

# MUNICIPAL CULTURAL ACTION PLAN



City of  
**Prince Albert**

Sask *Culture*

Strong. Proud. Connected. Diverse.

## Report Card

For the period of

July 2016-December 2017

Prepared by Prairie Wild Consulting



# Municipal Cultural Action Plan (MCAP) 18 Month Report Card at a Glance - for the Period of July 2016 to December 2017

## What the MCAP is About.

•The MCAP is a community-rooted, municipally facilitated, initiative that identifies a **set of achievable actions** for Prince Albert to become a stronger cultural community.

## Why the MCAP Matters.

- MCAP's mission is to encourage the growth and unity of a **community of people** who are knowledgeable of our shared history and Indigenous roots and who are connected, engaged, and working together to maintain and **grow our unique cultural assets** for a strong and proud city.
- Our culture defines us. •Culture is a marketable asset.

## What this Report Card Contains.

- Highlights **key accomplishments** related to the MCAP since approved in July 2016.
- Provides **Progress Ratings** for each of the **10 Action Areas** (themes) and related goals and initiatives.
- Shares **observations about operational areas** – coordination and shared leadership, community outreach, and resource mobilization.
- Provides **motivation, incentive, capacity and accountability** to all involved in implementing the MCAP.

## How the MCAP is Performing (18 months into its implementation)

### Action Area Progress



As of the end of 2017, 323 associated activities have been attributed to one or more of the 10 MCAP Action Areas.

**Bridging Nations** has the most associated activities completed – a total of 48.

### Coordination and Shared Leadership

- ✓ The Working Group is an **open and free flowing network** (ability to come and go as able) that oversees the MCAP.
- ✓ At the end of 2017, **40+ Working Group Members** and counting. Up from 10 members at the start of the process in 2015.
- ✓ Organizations have **built trust** and **accountability** around the table; **collaborating** on joint initiatives.
- ✓ The Arts and Cultural Coordinator is **recognized as a key resource** acting as a liaison between the City, Working Group, and Community based initiatives.

- ✓ The MCAP is being used by the City and organizations to **help guide work plans, monitoring and evaluation** (links to other Plans and initiatives).
- ✓ The City and organizations see the MCAP as a more **streamlined way** to identify actions/initiatives to undertake each year.

Progress is measured by how much the logo is filled in on a scale of one to five: No colour, no actions taken; 1/4 colour, some actions taken; half colour, more actions taken; 3/4 colour, actions near complete; full colour, actions complete.

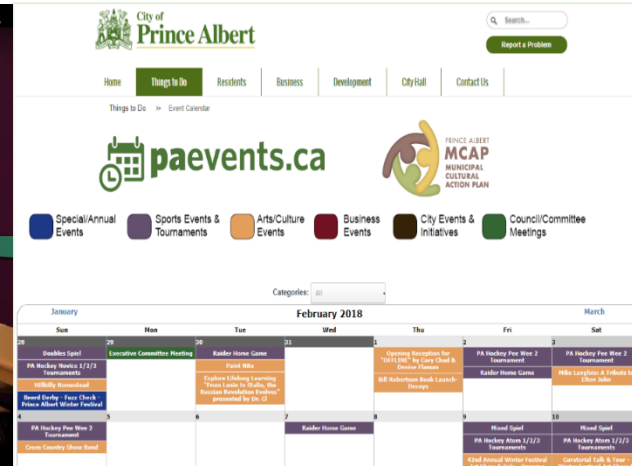
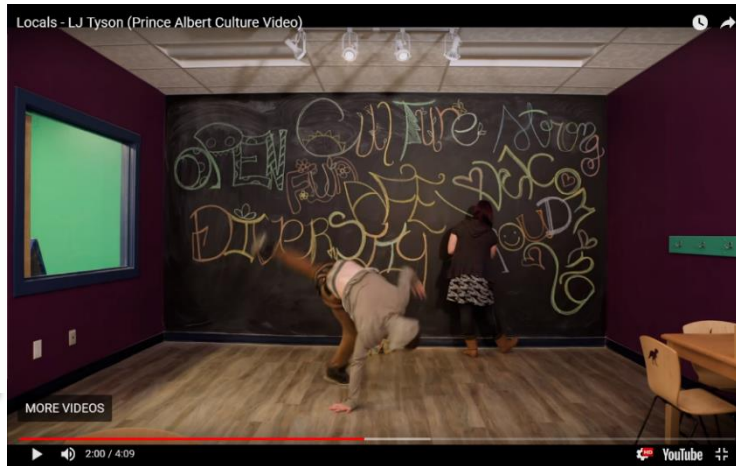


## Community Outreach

- ✓ **Growing awareness of the MCAP** by organizations and community members through efforts that have been undertaken (e.g. branding, events, specific initiatives).

On the release date of the Culture Video, there were **46,000 views** and **766 shares** on Facebook. There were 97 positive comments made on the video.

The video had an **organic reach of 18,935 people** and **3,900 paid**.



**4,417 views** and **1,911 visits** on the MCAP Events Calendar from November 1-30, 2017.



There were **300+** submissions for the Photo Contest and it generated **2,200 City of Prince Albert webpage views**.



### Survey Says

In **November 2017**, a majority respondents shared they **participated in between 5-10 cultural programs and activities**.

In **2015**, a majority of respondents shared **they do not participate in any cultural programs and activities**.

## Resource Mobilization

≠ **Core funding for the MCAP has decreased from \$40,000.00 in Year One to \$25,450.00 in Year Two.**



- ✓ There are a number of **people, financial, and in-kind contributions** provided and related to the MCAP.
- ✓ There is an **Arts and Coordinator position** and **core funding** in place.
- ✓ **3 new grants** created and offered by the City of Prince Albert.

- The **City of Prince Albert** to continue to **catalyze, participate, and support** the MCAP through **secured on-going operational funding** and **dedicated Arts and Cultural Coordinator position** to build on efforts and implementation.
- **Working Group members** to be **vigilant in commitment** to MCAP and each other.
- Enhance **awareness** and continue **engaging with the public (all ages and cultures)** to ensure they know about the MCAP, associated activities, and that they are **welcome into the process** anytime and anyhow.
- **Identify and track specific indicators** to monitor and evaluate **success and impact** of the MCAP over time.



## Message from the Evaluation Team

The community of Prince Albert has demonstrated their commitment to culture through shared leadership, community involvement, and actions taken to accomplish what it has set out to do - to shape its culture and beyond.

The Prince Albert Municipal Cultural Action Plan (MCAP) has been a multi-stepped process, beginning with the support of the City of Prince Albert and SaskCulture. In 2015, it started with a community engagement process that involved hundreds of people's time, interest, and ideas. This led to the development of a made-in and by Cultural Action Plan. This process was navigated by a Working Group, an Arts and Culture Coordinator, and a cultural planning professional consultant who helped to bring the process together technically. In July 2016, the MCAP was approved by City Council.

The MCAP at its core is both a plan and a process. There were a number of components developed that relate to the specific cultural goals including: a detailed Action Plan Table; a set of protocols to enhance Indigenous and newcomer relationships within the municipal fabric; a cultural inventory map; and, conceptual designs.

Built into the development of the MCAP actions was to undertake an MCAP report card and evaluation process to see how it was doing after a year to 18 months of being approved.

As the consultant who developed the Plan, we were invited to do the first report card. This Report Card provides an overview of how well the Plan is doing based on its progress made in achieving key goals it set for itself, and in consideration of some key factors. We acknowledge our inherent role in the process as professional planners with expertise in this area and based on the information collected at the time of this report, we can share confidently that at the 18 month period, the MCAP has progressed very strongly overall. This can be attributed in large part to the dedication and commitment of the community and its leadership. There are areas of strength and areas to strengthen that are outlined in this report.

We thank the following people for their contribution to this evaluation and Report Card:

- MCAP Working Group Members;
- Arts and Cultural Coordinator;
- City of Prince Albert Administration and Council;
- SaskCulture;
- Community-based organizations; and,
- Community members.

Through this process, Prince Albert has proven to be **Strong. Proud. Connected.** and **Diverse.**

Prairie Wild Consulting Co., Cultural Planning Consultants



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## 1. Introduction and Context – MCAP Planning Process and Plan Components

In July 2016, the City of Prince Albert adopted its first Municipal Cultural Action Plan (MCAP). The MCAP was created in two phases:

- Phase 1 (2015) - Extensive community engagement with over 400 points of engagement to define what culture means to the community including the development of a Cultural Vision and Cultural Planning Themes that were documented in a Community Engagement Report; and,
- Phase 2 (2016) – The Community Engagement Report was used to inform and develop the MCAP including using the Cultural Planning Themes and forming them into 10 Action Areas and 13 goals. This Phase also included further capacity building through community engagement.

This process was led by a Working Group including representation from community-based and government sectors, and included resource support by the City of Prince Albert and SaskCulture. There are some key foundational components within the Community Engagement Report and the MCAP that lead to and informed this Report Card.

### 1.1 Community Engagement Report

#### Community Engagement Survey

A community engagement survey was one of the methods used to engage with community members. There were a series of 15 questions related to Prince Albert's culture, resources, activities, awareness, suggestions for the future, roles, overall vision, and demographics.

#### Vision

Through the cultural planning engagement process, there was a cultural vision created by the community:

##### Prince Albert's Cultural Vision, in 2035...

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

We are a multi-cultural community who recognizes our Indigenous roots and diversity as people who celebrate our cultural makeup as more than the sum of any one culture.

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 and ingenuity. *Prince 'Culturally' Albert.*

#### Links to Other Planning Initiatives

There are a number of other City plans that link directly with culture. It was important to the City and community overall that the plans speak to one another and reduce duplication of initiatives. The planning initiatives include:

- City of Prince Albert Five Year Strategic Plan (2015-2020)
- Kistapinanihk 2035 – Prince Albert's Official Community Plan
- 2015 Civic Arts Policy
- Downtown Strategic Plan
- Planning and Development – 2015 Neighbourhood/Ward Meetings
- 20 Year River Valley Master Plan – Pehonan Parkway Agreement
- Communications Master Plan
- Community Services Master Plan
- Prince Albert District Planning Commission
- Population Household and Employment Study
- Prince Albert Tourism and Marketing



## Cultural Inventory and Mapping

A detailed cultural inventory was created to include cultural amenities, places, events, and people in the community. There were a total of 334 resources identified. A series of associated maps were created. Cultural resources were identified by type, primary function, and, cultural themes.

### 1.2 Municipal Cultural Action Plan

#### Values

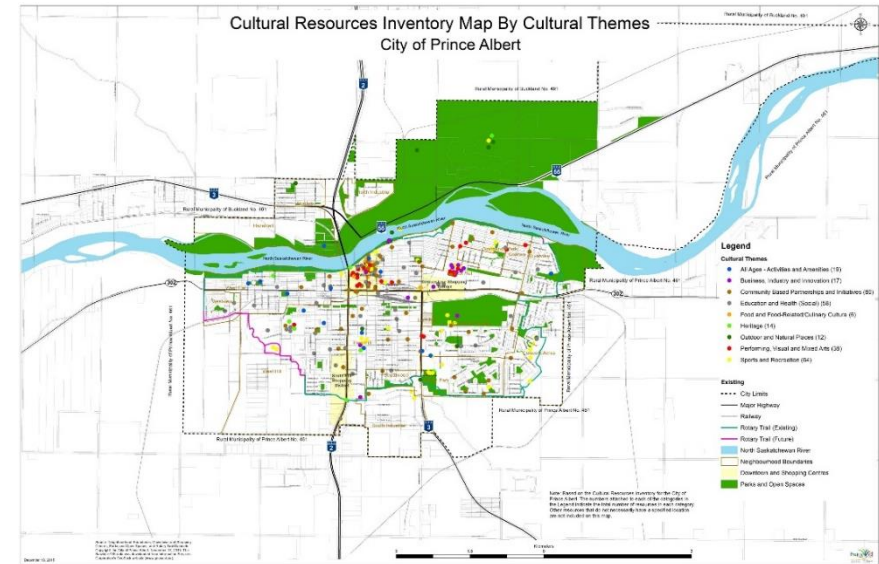
The cultural values reflect the community voice and are meant to be the guiding principles:

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**.



## Cultural Inventory and Mapping

The Cultural Inventory information was carried forward from the Community Engagement Report with some alterations based on community feedback. This includes the addition of cultural resource by predominant organizational model.

### Culture Themes (Action Areas) and Goals

There are 10 Action Areas and 13 goals contained within the MCAP. Each of the Action Areas and goals are organized into an Action Plan Table and includes 50 actions and 153 initiatives. In the Action Plan Table, primary leads, potential partners, links to other municipal and community initiatives, timeframe, and status/special notes are included to help implement the MCAP.

### Moving Forward

Section 6: Moving Forward – Implementation was dedicated to monitoring and evaluation. This section includes operational action items. One of the recommendations included is the Cultural Planning Consultants to complete an annual evaluation and report card of the implementation of the MCAP.

### Appendices

There are a number of appendices that provide supplementary information and foundations to help implement some of the specific initiatives. These include:

- Cultural Protocol, Recognition, and Renewal;
- Cultural Inventory Mapping;

- Preliminary Future Cultural Landscape Map Overlaid on the Land Use Map;
- Preliminary Conceptual Designs;
- Year One and Ongoing Cultural Actions and Initiatives;
- Lighter, Quicker, Cheaper Examples; and,
- Cultural Planning Group Terms of Reference Template.

### 1.3 MCAP Implementation, Monitoring, and Evaluation

Since the adoption of the MCAP, there have been significant efforts undertaken to implement the MCAP. It is the mission of the MCAP *to encourage the growth and unity of a community of people who are knowledgeable of our shared history and indigenous roots and who are connected, engaged, and working together to maintain and grow our unique cultural assets for a strong and proud city.*

Phase 3 of the cultural planning process includes the development of a Report Card to evaluate how well the implementation process has been going over the past 18 months (July 2016-December 2017).

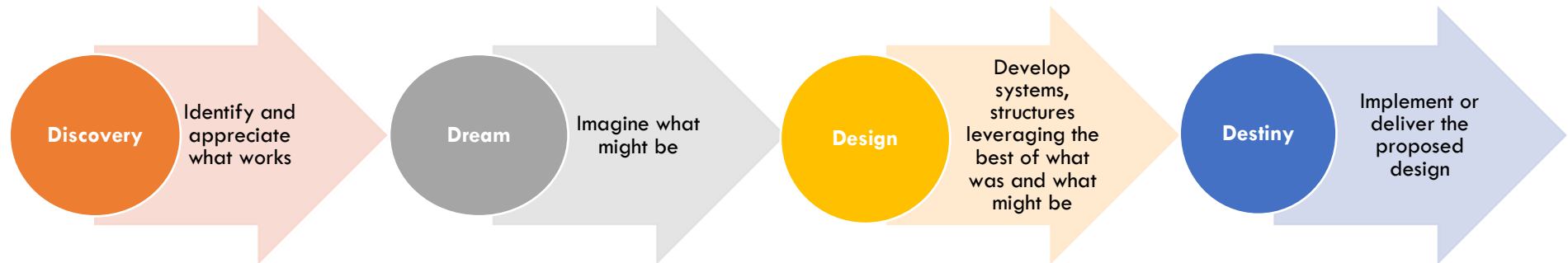
The purpose of this Report Card is to provide:

- Highlights of key accomplishments related to the MCAP since its approval;
- An overall progress rating for the MCAP and progress ratings for each of the 10 Action Areas (themes) and related 13 goals; and,
- Observations about key strengths and areas where the process and plan may be strengthened.

Overall, the MCAP Report Card is intended to provide positive motivation, incentive, capacity, and accountability to all involved in implementing the MCAP.

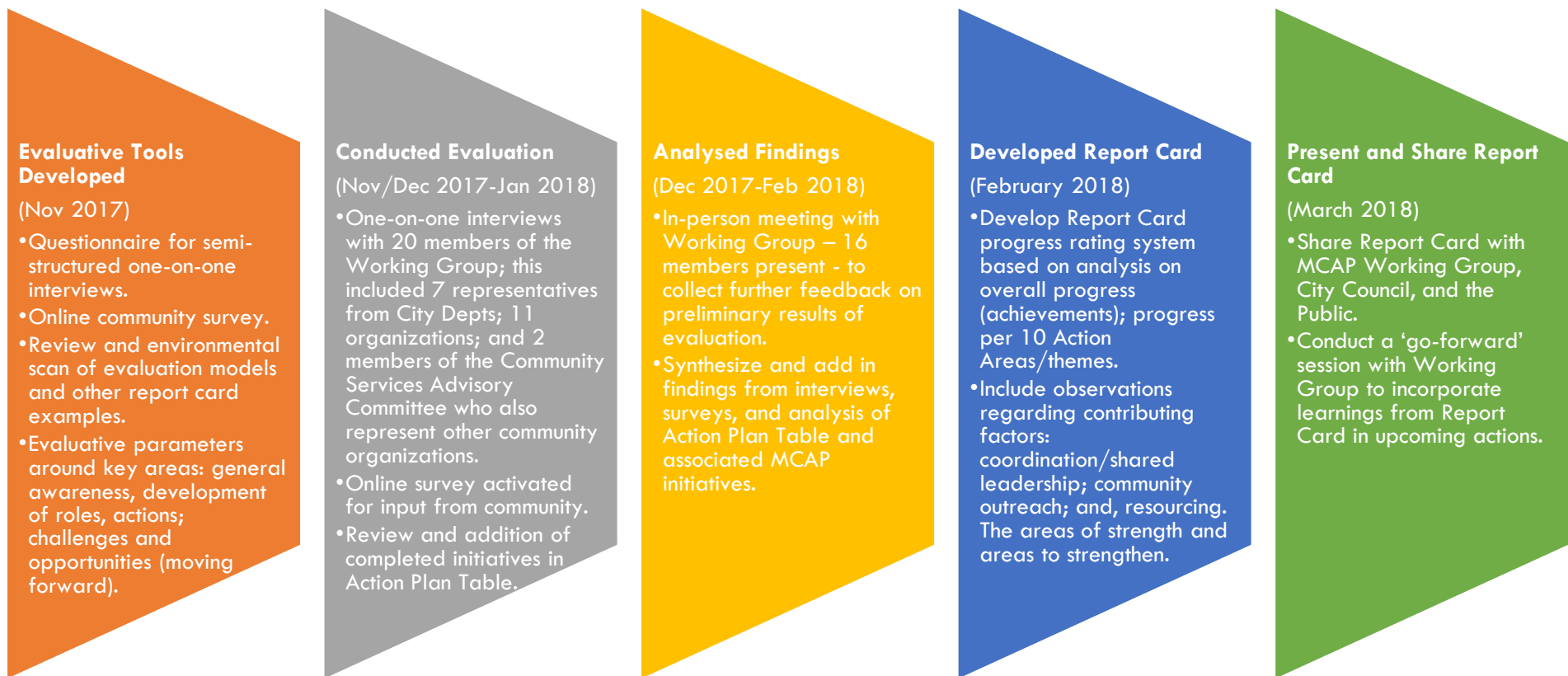
## 2. Report Card Approach and Framework

An Appreciative Inquiry framework was used through the process to develop this Report Card. This is the same framework used to create the MCAP. Appreciative Inquiry identifies strengths and opportunities moving forward. For the evaluation process, an Appreciative Inquiry 4-D model was applied:



The 4-D model was used in conjunction with adapted evaluation models and promising practices. The figure below summarizes the methods used to develop this Report Card in further detail.





The following sections summarize the findings of the evaluation and report card process.

### 3. Progress on the 10 Action Areas and Goals

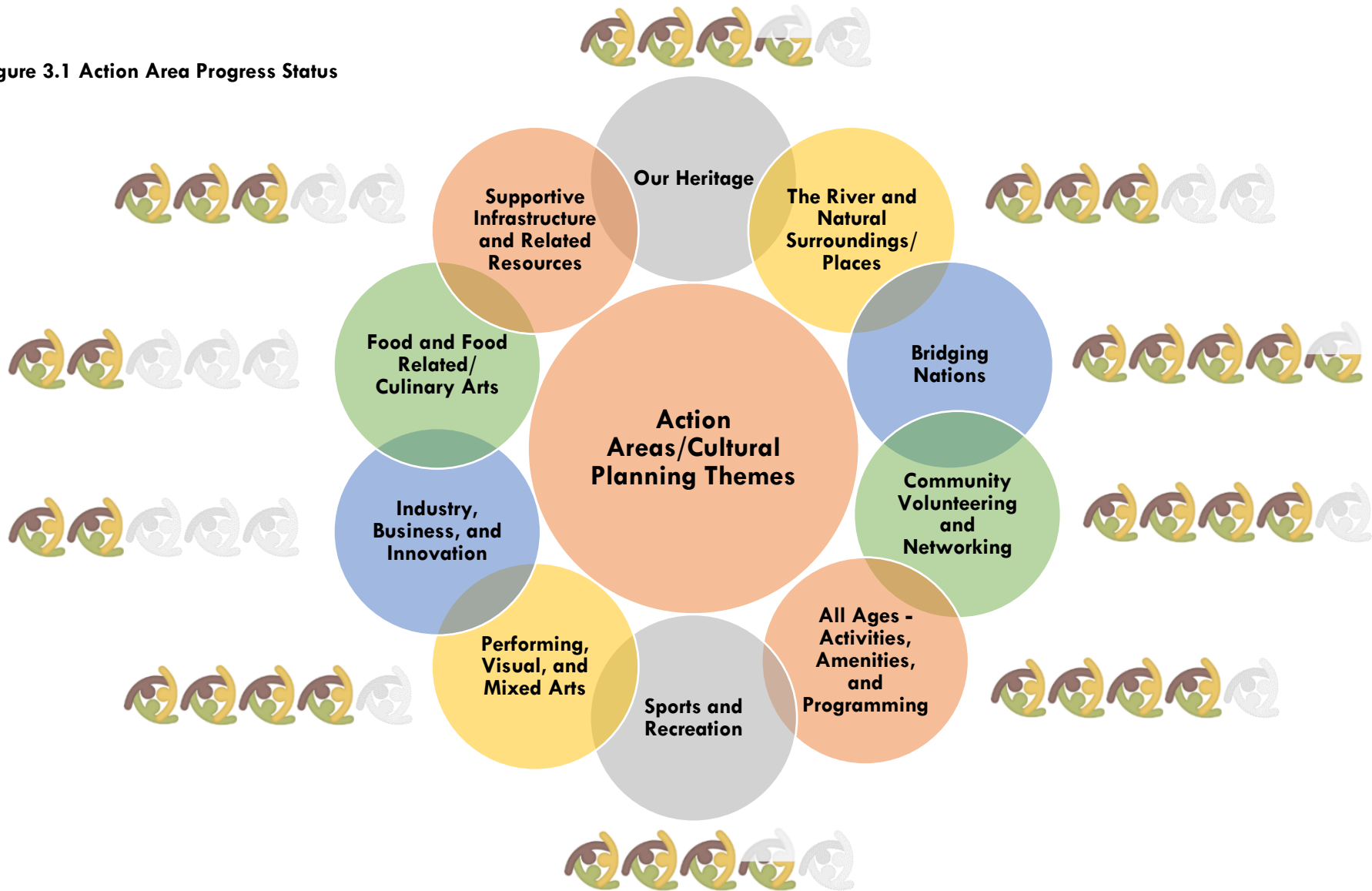
#### 3.1 What Was Accomplished

There are a total of 50 actions and 153 initiatives identified in the Municipal Cultural Action Plan (MCAP) that correspond to the 10 Action Areas/themes and 13 goals. Through this report card process, completed initiatives were added to the status notes column and analysed. There are approximately **133 initiatives** completed to date that relate to the MCAP. Most of these initiatives can be attributed to more than one action area and initiative identified in the MCAP Action Plan Table. When the initiatives were tallied, **a total of 323 initiatives** were documented. Through the analysis, the implemented initiatives were categorized as one of the following:

- Events/Gatherings/Meetings
- Communications/Social Media
- Amenities
- Resources/Funding
- Programs and Activities
- Recognition of the MCAP
- Policies/Plans

The amount of documented initiatives in the table determine the progress to date. The progress is measured by how much the MCAP logo is filled in on a scale of one to five: No colour, no action taken; ¼ colour, some action taken; half colour, more actions taken; ¾ colour, action near complete; full colour, actions complete. The complete Action Plan Table with details of accomplished initiatives is included in Appendix i. The progress status on each theme is provided below.

Figure 3.1 Action Area Progress Status



The action area with the most initiatives accomplished is **Bridging Nations with a total of 48 initiatives**. This is followed by Community Volunteering and Networking, and All Ages – Activities, Amenities, and Programming.

The Action Areas/themes with the least amount of initiatives and activities include Food and Food-Related Culture, and Industry, Business, and Innovation.

The table below summarizes each of the Action Areas/themes and number of initiatives and actions accomplished. The action area is colour coordinated with the colours from the Figure 3.1 above.

**Table 3.1 What Was Accomplished by Action Area/Theme Total Initiatives**

Action Area/Theme	Events/ Gatherings/ Meetings	Communications/ Social Media	Amenities	Resources/ Funding	Programs/ Activities	Recognition of MCAP	Policies/Plans	Total
Bridging Nations	18	6	2	1	19	1	1	48
Community Volunteering and Networking	9	12	2	1	19	-	2	45
All Ages – Activities, Amenities, and Programming	10	1	3	-	28	-	2	44
Performing, Visual, and Mixed Arts	14	1	0	1	19	1	4	40
Our Heritage	6	1	4	2	21	1	2	37
Sports and Recreation	1	2	11	5	17	-	1	37
The River and Natural Surroundings/Places	11	7	2	-	9	-	1	30
Supportive Infrastructure and Related Resources	13	-	3	1	7	-	1	25
Food and Food-Related Culture	-	-	3	-	6	-	-	9
Industry, Business, and Innovation	-	-	1	1	6	-	-	8
<b>Total</b>	<b>82</b>	<b>30</b>	<b>31</b>	<b>12</b>	<b>151</b>	<b>3</b>	<b>14</b>	<b>323</b>

## 4. Contributing Factors to the Progress Made to Date

The community of Prince Albert is commended for their efforts to implement the Municipal Cultural Action Plan (MCAP). There are many successes to be celebrated and a number of contributing factors that have played a role in the implementation of the MCAP. These include: **coordination and shared leadership; community outreach;** and, **resource mobilization**. These factors have been evaluated by areas of strength and areas to strengthen moving forward.

### 4.1 Coordination and Shared Leadership

There has been a joint effort to implement the MCAP initiatives. This includes input and work undertaken by the Arts and Cultural Coordinator, the MCAP Working Group, City Administration and Council, community-based organizations, and the wider community.

#### Areas of Strength

**Working Group:** Since the cultural planning process began in 2015, there has been significant capacity built within and amongst organizations and the community. This is evident from the amount of the associated activities accomplished, approximately 133, and the increase in the number of participating representatives. The Working Group (formerly known as the Project Planning Group) started out with 10 people. Today, there are 40+ Working Group members representing City Departments, the Community Services Advisory Committee, community-based organizations, and community members.

The Working Group meets 2-4 times a year. What members appreciate most is the open and free flowing network where they come and go as able. They also appreciate there is trust around the table and hearing from others about what they are working on. Some are using the MCAP to inform and monitor their individual work plans.

Through this coordination, Working Group members have formed new partnerships and collaborated with each other on initiatives. A tangible example that has resulted in this collaboration includes the Events Calendar that is hosted on the City's website. The Events Calendar has increased awareness about community events and has provided a mechanism for better coordination of when and what types of events are offered. Over the course of a month, November 1-30, 2017, there were 4,417 views and 1,911 visits to the Events Calendar.



At the end of 2017, **40+ Working Group Members** and counting. Up from 10 members at the start of the process in 2015.

**Arts and Cultural Coordinator and City of Prince Albert:** There has been recognition by community members and the Working Group that the advancement of the MCAP has been proven successful due to the Arts and Cultural Coordinator position and the City of Prince Albert as a partner. The Arts and Cultural Coordinator is the connection between the City, Working Group, organizations, and community. The Coordinator brings the respective representatives together to share and identify cultural related initiatives and opportunities to implement the MCAP. The Arts and Cultural Coordinator reports to City Council to share updates and request initiative and resource approval. Having representation and participation by City departments has been beneficial to ensure on-going communication regarding other City plans and initiatives. This has helped to 'make the links' among efforts.

**Other Community Organizations, Orders of Government, and the Community:** There has been additional capacity built outside of the Working Group with other organizations, orders of government, and the community. Some positive examples include the collaboration and review of the Indigenous and Newcomer Protocols. Elders, Knowledge Keepers, and organizations have been providing input on the protocols to prepare them to go to City Council for adoption. This has helped to advance Bridging Nations in the community.

### Areas to Strengthen

While there has been positive participation by various stakeholders, there are some areas for improvement to enhance coordination and shared leadership to assist with implementing the MCAP.

**Working Group:** To ensure commitment and accountability of the Working Group, it will be important for the members to have a facilitated meeting and review the 2018-2019 Budget and Implementation Plan (Appendix ii), and identify key roles and resources to implement such initiatives.

Only a few of the members are tracking in a formal way the associated activities and initiatives their organization is working on and how it links to the MCAP. Through this report card process, members were asked to share feedback on the Action Plan Table. Two organizations responded.

To better evaluate the implementation of the MCAP moving forward, it would be beneficial for the Working Group to develop a system for tracking initiatives and impacts (indicators) over time. Indicators include, though are not limited to:

- Number of initiatives;
- Number of participants;
- Visits to amenities;
- Resources – accessed and contributed;
- Partnerships;
- Media and social media statistics (e.g. views, visits, likes); and,
- Others as defined.

Two Action Areas and goals had the least amount of associated activities and initiatives completed. The community shared these goals were not as relevant: Food and Food-Related Culture; and, Industry, Business, and Innovation. It is suggested the Working Group review and refine the Action Plan Table. An option for further discussion

may include retaining these goals in the MCAP to ensure they are not forgotten and continue to implement initiatives in the other Action Areas that relate to Food and Food-Related Culture, and Industry, Business, and Innovation.

Monitoring and evaluation is an important component, it is also suggested that the Working Group undertake annual internal evaluations and every three years conduct larger evaluations using a third party.

**City of Prince Albert:** The City plays a key role in the MCAP. The City's continued involvement in the MCAP is important. There are potential risks if the City's participation is reduced or removed. This may include reduction and/or duplication in the amount of initiatives delivered; reduced capacity amongst organizations; reduced awareness and evidence of cultural initiatives in the community.

**Other Community Organizations, Orders of Government, and the Community:** It will be important to keep the MCAP process open and invite others to participate. This includes providing opportunities for a combination of both formal meetings and social networking.

## 4.2 Community Outreach

### Areas of Strength

It is evident there has been an increase in cultural and MCAP awareness in the community. This is demonstrable through the analysis of community surveys, Working Group one-on-one interviews, and the MCAP branding.

**Community Survey:** From the 2015 initial survey to the results of the 2017 survey, the community shared that they still associate Prince Albert's culture with: events and places; community diversity, multiculturalism, and inclusivity; Indigenous focus; and, heritage and traditions. A new cultural aspect was identified, visual and performing arts. The community also recognized new traditions, stories, and resources such as the Winter Festival, history, First Nations cultural traditions, mixed art, Street Fair, EA Rawlinson, and Mann Art Gallery.

The community is participating in more cultural programs and activities. In 2015, most respondents shared they have participated in no cultural programs and activities. In 2017, the majority of respondents shared they participated in 5-10 programs and activities. Most of the 2017 survey respondents shared they have heard about the MCAP and that they hear about cultural events and initiatives through social media. This changed from responses in 2015, where most people shared that they hear about events and initiatives through the newspaper.



In 2015, the **majority of community members shared they do not participate in any cultural programs and activities.**

In 2017, the **majority of respondents shared they participate in between 5-10 cultural programs and activities.**

Community members shared feedback on which MCAP goals they thought were most relevant to the community, on a scale of 1 to 5, where 1 is not at all relevant; 3 is somewhat relevant; and 5 is very relevant. When the 1, 3, and 5 rankings were totaled together, the goals rank as follows:

#### Most Relevant

- Goal 1:** Honour the past and provide a balance of both the positives and the challenges that have occurred when sharing our story.
- Goal 13:** Ensure cultural aspects are considered in infrastructure and related resource development.

#### Somewhat Relevant

- Goal 2:** Enhance and showcase the riverfront to promote the natural elements of Prince Albert and surrounding area.
- Goal 3:** Utilize current amenities and park spaces as focal points of the community to provide centralized activities and events.
- Goal 5:** Promote and communicate cross cultural understanding and learnings across nations, communities, newcomers, and individuals.

**Somewhat Relevant  
Cont'd**

- Goal 6:** Ensure a culturally vibrant community by supporting existing volunteers and organizations and promoting new partnerships.
- 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.
- 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.
- 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 makeup and identity and beyond.

**Not as Relevant**

- Goal 11:** Continue to invest in cultural initiatives and support other organizations and individuals that strive to make Prince Albert a vibrant cultural community.
- Goal 12:** Ensure food remains accessible and affordable and encourage local food production and availability of ethnic food.

Some potential goal suggestions from the community include: Focusing on people in the community and the neighbourhoods; Specific cultural amenities; and, Beautification and enhancement of downtown and involvement of local businesses.

**Working Group:** Members from the Working Group shared there is an increase in awareness by the community of cultural related initiatives and the MCAP. They know this through the opportunities the Plan has presented, and the connection that people have to the Plan. The community is playing a role to implement and participate in events and initiatives. Members also shared specific activities and initiatives such as e.g. crosswalks; Culture Video; Events Calendar; logo; other planning processes; signage and banners; specific events and meetings; engagement process; and, the Photo Contest are attributed to the MCAP implementation efforts.

**MCAP Branding and Awareness:** A specific initiative identified as part of MCAP Action Plan Table was creating a brand. This was completed shortly after the adoption of the MCAP and includes a logo, brochure, and posters.

Other specific branding and awareness initiatives related to the MCAP that have successfully engaged the community includes:

- MCAP and brochure on the City's website;
- 6 media releases by the City;
- Social media releases and updates;
- The development of the Events Calendar;
- The Photo Contest; and,
- The Culture Video.

On the release date of the Culture Video, there were **46,000 views** and **766 shares** on Facebook. There were 97 positive comments made on the video.

The video reached **18,935 people organically** and **3,900 paid**.



**4,417 views and 1,911 visits on the MCAP Events Calendar from November 1-30, 2017**



There were **300+** submissions for the Photo Contest and it generated **2,200 City of Prince Albert webpage views**.





## Areas to Strengthen

There is an opportunity to continue with outreach, awareness, and engagement through the MCAP. This includes building on the initiatives completed to date and continually tracking their progress to help monitor and evaluate into the future. A specific focus on enhancing awareness of related initiatives and actions attributed to the MCAP is suggested. Consistent use of the logo and brand will assist in achieving this.

Another suggestion is to continue inclusive engagement through the MCAP to involve and obtain input from all – Indigenous, newcomers, youth, seniors, organizations, City Administration and Council, businesses, and other stakeholders.

### 4.3 Resource Mobilization

## Areas of Strength

There is acknowledgement for the amount of resources including people, financial, and in-kind contributions provided and related to MCAP. The City, organizations, and community members have invested their time and funds in the MCAP and related initiatives.

**People:** People and organizations mentioned in Section 4.1 Coordination and Shared Leadership play a role in mobilizing resources. It is notable to reiterate the value of the Arts and Cultural Coordinator. As shared above, the Coordinator brings the various stakeholders together. The Coordinator increases awareness about the MCAP through providing information and presentations to various groups. This position also ensures the cultural lens is applied in other related initiatives across the community. The Coordinator works with the Working Group to set priorities for implementation and submits initiative and budget approval to City Council. This has been seen as one of the most significant strengths as part of the MCAP.

**Funding:** The City, community-based organizations, and community have provided funds related to MCAP initiatives. For the City and community organizations, this is in the form of funding and grants – both providing and access to. The community has contributed by spending funds at events and in local businesses. Specific funding examples include:

- City of Prince Albert MCAP Year One Implementation Budget - \$40,000.00;
- SaskCulture Community Cultural Engagement Grant; and,
- New grants developed by the City: MCAP Grant, Public Art Partnership Stimulus Fund, and the Destination Marketing Fund.

## Areas to Strengthen

Within this contributing factor, it would be helpful to identify and track indicators of success into the future. These may include:

- Participating organizations and their contributions - personnel, funding, or in-kind;
- Who and how many accessed different grants;
- Time participation; and,
- Others.

Moving forward it will be important to secure the Arts and Cultural Coordinator position and core funding for the MCAP. It is recognized as part of the 2018 Budget Initiatives and Implementation Plan in Appendix ii, City allocations have been reduced from the Year One Budget of \$40,000.00 to \$25,450.00 in Year Two. While there is opportunity to apply for matching grants, these are not guaranteed. The Coordinator position and core funding are integral to the success of the MCAP and implementing the initiatives.



Core funding for the MCAP has decreased from \$40,000.00 in Year One to \$25,450.00 in Year Two.

## 5. Final Remarks


Reflecting on the past 18 months, the community of Prince Albert is applauded for all of the work they have done implementing the MCAP. As a baseline evaluation, there are many more strengths than areas to strengthen. Taking the considerations above and working together to review, refine, modify, adjust, monitor, and evaluate will go a long way. The community of Prince Albert is achieving the vision, mission, values, and goals. Prince Albert is and will continue to be a leader in cultural planning through its efforts.

# Appendices






## i. MCAP Action Plan Table Progress Tracking Sheet

### PRINCE ALBERT MUNICIPAL CULTURAL ACTION PLAN (MCAP) 18 Month Report Card | 2017-2018

#### Our Heritage – Recommended Action Items and Initiatives

Progress Overall: 

**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)				Progress to Date*	Status Notes
					O G	0-1	2-4	5-10+		
<b>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.</b>	.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, NLDCDC	<b>5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 13: Culture, Section 13.1: Heritage, Policy ii</b>		✓			 Initiatives include: Culture Days - Historical Walking Tour – architecture element by Mann Art Gallery (MAG) includes printed architecture diagram & details of 2 downtown buildings with architectural terms labelled; PA Historical Society (PAHS) Book Launch; Museum to be more accessible to the public; Food and History Tour; and, the Events Calendar. The Diefenbaker House opened in Fall 2017. MAG has a permanent collection of over 3,600 artworks spanning the past 100-110 years to draw attention to artistic history in PA and SK. Permanent collection works are exhibited on a regular basis.	
	.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, NLDCDC			✓			 Initiatives include: PAHS is working with knowledge keepers on PA's First Nations & Métis history; PAGC Voyageur Canoe Event; July 1 <sup>st</sup> Reconciliation Ceremony in Kinsmen Park. There has been funding allocated to explore programming or cultivate programming ideas including sending someone to the First Nations Language Keepers Conference. The MAG permanent collection and Winter Festival.	
	.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 features integrated into infrastructure upgrades, honouring Elder and Pioneers.	Historical Society, Community Services, CoPA	PAGC, Métis Region/ Local Provincial and Federal Partners				✓		 Initiatives include: Culture Days – Historical Walking Tour; a call out for public art was sent and remains in place; a call out for PA Stimulus Partnership funding with two projects approved; and, crosswalks were painted to promote pedestrians and PA's culture.	
<b>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.</b>	.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	<b>5 Year Strategic Plan, 2015-2020, Sustainable Growth Kistahpinanihk 2035, Section 6: Land Use, Section 6.9 Downtown Revitalization Civic Art Policy</b>		✓			 Initiatives include: PA call out for Kinsmen Park acquisition; and, spaces/ideas identified by PA Working Group.	
	.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				✓		 The Canada 150 Mosaic features a mural; The MAG showcased local Indigenous artists and hired an Indigenous student. They also work with the Indigenous Peoples Artist Collective (IPAC) to identify and hire professional artists for projects and workshops and assist with identifying appropriate CARFAC SK payment rates for professional artists; Sidewalk stencil – Steps of Resistance; and, Fresh Air/IPAC mural. Leah Dorion has discussed several ideas for public art projects including mosaics, mosaic stone benches, and a walkable Indigenous labyrinth with gallery staff. A standing call out for artists to provide public art is available.	

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Progress Overall:



**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)				Progress to Date*	Status Notes
					O G	0-1	2-4	5-10+		
	.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			✓			The Events Calendar will help to identify gaps and opportunities for programming and events. The City is operating the Parkland Community Centre which has resulted in increased use. The MAG is an accessible arts and cultural amenity that provides paid and free programs for all ages.	
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 <b>Kistahpinanihk 2035</b> , Section 13: Culture, Policies i – v <b>SaskCulture Cultural Policy</b> <b>2015 Civic Arts Policy Framework for Recreation in Canada</b>	✓	✓			The City is undergoing Social Master Planning which will update the cultural indicators that the City tracks. Upon updating the OCP, the City will incorporate the MCAP into the Plan through policies.	
	.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		✓				The last Heritage Award was given in 2016. A new plaque was given to the St. Paul's Presbyterian Church and there has been active restoration with the Cairn property. The Diefenbaker House opened in Fall 2017 and there have been restoration efforts on the Arts Centre.	
	.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			✓			There is an initiative underway to provide signage for the Downtown.	
	.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			✓			To be determined.	
	.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				✓		There has been a regional and provincial spotlight on Prince Albert for larger live performances, such as <i>Rez Girls</i> at the EA Rawlinson Centre. The PAGC Thanksgiving Powwow in 2017 was cancelled.	
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		✓			All policies have been adhered to. City staff have identified the MCAP in their work plans and keep action items top of mind.	
	.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				✓		The City updated the Design Standards Document in March 2017. Restorations to the Cairn and Arts Centre.	

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

Progress Overall:

**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	Status Notes
					O G	0-1	2-4	5-10+		
<b>2.1 Promote the riverfront as a cultural focal point of the community that can host community-wide events and activities.</b>	.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	<b>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</b>	✓					Maintenance of current initiatives is ongoing.
	.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		✓					Community engagement includes: photo contest; promotional videos; neighbourhood planning meetings; and, online surveys. The Canada 150 Voyageur Rendezvous Canoe Race also increased awareness.
	.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		✓					Meeting with the Fire Department regarding the Canada 150 Voyageur Rendezvous Canoe Race. Although Police have yet to be consulted, events (e.g. Street Fair) have incorporated more CPTED principles as they continue to grow.
	.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			✓				To be determined.
	.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				✓			MAG - for Culture Days 2016 MAG & Culture Days Hub Committee hired Leah Dorion & Curtis Breaton to lead a free painting activity "Metis Canoe 4 Winds Symbol" which discussed Metis use of the river. Curtis & Gallery Educator had an art tent on the riverbank for this free drop-in activity.
	.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				✓			The governance of the Pêhonân Parkway is now under the Community Services Advisory Committee.
	.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				✓			The Museum hosts Funky Fresh on the River. Ongoing
	.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					✓		To be determined.
<b>2.2 Explore creative and 'out-of-the-box' opportunities to showcase the riverfront.</b>	.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	<b>5 Year Strategic Plan, 2015-2020, Sustainable Growth</b>				✓		There has been increased public access to the river by expanding the boat house for non-motorized vessels. The Rowing Club has started again.
	.2 Consider feasibility and locations for an amphitheatre to host outdoor events along the river bank.	Planning & Dev't	Public Works, PAAB					✓		To be determined.

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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	Status Notes	
					O G	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	✓	✓				Through the Events Calendar, supporting events and programs and providing presentations, the community has seen the ongoing support and encouragement.	
	.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		✓					To be determined.	
	.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					✓		The creation of the Community Services Advisory Committee has created additional advocates for cultural programming. The City has played a role in sharing opportunities including the Culture Video; the photo contest; social media; printed publications on the MCAP; presentations; tradeshow booths; Ribfest held in Kinsmen Park (2017); Métis event held in Kinsmen Park (2017); and, more. MAG in 2017 provided a free collaborative children's painting activity (Plywood skyline of PA) at the city's Kidzfest (mid-July) in Kinsmen Park. The MAG has a tent and does drop-in art outreach programming in outdoor spaces like parks, like we did for 4 days for Summer on the Square in Memorial Square in 2017 (July-Aug).	
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			✓			To be determined.	
	.2 Engage with landowners regarding land to complete trail system.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services					✓		To be determined.	
	.3 Seek opportunities for public/private partnerships to complete the trail system.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services, Private Sector						✓		The Rotary Trail is near completion.
	.4 Complete trail system to Little Red River Park.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services						✓		To be determined.
2.5 Focus attention on Little Red River Park as a cultural asset to the community.	.1pu 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	✓					The City website has provided more details on the park and has included a photo gallery and information about amenities at the park. Events held in the park include the Métis event and Ribfest.	
	.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		✓					Police and Fire presence at the park is maintained. Departments need to be consulted on CPTED principles.	
	.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				✓			To be determined.	
	.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					✓		To be determined.	

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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	Status Notes
					O G	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	✓	✓				Through the Events Calendar, supporting events and programs and providing presentations, the community has seen the ongoing support and encouragement.
	.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		✓					To be determined.
	.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					✓		The creation of the Community Services Advisory Committee has created additional advocates for cultural programming. The City has played a role in sharing opportunities including the Culture Video; the photo contest; social media; printed publications on the MCAP; presentations; tradeshow booths; Ribfest held in Kinsmen Park (2017); Métis event held in Kinsmen Park (2017); and, more. MAG in 2017 provided a free collaborative children's painting activity (Plywood skyline of PA) at the city's Kidzfest (mid-July) in Kinsmen Park. The MAG has a tent and does drop-in art outreach programming in outdoor spaces like parks, like we did for 4 days for Summer on the Square in Memorial Square in 2017 (July-Aug).
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			✓			To be determined.
	.2 Engage with landowners regarding land to complete trail system.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services					✓		To be determined.
	.3 Seek opportunities for public/private partnerships to complete the trail system.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services, Private Sector					✓		The Rotary Trail is near completion.
	.4 Complete trail system to Little Red River Park.	CoPA, Planning & Dev't	Pêhonân Parkway Board, Community Services					✓		To be determined.
2.5 Focus attention on Little Red River Park as a cultural asset to the community.	.1pu 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	✓					The City website has provided more details on the park and has included a photo gallery and information about amenities at the park. Events held in the park include the Métis event and Ribfest.
	.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		✓					Police and Fire presence at the park is maintained. Departments need to be consulted on CPTED principles.
	.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				✓			To be determined.
	.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					✓		To be determined.

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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	Status Notes
					O G	0-1	2-4	5-10+		
	.5 Explore opportunities for water-based activities linked to the North Saskatchewan River and nearby amenities. 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.	Public Works, Community Services, Planning & Dev't	Pêhonân Parkway Board, PAGC, neighbouring RMs, North Saskatchewan River Basin					✓		There has been increased public access to the river by expanding the boat house for non-motorized vessels. The Rowing Club has restarted.

**Bridging Nations – Recommended Action Items and Initiatives**

Progress Overall:

**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	Status Notes
					O G	0-1	2-4	5-10+		
<b>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.</b>	.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, Mann, 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 <b>SaskCulture Cultural Policy</b>	✓					Many events have expanded since the adoption of the MCAP, this has also provided opportunities for community groups and organizations to work together to enhance and provide new programs including Culture Days; Street Fair; Cultural Camps; Reconciliation Ceremony; and, more. The MAG initiatives include: Winter Festival Art Show & Sale (over 40 years, annually); IPAC hosts the annual Two Story Café interdisciplinary Indigenous art & music event every September, accompanied by an art exhibition at the MAG; regularly hosts art exhibitions by nationally & internationally renowned Indigenous artists, has several exhibitions scheduled for 2018-20; MAG & IPAC are delivering Indigenous Youth Summer Art Workshops to expand Indigenous art & culture opportunities (Northern Indigenous Media Art Project ran 2014-16, 3 years, 2018 project is Cree Language & Culture Camp with art components).
	.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				✓			For the Canada 150 celebrations a number of events focused on public and shared spaces including the grand re-opening of Kinsmen Park with the Kinette Amphitheatre and the Reconciliation Ceremony at Prince Albert Grand Council. SHARE created a new Indigenous Community Garden. The development of the Policy for Civic Facilities, where fees are waived for in-kind support from the City.
	.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				✓			There was the Kinsmen Park call for artists though none were selected. This will be re-opened in 2018. Other initiatives include: Public Art Stimulus Partnership Fund – deadline was November 2018; the Winter Festival; and, the PADBD project.
<b>3.2 Promote positive perceptions about our cultural make-up, identity, and unique sense of</b>	.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 <b>Police Services</b>		✓				There have been efforts related to education and inclusivity. These include: Reconciliation Ceremony; invitations out to all cultural backgrounds; Fresh Air Mural; City of Prince Albert took the Welcome Home Pledge; and, Culture Days events.

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Progress Overall:

**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	Status Notes
					O G	0-1	2-4	5-10+		
place as a community.	.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	Strategic Plan 2014 – 2016 Fire and Emergency Services Master Plan			✓			The MCAP Working Group has developed strong working relationships and there is an open invitation to participate. Many partnerships have formed through the Culture Days events. IPAC's Two Story Café Indigenous art & music event.
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		✓				Review of the Indigenous and Newcomer Protocols are underway. MAG is creating internal protocols and best practices for all aspects of gallery operations & education under advisement of the Indigenous Gallery Education Intern (2017)
	.2 Draft a policy to recognize the importance of protocol during community events.	CoPA, Community Services, Corporate Services	PAGC, Métis Region/ Local, Community			✓				Developing a policy is underway. The Indigenous and Newcomer Protocols have been reviewed with input from Knowledge Keepers and Multicultural Council of Saskatchewan (MCOS).
	.3 Regularly implement and apply proper protocol during community gatherings and activities.	CoPA, PAGC, Métis Region/ Local, Corporate Services	Community		✓					Steps are being made to implement a natural protocol to recognize Treaty and Métis Homelands and events including the Reconciliation Ceremony are ongoing. MAG doing & improving on doing this. Also putting Treaty 6 Territory/Cree/Métis homeland on email subject line & gallery door.
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		✓				The Indigenous and Newcomer protocols have been reviewed with input from Knowledge Keepers and MCOS.
	.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			✓				Partnerships including the YWCA Settlement Services and the Multicultural Council are working to make events and programs more inclusive for newcomers. Events and programs include Culture Days, Creative Kids, and Arts Centre programs. MAG received federal funding in 2016-2017 to deliver free gallery tours & art activities to YWCA newcomers/refugees through the Welcome To The Arts Program. EAL language tours & programs are still available at a low cost to all community groups when specific grant funding is not available.

**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	Status Notes
					O G	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	✓	✓				The Reconciliation Ceremony has helped to start this process.
	.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		✓	✓				The Reconciliation Ceremony has helped to start this process. MAG created an Indigenous Gallery Education Internship position in 2017 to provide training & employment to an Indigenous student/recent graduate, and to better incorporate TRC recommendations into all areas of Gallery operation and increase Indigenous content in our Education Programming (funded by Young Canada Works - Building Careers in Heritage).

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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	Status Notes
					OG	0-1	2-4	5-10+		
	.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			✓			To be determined.	
	.4 Engage with potential community partners for funding or volunteer resources.	CoPA and Community	PAGC, Service groups, Faith-based groups			✓			To be determined.	
	.5 Create a memorial honouring the Truth and Reconciliation process.	CoPA and Community	Mayor's Office, PAGC, Métis Association				✓		To be determined.	
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 Kistahpinihik 2035, Section 11: Healthy Economy, Section 11.2, Policy ix		✓			The Brand has been developed with City Communications staff in collaboration with the community. This includes the MCAP logo, Culture Video and continued presentations and engagement regarding the MCAP. Recognition for this has come in the form of the SPPI Award of Planning Excellence.	
	.2 Launch community branding concept to be utilized city-wide that celebrates the diversity.	CoPA, Corporate Services	Community Services, Community				✓		The Brand has been developed with City Communications staff in collaboration with the community that has been a success. This includes the MCAP logo, brochure, Plan distribution, Culture Video, social media presence, presentations, and activities directly linked to culture.	
	.3 Create a marketing strategy that emphasizes Prince Albert's rich cultural resources and amenities.	CoPA, Corporate Services	Community Services, Community				✓		The Photo Contest, social media presence, and Culture Video has contributed to a successful marketing strategy.	
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		✓			Culture has been top of mind for City staff since the adoption (some have even made it part of their work plans) and management level updates. The MCAP Working Group has an open invitation for all to participate and there has been an increase in staff participation.	

**Community Volunteering and Networking – Recommended Action Items and Initiatives**

Progress Overall:										
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	Status 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	Kistahpinihik 2035, Section 14: Finance, Policy vi Communications Master Plan 2016 – 2021	✓					Success has come in many forms including social media, and other online media to share events, programs, and more. These include the Culture Video, Photo Contest, and the Events Calendar. MAG has FB, website, Twitter & Instagram, and advertises art camps on Kijiji.

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Progress Overall:

**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	Status Notes
					OG	0-1	2-4	5-10+			
	.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	Goal 4: Improve access to information	✓	✓				The enhancement of the Events Calendar and its usage has been a success and will continue to gain traction. There have also been talks with Tourism to create one calendar.	
	.3 Regularly update an organization agency database to be utilized by organizations and individuals.	CoPA, Corporate Services	CBO, Private Sector		✓	✓				To be determined.	
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			✓			The Community Service Master Plan and Social Master Plan are underway. Community activities are ongoing and include youth activities, involvement at community level boards, neighbourhood planning meetings, and after school programming. Coordination with community organizations to create potlucks is ongoing.	
	.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				✓			Initiatives include: support for Community Associations; the City is operating the Parkland Community Centre which has resulted in increased use; and, there is a new page on the website for various rink times.	
	.3 Expand cultural programming in community centres and facilities such as the Margo Fournier Centre.	CoPA, Community Services	Third Party Organizations, Community Associations					✓			Initiatives include: Evening English classes are offered at the Multicultural Council; renewal of sports including cricket, rugby and rowing; new programming including Pickle Ball; free and seniors programming at the Arts Centre; decreased fees at the Field House; and, Kinsmen Park and Parkland Centre upgrades as able.
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			✓			The Community Service Master Plan and Social Master Plan are underway.	
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 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 Section 11: Healthy Economy, Section 11.7: Social Environment, 11.7.4 Inclusive Communities		✓				Printed and online materials have helped to kick-start an inclusive community. This includes the Street Fair and Culture Video; the Tourism Guide; Seniors Program Guide; numerous art exhibits; free programs promotion; additional transit hours; and, more.	
	.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				✓			Partnerships have strengthened between MCAP Working Group members. This includes meetings that occur two-three times a year between the Arts Centre, MAG, John M. Cuelenaere Public Library, and Historical Society to communicate and coordinate programs and identify program gaps. Other programs and events that have enhanced partnerships include the Canada 150 celebrations, Culture Days, and Summer on the Square. Additional	

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Progress Overall:

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	Status Notes	
					OG	0-1	2-4	5-10+			
										lines of communication in a variety of methods including online and in person conversations and the increased use of the Events Calendar.	
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	✓	✓				Through increased involvement of community boards, fundraisers, and an inductee for a long-term volunteer at the PA Arts Board Hall of Fame have been successful.	
	.2 Promote community-based volunteer opportunities by developing a volunteer database.	Community Organizations, Community Services	Police, Faith-based Organizations				✓			To be determined.	
	.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					✓			The first person to be inducted to the PA Arts Board Hall of Fame for volunteering was last year.
	.4 Facilitate partnerships between cultural organizations, schools, and community groups.	CoPA and Community	Educational Institutions and Various Community-Based Organizations					✓			Partnerships have strengthened between MCAP Working Group members. A specific example includes the Arts in Schools Session that was held at the Sask Rivers School Division in August. As a result there is a new artist school.
	.5 Reduce barriers to volunteers by supporting research to identify trends and challenges.	CoPA, Community Services	Health Region, Community Association					✓			The City partnered with Lakeland District for Sport, Culture and Recreation to host two engaging volunteer workshops.

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

Progress Overall:

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	Status 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 Kistahpinanihk 2035, Section 11: Healthy Economy, Section 11.7: Social Environment, 11.7.4 Inclusive Communities		✓				Initiatives include: Canada Day Children's Stage; National Health and Fitness Day; free program promotion; After School Recreation Program; programming at the Arts Centre for different ages; Creative Kids; youth sports; Family Expo; new recreation infrastructure and sports options; upgrades to Kinsmen Park; Mann Art Gallery work and education programs; Community Associations; and, more.	
	.2 Identify areas for additional programming of Downtown-Riverfront public spaces.	CoPA, River Valley Joint Committee	PADBID, Central Avenue Events, Community Services					✓			An expanded Street Fair and Summer on the Square events, Culture Days, upgrade to the Boat Launch, and Canada 150 Voyageur Rendezvous Canoe Race has increased the awareness of the Downtown-Riverfront area as a public area.
	.3 Facilitate more all-ages programming in community centres such as the Margo Fournier Centre, Friendship Centre.	CoPA and Community	Community Services, Regional Partners					✓			Additional programming at the Margo Fournier Centre (i.e. pickle ball) has been implemented. Support of community theatre at the MFC has also been established. Other programming is provided by Ranch Erlo and the Arts Centre (e.g. family programs).

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**Progress Overall:**



**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	Status Notes	
					OG	0-1	2-4	5-10+			
<b>5.2 Create a strategy to build cultural capacity in youth and strengthen their access to art, culture, and heritage.</b>	.1 Examine the available cultural education programs for youth in Prince Albert, identify gaps and develop an implementation plan.	CoPA, Community Services	Educational Institutions	<b>5 Year Strategic Plan, 2015-2020, Active &amp; Caring Community</b>			✓			Initiatives include: After School Recreation Program; Creative Kids; youth sports; Power of Being a Girl; Family Expo; and, High School Art Exhibit. MAG has Indigenous Summer Art Workshop initiative (NIMAP 3 years, Cree Culture camp with art component 2018) IPAC has artists performing for and available to youth.	
	.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				✓			Financial support has been given to the MAG, EA Rawlinson Centre; Community theatre and Broadway North; and, others. Programs and events that take place through these organizations provide additional guidance to you youth. MAG has internship & summer student intern programs designed to provide education & work experience in a professional public art gallery. 8 opportunities used by 6 students occurred in 2017, spanning 1 week – 6 month opportunities (high school, post secondary students, and recent graduate).	
<b>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.</b>	.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	<b>5 Year Strategic Plan, 2015-2020, Active &amp; Caring Community, Sustainable Growth Kistahpinanik 2035, Section 6: Land Use, Section 6.1: Background, Policy vii</b>	✓					A policy to waive fees at Civic Facilities has been created. MAG has High School Juried Art Show, Accessible Art Program in Summer, Art Camps (8 – 9 per year), and Professional Development workshops (open to youth & teens), Life Drawing, Free Family Art Days, Accessible Art Program (for SHARE, Youth Residence, Holistic Health Outreach for women in safe shelter) Arts Council has Youth Open Art Studio in PA Arts Centre.	
	.2 Continue to maintain and develop services and programming for seniors and Elders.	CoPA and Community	Community Services, Faith-Based Groups		✓					The Seniors Program Guide and new programming at the Arts Centre are examples of services for seniors and Elders. There has also been a reduction in the rate at the Community Service Facilities for youth and seniors.	
	.3 Identify areas of need in neighbourhoods for cultural and community programming.	CoPA and Community	Community Service Centres			✓					Civic facilities have done a great job supporting cultural events and all-ages programming.
	.4 Review existing policies of community facilities for all-age inclusive programming.	CoPA	Community Services, Community Clubs					✓			Initiatives include: Policy for Civic Facilities; lowered membership fees at the Field House; free programs promotion; free programming; additional infrastructure and sports options at the Field House and Margo Fournier Centre; and, multiple planning processes (e.g. Community Service Master Plan, Social Master Plan, Housing Plan Action Strategy). MAG hosts all ages programming.
<b>5.4 Explore opportunities to create new spaces and programming for the young adult demographic.</b>	.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	<b>5 Year Strategic Plan, 2015-2020, Active &amp; Caring Community</b>		✓				Initiatives include: Policy for Civic Facilities; Rock Trout re-opening; Recognition for Entrepreneurs; Gateway Mall Entrepreneur Challenge; and, Prince Albert Young Professionals social group.	
<b>5.5 Support and encourage the value of the involvement of</b>	.1 Develop and market various programming and services that consider seniors and Elders in the community.	Community Services, CBO	Community Services,	<b>5 Year Strategic Plan, 2015-2020, Active and Caring Community Kistahpinanik 2035,</b>		✓				The Seniors Program Guide and new programming at the Arts Centre are examples of services for seniors and Elders. There has also been a reduction in the rate at the Community Service Facilities for youth and seniors.	

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**Progress Overall:** 





**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	Status Notes
					OG	0-1	2-4	5-10+		
seniors and Elders in the development and implementation of cultural amenities, activities and programming.	.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	Section 11: Healthy Economy, Section 11.7 Social Environment, 11.7.4 Inclusive Communities		✓				To be determined.
	.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				✓			MAG delivers Seniors Art Outreach in 4 long term care homes.

**Sports and Recreation – Recommended Action Items and Initiatives**

**Progress Overall:** 

**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	Status 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 <b>Kistahpinihik 2035</b> , Section 9: Parks, Recreation, and Natural Areas, Section 9.2 Parks and Recreation Facilities <b>Community Services Master Plan</b> Section 5: Programming, 5.1 Community Service Program Vision <b>Framework for Recreation in Canada</b>	✓					Increased youth involvement in sports, additional recreation infrastructure, and sporting options have worked towards this good. Membership fees are lowered at the Field House and the Tourism Guide, free programs promotion, and the outdoor rink hours on the website help in the promotion of recreational amenities.
	.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 Services	Sports and Recreational Organizations	Kistahpinihik 2035, Section 11: Healthy Economy, Section 11.7: Social Environment, 11.7.4 Inclusive Communities <b>Community Services Master Plan</b> Section 4: Recreation, 4.1 A Recreation Facility Vision <b>Framework for</b>	✓					The Community Services Master Plan alignment of the MCAP and the creation of the Community Services Advisory Committee has proven to be successful. There has also been an adjustment of the 2018 membership fees; a focus on youth and increased senior and elder support; and, the City is operating the Parkland Community Centre which has resulted in increased use.
	.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					✓		

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Progress Overall:



**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	Status Notes	
					OG	0-1	2-4	5-10+			
	.3 Actively seek grants and other sources of funding to offer all-inclusive arts and cultural programming.	CoPA, Community Services	Sports and Recreational organizations	<b>Recreation in Canada</b>	✓					There are number of grants that are accessible related to culture. These include: MCAP grant; Culture Days grant; and, Community Grant Program Grant. An example of additional funding that has been accessed is the UPIP Coalition funding grant from INAC. MAG regularly uses grants to subsidize and provide programming.	
<b>6.3 Focus on year-round recreational programming, both indoor and outdoor.</b>	.1 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	<b>Kistahpinanihk 2035</b> , Section 9: Parks, Recreation, and Natural Areas, Section 9.2 Parks and Recreation Facilities, Policy xvii <b>Community Services Master Plan</b> Responding to Change, 1.2.1 Key Opportunities <b>Framework for Recreation in Canada</b>		✓				To be determined.	
	.2 Support and encourage expansion of year-round programming i.e. Alfred Jenkins Centre.	Community Services,	Regional Partners, Educational Institutions, PAGC			✓				Initiatives include: pickle ball; cricket; rugby; rowing; beach volleyball courts; ball diamonds; tennis courts; Summer Playground Program; decreased membership fees; and, others.	
	.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		✓					The Events Calendar assists with event promotion, partnerships and year-round activities. MAG has a distinct summer program vs. academic year program, opportunities for Children's Camps during school breaks etc.	
<b>6.4 Create opportunities to bring recreational programming to the core of the city.</b>	.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	<b>Kistahpinanihk 2035</b> , Section 9: Parks, Recreation, and Natural Areas, Section 9.3 Open Spaces, Policy vi <b>Downtown Strategic Plan</b> , Section 2.6.5 Arts/Culture/Entertainment		✓				Initiatives include: pickle ball; cricket; rugby; rowing; beach volleyball courts; ball diamonds; tennis courts; decreased membership fees; and, others	
	.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					✓			To be determined.
<b>6.5 Improve infrastructure of existing recreational amenities.</b>	.1 Investigate feasibility of other infrastructure improvements to recreational facilities.	Public Works	Planning & Dev't, Community Services	<b>5 Year Strategic Plan</b> , 2015-2020, Active and Caring Community <b>Community Services Master Plan</b> , Section 2.1 An Evolving System: Parks, Open Space, and Recreation Facilities			✓			Initiatives include: pickle ball; cricket; rugby; rowing; beach volleyball courts; ball diamonds; tennis courts; decreased membership fees; and, others.	
	.2 Investigate feasibility of artificial turf for soccer fields, tennis courts, etc.	CoPA	Planning & Dev't, Community Services, Private Sector, Educational Institutions					✓			Tennis Courts have been renovated at Lakeland Ford Park.
	.3 Investigate unique signage that will encourage walkability to various public spaces.	Public Works, Community Services	Planning & Dev't, Private Sector					✓			A downtown wayfinding signage initiative is underway.
<b>6.6 Ensure a fair balance of sports and recreation and the arts.</b>	.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	<b>5 Year Strategic Plan</b> , 2015-2020, Active and Caring Community <b>SaskCulture Cultural Policy</b>	✓	✓				Initiatives include: Events Calendar; Seniors Program Guide; Tourism Guide; free program promotion; social media; photo context; Culture video; e-newsletter; and, more.	

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**Progress Overall:**

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	Status Notes
					OG	0-1	2-4	5-10+		
	.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	2015 Civic Arts Policy		✓				Initiatives include: Canada Day Celebrations; Culture Days; Policy of Civic Facilities; sponsorship for programs and courses (e.g. golf course, AJFH); Arts Centre restoration received a grant from Canadian Heritage; and, more.

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

**Progress Overall:**

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	Status Notes	
					OG	0-1	2-4	5-10+			
<b>7.1 Support the community development of arts advocacy and capacity-building initiatives.</b>	.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		✓				Initiatives include: creation of the Community Services Advisory Committee; part of the Creative Cities; and the public art calls.	
	.2 Develop a strategy for knowledge exchange between community-based organizations and the private sector.	Community Services, CBO	Chamber of Commerce					✓			The Events Calendar and updates around the MCAP Working Group have been initial steps to this action.
<b>7.2 Promote the arts through on-going and key awareness-raising events and initiatives.</b>	.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	✓	✓				Initiatives include: increased positive police presence at events; speaking or presenting at events; partnerships to enhance Culture Days and Canada 150 celebrations; Canada 150 Mosaic; call for public art; crosswalk paintings; celebrations of days (e.g. public works day, waste reduction day, clean air day); and, more.	
	.2 Explore opportunities to have local student's art work displayed at community facilities.	CoPA and Community	Educational Institutions CBO, PAAB		✓	✓				Successful initiatives include the Culture video, PAGC Fine Arts Festival, and MAG has High School Juried Art Show in April & May every year (2018 is 7 <sup>th</sup> Annual HSJAS); admission to MAG is always free, there are 6 prizes for HSJAS (last year 87 artworks on display).	
	.3 Support, recognize, and encourage the role of the Arts and Cultural Coordinator position within the CoPA of Prince Albert.	Community Services	Community Services		✓						The Arts and Cultural Coordinator position is supported by Community Services, City staff, and the Working Group.
	.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		✓						Initiatives include: Public Art Policy; Public Art Plan; High School Art Exhibit; Riverside Art Exhibit and Festival; Arts in School workshop; Street Fair; Potters Guild and Woodturners Guild Fundraiser; Culture Video; Rock Trout re-opening; Farmers Market partnership with Gateway Mall; Entrepreneur recognition; Gateway Entrepreneur Challenge; Canada 150 Mosaic; Crosswalks; support for Community Theatre and Broadway North; programming at the Arts Centre; Photo Contest; and, more.
	.5 Create a positive graffiti campaign such as artistic crosswalks, chalk graffiti wall, and others.	Public Art Committee, CBO, Tourism	Community Services					✓			Painted crosswalks in the downtown have presented a positive aesthetic and safety for pedestrians.

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Progress Overall:

**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	Status Notes
					OG	0-1	2-4	5-10+		
	.6 Identify opportunities for additional resourcing and coordination of special events.	CoPA, Corporate Services	Tourism, Mann Art Gallery			✓			Policy in place to waive fees.	
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	✓				There is an ongoing call for public art submissions.	
	.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		✓	✓			The City Public Art Policy was adopted in November 2016. There is an ongoing call for submissions of Public Artwork. Successful initiatives include: the crosswalk painting' Canada 150 Mosaic; Public Art Inventory; and, Public Art Partnership Stimulus Fund.	
	.3 Create a callout to arts for proposals for sculptures, murals, and other art projects to create a vibrant environment.	Corporation Services	Tourism, Community			✓			There is an ongoing call for public art submissions and the Public Art Partnership Stimulus Fund.	
	.4 Explore a variety of methods for the delivery of public art projects.	ACC	Community				✓		There is a working group who has developed a Public Art 6 year plan. Artists in Schools & Communities program, MAG, Saskatchewan Arts Board. Downtown crosswalks were a step towards innovative delivery of art work.	
	.5 Explore and encourage methods to support the inclusion of public art in new renovated or expanded developments.	CoPA	Community Services, Planning & Dev't				✓		To be determined.	
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			✓		Speaking and presenting at events, and including recognition of Treaty and Métis Homelands.	
7.5 Support artists and the arts and recognize their community contribution.	.1 Encourage municipal and community organizations to provide artists with CARFAC Artist Professional fees.	Community Services, ACC	CBO	5 Year Strategic Plan, 2015-2020, Active & Caring Community 2015 Civic Arts Policy Guiding Principle 3		✓			Initiatives include: Public Art Partnership Stimulus Fund; Crosswalk Art Project; Arts in Schools workshop.	
	.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				✓		The John M. Cuelenaere Public Library offer <a href="#">Winter in Res?</a>	
7.6 Support the growth and development, including infrastructure	.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	✓				Providing funding for the following has provided an avenue for support for the cultural sector of Prince Albert: A person to attend the First Nation Language Keepers Conference; Policy for Civic Facilities; the Historical Society Book Launch; and, Community Theatre and Broadway North; and, others	

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**Progress Overall:**

**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	Status Notes
					OG	0-1	2-4	5-10+		
improvements, of Prince Albert's arts cultural industries.	.2 Investigate opportunities and feasibility of infrastructure improvements to arts and cultural facilities.	Community Services, Public Works	Planning & Dev't, CBO			✓			To be determined.	

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

**Progress Overall:**

**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	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. Kistahpinihik 2035, Section 6: "Land Use", Section 6.9 Downtown Revitalization	✓	✓				The PABID has developed visual representations of parklets, open spaces and streetscapes to use as guides for implementation.	
	.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					✓			The Chamber of Commerce workshop and Gateway Entrepreneur Challenge has initiated these actions. There is also actions regarding downtown beautification being undertaken.
	.3 Explore options to offer incentives for businesses and organizations to locate downtown.	Planning & Dev't	PADBID, Chamber, Private Sector					✓			The Chamber of Commerce has partnered with the Gateway Mall to award a free space for a year and the Farmers Market locating in the Gateway Mall for the winter provides an avenue to build more initiatives.

**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	Status 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			✓			To be determined.
	.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				✓			To be determined.
	.3 Support the inclusion of a destination marketing fund.	Community Services, CoPA	Tourism				✓			City created a Destination Marketing Fund and it may found on the City website.
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 Kistahpinihik 2035, Section 11: Healthy Economy, Section 11.2 Economic Development		✓				Initiatives include: the Gateway Mall Entrepreneur Challenge; Chamber of Commerce and Gateway Mall partnership for one free space for a year; Farmers Market; and, recognition for the First Nation Woman Entrepreneur.
	.2 Focus on opportunities to foster youth-focused entrepreneurship in the community.	CoPA, Planning & Dev't	Chamber, Private Sector			✓				Initiatives include: the Gateway Mall Entrepreneur Challenge; Chamber of Commerce and Gateway Mall partnership for one free space for a year; Farmers Market; and, recognition for the First Nation Woman Entrepreneur.

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	.3 Focus on opportunities to foster senior and Elder focused entrepreneurship in the community.	CoPA, Planning & Dev't	Chamber, Private Sector			✓				Initiatives include: the Gateway Mall Entrepreneur Challenge; Chamber of Commerce and Gateway Mall partnership for one free space for a year; Farmers Market; and, recognition for the First Nation Woman Entrepreneur.	
	.4 Explore opportunities for a business incubator/park to support entrepreneurship in the community.	CoPA, Planning & Dev't	Chamber, Private Sector					✓		The Gateway Mall Entrepreneur Challenge and recognition for First Nations Woman Entrepreneur are steps to build from to advance this initiative.	
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		✓				The Mann Art Gallery has initiated research regarding creative tourism.	
	.2 Initiate discussions to determine the viability of a children's discovery/science museum.	CoPA, Community Services	Historical Society, Tourism					✓			To be determined.
	.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						✓		

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











Progress Overall: 										
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	Status 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	Kistahpinanik 2035, Section 6: Land Use	✓					Further efforts completed to move the Food Truck Policy forward.
	.2 Start a food-truck event day to be hosted sometime during the summer months.	Planning & Dev't	Chamber, PADBID				✓			To be determined.
	.3 Support food related festivals that brings community together including FEASTival and the Street Fair.	Tourism, Chamber	PADBID		✓					Current events have maintained food as part of the event.
	.4 Support the creation of new restaurants that are locally owned.	Planning & Dev't	Community		✓					New local establishments have opened in the past year including Spice Trail; Rock Trout Café; The Rusty Owl; and, others.
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	Kistahpinanik 2035, Section 6: Land Use, Section 6.1: Background, Policy xix	✓					The Holy Cross community garden location has been expanded.
	.2 Identify additional plots of land suitable for more community gardens.	Planning & Dev't, Community Services	Educational Institutions				✓			There is a new Indigenous community garden located off 6 <sup>th</sup> Ave W.
	.3 Continue to encourage other local food production methods, including protection of local and regional agricultural lands.	Community Services	CBO, JMCPL		✓					There has been preliminary work completed at Little Red River Park.

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	.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								The Pottery Guild created the Fill a Bowl Fundraiser for the Food Bank. The Arts Centre now hosts the Good Food Box program. Community Mobilization is working on a program to incorporate wild meat to the food bank for meals. Discussions are ongoing to coordinate community potlucks.
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**Supportive Infrastructure and Related Resources – Recommended Action Items and Initiatives**

**Progress Overall:**   
**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	Status Notes	
					OG	0-1	2-4	5-10+			
<b>10.1 Focus on opportunities to improve infrastructure in the Downtown-Riverfront area to create a vibrant cultural hub.</b>	.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	<b>5 Year Strategic Plan, Infrastructure Kistahpinanihk 2035, Section 6: Land Use, Section 6.9 Downtown Revitalization, 6.9.2 Downtown Mixed Use</b>	✓					The expansion of the boat house is an example.	
	.2 Support continuing community engagement to identify opportunities for cultural development in the Downtown-Riverfront area.	Planning & Dev't, PADBID, Public Works	Community Services			✓					Neighbourhood planning and community engagement continues.
	.3 Explore opportunities to create a flexible sidewalk café and patio policy	Planning & Dev't, PADBID, Public Works	Private Sector					✓			The PADBID has worked on visual aids to help implement this type of temporary use and public space.
<b>10.2 Improve transportation networks that include multi-modal options such as walking and cycling.</b>	.1 Continue to support and maintain the Rotary Trail around Prince Albert.	CoPA, Public Works	Rotary Club	<b>5 Year Strategic Plan, Infrastructure Kistahpinanihk 2035, Section 6: Land Use, Section 6.1 Background, Policy xii</b>	✓					The Rotary Trail is nearing completion.	
	.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					✓			To be determined.
<b>10.3 Utilize placemaking principles such as Lighter, Quicker, Cheaper to test/pilot infrastructure improvements across the city.</b>	.1 Prioritize small scale "quick win" infrastructure improvements in future budgets.	CoPA, Public Works	Planning & Dev't, Community Organizations	<b>Kistahpinanihk 2035</b>		✓				Recreational infrastructure, programming, and public space infrastructure has been further improved for civic facilities. Expanding these improvements to community organizations will benefit the community.	
	.2 Continue to support events that are pedestrian – oriented such as the Downtown Street Fair.	CoPA and Community	PADBID, Fire, Police, Pehonan Parkway Board			✓					Events, such as the Street Fair, Summer on the Square, Culture Days, and <b>Urban 30</b> have evolved and enhanced due to increased support and partnerships.
	.3 Utilize partnerships with PADBID, volunteers, and other community-based organizations and agencies to assist in LQC initiatives.	CoPA	PADBID, Volunteers, CBO				✓				Initiatives include: Crosswalk paintings; additional days to celebrate (e.g. Public Works Day, Waste Reduction Day and Clean Air Day); Pitch-In Day to clean up the downtown; speaking and presenting at events; exhibits with the Mann Art Gallery; events with the PA Arts Board; and, more
	.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				✓				The PADBID has worked on visual aids to help implement LQC items. This includes the design of parklets.
<b>10.4 Create a cultural corridor (2nd Avenue West, Highway 2) to</b>	.1 Explore opportunities for creative cultural signage promoting cultural resources in the community.	CoPA, Planning & Dev't, Community Services, Public Works	Tourism	<b>Kistahpinanihk 2035, Section 4: Decision Making, Section 4.2: City, Region, and</b>		✓				Funding for a person to attend the First Nations Language Keepers Conference will help to opportunities for cultural signage.	

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Progress Overall:

**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	Status Notes	
					OG	0-1	2-4	5-10+			
showcases the strong multi-culturalism of the community.	.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	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 <b>Civic Arts Policy</b>			✓			The MCAP Working Group is engaged as well as the Community Services Advisory Committee,	
	.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				✓			A project for wayfinding signage for the downtown is underway.	
	.4 Review policies and zoning regulations in place to begin transitioning zoning and policies regarding the cultural corridor.	Planning & Dev't	Public Arts, Community					✓			To be determined.
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 <b>Kistahpinanihk 2035</b> Section 8: Municipal Utilities and Services/Infrastructure			✓			Design Standards updated in 2017.	
	.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		✓						To be determined.
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 <b>Kistahpinanihk 2035</b> Section 8: Municipal Utilities and Services/Infrastructure		✓				The Public Art Policy was adopted in November of 2016. An ongoing call for public art is available. The painting of crosswalks is an example of the successful projects that can relate public works with public art.	
	.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)				✓				Parks and Recreation, Community Services, and Planning and Development departments utilize the MCAP in their work plans and work together to fill gaps at the community level.
	.3 Review how community services are currently provided at the neighbourhood level to identify potential gaps.	Community Services, CoPA	Community Associations, CBO				✓				Community Services Advisory Committee provides guidance on gaps in community services.

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## ii. MCAP 2018 Budget Implementation Plan



### Prince Albert Municipal Cultural Action Plan 2018 Budget Initiatives

Updated: January 2018

Total Budget: \$20,450 + potential CCEP Grant from SaskCulture \$5000 = \$25,450



2018 Action/Initiative	Theme	Details	Reference to Culture Plan Goals or Actions	Lead Role	Partners	2018 COPA Budget Requested	Revised Jan. 2018	ACTUAL	Partners/Generated 2018 Budget	Potential Funding	(SaskCulture; NLDC; SIGA)
Support to new, emerging or developing special events that are linked to the Culture Plan (i.e. riverbank, Little Red River Park, downtown, free access) that are not supported under the DMF, major event or special event policies.	Our Heritage; The River & Natural Surroundings/Places; Performing, Visual & Mixed Arts; Supportive Infrastructure & Related Resources; Food and Food Related/Culinary Culture; All Ages - Activities, Amenities, Programming;				PADBID/Main Street; PAGC; Metis Region; Historical Society	\$9,000.00	\$7,500.00				
Culture Days Free Events	Our Heritage; Bridging Nations; All Ages - Activities, Amenities, Programming; Performing, Visual & Mixed Arts; Industry, Business & Innovation; Food and Food Related/Culinary Culture			City (Judy)	Mann Art Gallery; Prince Albert Council for the Arts, Historical Society, others	\$1,000.00	\$750.00				
Marketing of Culture Video(s).	Our Heritage; Performing, Visual & Mixed Arts; Industry, Business & Innovation			City (Kiley; Judy)		\$750.00	\$750.00	\$362.77	Cineplex		
Marketing of Calendar of Events	Heritage; Bridging Nations; Community Vitality & Networking	Postcards; Ad development for buses and radio		City (Kiley; Judy)	Tourism	\$0.00	\$1,500.00				SC
Research and develop a guideline for the City and organizations for the appropriate payment of artist.	Performing, Visual & Mixed Arts; Industry, Business & Innovation; Community Volunteering & Networking			Contract?	City, Local Arts' Organizations	\$50.00	\$1,250.00				SC
Reconciliation initiatives such as Canada Day ceremony; protocols.	Building Nations; Our Heritage				PAGC; City	\$3,000.00	\$2,500.00				SC?
Indigenous Street/Park Naming	Our Heritage; Bridging Nations	Revise the Street Naming Policy? Collect names for the purpose; Name/rename one street or park?		City	PAGC, Metis Western Region 2	\$0.00	\$500.00				
Investigate and provide Indigenous Awareness and Communications Training.	Building Nations; Our Heritage	Utilize the Saskatoon work ayisnowak Communications Guide. Costs may include guides; training initiatives/events.		City	JMCPL; Wapiti Regional Library; PAGC; City of Saskatoon	\$1,250.00	\$1,500.00				SC, Other?
Investigate the Multicultural Council of Saskatchewan's Welcoming & Inclusive Communities Toolkit	Building Nations; Our Heritage			City; PAMC		\$250.00	\$0.00				SC, Other?
Diversity and Multicultural Awareness Initiatives						\$0.00	\$1,000.00				SC, Other?
Develop T-shirt marketing for Prince Albert.	Our Heritage; Industry, Business & Innovation				Kiley/City; Private business	\$0.00	\$0.00				
Support non-profit and cultural organizations training and networking opportunities (i.e. volunteers, grants.)	Community Vitality & Networking				Mann Art Gallery? Prince Albert Arts Board	\$1,500.00	\$450.00				
Historical and Cultural Assets Map (events, parks, homes, businesses, etc.)	Our Heritage; Performing, Visual & Mixed Arts; Building Nations; Sport & Recreation				City/Sask Polytech	\$1,000.00	\$250.00				SC?
Encourage new business opportunities (i.e. bike rentals, food trucks).	Performing, Visual & Mixed Arts; Industry, Business & Innovation; Sport & Recreation				Ec Dev/Tourism	\$0.00	\$0.00				
Promote maximized use of city and community facilities (i.e. Margo Fournier, Gateway Mall, Parkland Hall, Community Clubs)	Performing, Visual & Mixed Arts; Industry, Business & Innovation; Sport & Recreation; Our Heritage; Building Nations	Policy?				\$0.00	\$0.00				
Promotion/advertising of free community events and programs.	Sport & Recreation; Community Vitality & Networking; All Ages - Activities, Amenities, Programming	Need to increase awareness of free community events and programs that are open to all.		City		\$300.00	\$0.00				
Provide specialized/targeted funding for unique opportunities that create sense of place like events; movable furniture; outdoor heritage/cultural signage; functional and/or portable public art.	Supportive Infrastructure & Related Resources; Industry, Business & Innovation; Performing, Visual & Mixed Arts; Our Heritage; The River & Natural Surroundings/Places	MCAP and/or Public Art Policy Committee complete one or more participatory or functional public art projects (i.e. Canada 150 Mosaic press)				\$15,000.00	\$6,000.00		\$20,000.00	PADBID/Main Street	*In Budget Submission
Facade improvements to downtown businesses.	Our Heritage; Industry, Business & Innovation; Supportive Infrastructure & Related Resources				PADBID/Main Street	\$0.00	\$0.00		\$10,000.00	PADBID/Main Street	*In Budget Submission
MCAP continued promotion and awareness building	All Themes and Operational			City (Kiley; Judy)		\$500.00	\$150.00				
Internal evaluation of the MCAP	Operational			City		\$6,000.00	\$200.00				
Annual public check in (part of internal evaluation above)	Operational			City			\$750.00				SC?
Working Group meeting costs such as coffee, lunch, etc.	Operational			City		\$400.00	\$400.00				
<b>Totals</b>						<b>\$40,000.00</b>	<b>\$25,450.00</b>				



### iii. MCAP Semi-Structured Working Group Questionnaire

Now that you have been participating in the municipal cultural action planning process we are looking for your feedback into this process after it was adopted by City Council in July of 2016.

1. What is the first thing that comes to mind when we say Municipal Cultural Action Plan?
2. What stands out most for you regarding the Municipal Cultural Action Plan? (awareness, roles, actions, challenges, opportunities)
3. Generally, how do you think the cultural planning process has been going – since the MCAP has been adopted by City Council? (ques – relevance, practicality, time, resources)
4. Is there one event, idea, action or otherwise that you associate or attribute to the MCAP? (please provide an explanation for your answer)
5. Are there any BIG surprises or epiphanies (aha moments) that you have had – as a result of the MCAP process?
6. Based on your experience, what implementation actions can you recall have happened or are in the midst of taking place? And, how do you think this is going?
  - a. Roles of the ....City, Others, Public
  - b. What areas have you most focused on – in implementing the plan
  - c. What have you noticed OTHERS have most focused on?
    - i. What is proving to be most positive?
    - ii. What is proving to be most challenging?
7. How are you measuring your organization's participation in the MCAP?
  - a. Are there specific things you have identified as part of this process?
  - b. And, that of your own specific role with the MCAP process?
8. How has your current and past role been shaped by the MCAP?
9. How has the MCAP been influenced by your participation (or that of others in your organization that you know of)?
10. How else have you used the MCAP in your work? Please share any and all examples you may have.
11. How has the MCAP aligned with other parts of your work?
  - a. Including how you are linking the MCAP to other plans, programming or services...
12. What else do you think could help strengthen the MCAP process?
13. What else would you like to see the City, others doing – to advance the MCAP?
14. What do you want to see achieved as a result of the cultural implementation process? Please identify three goals.
15. What would be your top recommendations moving forward?
16. In the future, what role do you see your organization/agency play to ensure the success of the cultural planning engagement process?
17. What specific actions do you see yourself working on?
18. Is there anything else you would like to share regarding this process?

To help us quantify this information, please assist us by filling out the following. All information will be used in aggregate and anonymous form. Individual responses are kept in confidence.

19. Age:                      Under 18              19-29              30-39              40-49              50-59              60+
20. Gender:                      Male              Female      Third Gender

Name of Organization:  
Number of Years with Organization:  
Location of Residence:

**Thank you for taking the time to meet with us to help with the Cultural Action Plan Review Process!**

#### iv. MCAP Evaluation and Report Card Community Survey

The City of Prince Albert, together with a number of community-based organizations, are interested in hearing from you about culture in our community. This survey will take approximately 10 minutes to complete. Your individual responses will be kept in confidence and protected when used in aggregated (grouped) form in documents shared with the community.

We ask that you please complete this survey before Thursday, November 16, 2017. For more information, please contact our Facilitative Planners, Prairie Wild Consulting by phone at 306.281.9162 or 306.371.7719 or by email at [alicia.buckley@prairiewildconsulting.ca](mailto:alicia.buckley@prairiewildconsulting.ca) or [samantha.mark@prairiewildconsulting.ca](mailto:samantha.mark@prairiewildconsulting.ca).

Thank you for contributing to this process.

1. When thinking about Prince Albert and the word 'culture' today, what immediately comes to mind?
2. Based on your perspective today, what are your three favourite cultural resources in Prince Albert (e.g. places, amenities, people, or events that makes Prince Albert unique)?
3. Based on your perspective today, what are three specific or favourite cultural traditions or stories you uniquely associate with Prince Albert?
4. In the last year, how many cultural programs and activities have you participated within the community of Prince Albert?

None      1-2      3-4      5-10      11+

Please share your top 3 you participated in:

5. a. Are you able to take part in all the cultural activities that you would like to in Prince Albert?

None at all      Mostly none      Some      Mostly all

- b. Please share any reasons why you may not be able to participate or attend a cultural activity below:

- |   |   |
|---|---|
| <input type="checkbox"/> Time Constraints             | <input type="checkbox"/> Not Accessible         |
| <input type="checkbox"/> Lack of Information          | <input type="checkbox"/> Cost                   |
| <input type="checkbox"/> Lack of Transportation       | <input type="checkbox"/> Lack of Childcare      |
| <input type="checkbox"/> Not Interested               | <input type="checkbox"/> Weather Conditions     |
| <input type="checkbox"/> Comfort Level                | <input type="checkbox"/> Age Limitations        |
| <input type="checkbox"/> Location                     | <input type="checkbox"/> Unsure                 |
| <input type="checkbox"/> Overlapping Events/Schedules | <input type="checkbox"/> Other, Please Specify: |

6. Based on your experiences over the past year, where do you most likely find out information about cultural events and activities in Prince Albert? Please check all that apply.

- |  |   |
|--|---|
| <input type="checkbox"/> Newspaper       | <input type="checkbox"/> Social Media (i.e. Facebook, Twitter, Instagram) |
| <input type="checkbox"/> Television      | <input type="checkbox"/> Online in General                                |
| <input type="checkbox"/> Word of Mouth   | <input type="checkbox"/> Radio  |
| <input type="checkbox"/> Presentation(s) | <input type="checkbox"/> School   |



- City of Prince Albert Website
- Other Website(s), Please Specify:
- Unsure
- Other, Please Specify:
- Printed Materials (i.e. posters, flyers, brochures)
- Email Blasts/Notifications

7. What suggestions do you have for improving Prince Albert’s cultural resources and network?

Over the next year:

In the next 2-4 years:

In the next 5-10+ years:

8. Over the past year, the City of Prince Albert together with a number of community-based organizations, led in the development of a Municipal Cultural Action Plan (MCAP).

a. Have you heard of the Plan?

Yes                      No                      Unsure

b. If yes, how did you first become aware of the Prince Albert Municipal Action Plan (MCAP)? Please check all that apply.

- Newspaper
- Television
- Word of Mouth
- Presentation(s)
- Attended an Event
- Social Media (i.e. Facebook, Twitter, Instagram)
- Online in General
- Radio
- School
- City of Prince Albert Website
- Other Website(s), Please Specify:
- Printed Materials (i.e. posters, flyers, brochures)
- Email Blasts/Notifications
- Unsure
- Other, Please Specify:

c. If yes, please share how were you involved in the development of the Prince Albert Municipal Cultural Action Plan (MCAP)? Please check all that apply.

- Community Luncheons/Meetings
- Focus Groups
- Official Community Plan Open House
- In-Person Survey
- Online Survey
- Video Project
- Project Planning Group
- City Council Meeting
- City Senior Staff Engagement
- Unsure
- Other, Please Specify:

d. If yes, how have you been involved in the implementation of the Prince Albert Municipal Cultural Action Plan (MCAP)?

9. There are 13 overarching goals described in the Prince Albert Municipal Cultural Action Plan (MCAP).

a. Please rate how relevant each of the following goals are today, using a scale of 1 to 5, where

1 is not at all relevant; 3 is somewhat relevant; 5 is very relevant; and, 9 is unsure. Please share any comments you may have for each of the goals listed.

Honour the past and provide a balance of both the positives and the challenges that have occurred when sharing our story.  
 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.  
 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.  
 Ensure a culturally vibrant community by supporting existing volunteers and organizations and promoting new partnerships.  
 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.  
 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.  
 Recognize, strengthen, and honour the artistic and cultural community and the significant role it plays in developing and enhancing Prince Albert's cultural makeup and identity and beyond.  
 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.  
 Ensure food remains accessible and affordable and encourage local food production and availability of ethnic food.  
 Ensure cultural aspects are considered in infrastructure and related resource development.

b. Are there any other goals that you like to suggest be added to the above list?

10. Please share any other comments or thoughts you may have regarding Prince Albert's culture and the Municipal Cultural Action Plan (MCAP).

To help us quantify this information, please assist us by filling out the following:

- 11. Age: Under 18 18-29 30-39 40-49 50-59 60+
- 12. Gender: Male Female Third Gender
- 13. Postal Code:
- 14. Where do you live?

Neighbourhood/Area within the City of Prince Albert:

(or) Specific Community you live in (Town, Village, RM, First Nation Community) in the community of:

(please specify):