others.</p>	<p>Outdoor Living Room – West Oakland, California http://www.spur.org/news/2010-09-07/diy-urbanism-outdoor-living-rooms-improve-neighborhoods-without-resorting</p>  <p>Improving an inner-city neighbourhood without setting it up for gentrification could be as simple as placing a few wooden seats on the sidewalk. The San Francisco Bay Area Planning and Urban Research (SPUR) started a small-scale project using inexpensive outdoor furniture on inner-city streets.</p>	<p>Action 10.3 Utilize placemaking principles such as Lighter, Quicker, Cheaper to test/pilot infrastructure improvements across the city.</p> <p>.1 Prioritize small scale “quick win” infrastructure improvements in future budgets</p>
<p>Repurposing/Activating Under-Utilizing Public Spaces LQC aims to make changes in the immediate to short term; this helps to revitalize and improve areas that are urgent to be improved over the long term. There are many ways to temporarily transform an underperforming public spaces – it is also important to note to consider regulations and policies regarding community events, parking, and others.³⁷</p>	<p>The Triangles – Philadelphia https://www.facebook.com/GraysFerryTriangles</p> 	

³⁷ Ibid
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Lighter, Quicker, Cheaper	Examples	How this Applies
	<p>This best practice shows show a few dedicated volunteers can work with a community association to temporary revitalize a space. Working with the community association and other stakeholders, they were able to fund a full right-of-way public space called “The Triangles”. There was pushback and hurdles to overcome, but after many years in 2013, the team was able to host a series of jazz concerts and an outdoor movie night in the space.</p>	
<p>Utilizing Limited Resources For some communities, one of the biggest obstacles to overcome is the lack of resources and materials to revitalize spaces. LQC approaches allow for ways to transform public spaces without an abundance of funding or materials. Without relying on big-budget improvements, these projects use inexpensive or reclaimed materials and focus on providing quality programming within each space.³⁸</p> <p>There are many community spaces available in Prince Albert that can be improved using a small amount of resources.</p>	<p>Dance-o-Mat – Christchurch, New Zealand https://www.facebook.com/Gap-Filler-Dance-O-Mat-393452060667131/</p>  <p>In New Zealand, an organization called Gap Filler implemented an effective LQC project that was also very inexpensive. It was a response to the massive earthquake in 2010, which left the City of Christchurch with many vacant spaces and a scarcity of public activities. Repurposing an old washing machine, and turning it into a jukebox, the local group organized a DIY dance party in one of the city's vacant lots. The initiative was dubbed “Dance-o-mat” with the use of speakers around a make-shift stage and the site quickly became popular. In its first three months of operations, Dance-o-May supplied over 600 hours of entertainment to visitors and residents.</p>	
<p>Implementing Projects in Economically Disadvantaged Communities In communities struggling with issues of poverty, crime, or urban decay, public space projects can be challenging because public space improvements are often lower on the list of issues. Placemaking efforts, such as LQC, can be wide-ranging and impactful; they are not only cost-effective and flexible, but they can also empower community members to take an</p>	<p>The Alley Project – Detroit Michigan http://www.pps.org/places/lqc/the-alley-project/</p>  <p>In Detroit, a collection of young artists called Young Nation, along with the Detroit</p>	

³⁸ Ibid
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Lighter, Quicker, Cheaper	Examples	How this Applies
<p>active role in the creation and maintenance of their own spaces.³⁹</p>	<p>Collaborative Design Center, started a project to transform derelict alleyways into beautiful social spaces. Two vacant lots and a detached garage were transformed into a vibrant public space. Despite having limited resources and minimal investment, the Alley Project was successful in building community engagement, strengthening a sense of ownership, and bringing life to a previously overlooked space.</p>	
<p>Winter Placemaking When considered public spaces, it is important to know that these spaces cannot thrive with a single-focus design or management strategy. LQC approaches can help to ensure that a place thrives throughout the year by creating season-specific programs and events. Especially considering the winter months where there can be periods where there is little to no programming of outdoor spaces.⁴⁰</p> <p>Prince Albert, like any Canadian city, has long, dark winters. There are current festivals and events that happen during the winter months, though there is opportunity to expand further on these initiatives. Such ideas include temporary skating rinks or bon fire areas located in the core of the city. LQC initiatives can help to kick-start these types of projects.</p>	<p>Canalside – Buffalo, New York https://www.canalsidebuffalo.com/</p>  <p>In Buffalo, New York, the city has implemented LQC projects to celebrate the winter season and help bring people out and together in public spaces. One such initiative is the Canalside Buffalo Project. The project utilized LQC strategies to turn the city's downtown waterfront into a multi-use, year-round destination. Using partnerships, the Canalside Management team turns the winter waterfront area into a hub of social activities that includes pond hockey and ice skating, broomball, curling, ice bike rentals, walking tours, seasonal artisan markets, and food trucks.</p>	<p>Action 6.3 Focus on the year-round recreational programming, both indoor and outdoor.</p> <p>.3 Continue to support other organizations providing programming year-round and identified opportunities for potential partnerships.</p>
<p>Promoting Health – Improving Walkability and Public Spaces In many cities across the world, and in North America, there is a major epidemic of obesity and chronic disease. These issues can be linked to lack of safe public spaces for physical activity and uneven access to healthy food. Studies have shown that crime rates and gang activity decrease when more people</p>	<p>Walk [Your City] https://walkyourcity.org/</p>	<p>Action 6.5 Improve infrastructure of existing amenities.</p> <p>.2 Consider feasibility of other infrastructure improvements to recreational facilities.</p>

³⁹ Ibid

⁴⁰ Ibid

Lighter, Quicker, Cheaper	Examples	How this Applies
<p>participate in public activity and know their neighbours.⁴¹</p> <p>Prince Albert prides itself in offering many recreational amenities and public spaces. As identified through the process, improving walkability and connectivity to public spaces is needed.</p>	 <p>In a way to promote walkability and increase civic health and safety, a landscape architect in Raleigh, North Carolina launched the Walk [Your City] campaign. The project involved posting signs to light poles at three different intersections, each indicating how long it would take to walk to nearby destinations. This simple LQC effort was a tremendous success and has led to changes in public policy and has also started new conversations about health of communities.</p>	
<p>Public Works as Public Art Public art comes in many different forms, shapes, and sizes. It can also provide multiple uses, from being a simple display to serving a functional use.</p> <p>Brand and Identity through Signage A good signage system can perform multiple functions, on the most basic level; it provides effective information and direction. It can encourage learning experiences; create and maintain an image for a place; communicate rules; and provide a sense of place and local pride. Project for Public Spaces is a good source of information on how to participate in the process in developing a signage system. The step-by-step process includes: Clarify goals; survey existing signage conditions; understand the users and decisions points; identify historic and/or cultural aspects; outline guidelines for the information system; develop a master plan;</p>	<p>Brooklyn Bridge Park Photography Fence http://www.brooklynbridgepark.org/blog/park-lists/top-10-culturally-captivating-experiences</p>  <p>Placemaking can take place in all kinds of forms – such as transforming a blank edge. A fence in the Brooklyn Bridge Park has been transformed by using a captivating photography exhibit stretching 1,000 feet.</p> <p>Skate-able Public Art – Philadelphia http://www.citylab.com/design/2015/06/why-philadelphia-is-commissioning-skateable-public-art/395879/</p>	<p>Action 7.3 Continue to support public art policy and initiatives.</p> <ul style="list-style-type: none"> .1 Continue to engage with local artists and community members to identify opportunities for public art projects. .2 Explore a variety of methods for the delivery of public art projects.

⁴¹ Ibid
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Lighter, Quicker, Cheaper	Examples	How this Applies
<p>test, experiment, and evaluate; and signage types.⁴²</p> <p>Through the cultural planning community engagement process, community members identified the opportunities to start a signage and brand the city's identity. The signage would incorporate the history and culture of Prince Albert.</p>	<div data-bbox="989 164 1446 467" data-label="Image"> </div> <p>The relationship between skateboarders and cities are changing. One examples of this is in Philadelphia, where they initiated a public outdoor-arts exhibition with two sculptures made for skateboarding. The intention was to renegotiate downtown spaces where youth can co-exist with tourism and basic city leisure.</p>	

⁴² "Signage Guide." *Project for Public Spaces*. 2015. Retrieved May 19th, 2016 http://www.pps.org/reference/signage_guide/
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Appendix G: Cultural Planning Group Terms of Reference Template

AUTHORITY

Section 55, The Cities Act

Council Resolution No. ____ dated _____, 2016.

PURPOSE

A City Council appointed body that adjudicates and advises on aspects of public art on behalf of Administration and City Council. The Committee shall be responsible including but not limited to the following:

- a) Facilitate the formation of a public art plan, outlining the priorities for Public Art in the City of Prince Albert based on the purpose, goals, and procedures of this policy.
- b) Adjudicate and recommend works of art including commissions, purchases or community based projects, for which the funding has been approved according to the criteria outlined in the Public Art Policy to City Council for approval.
- c) Depending on the Public Art being adjudicated, the Committee may request a non-voting art-specific outside expert or peer jury to provide advice.
- d) Review offers of donations of works of art or third party Public Art initiatives based on the goals and procedures of this Public Art Policy and make a recommendation to City Council for their approval.
- e) Provide a recommendation to City Council on the relocation or de-accessioning of public artworks as the committee deems necessary.
- f) Assist in promoting and educating the public about the City's Public Art Policy including its purpose and goals, and about the City of Prince Albert's Public Art Collection.
- g) Administer and oversee the budget assigned by City Council, and the Public Art Reserve Fund and Public Art Maintenance Reserve Fund.
- h) Review and when necessary propose amendments to this policy, at least every four years.

COMPOSITION

Total Membership (all appointed by Council)..... 9

Member of City Council (1)

Mann Art Gallery (1)

Prince Albert Arts Board (1)

Citizens at Large (6) - by application - that are able to demonstrate a level of competency in one of the following areas: visual arts, new media, performing arts, arts administration, Aboriginal (First Nations and Métis) arts and culture, architecture, landscape architecture, design, and arts education. Note: the Citizens at Large should also be reflective of the demographics of Prince Albert.

- a) City Council will appoint a committee each year. Each member of the committee may serve for a two-year term and may be reappointed for two additional terms. The maximum total number of years any one person may serve shall be six years. After a two-year break, a committee member may be reappointed. Terms will be staggered to facilitate continuity in the committee operations, with no more than one half of the committee changing in any given year.
- b) The Public Art Committee shall meet a minimum of three times annually, but may meet on a more frequent basis as required.
- c) Members of the Public Art Policy shall not receive compensation for services other than reimbursement for actual expense incurred in completing official duties of the committee.
- d) The Public Art Committee will appoint a chair to call and preside at meetings, and to set an agenda (as approved by City Council).
- e) Any participant in the Public Art Policy process, including staff, committee members or advisors must declare a conflict of interest as per City of Prince Albert Conflict of Interest Guidelines.

TERM June 1 – December 31, 2016; then annual

MEETINGS Frequency: To be determined

Day:

Time:

Location: 3rd Floor Boardroom

QUORUM
6

ADVISORY OFFICIALS Director of Community Services or designate.....953-4800

Director of Planning & Development Services or designate 953-4370

Director of Public Works or designate 953-4900

Mann Art Gallery Director/Curator.....763-7080

SECRETARY Director of Community Services or designate 953-4800

The Municipal Cultural Action Plan was commissioned by the City of Prince Albert.
It is led by the City but will engage all organizations and businesses to
come together to achieve the actions identified in the plan.

For more information, or to get involved with the MCAP please contact:

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Arts and Cultural Coordinator
City of Prince Albert

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