

Strategic Visioning Report 2015



Standard Trust Building – Demolished 1976, catalyst for the formation of the

Saskatoon Heritage Society



“The greenest building is the one already built.” – Carl Elefante¹

“Cities need old buildings so badly it is probably impossible for vigorous streets and districts to grow without them.” – Jane Jacobs²

“In the end, our society will be defined not only by what we create, but by what we refuse to destroy.” – John Sawhill³, former president and CEO of The Nature Conservancy

“The importance of intangible cultural heritage is not the cultural manifestation itself but rather the wealth of knowledge and skills that is transmitted through it from one generation to the next.” – UNESCO⁴

¹ L. R. (n.d.). Reuse of Historic Buildings to Address Climate Change. Retrieved from <http://www.aia.org/akr/Resources/Documents/AIAP072833>

² Jacobs, J. (1961). *The Death and Life of Great American Cities*.

³ LaGro, J. A. (2008). *Site Analysis: A Contextual Approach to Sustainable Land Planning and Site Design*.

⁴ Intangible Cultural Heritage. (n.d.). Retrieved from <http://www.unesco.org/culture/ich/en/what-is-intangible-heritage-00003>



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Sutherland streetcar after 1927 blizzard (Saskatoon Public Library Local History Room PH-96-25-4)





I. Introduction

1.1 Background

The Saskatoon Heritage Society (SHS) was founded in 1976 following public concern over the demolition of the Standard Trust Building that once stood at the corner of 22nd Street and 3rd Avenue, adjacent to the present day Sturdy Stone Centre. As a registered charitable non-profit organization, the SHS is dedicated to the preservation of buildings, neighbourhoods, and sites in Saskatoon which are of historical and of aesthetic value. SHS does so through various advocacy and education initiatives and a collective passion for Saskatoon's heritage.

In July of 2015, the SHS hired Devon Hanofski, a Regional & Urban Planning student at the University of Saskatchewan, to create a new strategic plan for the organization. Led under the supervision of Board member Lenore Swystun, through her firm Prairie Wild Consulting Co., the report is designed to guide the SHS through the next ten years.



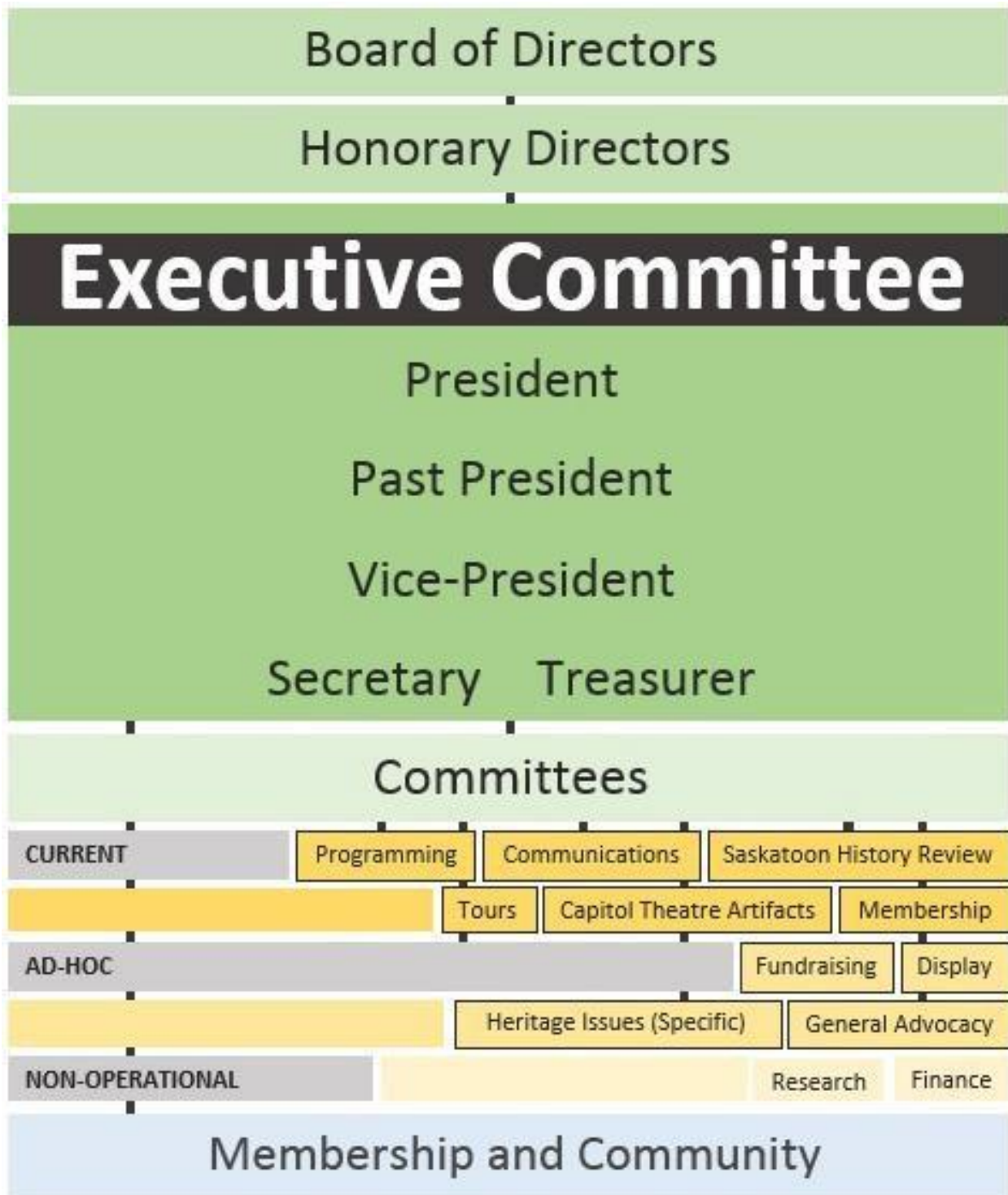
Saskatoon Sanatorium pictured in 1932 (Saskatoon Public Library Local History Room LH-2607)

1.2 Organization

The SHS is governed in a form common to non-profit organizations. Leading the organization, the Executive Committee features a Past-President, President, Vice-President, Secretary, and Treasurer. The Board consists of up to an additional twelve elected Directors if all positions are occupied. The Executive may fill any vacancies that occur on the committee and establish such sub-committees as they see fit. There are currently two vacant positions on the Board, as well as a vacant Vice-President. There are



currently twelve committees, four are ad-hoc and two are non-operational at this time as reflected in the following diagram.



Committees

Current

Programming

- Makes arrangements for Annual General Meeting (AGM)
- Makes arrangements for President's New Year's Levee
- Organized other programs for members

Communications

- Compiles content for and publishes our newsletter, *Heritage Connections* 3- 4 times a year
- Distributes *Heritage Connections*
- Updates and maintains our website: www.saskatoonheritage.ca

Saskatoon History Review

- Discusses content with the editor; proofreads
- Prepares publication budget
- Distributes the magazine
- Arranges for promotion

Tours

- Arranges and provides walking tours
- Collaborates with *Jane's Walks* tours

Capitol Theatre Artifacts

- Works with co-owners to find a suitable home for the artifacts
- Writes contracts for businesses interested in leasing the artifacts

Membership

- Responsible for maintaining membership database
- Responsible for receiving membership applications
- Notifies members if they are in arrears

Ad-Hoc

Fundraising

- General fundraising arrangements (venue and menu)
- Arranges for speaker
- Prints tickets



- Solicits Silent auction items
- Promotes event

Display

- Provides display for Heritage Fair
- Arranges staffing for the display

Heritage Issues (Specific)

- Advocates for specific issues

General Advocacy

- Writes “Letters to the Editor” and to City Council
- Research sites in jeopardy
- Meets with City of Saskatoon personnel
- Liaises with MHAC
- Presents briefs to City Committees (MHAC and Planning department)
- Lobbies Council members

Non-Operational

Research

- Provides background information for heritage advocacy work

Finance

- Provides forum for budget discussions related to the Society and the *Saskatoon History Review*
- Discuss investments
- Prepares charitable return

The responsibilities of this Committee have been now been taken over by the Treasurer.

1.3 Purpose of the Report

The purpose of this Report is to chart a renewed direction for the SHS by creating a clear vision going into our 40th year as an organization; a direction that is complimentary to the current efforts in local heritage. This is done first by focusing on the rationale and meaning behind the organization. In doing so, the following Report offers itself as a guide in creating a diverse, multi-faceted, fresh, and exciting set of strategies that will help foster proactive preservation and continued success in partnerships, education, and advocacy over the next ten years as they align with the vision, values, mission, and mandate of the SHS.





II. Planning Process

The SHS Strategic Planning process was conducted over the fall of 2015, including comprehensive best practice research, review of SHS documents, strategic planning facilitation, and individual interviews with the Board members, as well as stakeholders in the local heritage community.

The initial facilitation took place on July 16th, 2015, as a means of establishing a participatory learning process with the objective of engaging the Board in a number of exercises. This was done to build inspiration and excitement within the SHS Board by sharing thought provoking information, experiences, materials, and giving the opportunity to identify and share best practices. Through the collaborative facilitation process, the Board was able to envision the future of the organization, connect, build capacity, and develop a positive group spirit.

Following the facilitation, eleven individual interviews were conducted with members of the Board to expand on what was learned through the facilitation. Heritage stakeholders were also asked to participate, with six individual interviews taking place as an effort to understand the organization from an outside perspective. Stakeholders included City Council members Charlie Clark and Pat Lorje, representatives from the Western Development museum, Meewasin Valley Authority, Riversdale Improvement District, Broadway Business Improvement District, The Partnership (Downtown Business Improvement District), as well as the City of Saskatoon's Heritage Coordinator, Catherine Kambeitz.

Following the interviews, heritage based organizations throughout Canada and the United States were reviewed and analyzed in an effort to understand the practices that account for their individual successes. Although practices vary between organizations, the understanding gained from the vast knowledge of these organizations are critical in the further understanding of the Saskatoon Heritage Society currently and heading into the future.

The following diagram is a visualization of the process:





III. Values, Mission, Mandate and Vision

3.1 Organizational Values

The following values stem from the SHS Strategic Planning Session and interviews. Prior to this Plan, the SHS has not had a set of values to accompany and guide the Vision, Mission, and Mandate. The organizational values are *guiding principles* that can be reviewed and expanded as the organization continues to grow, ensuring values that represent the organization will guide future decision-making.

- Accessibility – We believe in education and programming that is available to everyone.
- Collaboration – We value the trust gained through collaboration and partnerships.
- Recognition of Identity – We believe our heritage forms a key part of Saskatoon's identity.
- Connectivity – We recognize the diverse connections among tangible, intangible, and archival heritage.
- Excitement – We recognize the need to promote fun and excitement.
- Knowledge – We recognize the value of education and programming.



3.2 Mandate

The following mandate was derived from the SHS Strategic Planning Session and interviews. The mandate is a living statement that can be reviewed, revised, and altered as the organization sees fit, but much like the established organizational values, the mandate is important in the guidance of future decision-making and is an outline of the SHS's *fundamental responsibility as an organization*.

The Saskatoon Heritage Society's mandate is to provide an independent voice for the preservation of Saskatoon's heritage. The Society achieves this by:

- Encouraging an appreciation and understanding of our historic places and cultural heritage;
- Raising awareness of and advocating for Saskatoon's heritage;
- Promoting the understanding and advancement of best practices in heritage preservation;
- Providing a platform for the gathering and sharing of knowledge;
- Recognizing excellence in local heritage preservation, and;
- Providing opportunities for the community to learn and participate.



Businesses on 19th Street East between 1st and 2nd Avenues, 1925 (Saskatoon Public Library Local History Room LH-4148)



3.3 Mission

The following mission was derived from the SHS Strategic Planning Session and interviews. The mission is like the mandate and is a living statement that can also be reviewed and revised to reflect the organization. As stated with the organizational values and mandate, the mission is important in the guidance of future decision-making and outlines *what will be accomplished through the mandate*.

The Saskatoon Heritage Society's mission is to advocate, support, and inspire Saskatoon to become a model for heritage preservation by:

- Facilitating organizational collaboration;
- Sharing research, tools, resources and knowledge;
- Offering innovative and unique approaches, and;
- Creating pride and excitement within our community.

3.4 Vision

The following vision was established from the SHS Strategic Planning Session and interviews. The vision statement is meant to reflect the vision of the organization and is therefore able to change as the organization grows and evolves. As stated with the organizational values, mandate, and mission, the vision is important in the guidance of future decision-making and states what is viewed as *the intended outcome of accomplishing the mission*.

Our Vision is a Saskatoon that is informed and passionate about our heritage: where our unique identity is valued, our historic places and architectural landmarks treasured and our history and stories celebrated.





IV. Strategic Priority Areas: Objectives and Suggestions

As a result, from consultation with the SHS Board and other research undertaken for this report, the following eight strategic priorities have been identified as the most significant in moving forward to achieve the mission, mandate, and vision aforementioned.

Strategic Priority 4.1: Define What Heritage Means to the SHS

The definition of heritage that resulted from the SHS Strategic Planning Session and the individual interviews that followed varied. Likewise, the importance of tangible, intangible, and archival heritage, also varied. The following goals and objectives are intended to clarify what heritage means to the SHS in its three external forms; tangible, intangible, and archival. Defining what heritage means to the SHS will guide what the organization means in the context of Saskatoon's heritage.

Strategic Goal 4.1.1: Clarify the scope of the organization's focus.

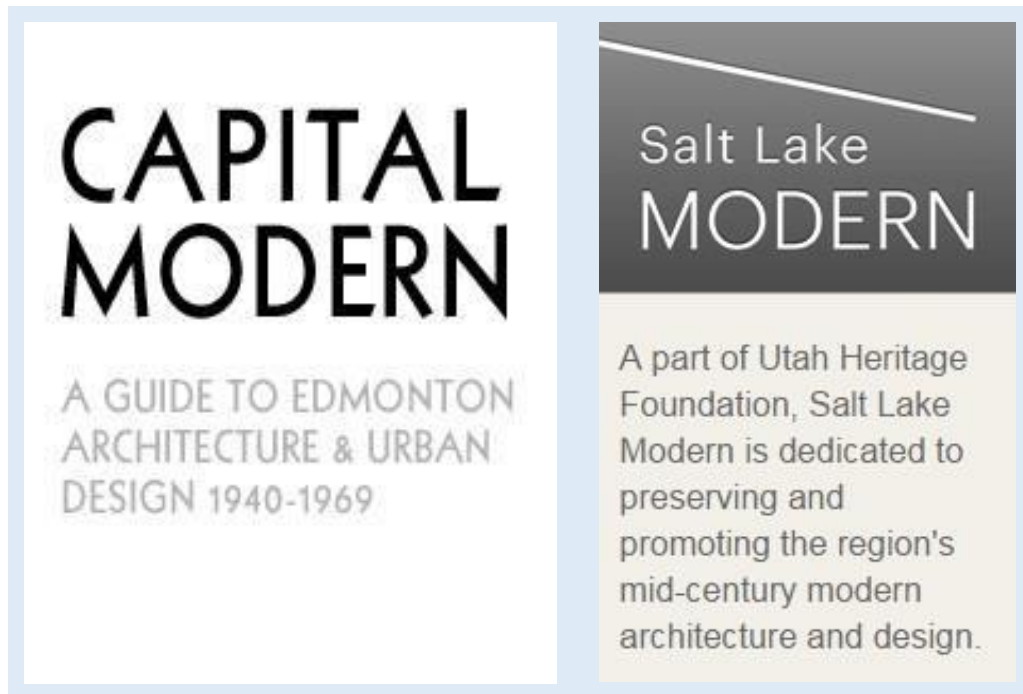
- **Objective 4.1.1 - A:** Clarify the organization's definition of heritage to compliment the mission, mandate, and vision of the organization. This will provide a greater understanding of the direction and actions necessary to reach the organization's goals.

Canada's Historic Places definition of *Heritage Value* is a great example of an all-encompassing heritage definition; *the aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present and future generations. The heritage value of a historic place is embodied in its character-defining materials, forms, location, spatial configurations, uses and cultural associations or meanings.* Adopting this definition will broaden the scope of the organization's focus to include the intangible stories connected to heritage, having the ability to widen the organization's audience, increasing our membership, and ensuring sustainable funding.



- **Objective 4.1.1 - B:** Clarify what tangible heritage means to the SHS.

Suggestion: Include mid-century modern architecture and design within the organization's programming and initiatives to help in widening the focus and audience of the SHS.



<http://capitalmodernedmonton.com/>

<http://www.slmodern.org/>

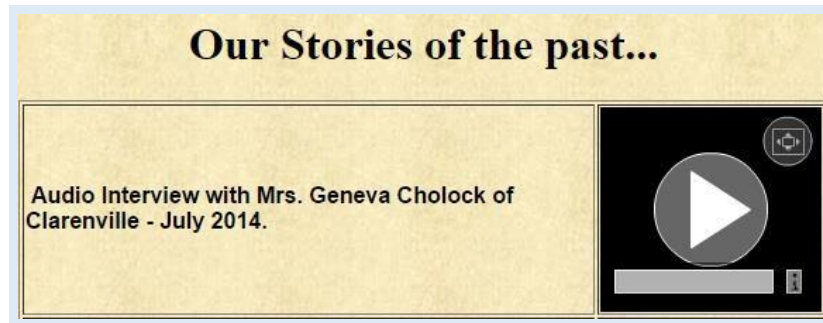
Capital Modern: Edmonton Heritage Council has created a website focusing on the city's mid-century architecture and design. The website, which features essays on the subject, was created to compliment a publication to the exhibition of the same name held at the Art Gallery of Alberta in 2007. This acts as a platform for educating and showcasing the city's mid-century modern heritage.

Salt Lake Modern: Much like Capital Modern, Salt Lake Modern is part of the Utah Heritage Foundation and is dedicated to preserving and promoting the region's mid-century modern architecture and design by offering various information and resources to the public.

- **Objective 4.1.1 - C:** Clarify what intangible heritage means to the SHS.

Suggestion: Create a public call for stories related to Saskatoon's heritage. These can be recorded, archived, and accessed on our website as part of a virtual museum. This allows for our audience to enjoy heritage from home, as well as offering another way to engage our audience.





<http://www.clarenvilleheritage.ca/media.html>

Clarenville *Stories of Our Past* (pictured): The Clarenville Heritage Society offers audio recordings of stories from local community members through their website, offering a unique view of the small Newfoundland town's history.

Oklahoma Historical Society (OHS): The OHS contains various recordings including radio broadcasts, music, political speeches, and a wide variety of First Nations and Folklore recordings within their collections. The OHS is in the process of digitizing their audio collections to facilitate both preservation and access.

- **Objective 4.1.1 - D:** Clarify what archival heritage means to the SHS.

Suggestion: Create an online virtual archival museum containing images of buildings, artifacts, and stories, accepting donations from the public to build upon. This will allow for our audience to enjoy heritage from home much like audio, again offering another way to engage our audience.

Carbonear Heritage Society: Carbonear, Newfoundland's local heritage society has exhibited two past virtual museum exhibits focusing on military history; the *A Mother's War* and *Air Cadet* Exhibits. Both exhibits are in partnership with the Virtual Museum of Canada.

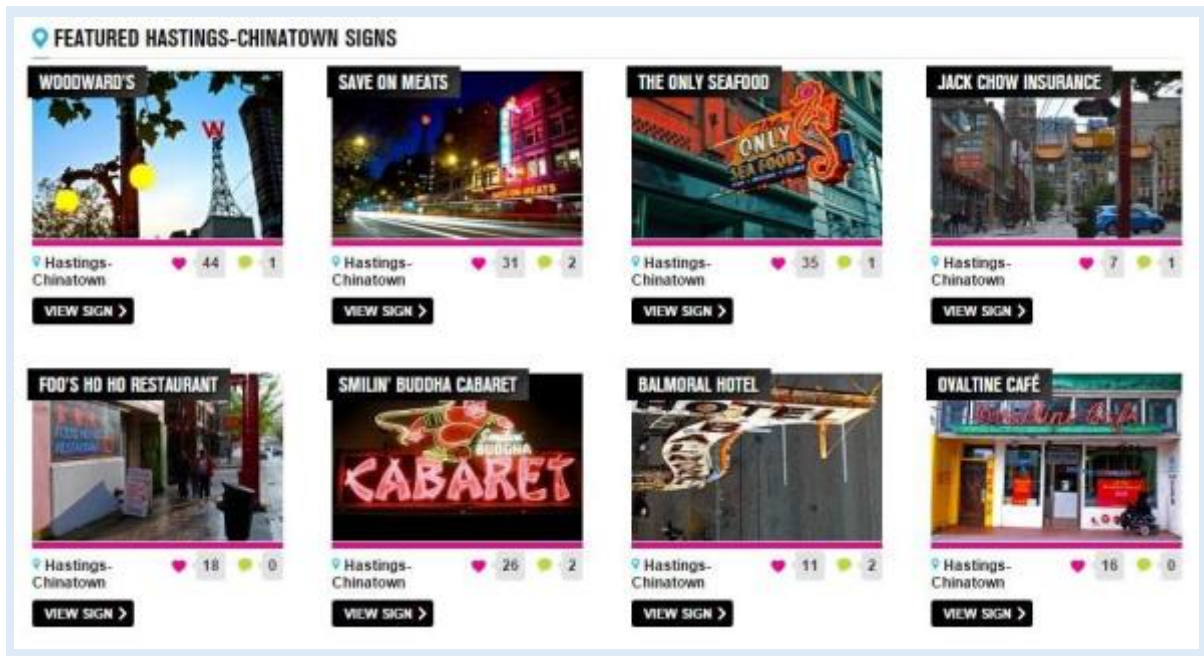
Kitikmeot (Nunavut) Heritage Society (KHS): The KHS has both physical and virtual museum exhibits that are not only accessible to May Hakongak Centre (physical) visitors, but also to individuals across Nunavut and beyond (virtual).

ORAL HISTORY

Oral History refers to both the verbal telling of old stories and the study of history and knowledge through first hand interviews with people who discuss events they experienced or observed firsthand at some point in their lifetime. The Kitikmeot Heritage Society realizes that oral history does not have to be a formal type of research, and can take place in causal conversations on an every day basis. Because the type of knowledge contained in oral accounts is often not already stored in books, we have created programs to make sure that these stories are carried on from generation to generation. These programs have included digital storytelling programs, documentary video and regular oral history interview sessions with Kitikmeot elders. We recognize that recording these stories does not ensure that they will remain preserved as part of the community. We stress programs that train Inuit youth to work firsthand with elders to build the necessary relationships, respect and interest for the Inuit past to ensure the continuity of these stories.

<http://www.kitikmeotheritage.ca/research-cultural-programs/oral-history-traditional-knowledge/>





<http://thevisiblecity.ca/eng>

Museum of Vancouver: The Museum of Vancouver currently has a virtual exhibit on historic neon signage titled *The Visible City: Vancouver's Neon Stories* through the Virtual Museum of Canada program that offers a gallery and history of many of Vancouver's historic neon signage.

The Virtual Museum of Canada (VMC): The *VMC Community Memories Investment Program* invites community museums and heritage organizations across the country to submit proposals sharing the stories, past and present, of their communities. The VMC is presently accepting proposals. The deadline to submit a proposal is February 24, 2016.



<http://vmc.historymuseum.ca/>



Strategic Priority 4.2: Define What the SHS Means to Heritage

Public Profile

The SHS's future successes are dependent on our ability to identify, serve, cultivate, and develop our audience. Our audience includes our members and donors, volunteers, school groups and teachers, researchers and learners of all ages, history enthusiasts, and the general public that may or may not yet have an interest in heritage.

Through the planning process, members of the SHS have established, in particular, the need to tap into a younger demographic. The following strategies and goals help in addressing this, focusing on who and how the SHS reaches the community, not only in the younger demographic, but in all age groups.

Strategic Goal 4.2.1: Develop a marketing plan to reach a wide-ranging audience.

- **Objective 4.2.1 - A:** Consider a rebranding of the SHS.

Suggestion: Prepare a refreshed image which may include the modernization and streamlining of SHS logos and imagery, and renaming of the organization, to be launched with the new website and social media. This will bring desired attention to the organization as it launches new programming and events through its new distinctive and recognizable brand.

Edmonton Heritage Council (EHC): The EHC is an excellent example of a heritage organization using modern design aesthetics and a comprehensive design scheme that is instantly recognizable.

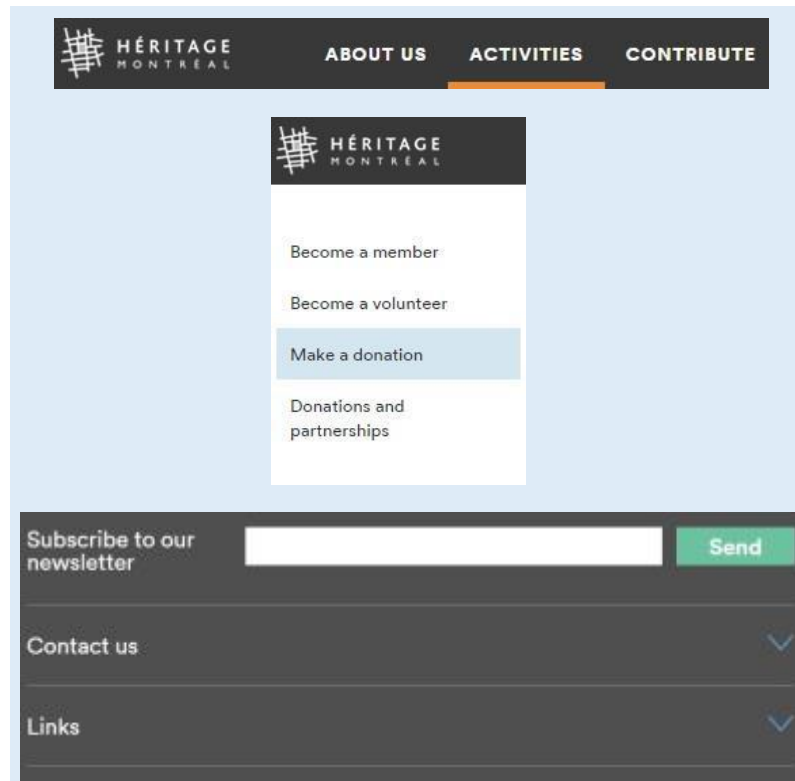
Héritage Montreal: Héritage Montreal is another successful example of a heritage organization with punchy design and using it consistently.



<http://sarahjackson.ca/portfolio/ecamp-logo/>



- **Objective 4.2.1 - B:** Create a new engaging and interactive website.



<http://www.heritagemontreal.org/en>

Héritage Montreal: Héritage Montreal’s recently launched website is again a great example in its construction, with easy navigation from one section to another and important links remaining visible on every page.

- **Objective 4.2.1 - C:** Identify and actively use the most effective and appropriate social media platforms.

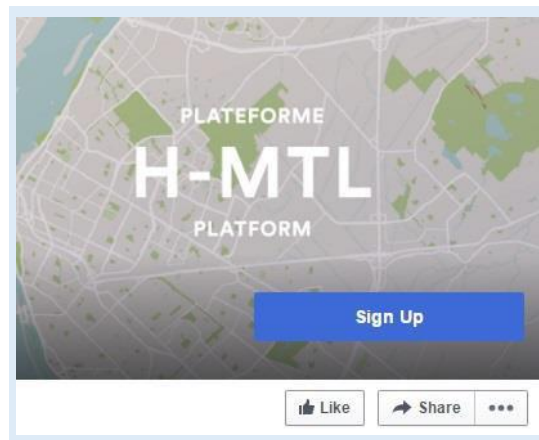
Suggestion: Instagram, Twitter, and Facebook are the most highly used and appropriate social media platforms and all allow for great opportunities to expand our audience, share information, connect and engage with the general public and other organizations.

Heritage Winnipeg: Heritage Winnipeg uses Twitter frequently to update their audience of events, programming, and various other information. They are also a great example of the success of social media, boasting nearly 3,000.





<https://twitter.com/heritagewpg>



<https://www.facebook.com/heritagemontreal/>

Héritage Montreal: Héritage Montreal takes advantage of Facebook’s “call-to-action” buttons that allow Facebook users to sign-up, book tickets, shop, and contact the organization directly from the organization’s Facebook page.

- **Objective 4.2.1 - D:** Integrate and connect all forms of public access to SHS resources (web, social media, and print).

This includes:

- Clearly displaying links to website from social media,
- displaying links to social media from website,
- displaying links to social media from other SHS social media,
- and displaying links to website and social media in publications.



Suggestion: Include social media “buttons” (see image below) to be displayed on the top, bottom, or along the side of the website’s home page. These buttons should remain in your navigation as the user moves from page to page to maximize visibility.



www.instagram.com/minnesotahistoricalsociety/

www.instagram.com/heritagebc canada/

Ontario Historical Society (OHS): The OHS’ main website allows users to view and access their Twitter feed directly from the web page without having to open a new window.



<https://www.ontariohistoricalsociety.ca/>



Strategic Goal 4.2.2: Review and examine print publications.

- **Objective 4.2.2 A:** Monitor publications for cost-effective production, appropriate output, and optimum distribution.

Suggestion: Target various retailers in various locations to sell and display publications to increase visibility to the widest ranging audience possible and increase our audience size.

West Toronto Junction Historical Society (WTJHS): The WTJHS sells their publications at various locations including local hotels for visibility to non-locals.

- **Objective 4.2.2 B:** Develop brief documents and other materials that illustrate Saskatoon's unique heritage.

Suggestion: Publish brief affordable publications on topics that may be unique in their approach, such as historic signage, a guide to local architectural styles and terms, women's history, or Factoria, as just a few examples.

Historic Denver: Historic Denver publishes a wide-range of publications on subjects such as geology in architecture, landmarks, street and neighbourhood guides, architectural styles and terms, and modernism.

Suggestion: Much like the rest of our image, the SHS should maintain a simple, recognizable and consistent design scheme in its publications.

Historic Denver: Historic Denver also has a significantly unique and recognizable design scheme for their publications that may be emulated in our own publications.



<http://store.historicdenver.org/store/historic-denver-guides-series/>



- **Objective 4.2.2 - C:** Digitize all print publications where appropriate.

Suggestion: Allow for publications to be sold online through download at a lower price of print versions to offer a more affordable, attainable, and eco-friendly option.

Strategic Goal 4.2.3: Expand web presence.

- **Objective 4.2.3 - A:** Expand and allow for easy access to heritage resources and information through the Saskatoon Heritage Society website.

Suggestion: Create an online “heritage network”. This allows for enhanced connectivity between the greater heritage community and heritage stakeholders, bringing together a comprehensive network for like-minded organizations, people, resources, and events, while raising the profile for heritage preservation within the city.

Edmonton Heritage Council: EHC’s heritage network is distinct from the EHC website, with its own web domain. It includes brief summaries and links to various heritage organizations, allowing the user (public and contributing organizations) to filter between museums, societies, and archival resources.



<http://edmontonheritagenetwork.ca/>

- **Objective 4.2.3 - B:** Create a blog to compliment the SHS website.

Suggestion: Update regularly with material ranging from stories, event listings, updates, and so on, including open commenting and sharing capabilities.

- **Objective 4.2.3 - C:** Establish unique ways to draw viewers to the website.



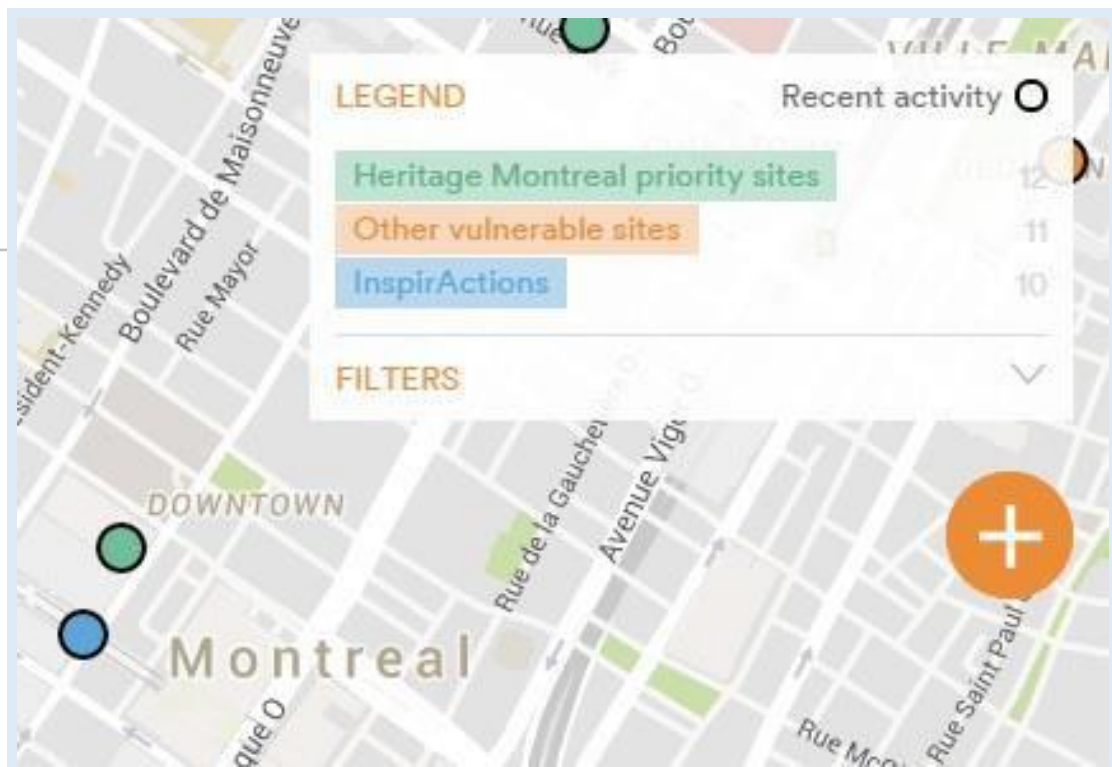
Suggestion: Send a public request for photographs to create online pictorial history of Saskatoon. This may be done to correspond with current issues or as ongoing work. These can be received as scans or hard copies, and would garner further connections with the community. public request for photographs to create online pictorial history of Saskatoon. This may be done to correspond with current issues or

- **Objective 4.2.3 - D:** Create an ongoing online and interactive heritage mapping tool.

Suggestion: Establish an online tool for collective “mapping” of the city’s heritage allowing for broader public involvement in continually adding more cultural, historical, and artistic content. These may include stories (audio or written) or reflections from the public, and may include the mapping of niche subjects including ghost signs, quirky remnants of the past, and/or event maps.

Edmonton Maps Heritage: An initiative by EHC allows users to post a comment and photograph to a location that already appears on the website, as well as adding their own location.

H-MTL Platform: Héritage Montreal allows users to view sites at risk through their mapping tool. Users are also encouraged to learn about the history of the properties, share and endorse at-risk properties, and leave comments to chat with others about the heritage property.



<http://www.heritagemontreal.org/en/h-mtl-platform/>



Strategic Priority 4.3: Advocacy

Advocacy has played a critical role in making the SHS what it is today as it is, in its essence, what defines the organization. The SHS values advocating for the people of our community and for our voiceless heritage that often goes unheard. As a major characteristic of the organization, the importance of advocacy has been identified by the SHS as both something that should be continued, but also something that should be expanded and continually evaluated and prioritized to realize the SHS's shared vision.

Strategic Goal 4.3.1: Identify and prioritize key heritage concerns.

- **Objective 4.3.1 - A:** Identify, prioritize, and continually update key heritage concerns by creating a publicly available priority list.

Suggestion: Include in the web and social media expansion a clearly explained priority list outlining the threats and importance of what is at risk, along with preservation best practices and examples of related successes. Showcasing at-risk heritage to the widest audience will help ensure proactive concern and advocacy from our audience.

H-MTL Platform: Héritage Montreal's mapping tool incorporates organizational priorities with public concerns, strengthening communication between the public and the organization.

Heritage Vancouver: Heritage Vancouver, among numerous other organizations use social media to bring to light heritage at risk of facing demolition as well as cases where demolition is certain in an effort to raise awareness.



<https://twitter.com/heritagevan>



Suggestion: Programming should be prioritized in the same manner as the priority list, with a programming, events, lectures, and fundraising plan ready shortly after at-risk heritage is recognized.

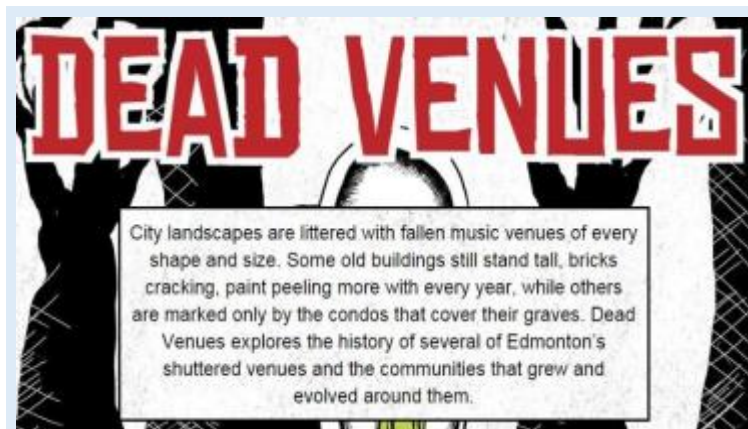
Strategic Goal 4.3.2: Expand scope of advocacy.

- **Objective 4.3.2 - A:** Expand advocacy as to reflect tangible and intangible heritage as previously defined by Canada's Historic Places (page 14)

Suggestion: Begin to create an inventory of intangible heritage through audio recordings and writings from members of the community. This may be done in conjunction with the online heritage mapping tool, bringing the intangible stories of heritage together with built tangible heritage. This broadens the audience by including more members of the community through their stories as they may or may not relate to built heritage.

UNESCO: UNESCO suggests creating an inventory of intangible heritage as the first step in planning to aid the safekeeping of intangible heritage. This creates a transfer of knowledge across generations in the effort to keep intangible heritage alive.

Dead Venues Project: As part of the Edmonton Heritage Council's *City as a Museum Project*, a series of video shorts were created to capture community stories of long lost music venues within the city, effectively connecting intangible and tangible heritage.



<http://deadvenues.ca/>

Strategic Goal 4.3.3: Increase public awareness and understanding.

- **Objective 4.3.3 - A:** Raise the level of understanding of preservation standards.



Suggestion: Highlight through social media, web and print platforms, best practices, standards, and methods in how the public may maintain and renovate personal heritage properties.

Vancouver Heritage Foundation (VHF): VHF's *True Colours Program* helps the public in addressing historic home alterations, including how to find the original colours of your historic home and offering paint through sponsorships.



<http://www.vancouverheritagefoundation.org/wp-content/uploads/2014/03/True-Colours-Pamphlet.pdf>

- **Objective 4.3.3 - B:** Create and offer tools for the public to take part in advocacy and action.

Suggestion: In print and/or web form, create a toolkit to guide the general public through best practices and efficient advocacy methods, including letter tutorials and explanations of current heritage policy. This will help inform the public what they can do at the personal level and may encourage more to take part in advocating for heritage.



<http://www.heritagemontreal.org/en/h-mtl-platform/>



Héritage Montreal: Héritage Montreal provides an online preservation toolkit to guide the public through everything from the basics of what heritage is, why it is important, how it's done, and how to take steps in advocating for preservation.

Strategic Priority 4.4: Community Engagement

A common theme identified through the planning process was the desire to increase community engagement at all levels. In particular, tapping into the younger demographic was seen as the greatest priority. The following goals were developed to increase engagement and get the community active in heritage.

Strategic Goal 4.4.1: Enhance engagement with children.

- **Objective 4.4.1 - A:** Identify approaches to involve and engage children.

Suggestion: Printable colouring book-style printouts can be a cost free and effective way to involve children. This coinciding with a monthly winner would keep children, and their parents, visiting the site more regularly.

Heritage BC: Heritage BC has created a Teacher's Kit to help assist educators in bringing the topic of heritage to the classroom. Topics range from the introduction of building materials and architectural techniques to lessons in researching family history.

Teachers Kit

This section is designed for educators – you will find 12 activities designed to introduce students to the concept of heritage. These lesson ideas are interrelated – not interconnected. Adapt them for different grades, get ideas for a single project or a series of additional activities. Or use them all together to form a unit on heritage and local history.

<http://www.heritagebcstops.com/resources/heritage-bc-stops-teacher-kit>

Strategic Goal 4.4.2: Enhance engagement with youth.

- **Objective 4.4.2 - A:** Identify new approaches to involve and engage youth.

Goulbourn Township Historical Society: The GTHS holds an annual heritage photography contest that is free to enter, with winners receiving prizes in multiple categories.

Suggestion: Apply and become an employer for a student intern through **Young Canada Works**. This may ease pressure on the organization's human resources.

Oliver and District Heritage Society: Oliver and District Heritage Society is one of the many heritage organizations across Canada that lead summer intern positions. This past summer, the organization had three students working under the subsidized Young Canada Works program.





<https://www.youngcanadaworks.ca/index-eng.cfm>

Strategic Goal 4.4.3: Enhance engagement with senior citizens.

- **Objective 4.4.3 - A:** Identify approaches to involve and engage seniors.

Suggestion: Capitalize on nostalgia to expand our tangible, intangible, and archival inventory and senior citizen involvement by meeting with seniors to hear and record their stories.

Strategic Goal 4.4.4: Enhance engagement with communities of interest.

Aurora Historical Society *Let's Talk* Series: The goal of *Let's Talk* is to collect and preserve Aurora's intangible heritage through the creation of a digital oral history library. This was done in collaboration with high school students and senior citizens. The participating high school students conducted audio and video recordings by interviewing senior citizens which were then made available online.

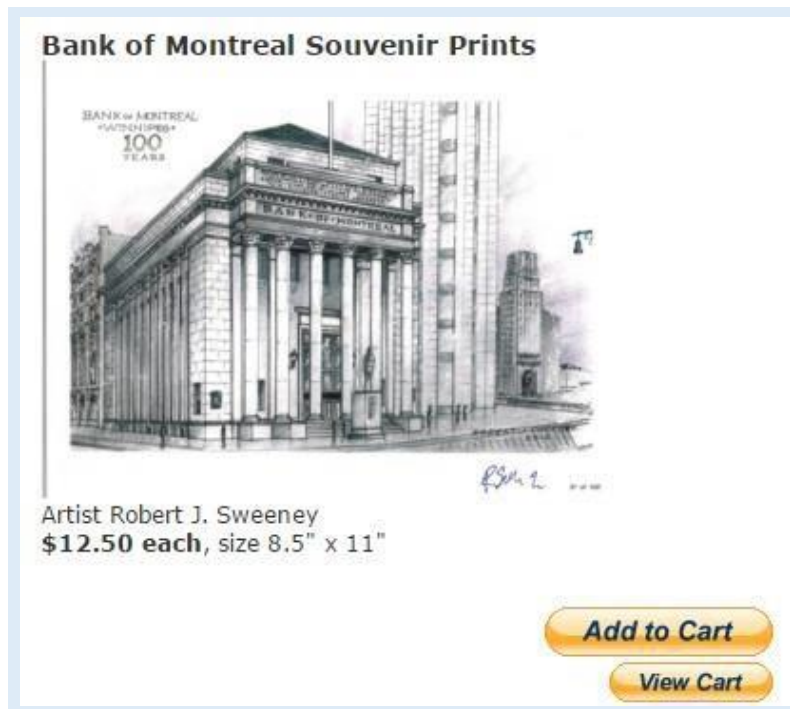
- **Objective 4.4.4 - A:** Identify communities of interest and create strong ties within the community.

Suggestion: Begin to document and inventory storytelling from various communities, including cultural and local art and music communities. This allows the ability to make unique connections to local built heritage (music venues or the Mendel Art Gallery as two examples) while elevating the importance of built heritage.

Heritage Mississauga: Mississauga's Cultural Heritage project works to build awareness of the city's diverse cultural heritage by supporting community partnerships and developing a city-wide cultural network, along with providing resource booklets, videos, stories, and networking between cultural organizations.

Suggestion: Collaborate with local artists to create limited edition art prints that embrace and illustrate Saskatoon's heritage. These may be sold online or through various retailers, and may also act as another source of funding.





<http://www.heritagewinnipeg.com/store/>

Heritage Winnipeg: Heritage Winnipeg has teamed up with local artist Robert Sweeney who has been sketching pictures of historical and architectural landmarks of Winnipeg for over 30 years. Prints of his images are for sale through the Heritage Winnipeg online shop.

Strategic Goal 4.4.5: Enhance partnerships with local and like-minded organizations.

- **Objective 4.4.5 - A:** Achieve greater cross-membership between the SHS and other local and like-minded organizations, both at the Board level and basic membership levels.

Suggestion: Seek to achieve partnerships with local and provincial heritage organizations to offer members the option of obtaining discounted membership fees with membership submissions to more than one organization.

Newfoundland Historical Society (NHS): The NHS offers joint membership with Heritage Canada by providing membership fees at a lesser cost if becoming a member of both organizations.

- **Objective 4.4.5 - B:** Work with like-minded organizations in the creation of programming to share costs and resources.



Strategic Goal 4.4.6: Promote positive working relationship with the City of Saskatoon.

- **Objective 4.4.6 - A:** Maintain continual communication with the City of Saskatoon to remain informed of all things heritage at the municipal level.

Suggestion: Maintain a mailing list of City of Saskatoon's Council, Planners, and Heritage Stakeholders and establish a consistent notification system of Board meetings, events and programs. Encourage other heritage organizations to do the same to further the network between local heritage organizations.

Vancouver Heritage Society (VHS): Although they are not affiliated, the City of Vancouver and the VHS maintain a strong relationship with the City linking and promoting the VHS through the municipal website.

Strategic Goal 4.4.7: Explore sponsorships with corporations and businesses.

- **Objective 4.4.7 - A:** Partner with corporations and large businesses.

Suggestion: Approach corporations and large businesses to become corporate members and sponsorship.

Héritage Montreal: Héritage Montreal has acquired major sponsorship from the global real estate firm Ivanhoé Cambridge.

Strategic Goal 4.4.8: Expand relations with educational institutions.

- **Objective 4.4.8 - A:** Strengthen links with academics.

Suggestion: Create a mailing list of local academics who may have a direct or indirect interest in heritage and maintain a consistent notification system of Board meetings, events, programs, while opening the door for communication and collaboration.

- **Objective 4.4.8 - B:** Contract researchers (professionals or students) to do data and research gathering for various projects and initiatives.

Suggestion: Create open calls for research to help achieve comprehensive research in various aspects, such as programming, publications and general research. This may offer recognition to those involved and ease pressure on the Board.

Kitikmeot (Nunavut) Heritage Society (KHS): The KHS and Carleton University's Geomatics and Cartographic Research Centre have collaborated to develop a cybercartographic atlas of historic arctic expeditions.



Strategic Priority 4.5: Education and Programming

Education and programming have long been a major part of the Saskatoon Heritage Society's ability to engage and educate the community. Along with membership, programming is one of the major sources of funding for the organization. Continuing from community engagement, the SHS identified the need to continue programming and education, but also to increase and expand the scope of our audience. The following objectives are intended to diversify and expand programming and educational initiatives in a way that is not a strain to the organization.

Strategic Goal 4.5.1: Diversify and expand programming and events.

- **Objective 4.5.1 - A:** Diversify programming to fit specific local interests, appeal to all age groups, and to appeal to a wide range of backgrounds.

Suggestion: Work in collaboration with local architects, historians, planners, etc. to create an annual forum for heritage discussion.

- **Objective 4.5.1 - B:** Incorporate intangible history with tangible history in education and programming.

Suggestion: Work with the Saskatchewan Folklore Society to create self-guided Podcast Tours of public spaces.

Strategic Goal 4.5.2: Broaden the range of educational tools.

- **Objective 4.5.2 - A:** Use web as a platform to allow for quick, regularly updated and interesting educational avenues through the connection of social media.

Suggestion: Strive to take part in the creation and use of mobile and web applications to educate the public through engagement and entertainment.

Toronto in Time: A Heritage Toronto project in partnership with Historica Canada and the City of Toronto, the app shares Toronto history through stories, maps, trails, and "then and now" images for nearly 200 sites.

Field Trip: Created by Google's Niantic Labs, Inc. (pictured below), this creative mobile app is free to download and alerts the user when you get close to something interesting. Information varies from food and drink to history and architecture.





<https://www.fieldtripper.com/>



<https://twitter.com/heritagetoronto>



Suggestion: Initiate a Saskatoon Heritage Society based plaque or “street exhibit” program that would complement current plaque initiatives and public art by other local and government organizations. This can be used as a funding, programming, and engagement initiative.

Heritage Toronto: Heritage Toronto’s Century House Program allows for owners of 100 year old homes to purchase a plaque and showcase the heritage of their private residence.



<http://heritagetoronto.org/centuryhouseplaques/>

Vancouver Heritage Foundation (VHF): VHF’s The WALL is a unique partnership between the VHF and CBC Radio-Canada that features a new artist creating new public art every year. The current exhibit’s theme is Vancouver’s built heritage.



<http://www.vancouverheritagefoundation.org/special-projects/the-wall/>



Strategic Priority 4.6: Space

Strategic Goal 4.6.1: Explore options for office/storage/civic museum space.

- **Objective 4.6.1 - A:** Explore the potential for cost-effective space to;
- **Objective 4.6.1 - B:** Store artifacts and records that are currently being held by the Board;
- **Objective 4.6.1 - C:** Develop office space for Executive Board Team and Directors as needed;
- **Objective 4.6.1 - D:** Obtain civic museum space to showcase obtained artifacts and semi-permanent displays.

Suggestion: Begin by going digital. Archive all records and artifacts that may be digitized, and create a
Suggestion: Look to locate with local organizations such as the Saskatchewan Children's Museum, the Saskatoon Public Library, City of Saskatoon, and the Meewasin Valley Authority.



First Nations campsite near Saskatoon, early 1900s (Saskatoon Public Library Local History Room LH-3792)



Strategic Priority 4.7: Operational

Membership plays a significant role in the functioning of the SHS. Increasing membership, membership renewals, membership diversity, and member incentives have been described as key concerns for the SHS. The following objectives are intended to guide the organization in meeting the strategic goals addressed.

Strategic Goal 4.7.1: Explore incentives for members.

- **Objective 4.7.1- A:** Collaborate with local artists, businesses, and organizations of interest, to create low-cost incentives for prospective members or membership renewals.

Minnesota Historical Society (MHS): The MHS offers a wide range of incentives to become a member. Some incentives included are free museum passes to select Minnesota

Glencoe Historical Society: Offers a complimentary “Glencoe Est. 1869” t-shirt with certain levels of membership fees

- **Objective 4.7.1 - B:** Integrate and involve members within the organization.

Suggestion: Offer a forum separate of Board meetings for members and non-members to engage one another as well as the Board on issues of interest, doubling as a tool to educate, advocate, and increase membership.

Ladysmith & District Historical Society (LDHS): The LDHS offers members-only services including access to an exclusive online blog and forum.

Maryland Historical Society (MDHS): The MDHS allows for members to gain access to meeting minutes and the organization’s constitutional documents, including invitations to members-only meetings and events.

Strategic Goal 4.7.2: Diversify membership.

- **Objective 4.7.2 - A:** Achieve a diverse membership that includes groups, people, and organizations that vary in age, gender, and backgrounds.

Suggestion: Facilitate a “burst” membership drive at the University of Saskatchewan with the intention of acquiring sign-ups and filling the need for younger membership.



Hallmark Heritage Society (HHS): The HHS holds regular membership drives through events that are free to current members and with a membership purchase as admission for non-members.

Strategic Goal 4.7.3: Explore methods for increasing membership.

- **Objective 4.7.3 - A:** Provide easier access to become a member.

Suggestion: Include “quick click” membership submission within website including multiple payment options.

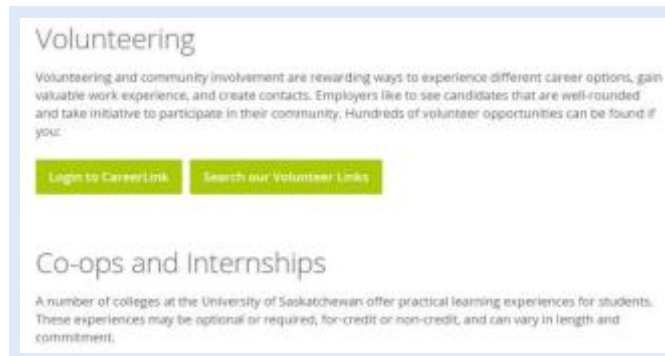


<http://www.heritagewinnipeg.com/store/f>

Heritage BC: Heritage BC is just one of many heritage organizations taking advantage of PayPal for membership payments. PayPal allows for the use of regular bank accounts and credit cards, as well as speeding up the payment process.

- **Objective 4.7.3 - B:** Actively recruit prospective members and volunteers through personal interactions, advertisements, and promotion.

Recommendation: Encourage those who do not have memberships to be further involved with the organization including volunteering to help with public programming. This would create opportunities to recruit new members as well as ease pressure on the Board.



<http://students.usask.ca/jobs/volunteering.php>



University of Saskatchewan (U of S): The U of S promotes volunteering and community involvement through their online volunteer database, offering the SHS a connection to the student population.

Strategic Goal 4.7.4: Achieve short term and long term fundraising.

- **Objective 4.7.4 – A:** Develop criteria for fundraising initiatives.
- **Objective 4.7.4 - B:** Pursue partnerships and sponsorships containing monetary value in trade for advertising within programming, publications, and web.
- **Objective 4.7.4 - C:** Reinvigorate funding committee to continue ongoing research and submission of various and numerous grant applications for operational funding and/or publication and program funding.

Suggestion: Fill Funding Committee position(s) immediately to apply for grants beginning in the New Year.

Government of Canada: The Government of Canada has many funding opportunities available to non-profits in the heritage sector. See Appendix A for more.

Suggestion: Apply for grants through the Architectural Heritage Society of Saskatchewan:

Communications Grant - offers community-based heritage groups across the province with help in costs associated with arranging local meetings, printing publications, and other communications.

And/or

Publications Grant - offers community-based member organizations help with costs of printing materials that promote public interest in membership, local programs and activities.

- **Objective 4.7.4 - D:** Explore the potential to create a small online gift-shop showcasing both the SHS and local history as a way to increase awareness and receive funding.

Suggestion: Partner with local small businesses to co-create fun and exciting Saskatoon Heritage Society merchandise, which may include t-shirts, bags, etc.





<http://hardpressed.ca/>

Lunenburg Heritage Society (LHS): The LHS has created unique merchandise for their gift shop as an avenue to achieve funding. Merchandise includes posters, postcards, and cards adorned with kid's art.



<http://lunenburgheritagesociety.ca/gift-shop/>

Strategic Goal 4.7.5: Review and identify role of committees.

- **Objective 4.7.5 - A:** Identify and continue relevant committees.
- **Objective 4.7.5 - B:** Define clear terms of reference for each active committee.

Suggestion: Reviewing committees should be viewed as the top priority following this report.





Capitol Theatre, 1940's (Saskatoon Public Library Local History Room A-1263)





V. Conclusions

The findings outlined in the Saskatoon Heritage Society Strategic Visioning Report 2015 equate to a framework of the needs and vision of the Saskatoon Heritage Society. The strategies and recommendations are designed to move the Saskatoon Heritage Society forward constructively, and in many cases, the recommendations were put forward by members of the organization themselves. In a general sense, the success of this plan can be measured by movement toward the vision, mission, and mandate. In practice, the work of evaluating accomplishments under this plan will be shared by many individuals and organizations. The Saskatoon Heritage Society Strategic Review's intended outcomes should form the basis of subsequent evaluation. These outcomes are: stronger connections and increased collaboration with local organizations and the broader community; greater diversity within the organization; increased public access to learning experiences; successful programming and events; more depth in, and numbers of, significant partnerships; a growing community and culture of deeply engaged enthusiasts and investors in Saskatoon's heritage, and, the ability to be a model for heritage preservation and reuse.



Canadian Northern Bridge,, 1910 (Saskatoon Public Library Local History Room LH-434





VI. References

<http://capitalmodernedmonton.com/>

<http://citiesintime.ca/toronto/> <http://edmontonheritagenetwork.ca/> <https://www.fieldtripper.com/>

<http://www.heritagemontreal.org/en/h-mtl-platform/>

<http://heritagetoronto.org/centuryhouseplaques/> <https://instagram.com/heritagebcanda/>

<https://instagram.com/minnesotahistoricalsociety/>

<https://instagram.com/mthistoricalsociety/>

<https://instagram.com/schenectadyhistorical/>

<http://www.saskatoonheritage.ca/>

<http://www.saskatoonlibrary.ca/>

<http://schenectadyhistorical.org/>

<http://www.slmodern.org/>

<http://store.historicdenver.org/store/historic-denver-guides-series/>

<https://twitter.com/heritagetoronto>

<https://twitter.com/heritagewpg>

<http://www.unesco.org/culture/ich/en/what-is-intangible-heritage-00003>





VII. Appendices

Appendix A: Methodology

Board Member interview questions:

- What role(s) do you currently play?
- What role(s) do you see yourself playing?
- Considering both the role(s) you currently play, and those you could see yourself playing, where do you see yourself taking them?
- What role(s) do you see the Board playing in the future?
- What key programming and events do you see the SHS getting involved in?
- What key programming and events do you view as important in retaining, and which should the organization move past, if any.
- What other activities do you see the SHS getting involved in?
- Looking at best practices, what have you noticed elsewhere, what stands out, and what would you like to see the SHS adapting?
- What do you think of the current DRAFT vision/mission statement?
- Structurally speaking, what do you view as the strong and not-so-strong points? Where would you like to see changes?
- Do you have any other ideas, comments, or information that you would like to share?

Stakeholder interview questions:

- What are your thoughts of the SHS?
- What stands out most when thinking of the SHS?
- How do you view the role of the SHS?
- Where do you view the role of the SHS in the future?
- How do you believe the SHS can become more efficient in their role?
- How informed do you feel about the mission and activities of the SHS?
- If not a member of the SHS, what incentives would influence you to become one?
- If a member of the SHS, how do you view the relation between members and the Board?
- How do you view the relation between the SHS and the general public?
- What words of guidance would you give the SHS?
- Do you have any other ideas, comments, or information that you would like to share?



Organization's reviewed varied in size, scope, and capacity, but all held in common the mission of heritage preservation through education and advocacy as non-profits. The following is a list of organizations reviewed and analyzed in the making of this report:

- Ann Arbor Historical Foundation – Ann Arbor, Michigan
- Aurora Historical Society – Aurora, Ontario
- Calgary Heritage Initiative Society – Calgary, Alberta
- Carbonear Heritage Society – Carbonear, Newfoundland
- Council of Heritage Organizations in Ottawa – Ottawa, Ontario
- Des Plaines History Center – Des Plaines, Illinois
- Dorchester Historical Society – Dorchester, Massachusetts
- Edmonton Heritage Council – Edmonton, Alberta
- Etobicoke Historical Society – Etobicoke, Ontario
- Fargo-Moorhead Heritage Society – Fargo, North Dakota/Moorhead, Minnesota
- Fredericton Heritage Trust – Fredericton, New Brunswick
- Goulbourn Township Historical Society – Ottawa, Ontario
- Glencoe Historical Society – Glencoe, Illinois
- Grandview Heritage Group – Vancouver, British Columbia
- Greater Portland Landmarks – Portland, Oregon
- Hallmark Heritage Society – Victoria, British Columbia
- Hamilton Mountain Heritage Society – Hamilton, Ontario
- Heritage BC – Province of British Columbia
- Heritage Cape Breton Connection – Sydney, Nova Scotia
- Heritage London Foundation – London, Ontario
- Heritage Ottawa – Ottawa, Ontario
- Heritage Saskatchewan – Province of Saskatchewan
- Heritage Toronto – Toronto, Ontario
- Heritage Trust of Nova Scotia – Province of Nova Scotia
- Heritage Vancouver – Vancouver, British Columbia
- Heritage Winnipeg – Winnipeg, Manitoba
- Historic Denver – Denver, Colorado
- Historic Society of Ottawa – Ottawa, Ontario
- Historical Society of Washington D.C. – Washington, D.C.
- Huddersfield Local Historical Society – Huddersfield, United Kingdom
- Hudson Historical Society – Hudson, Quebec
- Héritage Montreal – Montreal, Quebec
- Jackson County Historical Society – Jackson County, Missouri
- Ladysmith & District Historical Society – Ladysmith, British Columbia



- Laguna Beach Historical Society – Laguna Beach, California
- Lunenburg Heritage Society – Lunenburg, Nova Scotia
- Minnesota Historical Society – Minnesota State
- Montana Historical Society – Montana State
- Museum of Vancouver – Vancouver, British Columbia
- New Westminster Heritage Preservation Society – New Westminster, British Columbia
- Oklahoma Historical Society – Oklahoma State
- Oliver & District Heritage Society – Oliver, British Columbia
- Oregon Historical Society – State of Oregon
- Oshawa Historical Society – Oshawa, Ontario
- Quebec Anglophone Heritage Network – Province of Quebec
- Saskatchewan History & Folklore Society, Inc. – Province of Saskatchewan
- Schenectady Historical Society – Schenectady, New York
- Surrey Historical Society – Surrey, British Columbia
- The Clarenville Heritage Society – Clarenville, Newfoundland
- The Kitikmeot Heritage Society - Cambridge Bay, Nunavut
- The Old Strathcona Foundation – Edmonton, Alberta
- The Royal Nova Scotia Historical Society – Province of Nova Scotia
- Utah Heritage Foundation – State of Utah/Salt Lake City, Utah
- Vancouver Heritage Foundation – Vancouver, British Columbia
- Victoria Heritage Foundation – Victoria, British Columbia
- Waterloo Historical Society – Waterloo, Ontario
- West Toronto Junction Historical Society – Toronto, Ontario
- Windsor Historical Society – Windsor, Connecticut
- Wisconsin Historical Society – State of Wisconsin



Appendix B: Grants

Provincial and Local Funding Opportunities

The following is a listing of Saskatchewan based grants that are available to the arts, culture, and heritage sector that may be applied to by the Saskatoon Heritage Society in the quest to fulfill the strategies and goals outlined in this report.

SaskCulture:

[Annual Global Funding](#)

SaskCulture allocates lottery funds in the form of annual global grants to eligible cultural organizations as well as 400 associated groups which support Saskatchewan's cultural community through varying cultural activities and services. The Saskatoon Heritage Society is currently not on the Eligible Cultural Organizations list, nor has been adjudicated eligibility to apply. It is recommended the Saskatoon Heritage Society request approval for eligibility in order to acquire funding through SaskCulture's Annual Global Funding program.

[Capacity Building Grant](#)

PROGRAM UNDER REVIEW

[Culture Days Funding Assistance](#)

Culture Days Funding Assistance is designed to support Culture Days initiatives (activities, events and projects) that engage public participation in a community and inspire future involvement in the cultural life of Saskatchewan communities. The funding assistance prioritizes interactive cultural experiences that maximize public engagement and community involvement.

[Museum Grant Program](#)

The Museum Grant Program provides operational support to qualifying museums throughout Saskatchewan. Although the Saskatoon Heritage Society does not currently include a museum, it is within the visioning of the future to acquire space and funding for the creation of a civic archival museum.

Saskatchewan Arts Board:

[Creative Partnerships Grant](#)

Creative Partnerships is a joint initiative of the Saskatchewan Arts Board and SaskCulture Inc. and is supported by funding provided by the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. The grants allow eligible applicants to engage in the arts through workshops, exhibitions,



commissions, etc. led by a professional artist or arts professional (e.g., curator), and presented as single events or as a series, as well as the research, planning, and development an artist in residence.

- This may be beneficial in working with local artists, with a background in heritage or not, in a number of areas including heritage-themed mural work, or a series of work based in local history.
- This may be an initiative in a larger local history mural project spearheaded by the Saskatoon Heritage Society.

Architectural Heritage Society of Saskatchewan:

[Communications Grant](#)

For members of the Architectural Heritage Society of Saskatchewan, the Communications Grant provides matching grant funding for community-based heritage groups across the province to help them with arranging local meetings, printing publications, and other communications.

- This may be used in assuring cost-effective and efficient production of the Saskatoon Heritage Society's publications, including *Heritage Connections* and the *Saskatoon History Review*.
- This may also be beneficial in various other initiatives, including establishing member meetings and the ongoing extension of web services.

[Heritage Forums Grant](#)

For members of the Architectural Heritage Society of Saskatchewan, the Heritage Forums Grant is intended to help community-based organizations with costs associated with the hosting of conferences, presentations, panel discussions, seminars, workshops, awards ceremonies, and other educational forums that encourage or empower people of the community or province to acknowledge, preserve and/or promote their built historic and cultural heritage.

- This may be used to defer costs associated with educational programming, including library programs, lectures, and presentations,

As well as,

- In expanding the current scope of programming to include a community/organization based heritage conference, awards programs, and to fund presenters who may not be directly involved with the Saskatoon Heritage Society.

Nature Saskatchewan:

[Local Societies Support Program](#)



Nature Saskatchewan's *Local Societies Support Program* assists local nature societies and other affiliate organizations to support guest speakers, field trips, or projects and to help establish new societies through start-up funding. At first glance, this method of funding may seem irrelevant to the Saskatoon Heritage Society, but there are several initiatives the Saskatoon Heritage Society may take on to fit this program in its shift to broaden the definition of heritage and programming, including:

- Educational lectures and programming based on the environmental side of built heritage's preservation, both in connection with and without, the built heritage component.

Saskatchewan Heritage Foundation:

[Community Engagement Grant](#)

The Saskatchewan Heritage Foundation provides grants to community groups in working to preserve heritage. The Saskatchewan Heritage Foundation typically reserves funding for provincial programs, but funding for the following may be accepted:

- Culture Days
- Heritage Week
- Heritage Fairs

Saskatchewan History & Folklore Society

[SHFS Member Funding Assistance Program](#)

Provides funds to individuals or groups to assist with projects relating to the preservation of Saskatchewan's social history.

National and Federal Funding Opportunities

The following is a listing of Federal/national grants that are available to the arts, culture, and heritage sector that may be applied to by the Saskatoon Heritage Society in the quest to fulfill the strategies and goals outlined in this report. The list contains grants that may be applied to in the short term and long term, dependant on the current positioning and necessity of the Saskatoon Heritage Society.

Government of Canada Heritage

[Legacy Fund](#)

The Legacy Fund component provides funding for community capital projects such as the commemoration of significant local historical events, tributes to significant local historical personalities, community arts and heritage activities, and commemoration of locally significant events directly related to the Canadian participation in World War II for the 75th anniversary. (Available up to 2017)



[Local Festivals](#)

The Local Festivals component provides funding to local groups for recurring festivals that present the work of local artists, artisans, or performers of local historical heritage.

[Strategic Initiatives](#)

The Strategic Initiatives component of the Canada Cultural Investment Fund (CCIF) provides financial assistance for projects involving multiple partners that will help arts and heritage organizations by encouraging knowledge and resource sharing.

[Museums Assistance Program](#)

The Museums Assistance Program (MAP) supports heritage institutions and workers in the preservation and presentation of heritage collections. MAP provides financial assistance to Canadian museums and related institutions for activities that facilitate Canadians' access to heritage and foster the preservation of Canada's cultural heritage.

[Young Canada Works](#)

Young Canada Works (YCW) offers students and recent graduates the chance to put their skills to the test in the fields of heritage, arts, and culture, through internships and summer jobs.



Appendix C: Best Practices

Organization	Civic Context	Mission/Mandate	Governance	Committees	Funding	Membership Fee	Budget	Programming, Events, Engagement	Key partnerships	Social Media
Victoria Heritage Foundation pop: 344,545	1 of a few similar non-profit organizations complementary to the civic initiatives	N/A	18-15 volunteers incl. City Heritage Planner & Council's Rep	House Grants Committee, Education Committee	Municipal operating grant, various provincial grants, donations, memberships	None annual	N/A	House grants, educational events & GIS property maps, various festivals & events	Province of British Columbia, City of Victoria, Hallmark Society, Heritage BC, Vancouver Heritage Society	Facebook
Edmonton Heritage Council pop: 812,200	Major non-profit preservation & education organization other than civic initiatives	To provide a forum for analyzing, discussing and sharing heritage issues in Edmonton, to advocate for a vibrant heritage community and heritage programs that benefit all Edmontonians. We work to unify Edmonton's heritage community and give it a voice while promoting the preservation and development of heritage, informed and recognized heritage principles and practices.	15 Directors 7 staff members, 3 city advisors.	Museum Strategies Steering, Governance & Policy, Accountability & Audit, Nominations, Heritage International Jury & Panel.	Municipal operating grant, donations, memberships.	\$25, \$50 for organizations.	\$1,363,632 (2015)	Heritage maps, historical literature, heritage network, City as Museum Project, education, various grants, operational funding, sponsorships, community grants and funding.	City of Edmonton.	Facebook, Twitter, & blog.
Heritage Winnipeg pop: 782,700	Cooperative effort between the City of Winnipeg, the Province of Manitoba and the Heritage Canada Foundation	To promote and encourage the preservation of historical/heritage sites, towns and sites and attend to their matters which require and complement this purpose. Emphasis will be on preservation, revitalization, preservation, education and advocacy, in order to ensure the cultural inheritance of the community, with consideration for potential legislation and feasibility.	12 members City appointed Councillor Executive Director.	N/A	Provincial and Federal grants Donations, fundraising, & memberships.	\$20, \$15 for students, \$30 for families & organizations, \$100 /\$500/\$1000 for various corporate levels.	N/A	Awards, fundraising, education, virtual exhibits, & publications, Diverse Open Awards, various fundraising events, Young Canada Works Internship.	City of Winnipeg, Exchange District Dist.	Facebook, Twitter, Instagram, Flickr, & blog.
Waterloo Historical Society pop: 135,000	1 of a few similar non-profit organizations complementary to the civic/regional initiatives	The Waterloo Historical Society fosters the recognition of our region's unique heritage and diligently preserves heritage preservation. The Waterloo Historical Society documents the history of Waterloo Region, including the cities of Kitchener, Waterloo and Cambridge, along with the Townships of North Dumfries, Wellesley, Wilket and Woolwich.	5 Officers, 18 Directors, 18 Regional Councillors.	Plaques Committee, Publication Committee, Web Site Committee.	Donations & memberships.	\$30 for Adults/Families, \$15 for students.	N/A	Plaque program, publications, local history award (Johndall), & local history fund, and educational events.	Waterloo Regional Heritage Foundation, Ontario Ministry of Tourism, Kitchener Public Library, Coker Exchange Settlement.	Facebook, Twitter.



Grandview Heritage Group (Vancouver neighbourhood) pop: 28,285	Neighbourhood heritage group, exemplifying to other heritage foundations.	We are a group of historians and other interested people in the Grandview community of Vancouver working to identify, preserve, and celebrate the built, cultural, and natural heritage of Grandview and Commercial Drive.	Collaborative work by all members.	None.	N/A	No membership fees.	N/A	Plaque program, heritage tours etc.	Communally.	Facebook
Hamilton Mountain Heritage Society pop: 549,358	Only self-funded heritage organization in Hamilton.	Preserving, recording and promoting the history of "The Mountain" in Hamilton, Ontario, Canada.	President, Vice-President, Recording Secretary, Treasurer, Corresponding Secretary, Membership Secretary, Archivist, Sponsorship	N/A	Publications, memberships, donations.	\$28	N/A	Small events, publications, photo archive.	Communally.	Facebook
Ann Arbor Historical Society pop: 447,825	N/A	The Ann Arbor Historical Foundation is dedicated to preserving and promoting the history of Ann Arbor, Michigan.	N/A	N/A	Publications	N/A	N/A	Street exhibit program, publications, curriculum programs.	N/A	Facebook
Historic Denver pop: 643, 435	One of the nation's premier non-profit urban historic preservation organizations, is Denver's only heritage organization.	Promotion of historic sites in the city and surrounding communities.	Board of trustees, Board of officers, and staff.		Memberships, donations, sponsorships.	Basic: \$25 to \$258 for VIP contributors.	N/A	Tours, awards (dinner), publications, workshops, museum, direct preservation.	Sponsors/communally.	Facebook
Calgary Heritage Initiative pop: 1.4 million	Only Calgary based heritage non-profit.	N/A	President, Vice President & Heritage Walk, Secretary, Membership and Communications, 2 directors at large.	N/A	Memberships, donations.	\$48	N/A	Lectures, walks, online forum.	Communally.	Online forum.
Fredericton Heritage Trust pop: 56,244	Only Fredericton heritage non-profit.	To preserve, protect and promote the heritage of Fredericton and area. To identify and recognize examples of heritage preservation. To educate the public (especially children) as to the importance of our built and natural heritage.	3 Councilors, 3 members, 6 advisors.	N/A	Memberships, donations.	\$25 to \$258 for lifetime membership.	N/A	Publications, merchandise, talks, book and audio guided tours, plaque and award program.	Communally.	Facebook.



Old Strathcona Foundation page: 812,288	High-level board organization exemplifying other state initiatives.	The Old Strathcona Foundation promotes, protects and preserves the historical story of Old Strathcona including the celebration of the heritage of the area and the stewardship of its historical assets for a vibrant community.	N/A	N/A	Membership, sponsors.	Individual - \$28 senior - \$48 corporate - \$58	N/A	Tours, lectures.	Various sponsors, community.	Facebook, Twitter.
Heritage Ottawa page: 813,331	One of a few non-profit heritage board organizations that exemplify state initiatives.	Heritage Ottawa promotes the awareness, understanding and appreciation of Ottawa's wonderful built heritage and distinctive cultural places. Our popular lectures Series, Sunday Walking Tours, and Workshops are a great way to learn more about Ottawa's local history and heritage while meeting people who share similar interests.	6 Executives and 17 members.	N/A	Publications, Donations, Membership	Individual - \$38, Student and Seniors - \$28, Family - \$35, Corporate - \$128	N/A	Lectures, Tours, annual Heritage Forum, Publications.	Council of Heritage Organizations in Ottawa, various community associations.	Facebook, Twitter.
Council of Heritage Organizations in Ottawa page: 813,331	One of a few non-profit heritage board organizations that exemplify state initiatives.	Providing a voice, leadership, leads and peer rankings to serve a broad variety of organizations, workers, volunteers and other stakeholders promoting heritage in and around the City of Ottawa.	8 Board members, 1 Staffer.	Executive, HR, Communications and Outreach, membership, Finance and Audit, Strategic Planning, Monitoring.	Operating grant, Donations, Membership, various other grants.	Individual - \$35, Student - \$28, Various Organizational membership fees.	\$235, 127 (2016)	Young Canada Works.	Various provincial and municipal organizations.	Twitter, Facebook, YouTube.
Heritage London Foundation page: 816,458	Only London heritage non- profit.	To maintain, preserve and establish visible contemporary uses for heritage buildings in the City of London.	N/A	N/A	Donations, membership.	Student - \$18.00 Individual - \$38.00 Family - \$58.00 Sustaining - \$188.00	N/A	N/A	N/A	N/A
Vancouver Heritage Society page: 819,582 [Incl. Greater Vancouver]	One of a few non-profit heritage organizations in the city.	To act as the voice of built heritage in Vancouver through education and advocacy.	President, vice-president, 3 Board members.	N/A	Fundraising, donations, provincial grant.	Individual: \$35.00 Couple: \$58.00 Friend: \$100.00 Patron: \$200.00 Institution/Non-profit: \$50.00 Corporate: \$100.00	N/A	Various fundraising, tours, talks, and lectures.	Premier of B.C.	Twitter, Facebook, Flickr.

