



PRINCE ALBERT
MCAP
MUNICIPAL
CULTURAL
ACTION PLAN

Refresh

Addendum



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1 INTRODUCTION AND PURPOSE

In 2016, the City of Prince Albert (City) adopted its first Municipal Cultural Action Plan (MCAP). The City, together with a number of community-based organizations, have been implementing and measuring MCAP actions and initiatives. This effort has been acknowledged as an example of planning excellence by the Saskatchewan Professional Planners Institute and shared as a best practice by the Canadian Institute of Planners.

This is the fifth year the MCAP is being implemented. The City, and community partners, are now refreshing the MCAP to identify priorities for the next five years.

The MCAP Refresh is presented as an addendum. The MCAP Refresh Addendum is not intended to replace the original comprehensive plan. The Addendum provides additional information about the MCAP including changing context, how implementation has progressed over the past five years, and key priorities for the next five years. The Addendum draws its information from multiple sources including regular annual report cards that were established to monitor the plan and regular community feedback.

As part of the changing context, there are various factors that relate and affect the MCAP including new and amended City of Prince Albert plans, policies, and initiatives, the COVID-19 pandemic, climate change, the release of the Missing and Murdered Indigenous Women and Girls and Two-Spirited Calls for Justice, and new partnership opportunities identified and happening within Prince Albert's cultural sector.

This information and the community input is considered as the MCAP continues to be implemented over the next five years. The Addendum highlights where emphasis and attention can be placed to maintain MCAP's successes, and to elevate the Action Areas/Cultural Planning Themes, Goals, and Action items that have either not progressed as intended, or that have been impacted by other changes affecting the municipal cultural and policy context.



Photos' courtesy of the 2020 MCAP Cultural Highlights



2 PRINCE ALBERT MUNICIPAL CULTURAL ACTION PLAN (MCAP) OVERVIEW AND BACKGROUND

2.1 Overview

In 2015, the City of Prince Albert engaged with the community to identify a Vision, Action Areas/- Cultural Planning Themes, Goals, and Actions for culture in the community over the next 25+ years. There are 10 Action Areas/Cultural Planning Themes, 13 Goals, and 153 Actions with associated initiatives.

The Action Areas/Cultural Planning Themes (herein referred to as Action Areas) and respective goals are summarized in the graphics.



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

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

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

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

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

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

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

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

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

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

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

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

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

2.2 Cultural Inventory

A comprehensive cultural inventory of cultural resources in Prince Albert is included as part of the MCAP in Section 4. It includes a breakdown of cultural resources by Type, Primary Function, Cultural Theme, and Predominant Organizational Model. The cultural inventory is intended to be updated regularly. This will be completed over the next five years.

2.3 Report Card

Section 6 of the MCAP provides a framework to monitor implementation of the Plan along with operational actions. Section 6.2 Operational Actions in the MCAP includes the following recommendation:

“Recommendation for annual review of Municipal Cultural Action Plan by the current Cultural Planning Consultants, facilitators and developer of this MCAP.”

This measure was implemented through an annual report card system to track progress across the MCAP Action Areas. Annual report cards are informed through engagement with the MCAP Working Group and community.

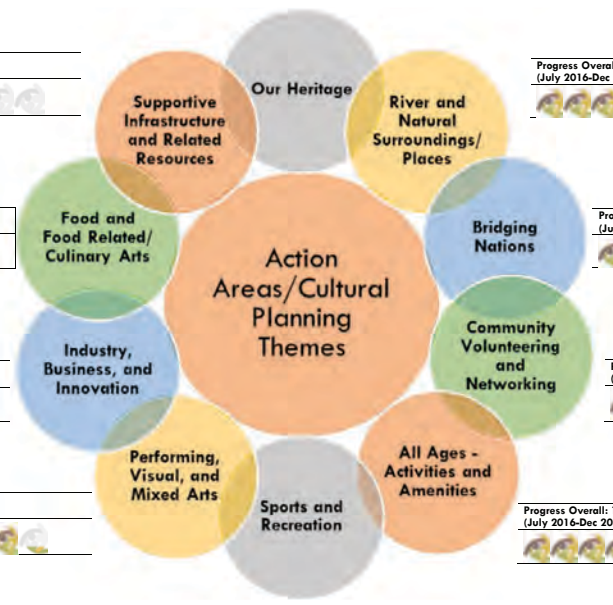
Accomplishments and observations are documented and progress ratings, using the MCAP logo, are assigned to each Action Area and the specific actions and initiatives.

The image on the next page summarizes the progress by Action Area from 2016-2020.

| Progress Overall: 18 month period (July 2016-Dec 2017) | 2018 | 2019 | 2020 |
|--|------|------|------|
| | | | |

| Progress Overall: 18 month period (July 2016-Dec 2017) | 2018 | 2019 | 2020 |
|--|------|------|------|
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| | | | |

| Progress Overall: 18 month period (July 2016-Dec 2017) | 2018 | 2019 | 2020 |
|--|------|------|------|
| | | | |

The Action Area, Bridging Nations, had the most progress from 2016-2020. This is followed by: The River and Natural Surroundings/Places; All Ages – Activities, Amenities, and Programming; Community Volunteering and Networking; Performing, Visual, and Mixed Arts; Our Heritage; and Food and Food-Related/Culinary Arts.

Three Action Areas had the least amount of progress. These included: Industry, Business, and Innovation; Supportive Infrastructure and Related Resources; Sports and Recreation. Detailed reporting on progress for each Action Area and respective actions and initiatives may be found in the annual report cards and tracking.¹

¹MCAP Report Cards and Tracking: <https://www.citypa.ca/en/parks-recreation-and-culture/culture-plan.aspx>

3 CHANGING CONTEXT

Since the adoption of the MCAP in 2016, the City of Prince Albert has adopted and amended various plans and policies that relate to culture in the community. There are also other factors on the national and global scale that impact culture and must be considered as implementation of the MCAP continues. This section summarizes those changes and its relation to MCAP.

3.1 Links to the Newest Municipal Planning Initiatives, Policies, and Studies

3.1.1 Kistapinanihk-2035 Official Community Plan No. 21-2015 and Zoning Bylaw No. 01-2019

The Official Community Plan (OCP) and the corresponding Zoning Bylaw are living, breathing documents. The City of Prince Albert adopted a new Zoning Bylaw in 2019. Bylaw amendments and consolidation is done regularly. The OCP and Zoning Bylaw relates to all Action Areas. MCAP implementation actions such as downtown development, residential infill, recreational expansion, riverfront improvements, neighbourhood upgrades, regional economic development, and park enhancements correspond to the OCP and Zoning Bylaw.

3.1.2 Cultural Diversity and Protocol Policy 2020

Through the MCAP, a number of actions and initiatives related to strengthening relations with Indigenous Peoples and newcomers in the community and implementing the Truth and Reconciliation Calls to Action were identified as a priority and included under the Action Area Bridging Nations.

Draft Cultural Protocols were included as part of the MCAP. The City of Prince Albert engaged with Elders, Knowledge Keepers, the MCAP Working Group, and community-based organizations to gather further input into draft cultural policies: one to engage Indigenous People and the other to engage with Newcomer and Ethnocultural Communities. In 2019, the City of Prince Albert endorsed the land acknowledgment. The policies were revised and merged into one policy and adopted in February 2020. The policy continues to be implemented in alignment with the MCAP and the Truth and Reconciliation Calls to Action.

RELATED ACTION AREAS



3.1.3 Little Red River Master Plan 2020

The Little Red River Master Plan was released in May 2020 to guide the Little Red River Park's development over the next 10 years. This plan was initiated through the MCAP and the Community Services Master Plan 2018.

The plan recommends multiple improvements to the park including repairs to meet accessibility requirements, establishing a governance model for the park, feasibility studies, seeking funding and partnerships, keeping the public informed and seeking feedback, sustainable operation and management, and monitoring.

3.1.4 Central Avenue Streetscape Development Master Plan 2019

The Central Avenue Streetscape Development Master Plan was released in February 2019. This plan proposes strategies for developing Central Avenue between River Street and 15 Street E. as an all-season hub for culture, history, entertainment, education, and commerce in Prince Albert. The proposals include guidelines for inclusive streetscape design, incorporating multiple transportation modes. The plan identifies the intersections at River Street and 15 Street E. as important gateways to the downtown. The plan also calls for linking Memorial Square and University Plaza to form a central downtown hub.

3.1.5 Community Services Master Plan 2018

The Community Services Master Plan was released in January 2018. This plan manages recreational programs and indoor and outdoor recreational parks and cultural facilities in Prince Albert.

The Community Services Master Plan Strategic Directions most relevant to MCAP include efforts to improve service delivery through partnerships, to improve facilities and amenities for events and activities, to promote recreation, and supporting volunteers and community organizations. The plan includes a framework for prioritizing related infrastructure spending.

3.1.6 Flood Plain Mapping Study 2018

The City of Prince Albert commissioned a Flood Plain Mapping Study in 2018. This is primarily a technical study regarding flood hazards surrounding the North Saskatchewan River and the Little Red River. These findings will inform development along these two rivers.

RELATED ACTION AREAS



RELATED ACTION AREAS

3.1.7 Forestry Management Plan 2018-2038

The Forestry Management Plan 2018-2038 is intended to sustain Prince Albert's urban forest. This includes trees planted in city parks, along streets, in yards, and in natural outdoor areas. The plan includes policy for tree planting, pruning, maintenance, and removal.

3.1.8 Communications Master Plan 2017

The Communications Master Plan 2017 establishes strategies to improve the City of Prince Albert's ability to communicate publicly, to improve stakeholder engagement, to strengthen the City's image and brand, to improve access to information, and to improve internal communication. Effective communication and public engagement supports all MCAP goals and Action Areas since public support and engagement with MCAP objectives is fundamental to their success.

3.2 Pandemic Era - COVID-19

The COVID-19 virus was first identified in 2019 in Wuhan Province in China.² COVID-19 was officially declared a pandemic on March 11, 2020. Pandemic conditions persist globally at the time of the completion of this Refresh Addendum.

Beginning on March 17, 2020, the Saskatchewan Ministry of Health declared a provincial state of emergency and issued several public health orders restricting attendance at educational institutions, indoor and outdoor gatherings, non-critical travel, and other restrictions. This, combined with general public apprehension, greatly impeded most in-person cultural events and activities over this period.³

In Canada, vaccination has accelerated over the Spring and Summer of 2021. This has been accompanied by declining infection rates. Over 80% of eligible Canadians over age twelve have had at least one dose, while over 65% are fully vaccinated. In Saskatchewan these figures are slightly lower. On July 11, 2021, the Saskatchewan Government lifted all restrictions previously imposed to control the pandemic. Currently, businesses are reopening, and outdoor and indoor events have begun to resume. It is unclear if this positive trend will continue or suffer another reversal. This event will have lasting effects on event and activity planning over at least the next five year period.



²World Health Organization. WHO Director-General's opening remarks at the media briefing on COVID-19 - 11 March 2020. <https://www.who.int/director-general/-/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>. Accessed July 28, 2021

³Government of Saskatchewan. Public Health Orders Archive. <https://publications.saskatchewan.ca/#/categories/5478> Accessed July 28, 2021

3.3 Climate Change

Climate change is a global phenomenon observable since approximately the mid-twentieth century at rates exceeding normal natural patterns. Global temperature rise is perhaps the best known measure of climate change with most change occurring over the past 40 years according to NASA.

Global temperatures have so far risen approximately 1.18 degrees Celsius since the late 19th century. Oceans have warmed by approximately 0.6 degrees Celsius, since 1969. The Greenland Ice Sheet has lost approximately 279 billion tons of ice per year between 1993 and 2019 while the Antarctic Ice Sheet has lost approximately 148 billion tons per year. Arctic sea ice is declining. Glaciers are retreating. Snow cover has reduced in the past five decades and melts earlier. Global sea level rose approximately 20 cm in the last century and is accelerating. Extreme weather events have become more common since 1950. Ocean surface acidity has increased approximately 30% since the Industrial Revolution.⁴

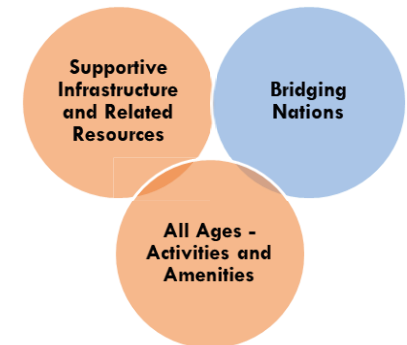
Changing climate patterns will need to be considered by communities over the coming years. This will have impacts related to planning and implementation of the MCAP.

3.4 Missing and Murdered Indigenous Women and Girls and Two-Spirited Calls for Justice

The Missing and Murdered Indigenous Women and Girls and Two-Spirited Calls for Justice were released in 2021 and followed by a National Action Plan in the same year. These Calls for Justice call upon all governments, industries, institutions, services, and partnerships, and all Canadians to implement the actions.

These Calls for Justice include actions to reduce marginalization of Indigenous women, girls, and 2SLGBTQIA people, promote their cultural inclusion and “cultural safety,” promote Indigenous language instruction, provide more funding, form more partnerships with Indigenous groups, and promote greater security, among other things. The Calls for Justice include calls for action by all governments. These Calls for Justice are centered around Human and Indigenous Rights and Governmental Obligations; Culture; Health and Wellness; Human Security; and Justice.⁵

RELATED ACTION AREAS



⁴NASA. *Global Climate Change: Vital Signs of the Planet*. <https://climate.nasa.gov/evidence/> Accessed July 28, 2021

⁵ Calls for Justice: <https://www.mmiwg-ffada.ca/final-report/for-justice>: <https://www.mmiwg-ffada.ca/final-report/>

3.5 New Partnerships

Through the MCAP, there are a number of partnerships that have been ignited and strengthened in the community through existing and new organizations and initiatives. Two successful collaborations that resulted directly from the efforts of the MCAP include the Prince Albert Urban Indigenous Coalition and the Community Building Youth Futures Prince Albert.



3.5.1 Prince Albert Urban Indigenous Coalition (PAUIC)

The Prince Albert Urban Indigenous Coalition (PAUIC) was formed in 2017 through an engagement process led by the City of Prince Albert. There is participation from over 80 Indigenous and non-Indigenous community groups and members. PAUIC holds open monthly meetings for members and the public to come together and share cultural teachings and information.

The PAUIC leads reconciliation efforts in the Prince Albert region to improve the wellbeing of community members. This includes working on inter-agency development, creating cultural awareness and events, and working on collective community actions and initiatives. The PAUIC has formed a partnership with the long-standing Community Networking Coalition (CNC). Together, the Coalitions connect 500+ community-based organizations (health, education, police, social, cultural, and more) to share and learn from one another, created and regularly update a comprehensive community directory of programs and services, developing a Community Social Action Plan, and lead the formation of Community Building Youth Futures Prince Albert.

The PAUIC and CNC have been recognized for their work in the community and furthering reconciliation in Prince Albert. The PAUIC is supported by the Government of Canada Indigenous Services Canada.



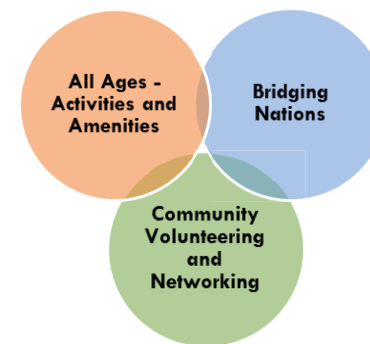
3.5.2 Community Building Youth Futures Prince Albert (CBYF PA)

Community Building Youth Futures Prince Albert (CBYF PA) was established in 2020 in collaboration with PAUIC and the CNC. CBYF PA is one of 13 communities across Canada selected to participate in this initiative.

CBYF PA is a circle of youth leading youth. Through a community developed action plan, CBYF PA is implementing actions including identifying opportunities to spread the word and engage with other youth, provide youth with access to technology to reduce the digital divide, provide connections to Elders and Knowledge Keepers to share cultural teachings, and identify gaps and opportunities related to services and programs in the community specifically for youth. CBYF PA also supports local community events, including Prince Albert Pride, Heart of the Youth Community Powwow, and Voices of Our Youth Conference.

The goal of this initiative is to address education and employment barriers for youth in the community. This initiative is funded by the Government Canada with support through the Tamarack Institute.

RELATED ACTION AREAS



4 MCAP REFRESH APPROACH

4.1 Engagement

MCAP Working Group members, the community, and stakeholders were asked to provide input into the MCAP Refresh process through online surveys, meetings, and focus group sessions. These are summarized in the graphics shown on the right.

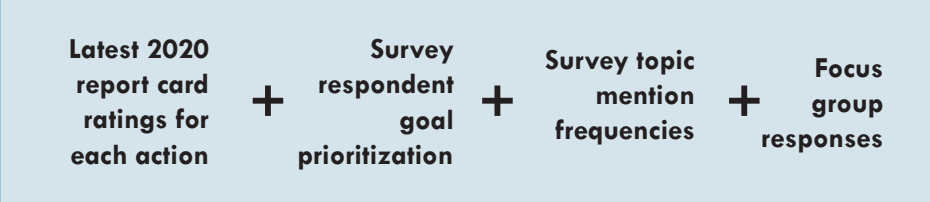
The MCAP Refresh was grounded in an Appreciative Inquiry approach. This approach was utilized to develop the MCAP and continues to be used through the implementation.

KEY QUESTIONS FROM ENGAGEMENT

- ? *Thoughts about culture in Prince Albert today?*
- ? *How did the MCAP perform between 2016 & 2021?*
- ? *What are your hopes and key priorities for MCAP and culture in Prince Albert over the next five years?*

4.2 Action Prioritization

To determine MCAP priorities over the next five years, the following was taken into consideration:



The action items were then sorted into four groups based on the need to maintain or renew engagement, and to maintain or improve performance. Those that require attention to improve performance have been identified as a priority.

4.1.1 Online Surveys

1. Working Group Survey
2. Community Wide Survey

2 Surveys distributed 

57 People engaged 

4.1.2 Working Group Meetings


The MCAP Working Group was presented with survey findings and **identified:**


2 Meetings held 

- The need to capture diverse voices in the community to inform priorities
- Targeted focus groups would be valuable

4.1.3 Targeted Focus Groups

- Mann Art Gallery Members and Artists
- P.A Multicultural Council, YWCA, and Newcomers
- P.A Historical Museum Membership and Board
- Youth and LGBTQ2S+
- The Business Community

5 Focus groups held 

28 People engaged 

2021

MAY

JUNE

JULY

5 MCAP REFRESH COMMUNITY VOICE – SUMMARY OF FINDINGS

The MCAP Working Group, community members, and key stakeholders contributed to the MCAP Refresh through meetings, focus group sessions, and an online survey. The key findings are summarized below.

All ten MCAP Action Areas were validated as important to the community.

More specifically, references related to Performing, Visual, and Mixed Arts, Supportive Infrastructure and Related Resources, Bridging Nations, The River and Natural Surroundings/Places, and Business, Industry, and Innovation were common. Cultural and artistic events, and venues were given as examples. Supporting infrastructure, and to an extent, the Arts are seen as a means to celebrate Prince Albert’s diversity, the river, community building, and heritage.

This is further validated in survey results when the community and Working Group members were asked to rate the relevancy of each of the respective 13 Goals. A scale of 1 to 5 was used, where 1 is not at all relevant and 5 is very relevant.

Goals 4, 5, and 2 were identified as the highest ranked goals (see table on the right). These link to the MCAP Action Areas Bridging Nations and The River and Natural Surroundings/ Places. This trend was echoed in other questions on what the word “culture” meant to the respondents, and what stood out to them over the past five years.

| MCAP Goals | Avg. Score |
|---|------------|
| Ensure that all nations, communities, newcomers, and individuals are welcomed and celebrated in the community (Goal 4) | 4.5 |
| Promote and communicate cross cultural understanding and learnings across nations, communities, newcomers, and individuals (Goal 5) | 4.5 |
| Enhance and showcase the riverfront to promote the natural elements of Prince Albert and surrounding area (Goal 2) | 4.5 |
| 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 7) | 4.4 |
| Ensure a culturally vibrant community by supporting existing volunteers and organizations and promoting new partnerships. (Goal 6) | 4.3 |
| Continue to invest in cultural initiatives and support other organizations and individuals that strive to make Prince Albert a vibrant cultural community. (Goal 11) | 4.3 |
| Utilize current amenities and park spaces as focal points of the community to provide centralized activities and events. (Goal 3) | 4.2 |
| 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. (Goal 9) | 4.2 |
| Strengthen and enhance the downtown as a major cultural and economic hub to create a culturally vibrant community. (Goal 10) | 4.2 |
| Ensure food remains accessible and affordable and encourage local food production and availability of ethnic food. (Goal 12) | 4.1 |
| Honour the past and provide a balance in this narrative of both the positives and the challenges that have occurred when sharing our story. (Goal 1) | 4.1 |
| Ensure cultural aspects are considered in infrastructure and related resource development. (Goal 13) | 4.0 |
| 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 8) | 4.0 |

- **Support for existing and new cultural events and gatherings**

- o Many shared examples of existing events such as Winter Festival, Tapastrama, dance, art walks, art shows, powwows, Culture Days, and National Indigenous Peoples' Day.
- o A need for additional cultural events and gatherings to bring together many cultures to celebrate and provide opportunities for cross-cultural understanding was also identified.
- o The need for on-going support, funding, and promotion of existing and new events was highlighted.

- There is a need for **safe cultural spaces** across the community. This includes spaces to practice and celebrate different cultures, and to gather to share and learn

- o Venues such as EA Rawlinson Centre for the Arts, Prince Albert Arts Centre, the Mann Art Gallery, the Museum, Exhibition Grounds, and the Farmers' Market were mentioned as important cultural facilities and amenities in the community.
- o There was also identification of the need for new cultural venues in Prince Albert: an Indigenous Cultural Centre; a Multi-Cultural Centre; and a youth specific centre.

- Prince Albert's **diversity and heritage** was highlighted when thinking about Prince Albert's culture

- o Many referenced the multi-cultural make-up of the community and specifically mentioned the Indigenous, Francophone, and newcomer populations. More inclusion and partnerships with these cultures was supported.

- It is important for **culture to be incorporated into all aspects of the community**

- o This includes consideration for providing opportunities to come together to identify and remove barriers in the community, providing basic needs, and addressing social challenges such as homelessness.
- o It was shared that accessibility and transportation barriers limit access to community amenities and events and should be addressed.

"Cultural activities give 'heart' and build heart in our city."



"A lot of people have not been in the downtown in years... ...Partnering with other people who will use the area to showcase varying art shows and entertainment and so on. **Downtowns are built on having people.**"

Focus Group and Survey Quotes



MCAP Refresh Addendum 2021

"Investing in arts plays huge benefits in the social development and futures of our children. It supports healthy living across all ages and stages of our population."

- **Partnerships can be further enhanced in the community to support arts and culture**

- o Examples of where partnerships can be strengthened were provided and include educational institutions, orders of government, funders, and the business community.
- o Specific to the business community, partnerships with the Chamber of Commerce and the Prince Albert Regional Economic Development Authority were identified as opportunities that have not been developed to their full potential.

- **Continued improvements in the downtown and on the riverfront**

- o MCAP implementation efforts and improvements to the downtown and on the riverfront were recognized. This includes past initiatives such as interpretive signs and upgrades to the bandstand. Continuous improvements to the riverfront to make it a safe, clean, beautiful, gathering place was identified as a priority.
- o Partnerships with the downtown businesses will help to create safe spaces and employment opportunities for all backgrounds, ages, and abilities. Participants suggested this will attract more people to the downtown and riverbank.

- **Impacts of COVID-19 on culture in Prince Albert**

- o The public health orders restricted the ability for people to gather and resulted in the cancelation of events and activities, and transition to online.
- o While there were impacts on the arts and cultural sector, many shared about the adaptability and resilience of the community and excitement to come back together again in-person through events and gatherings to celebrate culture.

- **Acknowledgment of the importance of the MCAP and its associated efforts and initiatives to-date and the continued need for City support and funding**

- o Those who heard or knew of the MCAP considered it an important document that has strengthened the cultural community in Prince Albert.
- o Community-based organizations have found MCAP helpful in delivering programs and activities, reducing duplication of services and programs through coordination, and enhancing partnerships.
- o The Arts and Cultural Coordinator position was identified as integral to this success along with the City of Prince Albert's financial and human resources support.
- o Participants agreed resources for MCAP must continue into the future and there is opportunity for growth in this area. This will help organizations leverage other funding opportunities to provide programming, events, and initiatives and ensure they continue in the future.

“It is just having the City invested. If we didn't have this, many of these projects would not happen. **The MCAP investment is something that we need to grow and strengthen.** It is definitely something that we need to continue.”



6

ACTION PRIORITIZATION OVER THE NEXT FIVE YEARS

The Refresh process, as outlined in Section 4: Municipal Cultural Action Plan Refresh Approach, was used to identify MCAP priorities to focus on over the next five years. Areas experiencing higher performance need to be maintained, while areas experiencing low performance need to be strengthened and elevated over the next five years. Engagement through the surveys and focus groups was also taken into account in assigning priority Actions for each Action Area.

All Action Areas established in the 2016 MCAP remain relevant to Prince Albert's cultural development, as demonstrated through both the focus group and survey engagements. Action Areas and associated actions requiring additional attention over the next five years are summarized in the tables below along with the following details identified for each Action:

- **Measures of success (indicators)** are tools or instruments for evaluation used to measure desired performance levels in a sustained and objective way. Indicators describe what needs to be measured to describe desired performance or success.¹
- **Potential lead organizations and partners** are suggested as primary responsible groups to work with to pursue each Action.

The City of Prince Albert Administration together with the MCAP Working Group and through on-going feedback from the community will use this Refresh Addendum to create operational work plans and related budgets, further identifying additional metrics, partners, and timeframes to accomplish the actions.

¹ Canadian Urban Institute. *Municipal Cultural Planning Indicators and Performance Measures. Guidebook. 2011.*
<https://canurb.org/wp-content/uploads/CUIPublications.MunicipalCulturalPlanning.pdf>

Supportive Infrastructure and Related Resources

PARTNERS/LEADS

- CoPA
- Planning & Dev't
- PADBD
- Public Works
- Community Services
- Private Sector
- Police

Action 10.1

Focus on opportunities to improve infrastructure in the Downtown Riverfront area to create a vibrant cultural hub.

How will we know if we're successful? (Indicators)



Municipal expenditure on infrastructure downtown and along the riverfront



Positive community feedback on downtown cultural infrastructure



Downtown event space is well utilized



Downtown is safe from crime



Available downtown event venue space



Policy that removes barriers to having flexible sidewalk cafes and patios

Action 10.2

Improve transportation networks that include multi-modal options such as walking and cycling (balance and access).

How will we know if we're successful? (Indicators)



Quality and maintenance of trails and multi-modal transportation networks



Length of trail and multi-modal transportation network



People using active transportation (bike, walking trails)

- CoPA
- Public Works
- Community Services
- Planning & Dev't
- Rotary Club
- Minor Sport/Rec
- Community Associations

Supportive Infrastructure and Related Resources

PARTNERS/ LEADS

- CoPA
- Planning & Dev't
- Public Works
- Community Services
- Tourism
- Community
- PAAB
- CBOs
- Public Arts
- Service Clubs
- Planning District
- PAUIC
- CBYF PA

Action 10.4

Create a cultural corridor (2nd Avenue West, Highway 2) showcasing multiculturalism.

How will we know if we're successful? (Indicators)



Presence of cultural amenities, industries, services, events, and activities in the corridor



Municipal operating and grant expenditures on cultural corridor activities and infrastructure



Extent of multicultural signage in the corridor

Action 10.5

Explore creative design for new infrastructure projects where appropriate.

How will we know if we're successful? (Indicators)



Creation of artistically customized infrastructure design projects



Infrastructure design partnerships with local artists and groups

- CoPA
- Planning & Dev't
- Community Services
- Public Works
- PADBID
- Fire
- Police

**PARTNERS/
LEADS**

- CoPA
- PAGC
- PAUIC
- Police
- Fire
- Community
- CBOs
- RCMP
- Correctional Services
- Educational and Social Institutions and Agencies
- Community Services
- Tourism
- CBYF PA

- CoPA
- Community
- CBOs
- Educational, Health, and Social Agencies
- Tourism
- Sports and Recreation

Action 3.2

Promote the community's unique sense of place, including our cultural make-up and identity.


How will we know if we're successful? (Indicators)

| | |
|---|---|
|  <p>Anti-racism and discrimination programming, training, and education</p> |  <p>Activities, events, and programs that focus on relationship building and cross-cultural understanding (e.g. Culture Days, Powwows, other)</p> |
|  <p>Municipal funding for organizations promoting cross-cultural understanding</p> |  <p>Positive public feedback regarding PA's cultural make-up, and identity</p> |

Action 3.4

Ensure newcomers are welcomed into the community.

How will we know if we're successful? (Indicators)

| | | |
|--|--|--|
|  <p>Programs, activities, and amenities for newcomers</p> |  <p>Newcomers served by supporting programs, activities, and amenities</p> |  <p>Multilingual program and service information availability</p> |
|--|--|--|

**PARTNERS/
LEADS**

- CoPA
- Community
- PAGC
- Métis Region/Local
- PAUIC
- FSIN
- CBOs
- Faith-Based Organizations
- Educational, Health, and Social Agencies
- Police
- Community Services
- Planning & Dev't

Action 3.5

Acknowledge and honour the process and outcomes of the Truth and Reconciliation Commission of Canada (TRC).

How will we know if we're successful? (Indicators)



Municipal support for initiatives related to the Calls to Action



TRC memorials established, specifically downtown



Community engaged with TRC



Victim services specific to Indigenous people are offered



Municipal partnerships and relationships with Indigenous organizations

River and Natural Surroundings/ Places

PARTNERS/ LEADS

- Community Services
- Planning & Dev't
- Public Works
- Community
- PADBID
- Historical Society
- CBOs
- Tourism
- PAUIC
- PAGC
- Métis Region/Local
- Police
- Fire

Action 2.1

Promote the riverfront as a cultural focal point that can host community-wide events and activities.

How will we know if we're successful? (Indicators)



Events and activities hosted on the riverfront



Clean riverfront image



Attendance at riverfront events and activities



Expand riverfront connectivity



Improved visibility along the riverfront



Increased safety along riverfront

River and Natural Surroundings/ Places

PARTNERS/ LEADS

- CoPA
- Planning & Dev't
- Public Works
- Community
- PADBID
- CBOs
- PAAB

Action 2.2

Explore creative and 'out-of-the box' opportunities to showcase the riverfront.

How will we know if we're successful? (Indicators)



Recreational and active transportation river crossings



Availability and use of event space along the riverfront

Action 2.4

Complete Rotary Trail system to link to Little Red River Park.

How will we know if we're successful? (Indicators)



Land acquired to complete the trail network and connections



Connection established between Rotary Trail, the Little Red River Park, and the City



Rotary Trail is completed and maintained

- CoPA
- Planning & Dev't
- Community Services
- Private Sector

**River and
Natural
Surroundings/
Places**

**PARTNERS/
LEADS**

- CoPA
- Planning & Dev't
- Community Services
- Public Works
- PAUIC
- Métis Region/Local
- PAGC
- Multicultural Council
- CBOs
- PAAB
- Police
- Fire
- Regional Partners

Action 2.5

Focus attention on Little Red River Park as a cultural asset.

How will we know if we're successful? (Indicators)



Park attendance



Cultural activities, initiatives,
and events at Little Red
River Park



Municipal support for
programming and activities at
Little Red River Park



Increased safety at Little
Red River Park



New infrastructure installed

**Community
Volunteering
and
Networking**

**PARTNERS/
LEADS**

- CoPA
- Community Services
- Planning & Dev't
- MCAP Working Group
- PADBID
- CBOs

- CoPA
- Community Services
- CBOs
- School Divisions
- Tourism

Action 4.3

Link cultural planning initiatives with other community programs and policies.

How will we know if we're successful? (Indicators)



New programs and policies consistent with MCAP goals



Collaboration on MCAP and culture facilitated by the MCAP Working Group

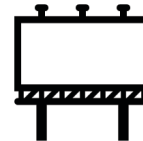
Action 4.4

Maintain and increase participation in new and existing all-inclusive events.

How will we know if we're successful? (Indicators)



Number of all-inclusive events



Promotional materials related to events



Municipal investment in events through MCAP



Increased participation in all-inclusive events

**PARTNERS/
LEADS**

- CoPA
- Community Services
- Corporate Services
- Health Authority
- Educational Institutions
- Community Associations
- CBOs
- Police
- Faith-Based Organizations

Action 4.5

Celebrate the strong volunteer community.

How will we know if we're successful? (Indicators)



Volunteer participation
in community cultural
organizations



Increase of listings in
volunteer database

**Performing,
Visual, and
Mixed Arts**

**PARTNERS/
LEADS**

- ACC
- Community Services
- MCAP Working Group
- Tourism
- School Boards
- PAGC
- CoPA
- Community
- Educational Institutions
- CBOs
- PAAB
- Mann Art Gallery

Action 7.2

Promote the arts through awareness raising events and initiatives.

How will we know if we're successful? (Indicators)



Municipal support for arts and cultural events



Artwork displayed at supported facilities



City of PA Arts and Cultural Coordinator position is maintained



Supports, programming, and initiatives for artists



Engagement and partnerships with artists



Increase in arts events promotion and awareness

**Performing,
Visual, and
Mixed Arts**

**PARTNERS/
LEADS**

- ACC
- Community Services
- CoPA
- Tourism
- CBOs
- PAUC

Action 7.4

Complement community festivals and activities with cultural events/ programming.

How will we know if we're successful? (Indicators)



Cultural events/programs held in conjunction with community events



Working partnerships between community-based and cultural organizations

Action 7.6

Grow and develop the arts and cultural industries, including through infrastructure improvements.

How will we know if we're successful? (Indicators)



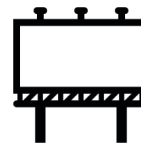
Expanded cultural programs supporting the cultural sector



Growth of the arts and culture sector



Infrastructure supports for the arts and culture sector



Promotion of the arts and culture sector

Our Heritage






**PARTNERS/
LEADS**

- CoPA
- Planning & Dev't
- Historical Society
- PAAB
- PAUC
- PAGC
- Métis Region/Local
- Community
- PADBID
- Public Works

Action 1.3

Raise Prince Albert's profile as a cultural hub through heritage preservation policy.




How will we know if we're successful? (Indicators)

| | | |
|--|--|---|
|  <p>Heritage resources are identified and preserved</p> |  <p>Named streets, parks, and civic assets reflect Prince Albert's history and cultural diversity</p> |  <p>PA has a healthy heritage sector</p> |
|  <p>Events and activities that celebrate Prince Albert's heritage</p> |  <p>Attendance at heritage venues, such as museums</p> | |

Action 1.4

Conserve heritage resources and PA's sense of place in development and redevelopment.

How will we know if we're successful? (Indicators)

| | | |
|---|---|---|
|  <p>Redevelopment initiatives that preserve heritage resources</p> |  <p>Promote private investment in heritage buildings</p> |  <p>Heritage properties are maintained in good condition</p> |
|---|---|---|

- CoPA
- Planning & Dev't
- Community Services
- PADBID
- Public Works

**PARTNERS/
LEADS**

- Community Services
- CoPA
- Tourism
- Planning & Dev't
- CBOs
- Chamber
- PADBID
- PAREDA
- Private Sector

- CoPA
- Planning & Dev't
- Chamber
- PADBID
- PAREDA
- Tourism
- Private Sector

Action 8.2

Focus on cultural investment in key areas.

How will we know if we're successful? (Indicators)



Destination Marketing Fund is maintained and grows



Available funding grants for community organizations, programs, and events



Local business sponsorship for cultural programs and activities

Action 8.3

Encourage entrepreneurship.

How will we know if we're successful? (Indicators)



New enterprises and start-ups thrive



Employment at local enterprises



New incentives for entrepreneurship



Youth entrepreneurship opportunities



Senior and Elder entrepreneurship opportunities

**PARTNERS/
LEADS**

- Tourism
- Planning & Dev't
- Community Services
- CoPA
- City Manager's Office
- CBOs
- Various Agencies

Action 8.4

Explore creative developments that add to the cultural vibrancy of Prince Albert.

How will we know if we're successful? (Indicators)



PA culture attracts increased tourism



Supports for new and non-traditional cultural initiatives

**All Ages -
Activities and
Amenities**

**PARTNERS/
LEADS**

- CoPA
- CBYF PA
- Community Services
- Planning & Dev't
- Police
- Community
- Regional Partners

Action 5.1

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

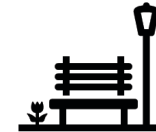
How will we know if we're successful? (Indicators)



Welcoming and safe space is available for youth programming in all neighbourhoods



Support and space for accessible multi-generational cultural activities



Space for all-ages cultural programming in the downtown riverfront

Action 5.2

Build cultural capacity in youth and strengthen their access to art, culture, and heritage.

How will we know if we're successful? (Indicators)



Increased access to cultural education programs for youth



Increased access to youth mentorship programs



Participation in after school arts programs

- CoPA
- Community Services
- CBYF PA
- Educational Institutions
- Private Sector
- PAGC

**All Ages -
Activities and
Amenities**

**PARTNERS/
LEADS**

- CoPA
- Community
- PAGC
- Métis Region/Local
- Educational Institutions
- Faith-Based Organizations
- CBYF PA
- CBOs
- Community Services

Action 5.3

Create neighbourhood cultural nodes providing programming and activities for all ages.

How will we know if we're successful? (Indicators)



Support for community-based organizations serving youth



Arts education offered in schools



Increased access to arts and cultural events and programs for seniors and Elders



Cultural programming and activities are accessible in all neighbourhoods



Cultural and recreational facilities are accessible to all ages and abilities

Action 5.4

Create new spaces and programming for young adults.

How will we know if we're successful? (Indicators)



Young adult participation in cultural programs and activities



Space for young adult programming, particularly in the downtown



Private enterprises catering to the young adult demographic

- Community Services
- ACC
- Tourism
- CBO
- CoPA
- PAUIC

Sports and Recreation




**PARTNERS/
LEADS**

- CoPA
- Sports and Recreational Organizations
- PADBID
- Community Associations

Action 6.4

Create opportunities to bring recreational programming to the core of the city.



How will we know if we're successful? (Indicators)

| | | |
|---|--|--|
|  <p>All-season, indoor and outdoor recreational space downtown</p> |  <p>Increase recreational programs in the downtown</p> |  <p>Population engaging in moderate or greater physical recreational activity</p> |
|---|--|--|

Action 6.5

Improve existing recreational amenity infrastructure.

How will we know if we're successful? (Indicators)

| | | |
|---|---|---|
|  <p>Existing recreational amenities are maintained</p> |  <p>Recreational amenity attendance</p> |  <p>All-season, outdoor recreational space</p> |
|  <p>Indoor recreational space</p> |  <p>Transportation accessibility to existing recreational amenities</p> | |

**PARTNERS/
LEADS**

- Planning & Dev't
- CBOs
- Chamber
- PADBID
- Tourism
- Community
- Private Sector

Action 9.1

Celebrate the diversity of food and food related products, services, and related amenities.

How will we know if we're successful? (Indicators)



Increase in food related services and amenities in Prince Albert



Increase in food related events



Creation of new restaurants and food amenities



The farmers' market and other food vendors are maintained and grow



Prominence of the local food economy

7 MOVING FORWARD

The City of Prince Albert has been recognized locally and provincially for its cultural planning efforts through the Municipal Cultural Action Plan. Culture in Prince Albert is about creating a place for everyone. It is through the relationship building amongst people that has resulted in successful tangible outcomes – events, artwork and installations, programming, infrastructure, and more. This was recognized and validated through this Refresh process and will continue to guide MCAP implementation for the next five years.

The funding and resources the City of Prince Albert has committed to arts and culture in the community is appreciated. Culture is something that is weaved throughout the community. As we move towards a post-pandemic world, growing this cultural investment and building on the legacy is integral.

MCAP will continue to be measured and evaluated on an annual basis over the next five years. At the ten-year mark, it is recommended that the plan be fully updated and informed by the actions measured through the MCAP evaluative framework and on-going engagement.



Photo courtesy of the Mann Art Gallery