

City of Regina – Stakeholder and Public Engagement Sessions

April 23, 2013

Leading into the main engagement sessions for identified stakeholders and the public, much work had already been done on the Cultural Plan.

Alongside extensive research into existing plans and studies at the municipal and provincial levels, there were more than 50 interviews conducted either by phone or in-person. Individuals represented a wide cross-section of interests or constituencies including Council members, arts and heritage groups, cultural institutions, creative enterprises, business groups, post-secondary institutions, community organizations, social service agencies, among others. The Plan formed a Cultural Advisory Group comprised of a diversity of community representatives reflecting Regina's Cultural Resource Framework who provided some initial guidance and input was sought from two Advisory Committees of Council; the Municipal Heritage Advisory Committee and Arts Advisory Committee.

This information all lead to the formation of 8 key Topic Themes to focus the facilitation at the stakeholder and public engagement sessions. Those topics were:

- Increase awareness of cultural resources
- Respond to the cultural aspirations of an increasingly diverse community
- Improve communication and collaboration among cultural groups
- Advance culture's role in the economy
- Strengthen and expand festivals
- Address cultural needs at the neighbourhood level
- Build a beautiful and culturally vibrant downtown
- Strengthen cultural heritage preservation and enhancement

Topic: Increase awareness of cultural resources

The cultural mapping process revealed a remarkable breadth and diversity of cultural resources in Regina. One of the most consistent messages heard in the cultural planning process to date is the lack of awareness and appreciation of these resources and of the rich cultural activities and experiences Regina has to offer to its residents as well as to visitors and tourists.

Lack of awareness undermines cultural vitality in the city in a variety of ways. Among them:

- Reduced revenue generation for cultural organizations and activities
- Fewer tourists undermining economic impacts and opportunities
- Lack of appreciation of the quality of life and diverse cultural and entertainment offerings as a magnet for attracting people and investment, among others.

Reversing this situation and realizing the benefits of greater awareness of cultural resources will require a diversity of strategies and actions, and the collaboration of range of groups in the city.

Topic: Respond to the cultural aspirations of an increasingly diverse community

Regina's cultural diversity has increased dramatically in recent years due to the influx of immigrants from all corners of the world. This diversity enriches the city's vitality and brings new perspectives on culture and heritage. For Regina to continue to evolve as a vibrant city that is competitive in attracting people, talent and investment, the cultural needs and aspiration of an increasingly diverse population must be addressed.

These needs and aspirations bring with them tremendous opportunities to enrich Regina's cultural life. However, as in all Canadian cities, increasingly diverse populations are challenging many long established cultural institutions to respond with new and different programs and activities. Many successes and achievements have already been realized demonstrating Regina's cultural sector responding to these needs. But these efforts must be broadened and deepened with new ideas and strategies.

Topic: Improve communication and collaboration among cultural groups

Regina is home to a remarkably large and diverse range of cultural organizations and activities. However, like most jurisdictions in Canada, the cultural sector suffers from fragmentation across many different categories or disciplines. Emerging messages have revealed many innovative partnerships between individual organizations, but a strong message was greater sector-wide collaboration was needed. Stronger networks and relationships have many benefits.

- Collaboration and resource sharing contribute to strong and sustainable cultural organizations
- Connections and synergies across different cultural disciplines generate new and innovative cultural programs and activities

Increasingly, Canadian cities are moving to build stronger networks and collaboration. New ideas and strategies can advance this same agenda in Regina

Topic: Advance culture's role in the economy

Culture has become a powerful driver in growing local and regional economies. A breadth and diversity of cultural resources and entertainment offerings are central to the quality of life that is a magnet for talent and investment. The creative and cultural industries are a rapidly expanding segment of the economy in Canadian cities of all sizes and circumstances. Finally, tourism that is driven by a desire to experience the culture and heritage of a place is one of the fastest growing segments of global tourism; this trend is expected to only increase with a large retiring baby boom generation more affluent and well-educated than any previous generation.. Research also confirms that these tourists tend to spend more and stay longer than many other segments of the tourism market.

In a highly competitive economic environment Regina must define strategies and actions to advance culture-supported economic development in the city.

Topic: Strengthen and expand festivals

Cultural mapping revealed a tremendously rich and diverse number of festivals in Regina. These range from smaller neighbourhood-level events and street festivals to major citywide events attracting large audiences from both inside and outside the community. These larger festivals bring with them major economic impacts and benefits to the city. The growing diversity of the city provides opportunities for new events responsive to these cultural needs and aspirations. An emerging message in the planning process is the potential to grow festivals and events in Regina by linking public space, cultural heritage assets, history and traditions.

In addition to their economic impacts, festivals are a powerful means of bringing people together to build civic pride and identity. Ideas and strategies to strengthen and expand festivals will help realize these opportunities.

Topic: Address cultural needs at the neighbourhood level

Regina is a city of unique and diverse neighbourhoods. Many have long histories and are home to some of Regina's most important built heritage resources (buildings and places). Others grew more recently but are vibrant communities with rich cultural and heritage resources and a strong sense of shared

identity. Some of Regina's neighbourhoods are facing social and economic challenges where cultural resources can be powerful sources of revitalization and renewal. Design Regina will set out plans for the development of new neighbourhoods, providing an opportunity to embed cultural resources and cultural development into these communities. The Regina Cultural Plan offers an opportunity to shape recommendations to address needs and opportunities in all these neighbourhood settings.

Topic: Build a beautiful and culturally vibrant downtown

The City of Regina recognizes the downtown area as the economic and cultural hub of the community. Many important plans and investments have been made in building a beautiful and culturally vibrant downtown that celebrates its heritage, profiles the city's extraordinary artistic and creative talent, and animates city streets with cultural events and activities. Design Regina will set out policies and plans that will have implications for the evolution of the downtown in the decades ahead. It is essential that both Design Regina and the Cultural Plan build on past successes and generate innovative ideas and recommendations to build a beautiful and culturally vibrant downtown.

Topic: Strengthen cultural heritage conservation and enhancement

Review of the city's important development themes, existing known heritage properties, and conversations with stakeholders revealed that cultural heritage is an important part of how people live in, visit, celebrate, and experience the city. Cultural heritage contributes to quality of life, recreational opportunities, tourism, and community events.

One of the most consistent messages heard to date is that the conservation of cultural heritage properties should be mainstreamed and integrated with planning and development in the city. As one interviewee explained, people respect cultural heritage, they just don't know it or there's a perception that it shouldn't be talked about. Messaging around cultural heritage conservation and how it is positioned in policy and the media may focus more on its benefits and resonance with people's daily activities, successful festivals, and sense of place.

Topic: Increase awareness of cultural resources

Current State

- There is a need to promote and celebrate Regina's wealth of cultural resources and historic places. These resources often seem to be taken for granted or undervalued.
- The strengths and national reputations of institutions such as the McKenzie Art Gallery, the Globe Theatre, and the Regina Symphony Orchestra are not fully appreciated in the community.
- There is a false perception among residents that 'there is nothing to do' culturally in Regina owing to lack of access to information.
- Sports and particularly the Saskatchewan Roughriders have a higher profile and 'hold' on the city's identity than culture.
- Tourism in general and cultural tourism in particular is weak. Greater attention and investment is needed.
- While many participants applauded City Council's support for culture, there is a need for Council members to be more vocal 'champions' of the importance of culture.
- Ultimately it is Regina's residents that play the most powerful role in promoting the city's assets (through word of mouth).

Ideas and Potential Opportunities

- Undertake more joint marketing or cross-marketing initiatives between cultural organizations. The Artisan Theatre, Artful Dodger, and Creative City Centre have taken a collaborative approach to programming and marketing that has proven highly successful.
- Every weekend there are guild-based events. These happen in 'pop up' venues in the university or in office buildings. Greater promotion of these events is needed.
- The Regina Regional Opportunities Commission (RROC) should be given more responsibility and resources to market and promote the city's cultural resources.
- There is a need to increase investment in visitor services that promote the City's cultural assets.
- Expanded cultural mapping in the city can be a powerful means of increasing awareness. To succeed, strategies and mechanism are needed for information to be continually updated by many individuals and agencies
- There is a need for a centralized and well promoted calendar of events or online portal (ideally accessible through an app on hand-held devices). To be effective, this calendar must incorporate or be well coordinated with the listing and event calendars of other agencies such as Tourism Saskatchewan. Regina Urban Ecology and BuzzFeed City were two examples of sites could be emulated.
- There must be coordinated efforts to strengthen marketing and promotion; too many messages from too many sources are counterproductive.
- Identifying a champion for the Cultural Plan and Cultural Heritage Management Strategy (this could be one or more Councillors or a prominent citizen) is needed that will also help to raise awareness of Regina's cultural resources.
- There is a need to grow a new generation of cultural leaders to advocate and promote culture in the city.
- The economic importance of culture in Regina must be better communicated. This can be a strong lever for increasing awareness.
- A strategic cultural marketing strategy is needed that identifies target audiences and identifies key messages to effectively promote cultural resources and activities.

Topic: Respond to the cultural aspirations of an increasingly diverse community

Current State

- A significant portion of Regina's rapid growth in recent years has been driven in part by the arrival of large numbers of immigrants from many parts of the world. Increased ethno-cultural and racial diversity is making Regina a more cosmopolitan city. However, this same diversity brings with it a range social and cultural challenges.
- An example cited during the consultation was tension surrounding the opening of Queer City Cinema owing to the conservative cultural values of some diverse communities.
- Leadership and education is needed to address diversity challenges in all facets of life in Regina. Change will take time and will be incremental in nature but concrete action is needed now to address these issues.
- Regina's Multicultural Council (RMC) has been working to make the city a welcoming place for newcomers for many years. Regina's public libraries were cited as playing an important role in providing common spaces for learning and engagement for new immigrants. Regina's Central Library, through collaboration with RMC, is delivering programs such as Community Connections in which newcomers can learn about the city.
- More community spaces and facilities that function as venues for engagement with diverse communities are required. These spaces must be accessible by transit due to many new arrivals not owning cars.

- The Dunlop Art Gallery housed in the Regina Public Library was cited as an accessible and inclusive space.
- The growth and success of the Mosaic Festival is another example of Regina's commitment to inclusion.
- Regina's culinary offerings are more diverse owing to the arrival of new immigrants.
- Regina's growing diversity is a challenge for many established cultural organizations having been established at a time of greater cultural homogeneity. A stronger focus on outreach programming by institutions such as the McKenzie Art Gallery and the Regina Symphony were cited as positive steps being taken to address new community needs.
- Other examples of the challenges of diversity in Regina include language barriers in the delivery of essential city services such as policing, firefighting, interventions in domestic disputes, among others. There was a call for 'an intercultural lens' on community services.
- One person called on Regina's Cultural Plan to support the city becoming a 'social laboratory' for a new model of cultural development built on diversity.

Ideas and Potential Opportunities

- The first step in addressing diversity challenges is acknowledging these challenges exist and that deliberate and concerted efforts are needed to address them.
- New festivals and events provide a strong opportunity for profiling and celebrating the city's diversity.
- More recognition of intangible cultural heritage and community stories as part of the city's cultural heritage open up opportunities to acknowledge and celebrate diversity.
- The focus should be on cultural activities that promote intercultural conversations and exchange (more than the celebration of individual diverse communities).
- Stronger collaboration among cultural institutions and organizations may be needed to develop and implement programs and strategies.
- There should be more flags in front of city hall representing the countries' origin of community members.
- There is a need to define exactly what is meant by multiculturalism in Regina and the types of investment required by the City.
- Regina is home to the Queen City Pride Festival, but greater efforts are required if the city is to become a more tolerant and inclusive community for the lesbian, gay, bisexual, and transgender (LGBT) population.
- More spaces and facilities at a neighbourhood level are needed for communication and exchange across cultures.
- Community arts activities offer opportunities to engage diverse communities where they live.
- Consideration should be given to creating a multicultural arts centre that could also serve as a community gathering space.
- There is a need to define how progress in addressing diversity in cultural development in Regina be measured?
- Continue to support and grow the Mosaic Festival.
- Explore opportunities for the Regina Multicultural Council to partner with other cultural organizations (in addition to libraries).
- Connect increased support for public art with recognizing and celebrating diversity.
- Invest in historic plaques or panels that tell important stories related to immigration and diversity.
- Investigate opportunities for established cultural institutions to act as 'incubators' for emerging cultural groups serving diverse communities.

Topic: Improve communication and collaboration among cultural groups

Current State

- One of the strongest messages heard throughout the community engagement process was the need for greater communication, coordination and collaboration among cultural groups. Organizations do not know enough about each other and are missing opportunities for cooperation that could strengthen individual organizations and the sector as a whole. Closer collaboration can also build the capacity to move larger ideas and initiatives forward that no single organization could achieve.
- One participant in the consultation process suggested there was a stronger tradition of interdisciplinary arts activities in Regina than in many other cities, including Saskatoon, opening up more opportunities for synergies in new forms of creative expression.

Ideas and Potential Opportunities

- In Regina there is a strong tradition of partnerships between individual cultural organizations (such as the collaboration between the McKenzie Arts Gallery and New Dance Horizons). What is needed is a broadening of these one-to-one partnerships into a more strategic and systematic approach to communication and collaboration across the sector.
- While collaboration between the McKenzie Art Gallery, Globe Theatre, and Regina Symphony Orchestra is not new in terms of joint marketing, there was a call for exploring greater collaboration in programming, particularly outreach programming in the community.
- There is no unifying mechanism to support sustained communication and collaboration across the cultural sector. Earlier mention was made of the call for a mechanism such as a Cultural Council or Coalition to play this role.
- Partnerships built on personal relationships between staff in different organizations are important. However, a certain level of 'institutionalization' of these partnerships is needed if they are to be sustained.
- Social media channels and on-line discussion forums were raised as means to support conversations and exchange. These conversations can also serve as a form of informal professional development particularly for younger artists or emerging organizations to benefit from the experience of more established practitioners and organizations.
- Regina's museums and galleries were singled out as having the potential to collaborate on both an operational level (such as shared storage space) and a programming level. In the context of needing to reach out to a more diverse community, collaborative community-based programming could go a significant distance to meeting a range of these needs.

Topic: Advance culture's role in the economy

Current State

- While all cultural organizations in Regina must be recognized and supported, the importance of the McKenzie Art Gallery, the Globe Theatre, and the Regina Symphony Orchestra cannot be underestimated as enduring anchor institutions.
- Increased access to arts and entertainment programming for people in their homes poses a huge challenge to active engagement in cultural activity in the city.
- There are insufficient professional development opportunities available for the cultural sector, especially as they relate to business and entrepreneurship skills.
- There is a shift in mentality needed in some cultural organizations from a 'grants culture' to a self-sufficient, more entrepreneurial attitude.

- (On the other hand) some participants consulted expressed a concern that the push toward a more market-driven mentality and 'commercially viable' cultural activity can undermine the true spirit of artistic and cultural creation.
- Regina has suffered from a fragmented 'arts versus heritage' mentality that must be overcome.
- The opening of the privately-owned and run Artisan Theatre and the Artful Dodger are positive signs of cultural entrepreneurship and good as examples of the adaptive re-use of buildings with heritage value.
- The opening of the Creative City Centre was also seen as a positive sign representing a new kind of cultural organization (providing artist studio space, performance and exhibition space, and space for emerging creative cultural enterprises).
- The majority of Regina's events are organized by volunteers. This is positive thing reflecting strong community support. However, the reliance on volunteers also makes many events (many of which the community takes for granted) vulnerable. Volunteers are becoming harder to recruit. It is especially challenging to recruit volunteers to take on leadership roles in these activities.
- The high profile of the Saskatchewan Roughriders in the city is not a negative thing per se, but large public and private investment in the franchise directly limits the capacity of the city and the private sector to support cultural organizations and programs.
- A cautionary note was expressed on public-private partnerships in cultural development (as well as other areas of government responsibility). Most partnerships are project-based. There is no substitute for operating funds provided by government. In many cases, when these partnerships fall apart, it is the public agency or organization that is left with the liability.
- The view expressed by some participants was that Regina's status as a capital city and 'government town' has undercut the emergence of small businesses and creative enterprises. However, recent developments in the private sector signal a change that invites opportunities to grow creative cultural industries.

Ideas and Potential Opportunities

- A more systematic and city-wide program is needed to help recruit and support volunteers; this would benefit many groups.
- Volunteer groups organizing activities in Wascana Park currently pay a fee to the Wascana Centre Authority for services including help in set-up, fencing, staging, garbage pickup, etc. in the park. While a necessary source of revenue for the Authority, there is an opportunity for the agency to play a role in helping build capacity and greater self-reliance in these volunteer groups.
- Regina's cultural organizations fall into three categories: 'the big three' (the McKenzie Art Gallery, Globe Theatre, and Regina Symphony Orchestra); mid-sized institutions (the Art Gallery of Regina, New Dance Studios were mentioned as examples); and small community-based groups and activities. All three require financial support from the City and opportunities for networking and collaboration must be explored.
- There is a need and demand for increased support for professional development programs such as the course in Creative Entrepreneurship offered through the Creative City Centre.
- Some events in the city need a 'reboot' to refresh them; many have been led by the same people for many years.
- There is a need for the City to broaden its perspective in terms of support and investment in the cultural sector. Continued support for not-for-profit cultural organizations is needed but the City must also invest in helping grow creative cultural enterprises that offer sources of employment for creative individuals when they leave school. The support needed is not

necessarily money but could take the form of access to publicly-owned space; facilitating networks and connections among creative enterprises, etc.

- There was a call for some kind of umbrella body – a Cultural Council or Coalition – to support networking and collaboration across the cultural sector.
- Many individuals in the cultural sector work from home. Others are challenged by the cost of office space. These individuals and groups would benefit from access to shared office space to interact and collaborate. The Centre for Social Enterprise in Toronto was cited as one example of such a space. In this vein, there was a call to identify either publicly owned or ‘dormant spaces’ across the city that should be re-thought and re-purposed to support the cultural sector. The repurposing of unoccupied or underutilized heritage buildings could also serve as shared space.

Topic: Strengthen and expand festivals

Current State

- A large part of Regina’s cultural vibrancy is tied to its festivals and events. Regina is home to a variety of well-established festivals and events, but is also a supportive environment for the growth of new events as demonstrated by the success of Fashion Week and the Cathedral Arts Festival.
- Regina’s festivals and events also contribute to a sense of pride among residents. Moreover, people are proud to support local or home grown events.
- Concern was expressed that with so many of the city’s festivals run by volunteers these events are vulnerable due to volunteer fatigue and burnout.

Ideas and Potential Opportunities

- The City plays a major role in delivering festivals (such as Mosaic). The Downtown BID also delivers festivals and activities in the downtown areas. There was a call for closer coordination of these activities.
- There was a call for greater collaboration and a rationalization of responsibilities for event delivery through a Festivals and Events Strategy (which would embrace a broader perspective than the proposed Events Strategy).
- Regina’s festivals and events contribute to a sense of pride for residents. There was the suggestion that the City develop a ‘home grown’ brand for local festivals and events.
- Festivals represent the city’s best opportunity to be more responsive to diversity. Wascana Park can also be leveraged to accommodate more culturally diverse and focused events.
- More winter festivals and winter events are needed.
- There is an opportunity for festival and event organisers to share supplies and storage space. More networking and formalized relationships are needed to strengthen events.
- Committed multi-year core funding for eligible festivals and events would support volunteer organization, increase event quality and help retain leadership.

Topic: Address cultural needs at the neighbourhood level

Current State

- Consultations revealed both celebration and serious concerns about the current state of Regina’s neighbourhoods.
- The Cathedral area has emerged in recent years as an increasingly important cultural hub with unique restaurants, galleries and a high level of cultural activity evident in activities such as the Cathedral Arts Festival.

- The opening of the Artful Dodger was seen as an enormously positive development with the potential to act as a catalyst for further cultural development in the Cathedral neighbourhood. It was also admired as a social enterprise providing cultural space and programming while also maintaining a commitment to offering employment and mentoring opportunities for disadvantaged individuals in the area.
- However, neighbourhoods such as the North Central area (the focus of the Regina Revitalization Initiative) are facing serious problems of poverty and crime. While the construction of the new stadium is an important part of the larger initiative; hope was expressed that it did not overwhelm the larger and more integrated strategy for revitalizations, including opportunities for culture-led revitalization.
- The arts (broadly defined) can serve to revitalize neighbourhoods but can also lead to gentrification that ultimately displace artists and small creative businesses due to development and increased property values. A balanced strategy is needed to realize opportunities and avoid negative long-term impacts.
- Conserving the character and identity of Regina's neighbourhoods emerged as a strong theme in discussion related to the city's cultural heritage.
- Regina's The City's Neighbourhood Planning Framework and the goal of building strong, complete communities was seen as an opportunity to embed cultural activity and opportunities as a core planning consideration.
- Albert Street was identified as an underutilized and underdeveloped area that with a focus on intensification and the development of cultural opportunities, restaurants and clusters of complementary experiences held the potential to become an important cultural corridor.
- Emphasis placed on need to develop design guidelines, which integrate heritage considerations, into land use planning strategies for older neighbourhoods.
- Zoning in older neighbourhoods does not protect the existing character of an area.
- New infill, subdivisions, and minor variance applications are perceived as not respecting the context or character of the existing neighbourhood.

Ideas and Potential Opportunities

- The City's investment in public art can support goals related to Regina as a more walkable city. Public art can be a motivator for people to get out and walk while making use of the city's considerable trail network. The underlying notion is that people need more than just opportunity; they need inspiration to be more active.
- Regina, like many large cities, is a collection of neighbourhoods. The key to making the Cultural Plan a success is effectively integrating cultural opportunities in neighbourhood centres. Neighbourhood associations should be consulted when designing new facilities or programs. These same neighbourhood associations can be key partners in strengthening cultural resources at a neighbourhood level.
- The North Central Shared Facility has the potential to support cultural activity and programs with flexible spaces to accommodate various cultural activities.
- Some stakeholders called for a concerted effort to develop unique 'brands' or distinct identities for different neighbourhoods to strengthen and reinforce residents' sense of place and to allow these neighbourhoods to market themselves as unique destinations for residents and visitors.
- There was a call to strengthen signage generally and culturally supportive signage in particular, in Regina's neighbourhoods.

- While stronger networking of cultural groups on a city-wide basis was a strong theme, there was also the suggestion that place-based networking and collaboration should also receive attention.
- Attention is needed to conserving the unique character and identity of Regina's diverse neighbourhoods.

Topic: Build a beautiful and culturally vibrant downtown

Current State

- The Downtown Neighbourhood Plan sets out a range of recommendations that will contribute to building a culturally vibrant downtown. A stronger commitment to implement these recommendations would go a long way towards realizing this goal.
- Some expressed the view that Regina still has a small town feel. While the city must work toward building a larger and denser urban core it is also important to retain this small town quality and sense of community.
- Population density in the downtown is low with fewer than 2,000 residents. The OCP must make it a priority to support increased population density as part of any strategy to build a more culturally vibrant downtown.
- The location of both of the city's universities (University of Regina and First Nations University) outside the downtown core is a huge disadvantage as they serve to draw young adults away from the downtown.
- Consultations revealed some tension between individuals who felt there should be a stronger focus on investing and growing cultural resources and activities in the downtown and those who felt equal attention should be paid neighbourhood level cultural development in a balanced city-wide approach.
- The downtown has a rich heritage and the retention of historic places will maintain its distinctive sense of place. The list of places with cultural heritage value needs to be updated.
- The adaptive re-use of buildings with heritage value should be guided by a leadership plan using tools such as incentives.
- Parking and transportation should be reviewed realizing different parking requirements are needed downtown.
- Additions and new construction should be guided by architectural controls.

Ideas and Potential Opportunities

- The Regina Downtown Business Improvement District (BID) would like to implement a wayfinding system but greater support on the part of the City is needed to move this agenda forward.
- There was a strong call for greater emphasis on quality architecture and urban design, including the establishment of a Design Review Panel. Design standards should incorporate signage requirements, which are current lacking.
- An enlarged urban core and expanded definition of the downtown will depend on implementing more flexible zoning throughout the area
- When mixed-use zoning is applied to certain areas, priority must be given to street level retail developments with residential use on or above the second floor.
- More functional linkages and pedestrian friendly walkways are required between the downtown and the rest of the city's notable cultural areas including, Wascana Park and Evraz Place (home to the Brant Centre).

- Expansion plans for the University of Regina represent a large opportunity for the city. There was a call for taking advantage of synergies with development plans, especially on College Avenue.
- Development of the railway lands would enable better connections between the Warehouse District and downtown. This would broaden the footprint of the downtown and enhance the development potential for these adjoining areas. A larger vision of the downtown will also support the growth of cultural activities and enterprises.
- Efforts to connect the downtown to surrounding neighbourhoods should include the culturally vibrant Cathedral neighbourhood and the Warehouse District. One individual raised the potential of establishing a cultural corridor connecting the three areas.
- Further development of the Warehouse District requires appropriate zoning to enhance residential density. This can in part be achieved through live-work spaces for artists and creative enterprises. Other opportunities identified for realizing the potential of the area included a focus on festival development, appropriate design guidelines and built heritage conservation effort, the development of incubators, increased investment in public art, promotion of community cultural activities, instituting activities such as artists' crawls, among others.
- The City has a Public Art Policy but the Policy has not received the attention and investment it requires especially in the downtown.
- Greater attention is needed to interpreting the city's rich and diverse history through public art and historical plaques.

Topic: Strengthen cultural heritage conservation and enhancement

The Cultural Heritage Management Strategy (CHMS) forms an integral part of the Cultural Plan. It also generates cultural heritage policy recommendations for Design Regina (the City's new Official Community Plan). A more detailed summary of consultation and engagement undertaken for the CHMS is provided in the final report. Many issues addressed in that report deal with specific policies and technical issues related to the protection of cultural heritage properties. In this section, the focus is on more strategic issues and needs related to preserving and enhancing cultural heritage in Regina.

Current State

- Regina's quality of life is heavily influenced by its heritage assets. Wascana Centre, the Legislature and surrounding grounds, accessible events and festivals held at Victoria Park, networks of parks, and historic landscaping treatments in the public realm, such as boulevards planted with Elms, have been identified as 'defining' and important places in the City.
- The City of Regina retains a wide range of cultural heritage resources that establish a sense of place, community, and continuity with its past. The City's heritage is communicated through individual buildings, streetscapes, building complexes, green spaces and designed landscapes, and historic neighbourhoods.
- There is a need to promote a wider vision of the city's cultural resources that extends beyond built heritage to include the city's rich intangible heritage.
- Regina's cultural heritage also includes the important collections held by the city's museums.
- Oral history was identified as an important source of information regarding the City's history and heritage resources. Programs dedicated to recording and documenting oral history were identified as important tools to enrich understanding of cultural heritage, in particular of the city's intangible heritage.

- The city is not thinking about preserving “new history” with its primary focus on preserving turn of the century sites. This speaks to the lack of an evolutionary model of history telling and historic conservation.
- At present, there are few opportunities to showcase or interpret excavated archaeological resources. This leads to poor knowledge or understanding of the city’s ‘below ground’ heritage.
- Demolition by neglect of heritage property is a serious and on-going issue.
- Fuller and stronger integration of heritage conservation with the land use planning system in Regina is needed, drawing on best practices from other cities.
- Open spaces and parks are important defining features of the City and should be considered heritage resources in their own right.
- The retention of historic places creates a distinctive sense of place. Understand the value of heritage and its contribution to quality of life. The list of places with cultural heritage value needs to be updated.
- The adaptive re-use of buildings with heritage value should be supported by incentives.
- Give consideration to sense of place in naming of streets, etc.
- Explore connections with regional heritage and how it is celebrated (e.g. Agribition)

Ideas and Potential Opportunities

- There should be active promotion of larger definitions of cultural heritage that include but extend beyond built form, such as landscapes, intangible heritage, and archaeological resources.
- There is an opportunity to encourage and support events and festivities linking heritage assets, local history and traditions, tourism, and the culture sector. Historic walking tours aligned with annual events such as the Cathedral Arts Festival or the Regina Folk Festival is one kind of opportunity. Such activities can help raise awareness and engage the public regarding the importance of preserving cultural heritage resources and positioning the city’s cultural resources as part of broader tourism, economic and cultural development opportunities.
- Existing understanding of the city’s cultural heritage should be broadened to include its modern heritage including Regina’s history of attracting immigrants during the early twentieth-century, the important history of the post-war period as well as more recent decades. The underlying idea is that the City should not constrain its view of heritage to only those things that are old.
- Definitions for heritage for purposes of public education, as well as formal City policies should be expanded to recognize this idea.
- A Design Review Panel is needed with appropriate professionals as members. The panel should be required to undertake technical studies and improvements on heritage resources; this will result in stronger protection of cultural heritage resources.
- In response to the challenge of demolition by neglect, property maintenance and property standards bylaws should be investigated to identify effective procedures and tools.
- Financial and zoning incentives are critical components for a successful built heritage conservation program.
- There is a need to explore opportunities for greater collaboration among the city’s museums through joint programs.
- Programs are needed to support planning and investment in memorials, statues, sculptures, plaques and other commemorative materials that help communicate and interpret Regina’s history and heritage.
- Regina’s museums do not play an active role on the Municipal Heritage Advisory Committee. There is a need to address this shortcoming by including representation from local museums.

- The Warehouse District was identified as an area with tremendous character closely connected with its heritage resources. It is also an area positioned to experience redevelopment pressure. Zoning and bylaw provisions for this area were identified as critical tools to manage the growth of this neighbourhood.
- There is a need to profile successful adaptive re-use projects and broaden definitions of 'heritage' as part of an on-going strategy to 'mainstream' heritage asset management.
- Encourage community groups to develop websites related to cultural heritage.

***Defining the City's Role and Strengthening Partnerships**

Current State

- There were many compliments paid to the strong leadership role being played by the City in support of cultural development. An important dimension of the City's overall role in cultural development is its commitment to conserving Regina's rich cultural heritage.
- Nevertheless, it was acknowledged that success in implementing the Cultural Plan will depend on the City forging strong partnerships with cultural, business and community groups. The Cultural Plan must establish a shared vision and recommendations that support these partnerships.
- The City of Regina is not in this alone. The provincial and federal government each has a vested interest in strengthening culture in Regina. The City participates in a funders' tri-level process involving the City of Saskatoon and provincial and federal funding agencies.
- While the Cultural Development Coordinator and staff were applauded for their work, staff in other departments must be involved to move the cultural agenda forward. The cross-departmental teams engaged in the development of the OCP have strengthened cross-departmental understanding of the city's cultural development opportunities.
- There was a call for a more explicit definition of the City's role – what it does but, equally importantly, what it does not do and that might better be left to other agencies or players.

Ideas and Potential Opportunities

- There was a call for the City to play a stronger facilitating role without relinquishing important roles in funding and delivering programs.
- The mapping of roles, responsibilities, and the formalization of some partnerships could help clarify the 'black box' of cultural planning and governance in Regina
- At present, there is no mechanism to support sustained dialogue and collaboration between the City and business and community partners. Some participants in the engagement process expressed interest in examining the potential for a cross-sectorial leadership group to support ongoing collaboration.
- A closer alignment and coordination of the City's responsibilities in cultural development and the conservation of the city's rich and diverse cultural heritage was called for by some participants in the engagement process.
- The City should explore opportunities to leverage the recently announced Creative Saskatchewan to support initiatives in the city.