



**PUBLIC AGENDA  
MUNICIPAL HERITAGE ADVISORY COMMITTEE**

**Tuesday, February 18, 2025, 11:30 a.m. - 1:30 p.m.  
Committee Room E, Ground Floor, City Hall**

**Committee Members:**

**Stevie Horn, Saskatoon Public Library, Chair  
Sarah Marchildon, Downtown BID, Vice Chair  
Daniel Ash, Public  
Louis Aussant, Saskatchewan Association of Architects  
Anne-Marie Cey, Broadway Business Improvement District  
Stephanie Clovechok, Discover Saskatoon  
Michelle Loi, Public  
Lloyd Moker, Sutherland Business Improvement District  
Taylor Morrison, Saskatchewan REALTORS Association  
Randy Pshebylo - Riversdale BID  
Alyshia Reesor, Saskatoon Archaeological Society  
Magel Sutherland, Meewasin Valley Authority  
Lenore Swystun, Saskatoon Heritage Society  
John Waddington, Public**

**Other Attendees:**

**Councillor S. Ford  
Heritage and Design Coordinator Kellie Grant  
City Archivist Jeff O'Brien**

Submissions providing comments and/or requesting to speak will be accepted for public meetings using the online form at [saskatoon.ca/writetocouncil](https://saskatoon.ca/writetocouncil). If your submission includes a request to speak, you will be contacted by a representative from the City Clerk's Office with further information. **Submissions will be accepted no later than 5:00 p.m. on the Monday the week of the meeting.**

**Pages**

**1. CALL TO ORDER**

The Chair will call the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirm roll call.

**2. CONFIRMATION OF AGENDA**

**Recommendation**

That the agenda be confirmed as presented.

**3. DECLARATION OF CONFLICT OF INTEREST**

**4. ADOPTION OF MINUTES**

6 - 16

**Recommendation**

That the minutes of regular meeting held on January 21, 2025 of the Municipal Heritage Advisory Committee be adopted.

**5. UNFINISHED BUSINESS**

**6. VERBAL UPDATES**

**6.1 REPORT OF THE CHAIR [CK. 225-18]**

*This is opportunity for the Chair to provide a verbal update on his/her activities since the last meeting.*

**Recommendation**

That the information be received.

**6.2 COMMITTEE OR RESOURCE MEMBER UPDATE [CK 225-18]**

*To provide an opportunity for a Committee or resource member to update on issues, trends, events, etc. that pertain to the Committee's mandate.*

**6.2.1 Heritage and Design Coordinator K. Grant**

A verbal update will be provided on the following:

- Doors Open Event
- Heritage Festival of Saskatoon

**Recommendation**

That the information be received.

**6.3 SUBCOMMITTEE UPDATES [CK. 225-18]**

*To provide an opportunity for a Subcommittee to report back on referred matters.*

**Recommendation**

That the subcommittee updates received under Items 6.3.1 to 6.3.3 be received as information.

**6.3.1 Events Subcommittee**

*This subcommittee was established to assist in the planning of*

*the Municipal Heritage Awards and Doors Open Event.*

### **6.3.2 Policy and Planning Subcommittee**

*This subcommittee was established to explore revisions to policy including, but not limited to The Heritage Property Act or the regulations thereunder and on Policy C10-020, Civic Heritage Policy. Additionally this subcommittee will develop a scope of work to further investigate intangible heritage, and recommend an Intangible Cultural Heritage program for the City of Saskatoon.*

### **6.3.3 Education and Awareness Subcommittee**

*This subcommittee was established to support heightened awareness of the value and issues regarding preservation of Saskatoon's historic resources and promote and publicize the heritage of Saskatoon (both intangible and tangible) and provide support to partners who tell the Saskatoon story.*

## **7. REFERRAL FROM COUNCIL OR COMMITTEE**

### **7.1 Heritage Conservation Program Strategy – Interim Options Report [PDCS2025-0201]**

17 - 59

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on February 5, 2025, considered the above-noted matter and resolved in part that a copy of the report be forwarded to the Municipal Heritage Advisory Committee for information.

The Administration will be present to speak to the matter.

#### **Recommendation**

That the information be received.

## **8. ANNUAL REPORT CONSIDERATION**

60 - 67

*In accordance with the Committee's Terms of Reference, it shall submit an annual report outlining the previous year's accomplishments.*

*As stated in the Terms of Reference, the Committee shall submit an annual report, in the prescribed form, outlining the previous year's accomplishments, to City Council through the Standing Policy Committee on Planning, Development and Community Services.*

*This report shall be submitted by March 31, 2024 and serve to demonstrate how*

*the Committee remains relevant and current.*

At the January 21, 2025, meeting of the Municipal Heritage Advisory Committee, the Committee deferred this matter to allow time for the subcommittees to review.

A revised draft copy of the 2024 Annual Report is provided for the Committee to review.

### **Recommendation**

That the Municipal Heritage Advisory Committee approve its 2024 Annual Report for submission to City Council through the Standing Policy Committee on Planning, Development and Community Services by March 31, 2024.

## **9. WORK PLAN CONSIDERATION**

*In accordance with the Committees Terms of Reference, it shall submit an annual report outlining the previous year's accomplishments and a work plan for the upcoming year.*

### **9.1 WORK PLAN AND REFERRALS TO STANDING POLICY [CK. 225-18]**

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*This is a standing item on the agenda for the Committee, and/or any subcommittees, to provide updates regarding items on its work plan and any matters being referred to the Standing Policy Committee for consideration.*

A revised draft copy of the 2025 Municipal Heritage Advisory Committee Work Plan is provided, along with the detailed task listing for the Committee to review.

### **Recommendation**

That the Municipal Heritage Advisory Committee draft its Work Plan for 2025, for submission to City Council through the Standing Policy Committee on Planning, Development and Community Services by March 31, 2025.

#### **9.1.1 Discussion - Heritage Plan and Policy [CK. 710-0]**

*The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on February 14, 2022 considered the following item and resolved that the Administration meet with Municipal Heritage Advisory Committee to determine what portions of the Official Community Plan and Heritage Plan and Policy need addressing/prioritization. These would be discussions only during regular Municipal Heritage Advisory Committee*

*meetings.*

*This is a standing item to provide an opportunity to discuss the Heritage Plan and Policy.*

The Heritage Plan and Policy can be found [here](#).

**Recommendation**

That the information be received.

**10. BUDGET - STATEMENT OF EXPENDITURES [CK. 1704-5]**

72 - 72

Attached is a current Statement of Expenditures for the Committee's information.

**Recommendation**

That the information be received.

**11. COMMUNICATION TO THE COMMITTEE**

**Recommendation**

That the membership fees contained in items 11.1 to 11.2 be approved for payment.

**11.1 Heritage Saskatchewan - 2025 Membership Application / National Trust of Canada - Membership Renewal [CK. 1704-5]**

73 - 73

A copy of the 2025 membership renewal form is provided for the Committee's consideration. The membership fee is \$52.50 (including GST).

**11.2 Saskatoon Heritage Society - 2025 Membership Renewal and Newsletter [CK. 1704-5]**

74 - 83

A copy of the 2025 membership renewal form is provided for the Committee's consideration along with the December newsletter. The membership fee is \$30.00.

**12. ADJOURNMENT**

**PUBLIC MINUTES**  
**MUNICIPAL HERITAGE ADVISORY COMMITTEE**

**January 21, 2025, 11:30 am**  
**Committee Room E, Ground Floor, City Hall**

**PRESENT:** Stevie Horn, Saskatoon Public Library, Chair  
Sarah Marchildon, Downtown BID, Vice Chair  
Daniel Ash, Public  
Louis Aussant, Saskatchewan Association of Architects  
Anne-Marie Cey, Broadway Business Improvement District  
Michelle Loi, Public  
Lloyd Moker, Sutherland Business Improvement District  
Taylor Morrison, Saskatchewan REALTORS Association  
Randy Pshebylo - Riversdale BID  
Alyshia Reesor, Saskatoon Archaeological Society  
Magel Sutherland, Meewasin Valley Authority  
Lenore Swystun, Saskatoon Heritage Society  
John Waddington, Public

Stephanie Clovechok, Discover Saskatoon

**ABSENT:** Heritage and Design Coordinator Kellie Grant  
City Archivist Jeff O'Brien

**ALSO PRESENT:** Committee Assistant Holly Thompson

**1. CALL TO ORDER**

The Committee Assistant called the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirmed roll call.

**1.1 Committee Orientation [CK. 225-18]**

Committee Assistant Thompson provided an overview of the committee process.

**Moved By:** R. Pshebylo

That the information be received.

**CARRIED**

**1.2 2025 Membership - Municipal Heritage Advisory Committee [CK. 225-18]**

City Council, at its Regular Business meeting held December 18, 2024, adopted a recommendation of its Governance and Priorities Committee that the following be appointed and reappointed to the Municipal Heritage Advisory Committee for the terms indicated:

To the end of 2026:

- Louis Aussant, Saskatchewan Association of Architects
- Lloyd Moker, Sutherland Business Improvement District
- Taylor Morrison, Saskatchewan Realtors Association
- Lenore Swystun, Saskatoon Heritage Society
- John Waddington, Public Member

The following were previously appointed by City Council to the end of 2025:

- Daniel Ash, Public Member
- Anne-Marie Cey, Broadway Business Improvement District
- Stephanie Clovechok, Discover Saskatoon
- Michelle Loi, Public Member
- Randy Pshebylo, Riversdale Business Improvement District
- Alyshia Reesor, Saskatoon Archaeological Society
- Magel Sutherland, Meewasin Valley Authority
- Stevie Horn, Saskatoon Public Library
- Sarah Marchildon, Downtown Saskatoon

The resource members for 2025 are:

- Councillor Scott Ford
- Heritage and Design Coordinator Kellie Grant
- City Archivist Jeff O'Brien

**Moved By:** L. Aussant

That the information be received.

**CARRIED**

### **1.3 Appointment of Chair and Vice Chair [CK. 225-18]**

The Committee is requested to appoint a Chair and Vice Chair for 2025.

Stevie Horn was Chair and Sarah Marchildon was Vice Chair for 2024.

Committee Assistant Thompson opened nominations for Chair.

Sarah Marchildon nominated Stevie Horn for Chair. No further nominations were received.

Committee Assistant Thompson opened nominations for Vice Chair.

Stevie Horn nominated Sarah Marchildon for Vice Chair. No further nominations were received.

**Moved By:** S. Marchildon

That Stevie Horn be appointed as Chair of the Municipal Heritage Advisory Committee for 2025.

**CARRIED**

**Moved By:** S. Horn

That Sarah Marchildon be appointed as Chair of the Municipal Heritage Advisory Committee for 2025.

**CARRIED**

### **1.4 2025 Meeting Dates [CK. 225-18]**



The meeting dates for 2024 are as follows:

- January 21
- February 18
- March 18
- April 15
- May 20
- June 17
- September 16
- October 21
- November 17

**Moved By:** T. Morrison

That the information be received.

**CARRIED**

**2. CONFIRMATION OF AGENDA**

**Moved By:** S. Marchildon

That the agenda be confirmed as presented.

**CARRIED**

**3. DECLARATION OF CONFLICT OF INTEREST**

There were no declarations of conflict of interest.

**4. ADOPTION OF MINUTES**

**Moved By:** A. Reesor

That the minutes of regular meeting held on November 19, 2024 of the Municipal Heritage Advisory Committee be adopted.

**CARRIED**

**5. UNFINISHED BUSINESS**

**6. VERBAL UPDATES**

**6.1 REPORT OF THE CHAIR [CK. 225-18]**

*This is opportunity for the Chair to provide a verbal update on his/her activities since the last meeting.*

No update was provided.

**6.2 COMMITTEE OR RESOURCE MEMBER UPDATE [CK 225-18]**

*To provide an opportunity for a Committee or resource member to update on issues, trends, events, etc. that pertain to the Committee's mandate.*

**6.2.1 City Archivist J. O'Brien**

A verbal update was provided on the following:

Archives Move

City Archivist O'Brien advised the Committee that the City Archives - open since July but the move isn't complete.

Acquisition of the Star Phoenix Collection

City Archives has obtained the collection and the Committee was informed that the new owner of the Star Phoenix building is not going to tear it down and is interested to maintain the whole front staircase.

City Archives Official Opening / Archives Week Event

Official opening event begins at 6:00 p.m. on February 2nd with a guided tour of the Archives and then the event being held at the Bassment at Civic Square East.

**Moved By:** R. Pshebylo

That the information be received.

**CARRIED**

**6.2.2 Heritage and Design Coordinator K. Grant**

A verbal update was provided on the following:

### Doors Open Update

Doors Open event will be held on June 1st for 2025. The website for the event is now on the City's heritage page rather than being an external page. There will be a steering committee.

### Heritage Conservation Program Strategy

The Heritage Conservation Program Strategy report is scheduled for consideration at the February 5th meeting of the Standing Policy Committee on Planning, Development and Community Services.

**Moved By:** S. Marchildon

That the information be received.

**CARRIED**

## **6.3 SUBCOMMITTEE UPDATES [CK. 225-18]**

*To provide an opportunity for a Subcommittee to report back on referred matters.*

### **6.3.1 Events Subcommittee**

*This subcommittee was established to assist in the planning of the Municipal Heritage Awards and Doors Open Event.*

### **6.3.2 Policy and Planning Subcommittee**

*This subcommittee was established to explore revisions to policy including, but not limited to The Heritage Property Act or the regulations thereunder and on Policy C10-020, Civic Heritage Policy.*

### **6.3.3 Education and Awareness Subcommittee**

*This subcommittee was established to support heightened awareness of the value and issues regarding preservation of Saskatoon's historic resources and promote and publicize the heritage of Saskatoon (both intangible and tangible) and provide support to partners who tell the Saskatoon story.*

### **6.3.4 Intangible Heritage Subcommittee**

*This subcommittee was established to develop a scope of work to further investigate intangible heritage and recommend an Intangible Cultural Heritage program for the City of Saskatoon.*

Taylor Morrison advised the Committee that the subcommittee has provided questions to Indigenous agencies related to intangible heritage. An update will be provided at the next meeting.

**Moved By:** S. Marchildon

That the information be received.

**CARRIED**

**7. REFERRAL FROM COUNCIL OR COMMITTEE**

**8. ANNUAL REPORT CONSIDERATION**

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*This report shall be submitted by March 31, 2024 and serve to demonstrate how the Committee remains relevant and current.*

A draft copy of the 2024 Annual Report was provided for review.

During discussion, Committee requested that the Subcommittees review the Annual Report to reflect their work. Updates are to be provided to the Chair and Vice Chair to have the draft updated prior to the next meeting.

**Moved By:** S. Marchildon

That the matter be deferred to February meeting to allow for Subcommittees to review.

**CARRIED**

**9. WORK PLAN CONSIDERATION**

*In accordance with the Committee's Terms of Reference, it shall submit an annual report outlining the previous year's accomplishments and a work plan for the upcoming year.*

*As stated in the Terms of Reference, the Committee shall submit a work plan for the upcoming year to City Council, through the Standing Policy Committee on Planning, Development and Community Services.*

The 2024 work plan and overview were provided for the Committee's information.

The 2025 work plan was discussed at this meeting.

**Moved By:** S. Marchildon

That the matter be deferred to February meeting to allow opportunity to revise.

**CARRIED**

## **9.1 WORK PLAN AND REFERRALS TO STANDING POLICY [CK. 225-18]**

*This is a standing item on the agenda for the Committee, and/or any subcommittees, to provide updates regarding items on its work plan and any matters being referred to the Standing Policy Committee for consideration.*

### **9.1.1 Discussion - Heritage Plan and Policy [CK. 710-0]**

*The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on February 14, 2022 considered the following item and resolved that the Administration meet with Municipal Heritage Advisory Committee to determine what portions of the Official Community Plan and Heritage Plan and Policy need addressing/prioritization. These would be discussions only during regular Municipal Heritage Advisory Committee meetings.*

*This is a standing item to provide an opportunity to discuss the Heritage Plan and Policy.*

The Heritage Plan and Policy can be found [here](#).

## **10. REVIEW OF SUBCOMMITTEE MEMBERSHIP [CK. 225-18]**

An Advisory Committee may form subcommittees and working groups within its membership as necessary to address specific issues within its mandate. Subcommittees shall draw upon voting members of the Committee.

The Committee currently has the following subcommittees:

- *Events Subcommittee* - Established to assist in the planning of the Municipal Heritage Awards and Doors Open Event.
- *Policy and Planning Subcommittee* - Established to explore revisions to policy including, but not limited to the *The Heritage Property Act* or the regulations thereunder and on Policy C10-020, *Civic Heritage Policy*; and
- *Education and Awareness Subcommittee* - Established to support heightened awareness of the value and issues regarding preservation of Saskatoon's historic resources and promote and publicize the heritage of Saskatoon (both intangible and tangible) and provide support to partners who tell the Saskatoon story.
- *Intangible Heritage Subcommittee* - Established to develop a scope of work to further investigate intangible heritage, and recommend an Intangible Cultural Heritage program for the City of Saskatoon.

The Committee was requested to determine if a subcommittee is required and to appoint members to the Subcommittees for 2025.

Committee requested to amalgamate Intangible Heritage Subcommittee with the Policy and Planning Subcommittee.

The mandate for the Policy and Planning Subcommittee will also be updated to include intangible heritage.

Membership will be as follows:

- Events Subcommittee - Sarah Marchildon, Daniel Ash, and Stevie Horn
- Policy and Planning Subcommittee - Taylor Morrison, Louis Aussant, Lenore Swystun and Alyshia Reesor; and
- Education and Awareness Subcommittee - Michelle Loi, Daniel Ash and Stevie Horn.

**Moved By:** S. Marchildon

That the subcommittee members be confirmed as discussed.

**CARRIED**

## **11. BUDGET - STATEMENT OF EXPENDITURES [CK. 1704-5]**

Attached was the 2024 year end budget actuals. The 2025 approved budget is \$17,900.

The 2024 budget allocation was as follows:

- Conferences, Education and Research - \$5,700
- Heritage Awards Program - \$9,200
- Doors Open Event - \$2,500
- Heritage Festival - \$300
- Memberships - \$200

The Committee was requested to review the budget and provide their 2025 budget allocation.

The budget allocation will be as follows for 2025:

- Conferences, Education and Research - \$5,700
- Annual Event Planning - \$12,000
- Memberships - \$200

**Moved By:** D. Ash

That the 2025 budget allocation be confirmed:

- Conferences, Education and Research - \$5,700
- Annual Event Planning - \$12,000; and
- Memberships - \$200

**CARRIED**

## **12. ADJOURNMENT**

The meeting adjourned at 1:09 p.m.

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S. Horn, Chair

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Committee Assistant H. Thompson





# Heritage Conservation Program Strategy – Interim Options Report

## ISSUE

Administration has reviewed best practices, program options and funding mechanisms for heritage conservation in municipalities across Canada. Based on this review and analysis, Administration developed potential options to strengthen the City of Saskatoon's Heritage Conservation Program.

## BACKGROUND

[Bylaw No. 9700, The Official Community Plan Bylaw, 2020](#) (OCP), establishes the City of Saskatoon's (City) objectives for heritage conservation. Those objectives contained in Section D4(1) of the OCP are:

1. To identify and conserve Saskatoon's heritage resources and recognize their importance in telling the story of Saskatoon pre- and post-settlement;
2. To honour the unique history and identity of Saskatoon; and
3. To ensure the City's heritage programs and policies encourage appreciation for, and are reflective of, Saskatoon's varied history and cultures, including Indigenous communities.

The Heritage Conservation Program (the Program) was created in 1996, under [Council Policy C10-020, Civic Heritage Policy](#) (Civic Heritage Policy). The purpose of the Program is to support and facilitate the conservation, management and interpretation of heritage resources in a manner which supports economic, sustainability and social goals. A review of the Program was completed in 2012. Subsequently, an update to the Civic Heritage Policy and the creation of the Heritage Plan, with over 40 action items, based on the review, was completed in 2014.

The Standing Policy Committee on Planning, Development and Community Services, at its [meeting](#) on November 8, 2022, received a report which outlined current program status and challenges.

City Council, at its Budget [meeting](#) on November 28, 2022, approved the Heritage Conservation Program Project – a three-phased approach to strengthen the Heritage Conservation Program to include:

- 1) Jurisdictional Review – a review of municipalities to identify best practices;
- 2) Heritage Property Owner Support – a review of existing incentives and recommended approaches for an updated Heritage Program; and
- 3) Public Awareness – options for creation of new education and resource materials.

## **CURRENT STATUS AND APPROACH**

The current Program consists of three main components:

- Regulatory approaches, such as Municipal Heritage Property Designation and [Bylaw No. 6770, The Demolition Permit Bylaw, 1987](#) (otherwise known as the Holding Bylaw);
- Financial incentives, such as grants for conservation work and incremental tax abatements; and
- Educational opportunities, such as the Saskatoon Register of Historic Places and Doors Open Saskatoon.

Despite the 2012 Review, and the 2014 policy update and Heritage Plan, the overall Program has remained largely unchanged since 1996 and continues to struggle to meet the policy objectives. In addition, many program goals and action items from the Heritage Plan remain outstanding.

The Program is funded through an annual operating budget allocation of \$262,100, of which \$146,500 is used for program administration and \$115,600 flows to the Heritage Reserve. Within this reserve, the Program allocates funding to Heritage Grants, financial support to research and awareness programming, and an annual \$10,000 transfer to the Façade Conservation and Enhancement Grant program reserve. Any residual funds each year are retained in the heritage and façade reserves and can be used to fund grants in future years.

At the end of 2024, \$72,068 for financial support and \$27,195 for research and awareness programming remained in the Heritage Reserve. The Façade Conservation and Enhancement Grant program had \$52,000 remaining for heritage related projects.

## **Approaches in Other Jurisdictions**

Administration conducted a review of heritage programs across Canadian municipalities, including correspondence with program administrators. A summary of relevant heritage opportunities is outlined below.

### **Incentives**

Many cities are diversifying their heritage incentive portfolio with tax exemptions and other creative approaches including low-interest loans, zoning and building flexibility and density bonusing/density transfers. Incentives which also act to achieve other community objectives are becoming more common. For example, incentives may be prioritized for heritage properties which also meet sustainability, housing and/or equity goals or may focus on specific areas such as Downtown or specific properties, such as vacant or underutilized heritage buildings.

Financial and non-financial tools incentivize the designation and maintenance of heritage properties and include:

- Building, Zoning and Permit Flexibility - provides flexibility for development standards, building code, minor variances, permit fees, discretionary and rezoning approvals;

- Density Bonusing and Transfers - development must provide public amenities to justify the additional density being granted. Amenities can include physical on-site amenities or financial contributions to Community Investment Funds that further fund public amenities;
- Low-Interest Loan Programs - a low interest loan provided to Municipal Heritage Property owners to cover the up-front costs of undertaking an eligible heritage conservation project;
- Property Tax Classification - a separate tax classification for designated Municipal Heritage Properties resulting in a permanent reduction in property taxes; and
- Property Tax Exemption - an annual fixed reduction of property taxes for designated Municipal Heritage Properties as defined under *The Heritage Property Act*.

While incentives can encourage municipal heritage designation, the choice to designate typically remains at the discretion of the property owner.

### Protection

Beyond protection of heritage buildings, several cities are focusing on their own heritage assets and processes, creating heritage asset management plans and streamlining their heritage approval processes. Heritage Conservation Districts are also increasingly becoming important, focusing on a larger swath of heritage properties or neighbourhoods to maintain or retain areas which are historic, unique, or distinct to a municipality and protecting them from impacts due to increasing development pressures.

### Education

Many municipalities are also placing greater importance on education efforts to create awareness and support for heritage assets. Edmonton, for example, has created a heritage workshop series and Burlington, Ontario has used story maps to foster public interest in heritage.

### Summary

The common theme in many heritage programs across Canada is that a multi-faceted approach is needed. There is not one incentive, regulatory tool or educational resource that will achieve heritage conservation objectives and not all tools benefit heritage properties equally. Programs need to be varied and flexible. There are different needs based on a property's age, use (i.e. residential vs commercial) and whether the property is taxable versus non-taxable. It is important to note that not all jurisdictions are equally comparable, as different provinces are subject to different legislation.

Opportunities and options, including those used by other municipalities that were identified as part of the jurisdictional review, are included in the Heritage Conservation Program Strategy – Interim Options Report (see Appendix 1).

## PUBLIC ENGAGEMENT

In the fall of 2023, a survey was sent to Municipal Heritage Properties regarding their experience with the Heritage Conservation Program. On March 19, 2024, a workshop was held with the Municipal Heritage Advisory Committee to discuss the Heritage Conservation Strategy, challenges to the existing program and a prioritization exercise for potential program options.

The Municipal Heritage Advisory Committee, at its [meeting](#) on June 18, 2024, was presented an Information Report, based on the jurisdictional review and initial feedback, outlining components of the proposed Heritage Conservation Strategy. In the summer of 2024, an Engage Page for the project was created, along with a public survey requesting feedback on the proposed options included in the Heritage Conservation Program Strategy. A summary of engagement is included in Appendix 1.

## OPTIONS

Four options are presented based on the Heritage Conservation Program objectives and stakeholder feedback. The options are each comprised of a bundle of incentives, regulatory measures and educational opportunities. The options presented below can be flexible, with potential to “mix and match” from the possible program elements that comprise each option. However, Administration has made efforts to group elements within each option that align in terms of level of effort and expected results.

Option 1      Complete revision of the existing incentive program with strong regulatory measures and a diverse range of educational options.

### Description:

This option would consider the full suite of program opportunities, which may include a separate property tax subclass for designated municipal heritage properties or property tax exemption, a review of building code opportunities for heritage properties, regulatory measures and educational initiatives.

### Advantages:

- Offers a wide variety of incentives which offer opportunities to both taxable and non-taxable properties and would encourage more property owners to seek heritage designation;
- Addresses long-standing initiatives which have been included as part of the Heritage Plan but to date have not been addressed due to timing and resourcing constraints. This includes a thorough review of the applicability of Heritage Conservation Districts and a comprehensive review of Bylaw No. 6770, The Demolition Permit Bylaw, 1987;
- Potential for greater ability to achieve rehabilitation of heritage properties with the building permit flexibility in situations where doing so under standard regulations might be cost prohibitive and/or technically infeasible; and
- Fills in the gaps in the education and resource portion of the Heritage Conservation Program through the addition of six new initiatives.

Disadvantages:

- Some of the items, while successful in other cities, would require further in-depth analysis to determine the suitability in Saskatoon's context;
- May require legislative changes to implement, such as the case with the low-interest loan program;
- The building code equivalencies may face challenges given the number of occupancy and building code classifications in developing a standardized set of regulations; and
- The costliest option requiring seed funding for the low-interest loan program, which is estimated at \$500,000.

Financial Implications:

Administration has undertaken a preliminary review of the program elements included in this option and has estimated the cost implications for this option to be \$120,000 to \$237,000 in annual operating costs and \$961,000 to \$1,024,000 in capital costs which includes \$500,000 in seed funding for the low interest loan program. The cost for this option is potentially quite variable as City Council may wish to provide alternate guidance on the low interest loan seed funding and loan amounts.

Option 2      Strong incentives and regulatory measures with enhanced educational opportunities.

Description:

This option would include a very substantive incentive through the creation of a separate property tax sub-class or the implementation of a heritage property tax exemption. Several regulatory measures and educational initiatives would lead to a well-rounded and robust heritage conservation program.

Advantages:

- Provides a marked difference from the status quo and like Option 1 may encourage more property owners to seek heritage designation;
- While not the highest achievement level option, Option 2 is anticipated to lead to an increase in the number of designated properties, while remaining financially sustainable;
- Addresses many of the challenges identified by stakeholders during engagement, such as support needed beyond the 10-year period currently offered; and
- Substantially builds on the program's education component with the addition of a Heritage Professional and Trade Directory and Marketing and Resources Strategy.

Disadvantages:

- Several capital projects, such as a review of Heritage Conservation Districts, will draw on resources from other internal departments and/or the use of external consultants.

### Financial Implications:

Administration has undertaken a preliminary review of the program elements included in this option and has estimated the cost implications for this option at \$20,000 to \$137,000 in annual operating costs and \$358,000 to \$421,000 in capital costs.

Option 3      Addition of a separate property tax class/exemption for heritage property owners to compliment the existing incentives. Slight increase in regulatory oversight and education.

### Description:

This option would implement a separate property tax class or property tax exemption for Municipal Heritage Properties to incentivize designation and provide consistent, ongoing support. Beyond that, there would be little change from the existing program with respect to the regulation of heritage properties through process improvements.

### Advantages:

- The most cost-effective option being proposed, other than the status quo; and
- The inclusion of property tax relief will be of benefit for taxable heritage properties which may increase the number of designated heritage properties in Saskatoon.

### Disadvantages:

- Apart from the tax relief incentive provided through the creation of a separate property tax subclass or the implementation of a tax exemption, Option 3 remains similar to the status quo in terms of protection and education initiatives; and
- Many of the larger policy objectives outlined in the Heritage Plan will not be able to be implemented.

### Financial Implications:

Administration has undertaken a preliminary review of the program elements included in this option and has estimated the cost implications for this option is \$8,000 to \$125,000 in annual operating costs and \$11,000 to \$74,000 in capital costs.

Option 4      No changes or additions to existing incentives, regulations or education.

### Description:

This option would maintain the status quo. Project-based grants and property tax abatements will continue to form the basis of the Heritage Conservation Program. Administration will continue to find ways to improve program delivery efficiency and effectiveness, within established resources and budget.

### Advantages:

- Given that the Heritage Conservation Program is not currently meeting the objectives of the Civic Heritage Policy, the benefit of this option is negligible. However, current operating costs and resourcing levels would remain.

Disadvantages:

- The number of designated Municipal Heritage Properties under Option 4 and the ability to support existing Municipal Heritage Properties will likely continue to remain low due to lack of sufficient incentives;
- Regulation and protection will remain inconsistent, leaving many significant heritage assets vulnerable to demolition and/or unsympathetic alterations; and
- Education and resource initiatives will continue to operate at a bare minimum with the operation of one Doors Open Saskatoon event every two years.

Financial Implications:

There are no new financial costs associated with this item.

**RECOMMENDATION**

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That Option 2 be approved for further development; and
2. That Administration be directed to bring forward a final Heritage Conservation Program Strategy built on Option 2, along with a detailed implementation and funding plan for consideration during the 2026/2027 Business Plan and Budget Deliberations.

**RATIONALE**

Option 2 provides a balanced approach in terms of providing substantial incentives and protection for heritage resources and public and property owner education, while remaining relatively cost-effective in terms of its impact on upfront capital costs and the long-term operating budget. Like Option 1, this option includes property tax class or exemption which is the most significant policy addition, in Administration's view, to support heritage properties and provide significant financial incentive to property owners to designate and maintain with a relatively low direct cost. It also includes creative solutions and opportunities in its approach which is enough to make a lasting positive impact on the Heritage Conservation Program and its objectives.

Option 2 does not include the low-interest loan program or the Heritage Workshops. While these items are understood to be valuable program components, they represent a relatively high amount of time and resources in exchange for relatively modest anticipated progress in achieving the program's policy objectives.

**FINANCIAL IMPLICATIONS**

The financial implication of each option is estimated above and in Appendix 1 of the report.

Appendix 1 also outlines potential funding sources used in other municipalities for future consideration. These funding options require further evaluation, vetting and consultation should City Council choose an option other than Option 4. Should Options 1 through 3 be selected, or an alternative option of City Council's choosing, a final strategy will be brought back for approval with more detail on the program and cost/funding implications with direction to include in the 2026/2027 Multi-Year Business Plan and Budget deliberations.

## **COMMUNICATION ACTIVITIES**

The Engage Page for this project will be updated following City Council's decision. The Municipal Heritage Advisory Committee will also be notified. Administration will bring back a finalized Heritage Strategy for approval and direction to include a budget request for 2026/2027.

## **APPENDICES**

1. Heritage Conservation Program Strategy – Interim Options Report

## **REPORT APPROVAL**

Written by: Catherine Kambeitz, Senior Planner  
Reviewed by: Chris Schulz, Planning Project Services Manager  
Darryl Dawson, Acting Director of Planning and Development  
Approved by: Celene Anger, General Manager, Community Services

SP/2025/PD/PDCS/Heritage Conservation Program Strategy – Interim Options Report/mt



# HERITAGE CONSERVATION PROGRAM STRATEGY

## Interim Options Report

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## Introduction

### Why Heritage Conservation is Important

There are many demonstrated benefits to heritage conservation that are recognized by municipalities beyond the appreciation, social relevancy, cultural impact and architectural significance that we often associate with when we think of conserving heritage assets.

#### Economic

The economic benefits of municipal heritage conservation programs are recognized across jurisdictions based on the potential for job growth, tourism, and adaptive reuse benefits. It is recognized that work pertaining to the restoration of historic resources, particularly for built heritage structures often requires additional skills and specialized trades. As a result, heritage conservation programs have an added benefit to the skilled labour market.

Tourism is also a recognized benefit of heritage conservation programs. A distinct sense of place and recognizing historical contexts create a unique travel experience for visitors. The historic districts of Cabbagetown (Toronto), Gastown (Vancouver), Old Quebec (Quebec City) and Fort Garry (Winnipeg) draw thousands of visitors annually and can be a significant economic driver for a community.

Statistics Canada, for example, reports that 24% of overnight visitors to the Calgary area participate in a cultural activity, with many visiting a historic site. Since 2012, spending by 'culture' visitors in Calgary has increased by \$51.9 million.

UNESCO indicates that urban heritage areas generate much higher returns than areas devoid of any cultural or historic significance. Proximity to world-class monuments and sites usually draws high-end service-sector businesses and residents. This is reflected in land and property values.

The adaptive reuse of historic buildings can also drive economic opportunities for a city while maintaining the building stock of older heritage buildings.

Heritage Conservation is about more than just saving old buildings. Heritage Conservation can provide substantial economic spin-offs for a municipality and help meet its sustainability objectives.

#### Environmental

There are many demonstrated sustainability benefits to heritage conservation programs, specifically through limiting demolition waste, and minimizing the need for new building materials. Historic buildings have 'inherent sustainability' to maintain, since their longer lifecycle presents significant carbon savings in comparison with buildings that are not constructed for longevity and must be replaced to remain a useful function. Conservation limits demolition waste patterns, which reduces pressure on landfills, and minimizes the need for new building materials to be used.

According to Statistics Canada, the demolition of buildings (construction, renovation and demolition waste) amounts to about 12% of all landfill waste generated in Canada (National Waste Characterization Report).

Upgrading existing heritage structures to become more energy efficient can often be accomplished in a sympathetic manner without destroying character-defining elements. Revitalizing historic neighbourhoods reduces the need to develop and service new land, a key objective of Smart Growth.

Heritage Conservation curates our space; from ornately adorned churches to sacred spaces and modest boomtown architecture, heritage assets significantly contribute to the public realm and how we experience our city.

## **Social**

Lastly, heritage is collectively ours. Heritage conservation provides an opportunity to recognize and celebrate our history. It is a marker of our physical past, telling the story of how a community developed, what significant events occurred throughout its history, various periods of design and architecture, and the individuals or groups that lived there.

Heritage assets are significant contributors to the public realm, and often provide a sense of place. Heritage conservation has become more holistic and inclusive in recent years through a broadened approach to heritage. Cultural and natural heritage has become increasingly important, as has the inclusion of underrepresented groups.

## **Heritage Conservation Program Strategy**

The Heritage Conservation Program Strategy is intended to outline a series of options and opportunities that seek to better conserve Saskatoon's heritage assets through the City's existing Heritage Program. These opportunities are currently outlined at a high level, with room for further detail and refinement following City Council's direction. Four separation options have been bundled for City Council's consideration, based on three key areas:

### Incentives

Financial and non-financial assistance to heritage property owners.

### Protection

Regulatory tools to ensure measures are in place to protect heritage assets and guide change.

### Education:

Providing access to education, tools and resources to heritage property owners and the public.



Top: City Hall Source: Saskatoon Public Library – Local History. A-1524

The common approach to heritage conservation in many heritage programs across Canada is a multi-faceted. There are different needs based on property age, use (i.e. residential vs commercial), and whether the property is taxable or non-taxable.

Through research of best practices in other Canadian municipalities, several opportunities were identified in the areas of incentives, regulation, and education. These opportunities and options are explained in more detail on the following pages.

## **Heritage Conservation Program**

The Official Community Plan (Bylaw 9700) defines the City's role in conserving and interpreting cultural and built heritage in Saskatoon. The Heritage Conservation Program was established in 1996 and is administered through the Civic Heritage Policy (C10-020).

The Civic Heritage Policy (C10-020) supports and facilitates the consideration, designation, conservation, and management of heritage resources. The Heritage Plan is a companion document to the Civic Heritage Policy (C10-020) which links the Civic Heritage Policy with implementation actions. The Heritage Conservation Program includes both financial and non-financial support for heritage conservation, in addition to educational outreach. The current program includes:

### **Tax Incentives**

A property tax abatement up to 50% of the costs where a proposed conservation project generates an increase in the existing property taxes. (Up to a \$150,000 max). An incentive which has not been accessed in the last 10 years.

### **Grants**

A grant that covers 50% of the project costs where a proposed conservation project does not generate an increase in the existing property taxes or for tax-exempt properties. (Up to a maximum of \$150,000 for taxable properties and \$75,000 for tax exempt properties).

The grant is typically amortized over a number of years, up to a maximum of 10 years. City Council has the ability to approve additional funding beyond the \$150,000. This incentive has been used 35 times in the last 10 years totaling over \$580,000.

### **Maintenance Grants**

A grant up to 50% of maintenance costs. (Up to \$2,500). This grant has been accessed 21 times in the last 10 years totaling \$21,000.

### **Permit Refunds**

A refund of 50% of any building and development permit fees related to eligible project costs. This incentive has not been utilized in the last 10 years.

### **Non-Financial Incentives and Support**

The City provides non-financial incentives and support services for each individual property. This may include working to develop alternative solutions to address building code requirements, investing in streetscaping improvements which enhance the heritage structure, a relaxation of development standards or rezoning by agreement for adaptive reuse of the property. Accessed once in the last 10 years for a relaxation in development standards.

### **Façade Conservation and Enhancement Program**

A grant up to \$4,000 for eligible properties undergoing a heritage conservation project. Applicable to commercial properties only.

### **Heritage Promotion Grant**

A grant up to \$2,000 annually to support each Business Improvement District in promotional and educational ventures within their district.

### **Education**

The City provides educational opportunities on heritage conservation through its website, as well as a biennial Doors Open Event.

Grants are the most used incentive tool under the existing Heritage Conservation Program, accounting for nearly \$600,000 and upwards of 50 projects since 2014.

## Engagement Summary

### Engagement Tools

The following engagement methods and tools were used to engage and inform stakeholders on the Heritage Conservation Program Strategy:

#### Heritage Property Owner Survey (October 2023)

A survey was emailed out to all private Designated Municipal Heritage Properties in October 2023. There were 19 responses received.

#### MHAC Workshop (March 2024)

A workshop was held with MHAC on March 19, 2024. The purpose of the exercise was to prioritize a list of potential incentive, protection, and education options.

#### MHAC Meeting (June 2024, and September 2024)

Based on a jurisdictional review and the March workshop, an information report was presented to MHAC on June 18, 2024, outlining a draft of the proposed Heritage Conservation Strategy. Administration attended a follow up meeting in September to provide a project update.

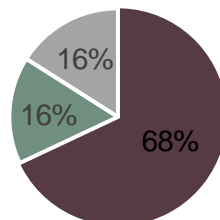
#### Engage Page and Public Survey (July 2024)

An engage page for the project was created along with a public survey requesting feedback on the proposed incentives, regulations and education options. There were 75 respondents to the survey.



Top: City Hall Source: Saskatoon Public Library – Local History. LH-6444

### Heritage Property Owners Survey: Respondents by Property Type



■ Residential ■ Commercial ■ Other

### MHAC Prioritization

The following opportunities were selected by MHAC as top priorities:

#### Incentives

1. Property Tax Incentives
2. Grants
3. Building, Zoning and Permit Flexibility

#### Protection

1. Holding Bylaw Review
2. Heritage Alteration Permit
3. Heritage Conservation Districts

#### Education

1. Heritage Workshops
2. Heritage Professional and Trade Directory
3. Interpretive Features Initiative

## What We Heard

The following key themes were identified through engagement on the existing Heritage Conservation Program, as well as the opportunities and options that are being considered under the Heritage Conservation Program Strategy:

**Current incentives require substantial upfront capital investment.** Owning a heritage property comes with unique challenges and maintenance requirements. It may take property owners several years to be able to pay the upfront cost for a heritage conservation project. Many property owners may never be in a position to afford the capital investment.

**Support is needed beyond the 10-year period offered.** Property owners are not able to access the program again if they reach the maximum grant amount, which is capped at 10 years. Support may not be available over the property's lifespan.

**Better public awareness and education.** The public is not aware of the incentives offered through the heritage conservation program. They are often unaware of other City or Provincial incentives or grants that may be available to them. Better education is a key component to teaching the public, professionals and other organizations the value of historical properties and how the program is able to offer assistance.

**No tangible measurables or targets identified.** Without set targets or quantifiable numbers, it is challenging to determine what would constitute success for the Heritage Conservation Program. Is it so many properties designated per year? Is it the amount of funding provided and/or spent?

**Difficulty in finding skilled trades, craftspeople, and professionals.** Finding people with knowledge of heritage construction and appropriate conservation techniques is challenging in Saskatoon.

**Timing and delays in approvals are costly.** The perception that heritage designation means more "red tape" is pervasive. Delays in approvals are viewed as being costly to owners when improvements are considered urgent.

**A culture shift is necessary.** There needs to be a change in how we view heritage. Heritage needs to be assigned a value and considered to be an important attribute to a community. The City needs to be clear on what the "why" is. Why designate more heritage assets? Why is it important for the City to continue to conserve heritage and not solely rely on the private sector to do so? What are the implications of losing heritage?

**Consider disincentives to curb demolition and neglect.** Consider implementing disincentives that deter investors, developers and property owners from demolishing buildings.

**"Money talks".** An all around more robust funding strategy and incentive program is required. Provide fair, ongoing support to those property owners that invest in Saskatoon's heritage.

**Costs to the City and its citizens of an expanded Heritage Conservation Program.** Any costs of a revised Heritage Program should be outlined clearly to residents.

**Impact on Property Value and Insurance.** Concerns regarding heritage designation and its potential impact on property value and property insurance.

## Program Options

Four options to improve the existing Heritage Conservation Program have been drafted and are outlined in the following pages.

### Program Option 1

The most ambitious option which would place Saskatoon as one of the top leaders in heritage conservation amongst Canadian Municipalities. This option would implement the full suite of program opportunities, including a separate property tax subclass or property tax exemption for designated municipal heritage properties, a low interest loan program, a review of building code opportunities for heritage properties, and other regulatory measures and educational initiatives.

Some of the items, while successful in other cities, would require further in-depth analysis to determine the suitability in Saskatoon's context. Option 1 is the costliest option, largely as a result of the required seed funding for the low-interest loan program.

### Program Option 2 (Recommended)

Option 2 would include a very substantive incentive through the creation of a separate property tax subclass or the implementation of a heritage property tax exemption. Several regulatory measures and educational initiatives would lead to a well-rounded and robust heritage conservation program.

This option provides a notable difference from the status quo, and like Option 1 could encourage more property owners to seek heritage designation. While not the highest achievement level option, Option 2 has great potential to lead to an increase in the number of designated properties, while remaining financially sustainable.

### Program Option 3

Like Options 1 and 2, Option 3 would implement a separate property tax subclass, or property tax exemption for Municipal Heritage Properties to incentivize

designation and provide consistent, ongoing support. There would be little change from the existing program with respect to protection of heritage properties and public education.

Apart from the tax relief incentive provided through the creation of a separate property tax subclass, Option 3 remains similar to the status quo. Many of the larger policy objectives outlined in the Heritage Plan will not be able to be implemented. This option however is the most cost-effective option being proposed, other than the status quo.

### Program Option 4 (Status Quo)

This option would retain the status quo of the existing Heritage Conservation Program. Project-based grants and property tax abatements will continue to form the basis of the Heritage Conservation Program. Administration will continue to find ways to improve program delivery efficiency and effectiveness, within established resources and budget.

The number of designated Municipal Heritage Properties and the ability to support existing Municipal Heritage Properties, may continue to remain low due to lack of sufficient incentives and support. Regulation and protection will remain inconsistent, and education and resource initiatives will continue to operate at a bare minimum.



Top: 3rd Avenue South. Source: Saskatoon Public Library – Local History. A-1231



**Program Options Summary Table**

Category	Option 1	Option 2	Option 3	Option 4
Property Tax Subclass / Exemption				
Low Interest Loan Program				
Density Bonusing and/or Transfers			 *Density Bonusing	 *Density Bonusing
Building, Zoning and Permit Flexibility		 *Zoning Flexibility	 *Zoning Flexibility	 *Zoning Flexibility
Grants				
Incremental Tax Abatement				
Holding Bylaw Review (Bylaw No. 6770)				
Heritage Conservation Districts Review				
City Heritage Assets Strategy				
Process Improvements				
Story Maps				
Heritage Workshops				
Honouring Treaty Relationships: Urban Reserves				
Heritage Professional and Trade Directory				
Interpretive Features Initiative				
Marketing and Resources Strategy				
Doors Open Event				
<b>Cost Estimates*</b> (above existing program costs)	<b>Operating:</b> \$120,000 - \$237,000 <b>Capital:</b> \$961,000 - \$1,024,000	<b>Operating:</b> \$20,000 - \$137,000 <b>Capital:</b> \$358,000 - \$421,000	<b>Operating:</b> \$8,000 - \$125,000 <b>Capital:</b> \$11,000 - \$74,000	<b>Operating:</b> - <b>Capital:</b> -



## Program Option 1 – Next Steps

The most ambitious option which would place Saskatoon as one of the top leaders in heritage conservation amongst Canadian Municipalities. This option would implement the full suite of program opportunities, including a separate property tax subclass or property tax exemption for designated municipal heritage properties, a low interest loan program, a review of building code opportunities for heritage properties, and other regulatory measures and education initiatives. Some of the items, while successful in other cities, would require further in-depth analysis to determine the suitability in Saskatoon's context. Option 1 is also the costliest, requiring seed funding for the low-interest loan program.

### Property Tax Subclass or Exemption

- Creation of a new property tax subclass or property tax exemption agreements for City Council approval.
- Administrative process development.
- Review of criteria for Municipal Heritage designation.

### Low Interest Loan Program

- Lobby Provincial Government to provide for the City to offer low interest loans to designated Municipal Heritage Properties.
- Creation of a loan program. Including research into the potential for third-party administrator.
- Approval of program/Bylaw and establishment of a capital loan contribution by City Council.
- Marketing and education of the Program.

### Density Bonusing and Transfers

- Review of areas within the City that would be appropriate candidates for additional density.
- Amendments to the Zoning Bylaw to provide for density transfers.
- Engagement with the public and development community to solicit feedback and inform on the density transfer incentive and selected 'transfer areas'.

### Building, Zoning and Permit Flexibility

- Approval of Capital project by City Council for the review of potential amendments to the Building Bylaw.
- A review of feasibility of permit and application fee reductions and subsequent amendments to the Zoning and Fee Bylaws.

### Existing Grants

- Amendments to the Civic Heritage Policy (C10-020) to limit non-maintenance related cash grants to non-taxable properties only.
- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.

### Holding Bylaw Review

- Increased effort to designate Holding Bylaw (Bylaw No. 6770) Properties through new incentives offered.
- Review of Holding Bylaw for the inclusion of additional properties.
- Review for potential amalgamation of Holding Bylaw and the Saskatoon Register of Historic Places.



Top: Buena Vista School. Source: City of Saskatoon

### Heritage Conservation Districts Review

- Research areas of heritage interest through previous policy and reviews.
- Identify common characteristics within those areas to determine suitability for an HCD.
- Consultations with MHAC and other stakeholders.
- Direction from City Council on proceeding with next steps and potentially an HCD(s).

### City Heritage Assets Strategy

- Review of city-owned heritage properties for potential designation and/or sale.
- Identification of potential barriers to adaptive reuse of current heritage assets.
- Development of a City-owned Heritage Assets Conservation Strategy through Administration and/or an external architect/heritage professional.

### Process Improvements

- Amendments to Heritage Plan and Civic Heritage Policy (C10-020) for inclusion of 'orphaned' bylaws and processes.
- Establishment of all relevant heritage processes in ePermitting and/or a grant system.
- Exploring the use of a heritage alteration permit.
- Creating program targets that are measured annually.

### Heritage Workshops

- Work with external partners, heritage professionals, tradespeople and MHAC to develop relevant workshops that provide 'hands-on' guidance regarding heritage conservation.
- Develop educational content and marketing around the workshops to inform the public.

### Heritage Professional and Trade Directory

- Compile a list of heritage trade professionals by researching those who have undertaken heritage conservation work through past projects and reaching out to trade representatives and organizations.
- Publish and regularly maintain the list online.

### Interpretive Features Initiative

- Working with local partners, indigenous and community groups, and MHAC, establish an appropriate area for the initiative, along with common theme or themes.
- Enlist a consultant or internal staff to develop a comprehensive interpretive plan for City Council's approval.



Top: Spadina Crescent Bridge. Source: City of Saskatoon

### Honouring Treaty Relationships: Urban Reserves

- Reach out to First Nations to obtain feedback and interest on commemoration.
- Work with First Nations to discuss the appropriate type of commemoration.

### Story Maps

- Create a Story Map for Municipal Heritage Properties and/or the Saskatoon Register of Historic Places through online mapping tools.
- Develop educational content surrounding the story maps to educate the public.



Top: Marr Residence. Source: City of Saskatoon

### Marketing and Resources Strategy

- Complete a refresh of the Heritage Conservation Program material and brand.
- Develop an increased online presence.
- Review the Saskatoon Register of Historic Places and Built Heritage Database to determine changes.

### Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



**Operating:** \$120,000 - \$237,000  
**Capital:** \$961,000 - \$1,024,000

## Program Option 2 (Recommended) – Next Steps

This option would include a very substantive incentive through the creation of a separate property tax subclass or the implementation of a heritage property tax exemption. Several regulatory measures and educational initiatives would lead to a well-rounded and robust heritage conservation program.

This option provides a notable difference from the status quo, and like Option 1 could encourage more property owners to seek heritage designation. While not the highest achievement level option, Option 2 has great potential to lead to an increase in the number of designated properties, while remaining financially sustainable.

### Property Tax Subclass or Exemption

- Creation of a new property tax subclass or property tax exemption agreements for City Council approval.
- Administrative process development.
- Review of criteria for Municipal Heritage designation.

### Density Bonusing and Transfers

- Review of areas within the City that would be appropriate candidates for additional density.
- Amendments to the Zoning Bylaw to provide for density transfers.
- Engagement with the public and development community to solicit feedback and inform on the density transfer incentive and selected 'transfer areas'.



Top: King George Hotel. Source: City of Saskatoon



Top: Stewart's Drug Store. Source: City of Saskatoon

### Existing Zoning Flexibility

- Flexibility to development standards listed under the Zoning Bylaw for heritage properties is already established in the Zoning Bylaw.
- Focus on better communication with the development community and the public regarding the existence of this incentive.

### Existing Grants

- Amendments to the Civic Heritage Policy (C10-020) to limit non-maintenance related cash grants to non-taxable properties only.
- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.

### Holding Bylaw Review

- Increased effort to designate Holding Bylaw (Bylaw No. 6770) Properties through new incentives offered.
- Review of Holding Bylaw for the inclusion of additional properties.
- Review for potential amalgamation of Holding Bylaw and the Saskatoon Register of Historic Places.

### Heritage Conservation Districts Review

- Research areas of heritage interest through previous policy and reviews.
- Identify common characteristics within those areas to determine suitability for an HCD.
- Consultations with MHAC and other stakeholders.
- Direction from City Council on proceeding with next steps and potentially an HCD(s).



### City Heritage Assets Strategy

- Review of city-owned heritage properties for potential designation and/or sale.
- Identification of potential barriers to adaptive reuse of current heritage assets.
- Development of a City-owned Heritage Assets Conservation Strategy through Administration and/or an external architect/heritage professional.

### Process Improvements

- Amendments to Heritage Plan and Civic Heritage Policy (C10-020) for inclusion of 'orphaned' bylaws and processes.
- Establishment of all relevant heritage processes in ePermitting and/or a grant system.
- Exploring the use of a heritage alteration permit.
- Creating program targets that are measured annually.

### Heritage Professional and Trade Directory

- Compile a list of heritage trade professionals by researching those who have undertaken heritage conservation work through past projects and reaching out to trade representatives/organizations.
- Publish and regularly maintain the list online.

### Interpretive Features Initiative

- Working with local partners, indigenous and community groups, and MHAC, establish an appropriate area for the initiative, along with common theme or themes.
- Enlist a consultant or internal staff to develop a comprehensive interpretive plan for City Council's approval.



Top: Cenotaph. Source: City of Saskatoon

### Honouring Treaty Relationships: Urban Reserves

- Reach out to First Nations to obtain feedback and interest on commemoration.
- Work with First Nations to discuss the appropriate type of commemoration.

### Story Maps

- Create a Story Map for Municipal Heritage Properties and/or the Saskatoon Register of Historic Places through online mapping tools.
- Develop educational content surrounding the story maps to educate the public.



Top: Moose Jaw Trail. Source: City of Saskatoon

### Marketing and Resources Strategy

- Complete a refresh of the Heritage Conservation Program brand and material.
- Develop an increased online presence.
- Review of the Saskatoon Register of Historic Places and Built Heritage Database to determine changes.

### Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



**Operating:** \$20,000 - \$137,000  
**Capital:** \$358,000 - \$421,000

## Program Option 3 – Next Steps

This option would implement a separate property tax subclass, or a property tax exemption for Municipal Heritage Properties to incentivize designation and provide consistent, ongoing support. There would be little change from the existing program with respect to protection of heritage properties and public education.

Apart from the tax relief incentive provided through creation of a separate property tax subclass, Option 3 remains the status quo. Many of the larger policy objectives outlined in the Heritage Plan will not be able to be implemented. This is the most cost-effective option being proposed, other than the status quo.

### Property Tax Subclass or Exemption

- Creation of a new property tax subclass or property tax exemption agreements for City Council approval.
- Administrative process development.
- Review of criteria for Municipal Heritage designation.

### Existing Density Bonusing

- Density Bonusing for heritage conservation exists currently under the Zoning Bylaw.
- Provide better communication on this incentive, outlining how it works and its benefit.

### Existing Zoning Flexibility

- Flexibility to development standards listed under the Zoning Bylaw for heritage properties is already established in the Zoning Bylaw.
- Focus on better communication with the development community and the public regarding the existence of this incentive.

### Existing Grants

- Amendments to the Civic Heritage Policy (C10-020) to limit non-maintenance related cash grants to non-taxable properties only.
- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.



Top: Pendency House. Source: City of Saskatoon

### Process Improvements

- Amendments to Heritage Plan and Civic Heritage Policy (C10-020) for inclusion of 'orphaned' bylaws and processes.
- Establishment of all relevant heritage processes in ePermitting and/or a grant system.
- Exploring the use of a heritage alteration permit.
- Creating program targets that are measured annually.

### Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



Top: St. Joseph's Roman Catholic Church and Rectory. Source: City of Saskatoon



**Operating:** \$8,000 - \$125,000  
**Capital:** \$11,000 - \$74,000

## Option 4

This option would retain the status quo of the existing Heritage Conservation Program. Project-based grants and property tax abatements will continue to form the basis of the Heritage Conservation Program. Administration will continue to find ways to improve program delivery efficiency and effectiveness, within established resources and budget.

The number of designated Municipal Heritage Properties under Option 4 and the ability to support existing Municipal Heritage Properties, may continue to remain low due to lack of sufficient incentives and support. Regulation and protection will remain inconsistent, and education and resource initiatives will continue to operate at a bare minimum.

### Existing Incremental Tax Abatements

- Incremental Tax Abatements exist under the current Heritage Conservation Program.

### Existing Density Bonusing

- Density Bonusing for heritage conservation exists currently under the Zoning Bylaw.
- Provide better communication on this incentive, outlining how it works and its benefit.



Top: Adilman's Department Store. Source: City of Saskatoon

### Existing Zoning Flexibility

- Flexibility to development standards for heritage properties is already established under the Zoning Bylaw.
- Focus on better communication with development community and public regarding the existence of this incentive.

### Existing Grants

- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.



Top: Eaton Block. Source: City of Saskatoon

### Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



**Operating:** -

**Capital:** -

## Program Option Components

The Program Options are made up of several new components that could be added to the existing Heritage Conservation Program. These options are categorized according to the following:

### Incentives

Incentives refer to financial and nonfinancial assistance for designated Municipal Heritage Properties, and includes the following components:

- Building, Zoning and Permit Flexibility;
- Density, Bonusing and Transfers;
- Low Interest Loan Program;
- Property Tax Subclass; and
- Property Tax Exemption.

### Protection

Protection refers to regulatory tools that ensure measures are in place to protect heritage assets and guide change, and includes the following components:

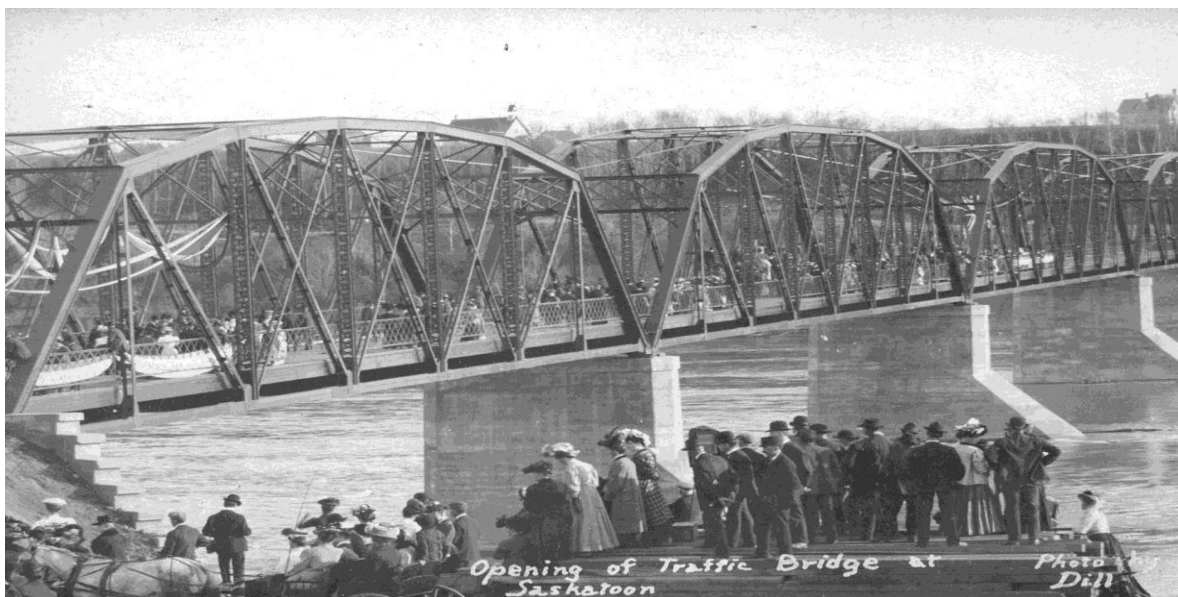
- Holding Bylaw Review (Bylaw No. 6770);
- Heritage Conservation Districts Review;
- City Heritage Assets Strategy; and
- Process Improvements.

### Education

Education refers to access to education, tools and resources for heritage property owners and the public, and includes the following components:

- Story Maps;
- Heritage Workshops;
- Honouring Treaty Relationships: Urban Reserves;
- Heritage Professional and Trade Directory; and
- Marketing and Resources Strategy.

Each component is outlined in further detail on the following pages.



Top: Traffic Bridge. Source: Saskatoon Public Library – Local History. LH-1389



## **Building, Zoning and Permit Flexibility**

### **Incentive**

#### **What it is:**

Provides flexibility in zoning and permit requirements for Municipal Heritage Properties. This may include:

- Flexibility in development standards as outlined in the Zoning Bylaw.
- Evaluation of alternative solutions under the National Building Code which could provide standard code equivalency regulations for heritage properties, as opposed to evaluation on a case-by-case basis.
- A reduction or waiver of fees for permits, encroachments, minor variances, discretionary use and/or rezoning applications.

#### **How it Meets Policy Objectives:**

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)
- Heritage Plan Action Item: review the application of building code (B.3. b).

#### **Rationale for this Incentive:**

- Conforming to current building code regulations can be costly, which may be a deterrent towards building retention or adaptive reuse. This incentive can significantly remove barriers and costs to development while continuing to align with land use and building code requirements.

- Lengthy processing times of applications have been identified as a barrier to designation. Fee reductions and/or accelerated processing times can help offset some of those concerns.

#### **Challenges to its Implementation:**

- Permit fees are based on cost recovery. As a result, a reduction or waiver of fees may require new funding and may not be possible with current fee model.
- Developing standard building code equivalencies for heritage buildings that does not compromise safety and accessibility may be challenging largely due to the different occupancy and building classifications.
- Changes to building code requirements and fee reductions would require further research through a capital project to fully understand the viability and implications of implementing these changes.

#### **Examples in other Jurisdictions:**

- Edmonton provides zoning regulation variances.
- Calgary provides zoning regulation variances.
- Vancouver provides Building code flexibility.
- Seattle provides building code relief.
- Delta provides reduced building code standards.

#### **Options that Include this Incentive:**

Option 1: Building, Zoning and Permit Flexibility

Option 2: Zoning Flexibility

Option 3: Zoning Flexibility

Option 4: Zoning Flexibility



## Density Bonusing and Transfers

### Incentive

#### What it is:

Density Bonusing means providing additional density for a development in return for the inclusion of public amenities. One of those amenities can include heritage conservation.

Density Bonusing is currently permitted under the City's Zoning Bylaw. This means that development that includes heritage conservation currently permits an additional 10% of building height beyond the 76-metre maximum in the B6 Zoning District.

The Density Transfer tool can be used where it is not possible to add more development to the site of a heritage building. Density transfers are a tool that have not been utilized. Enabling the transfer of some portion of development potential to an eligible receiver site could provide financial benefit to heritage designation and preservation/maintenance efforts.

#### How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)

#### Rationale for this Incentive:

- Provides flexibility by applying directly to on-site development projects or as a 'density transfer' when applied to a development site that differs from where the public amenity is being provided.
- Minimal financial impact to the City and aligns with the work being undertaken in the City Centre and District Plan.

### Challenges to its Implementation:

- Density bonusing may not be applicable to a large number of heritage sites.
- Density transfers are a better incentive but are best achieved if specific areas deemed appropriate for additional density are identified.



Top: Yaeger Block. Source: City of Saskatoon

### Examples in other Jurisdictions:

- Calgary provides a financial incentive for density. In addition, the City of Calgary calculates floor area that can be transferable (or sold) to another parcel.
- Vancouver offers a transfer bonus density from the heritage building (referred to as a 'donor' site) to where there is more opportunity for development (a 'receiver' site). The City of Vancouver outlines specific areas where density bonuses can be transferred and publishes a Transferable Heritage Density Inventory that lists all the donor sites with density for sale in the city.

### Options that Include this Incentive:

Option 1: Density Bonusing and Transfers

Option 2: Density Bonusing and Transfers

Option 3: Density Bonusing

Option 4: Density Bonusing

## Low Interest Loan Program

### Incentive

#### What it is:

A low interest loan provided to Municipal Heritage Property owners to cover the up-front costs of undertaking an eligible heritage conservation project.

Loans would have an established set minimum and a maximum (e.g. \$1,000 to \$40,000). The interest rate may vary on the length of the loan (5 - 20 years for example), which would be repaid as an addition to property taxes.

#### How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)

#### Rationale for this Incentive:

- Provides immediate support for heritage conservation.
- Could expand eligible projects to include engineering and architectural services, mechanical/electrical/plumbing system upgrades, maintenance, and energy efficiency improvements, which are not currently eligible under the existing Heritage Conservation Program.
- Third-Party administration could be considered or partnerships with financial institutions to establish a direct lending program.

#### Challenges to its Implementation:

- Low interest loans are largely not permitted under *The Cities Act*. (Limited implementation could be possible as a supplement to the Home Energy Loan Program (HELP).)

- Requires substantial up-front capital or 'seed funding' to start the program.
- May require significant administrative costs if the municipality is responsible for administering the program (dependent on the scope and scale of the program).
- Can become administratively complex when used in conjunction with other tax-based incentive options (such as tax exemptions), as this incentive is also reliant on the use of property taxes.
- Provides no benefit to properties that are tax-exempt (e.g. religious institutions).

#### Examples in other Jurisdictions:

- Markham provides low interest loans to heritage properties.
- Saskatoon's own Home Energy Loan Program (HELP) offers a loan between \$1,000 and \$60,000 with \$2.5 million initial funding.

#### Options that Include this Incentive:

##### Option 1



Top: Roxy Theatre. Source: City of Saskatoon

## Property Tax Subclass

### Incentive

#### What it is:

A separate tax classification for designated Municipal Heritage Properties resulting in an on-going reduction in property taxes. A separate tax class would form part of the annual mill rate bylaw that City Council is required to approve annually. At any point, City Council could eliminate or make the mill rate the same as other tax classes. This incentive would operate in a similar manner to a tax abatement or rebate but without a set cap (years) or the requirement for renewal.

#### How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)

#### Rationale for this Incentive:

- An attractive incentive to encourage Municipal Heritage Designation that may have the biggest impact on the number of designations and strongly signals a dedication to heritage conservation by the City.
- A straightforward incentive mechanism that would be applicable to all designated heritage properties that is not project based.
- Helps to alleviate costs associated with heritage property ownership and encourages ongoing maintenance.
- Can make demolition or 'demolition by neglect' a less attractive option for property owners or developers.

#### Challenges to its Implementation:

- May require additional restrictions on which properties qualify for designation by amending the Designation Evaluation Criteria for Municipal Heritage Properties.
- May cause issues with transparency, as it adds another calculation to the mill rate formula that makes it difficult to understand the City's tax and policy ratio.
- Not easy to modify once the tax classification has been set.
- Since heritage properties are both commercial and residential, there will be complications in applying a mill rate. For example, some will have a taxable percentage value of 85% and some will have 80%. Applying a uniform mill rate across these property taxes will be difficult and will add another layer of reporting to the provincial government.

#### Examples in other Jurisdictions:

None. Explored in other cities but not implemented to date.

#### Options that Include this Incentive:

Option 1

Option 2

Option 3



Top: Hopkins House. Source: City of Saskatoon

## Property Tax Exemption

### Incentive

#### What it is:

An annual fixed reduction of property taxes for Municipal Heritage Properties as defined under *The Heritage Property Act*. The reduction may include commercial and/or residential designated heritage properties and may or may not be tied to a heritage conservation project.

The portion of property taxes are reduced as a percentage. The duration may be open-ended or capped (5 or 10 years as an example).

#### How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentive (B.3 a)



Top: Bowerman House. Source: City of Saskatoon

#### Rationale for this Incentive:

- A substantial incentive to encourage the retention of heritage properties.
- Helps to absorb some of the costs associated with conservation projects and adaptive reuse of heritage buildings.
- Can be applied outright to any Designated Municipal Heritage Property or only for those who undergo an approved Heritage Conservation project.

#### Challenges to its Implementation:

- Requires an application process each term to renew the exemption (if applicable).
- Does not provide a benefit to tax-exempt properties (e.g. religious institutions).

#### Examples in other Jurisdictions:

- Burlington provides eligible residential sites with a 40% rebate on property taxes (municipal and education) and 20% for commercial sites. There is no fixed term or cap.
- Markham provides eligible properties with a 30% rebate on property taxes.
- Edmonton provides non-residential properties with a tax exemption up to \$50,000 per year for 10 years.
- Regina provides a property tax exemption to taxable Designated Heritage Properties equivalent to 50% of eligible conservation work costs to a maximum of 10 years.

#### Options that Include this Incentive:

Option 1

Option 2

Option 3

## City Heritage Assets Strategy

### Protection Measure

#### What it is:

The City owns several heritage assets, each requiring their own long-term funding strategy and maintenance plan. Ideally, all City owned heritage resources should be designated, maintained in a good standard of repair, and incorporated into new development, not demolished, wherever possible.

A City Heritage Assets Conservation Strategy would provide site-by-site direction for ongoing future use of City-owned heritage assets.

#### How it Meets Policy Objectives:

- Develop and implement a proactive heritage review and evaluation process to identify City-owned heritage property at a time when the structure is still in use.
- Create conservation plans for City-owned heritage properties.
- Heritage Action Plan Item: prepare Conservation Plans (A.2. a)
- Heritage Action Plan Item: review the protection, management, programming, and interpretation of city-owned heritage (A.2. b)

#### Rationale for this Protection Measure:

- The City sets an example and high standard for heritage conservation through the pro-active approach and adherence to The Standards and Guidelines for the Conservation of Historic Places in Canada.
- Preservation of heritage assets owned by the City have the capacity to transform several key areas for redevelopment through appropriate conservation and adaptive reuse.

#### Challenges to its Implementation:

- Lengthy and costly process to determine a sustainable funding strategy and develop management plans for heritage assets.
- The funding of larger conservation efforts varies tremendously amongst cities. Most municipalities appear to have challenges securing a long-term funding strategy for city-owned heritage properties.

#### Examples in other Jurisdictions:

- Edmonton has created a Historic Resources Management Plan.
- Vancouver drafted a Heritage Conservation Renewal Report.
- Calgary is guided by their Historic Management Plan.

#### City-Owned Municipal Heritage Properties include:

Albert School

Bowerman House

City Gardener's Site

Little Chief Service Station

Marr Residence

Mendel Building and Civic Conservatory

Pioneer (Nutana) Cemetery

Superintendent's Residence

#### Options that Include this Incentive:

Option 1

Option 2



# Heritage Conservation Districts Review

## Protection Measure

### What it is:

Heritage Conservation Districts (HCDs) are a group or area of heritage resources designated pursuant to *The Heritage Property Act*. These resources may include property, buildings, landscaping, streetscapes, etc. in a Designation Bylaw that is registered on the title of the included properties.

Formally identifying areas of heritage interest is a good first step to the application of a Heritage Conservation District. There have been several key areas in Saskatoon that have been flagged as potential candidates for HCD's including 21st Street & 2nd Avenue, portions of Spadina Crescent East, and the historic commercial districts of Broadway and Riversdale.

### How it Meets Policy Objectives:

- The City may establish Heritage Conservation Districts or areas of heritage interest to recognize, protect and enhance the character of heritage areas.
- Heritage Plan Action Item: support conservation of neighbourhood heritage character (D. a)
- Heritage Plan Action Item: identify and establish HCDs. (Action Plan: D. d)

### Rationale for this Protection Measure:

- Preserves the character of specific areas by protecting its important historical elements or features while also allowing for and guiding change.

- Can be very successful when a Heritage Conservation District is a community-led plan that has a clear goal and method, and that the legal ramifications and benefits are thoroughly explained.

### Challenges to its Implementation:

- Difficulty in getting 'buy-in' from multiple property owners.
- A lengthy process which requires time and consideration to determine the suitable attributes or features of an area that are to be conserved.
- The argument has been made against Heritage Conservation Districts that in some situations HCDs lead to gentrification, and loss of variety, mixed-use and/or multi-unit residential development.

### Examples in other Jurisdictions:

- Regina's Victoria Park HCD is the only city in the province that has implemented a HCD.
- Ottawa has 21 HCDs. Some of these HCD's are as small as street blocks, while others are as large as entire neighbourhoods.
- Winnipeg has two HCDs.

### Options that Include this Incentive:

Option 1

Option 2

## Process Improvements

### Protection Measure

#### What it is:

Streamlining and improving the processes required to administer the City's Heritage Conservation Program through:

- Formalization of all policy and procedures into the Heritage Policy and Heritage Plan, including Bylaw No. 8356, The Heritage Property Bylaw, 2004 (Approval of Alterations), the Heritage Impact Statement and the Heritage Resource Materials Strategy.
- Ensuring all relevant processes are available within ePermitting, including online applications for municipal heritage designation, applications for heritage alterations, incentives etc.
- Exploring the use of a heritage alteration permit.
- Continue to build on working relationships between the City, MHAC, and other heritage organizations.
- Creating targets for the Heritage Conservation Program that are quantifiable and regularly tracked.

#### How it Meets Policy Objectives:

- The City will use the Standards and Guidelines as a benchmark to assess the conservation interventions proposed for Municipal Heritage Properties.

#### Rationale for this Protection Measure:

- Provides a 'one-stop shop' for approvals for heritage properties and clarifies the expectations for heritage properties for maintenance and alterations and the steps in the approval process.
- Increases efficiency by allowing staff to track applications and monitor progress.
- Create targets for the Heritage Conservation Program that are measurable.

#### Challenges to its Implementation:

- No major challenges identified at this time.

#### Examples in other Jurisdictions:

- Standard in some form throughout Canadian Municipalities.

#### Bylaw No. 8356 - Heritage Property Bylaw, 2004

The purpose of this Bylaw is to delegate to the civic administration the authority to approve alterations to designated property or property, in consultation with MHAC.

#### Heritage Impact Statement

A study that evaluates the impact a development may have on a heritage resource or resources. A HIS recommends options for conservation of the resource(s). Developments can include alterations, additions, partial demolitions, demolitions, relocations, or new construction.

#### Heritage Resource Materials Strategy

The Heritage Resource Materials Strategy provides a framework to guide the City of Saskatoon (City) in the acquisition and reuse of heritage materials.

#### Options that Include this Incentive:

Option 1

Option 2

Option 3

## Holding Bylaw Review (Bylaw No. 6770)

### Protection Measure

#### What it is:

The Holding Bylaw provides short-term protection of a property from demolition by allowing for a 60-day holding period in the event a demolition permit is received.

Thirty-four properties are currently protected under the Holding Bylaw. No additions have taken place since its creation in 1987. An annual review process for Administration and MHAC would determine if any properties should be added/removed from the Holding Bylaw. Property owners listed on the Holding Bylaw may be contacted to determine their interest in pursuing Municipal Heritage Designation.

#### How it Meets Policy Objectives:

- Determine situations where immediate consideration should be given to the designation of any Heritage Resource if threatened with demolition or adverse impacts.

#### Rationale for this Protection Measure:

- While Municipal Heritage Designation is ideal, the Holding Bylaw provides a 'safeguard' by providing some level of protection.
- Including properties on the Holding Bylaw allows for a public process regarding the future of the property to take place. Without such a mechanism, a demolition permit must be legally issued upon meeting all other application requirements.

#### Challenges to its Implementation:

- Unlike Municipal Heritage Designation, properties listed on Holding Bylaw are afforded no additional protection other than temporary denial of a demolition permit.

#### Heritage Properties Listed on the Holding Bylaw include:

- Bessborough Hotel
- Canada Building
- King George School
- Roxy Theatre
- Senator Hotel
- St. George's Ukrainian Greek Catholic Church
- Star Phoenix Clock
- Vimy Memorial Bandstand

#### Examples in other Jurisdictions:

- Standard in some form throughout Canadian municipalities.

#### Options that Include this Incentive:

Option 1

Option 2



Top: Vimy Memorial Bandstand. Source: City of Saskatoon



# Interpretive Features Initiative

## Education Opportunity

### What it is:

A comprehensive interpretive plan for a specific area or neighbourhood in Saskatoon. Features could potentially include Interpretive storyboards, artifacts, wayfinding and public art.

A number of possible themes could be considered, as well as non-traditional forms of heritage such as neon and ghost signage could also be given.

### How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Incorporates local history interpretive elements through plaques, public art and other opportunities as they present themselves in the public realm.
- Heritage Plan Action Item: realizes heritage awareness through programming, commemoration, interpretation, and public art (C. a).
- Heritage Plan Action Item: implements a program of interpretive features (C. g).



Top: Gardener's Residence Interpretive Board.  
Source: City Of Saskatoon

### Potential themes:

- Broadway and/or Riversdale Commercial District
- City Centre and Downtown History
- Environmental/Cultural Areas
- Indigenous History
- Post WWII Settler Immigration

### Rationale for this Education Opportunity:

- Recognizes an area's history and culture and contributes to the richness of the public realm.
- Provides an opportunity for the city to collaborate and work with key stakeholders, including Indigenous peoples, Business Improvement Districts (BIDs) and heritage and community groups to share Saskatoon's unique stories.

### Challenges to its Implementation:

- Best achieved if specific areas and/or existing opportunities are identified.
- Challenges with determining how to interpret heritage in a sensitive and meaningful manner.

### Examples in other Jurisdictions:

- Standard in some form throughout most Canadian municipalities in their urban design, public art, parks and culture policies and programs.

### Options that Include this Incentive:

Option 1

Option 2

## Heritage Professional and Trade Directory

### Education Opportunity

#### What it is:

An online local listing of professionals with heritage expertise in Saskatoon and surrounding area. Provides a network for heritage property owners to connect with trusted contractors, skilled tradespersons and craftspeople.

The directory would be managed and/or supported by the City.

#### How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Heritage Plan Action Item: develops a full range of partnership opportunities (C. e).

#### Rationale for this Education Opportunity:

- Connects property owners with professionals that have heritage expertise when undertaking heritage conservation or maintenance work.
- Increases the likelihood but does not guarantee that heritage conservation work is done in a sensitive manner.
- Ability to expand list outside of local businesses, organizations, and professionals if the interest exists. Potential partnership opportunities with MHAC, trade schools, industry representatives, and other organizations.

#### Challenges to its Implementation:

- Developing this type of directory does not guarantee the quality of work. Proper disclaimers will be required to absolve the City.
- Will require regular updates to ensure information is accurate and relevant.
- If choosing a third-party organization to create and maintain the list, a regular funding commitment will be required.

#### Examples in other Jurisdictions:

- North Waterloo Region products a Heritage Trade Directory.
- Maitland, AU publishes its own Heritage Trades Directory.

#### Options that Include this Incentive:

Option 1

Option 2



Top: Trounce House. Source: City of Saskatoon



Left:  
Maitland  
Heritage  
Trade  
Directory.  
Source:  
City of  
Maitland

## Honouring Treaty Relationships: Urban Reserves

### Education Opportunity

#### What it is:

Urban Reserves are lands within a city that have been granted reserve status by the Federal Government to build awareness through responding to TRC Call to Action #92, to encourage economic, employment and educational opportunities honouring and celebrating Treaty relationships.

In partnership with First Nations, a commemorative feature (ex: plaque or other interpretive feature) could be installed at Urban Reserve sites, outlining the history of the First Nation and the importance of settling outstanding commitments.

#### How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Incorporates local history interpretive elements through plaques, public art and other opportunities as they present themselves in the public realm.
- Heritage Plan Action Item: realizes heritage awareness through programming, commemoration, interpretation, and public art (C. a).
- Heritage Plan Action Item: develops a full range of partnership opportunities (C. e).

#### Rationale for this Education Opportunity:

- Provides an opportunity to learn and understand the true history of this place, First Nations and the importance of honoring Treaty Relationships
- Can serve as a catalyst for other opportunities to interpret First Nation history in Saskatoon.

#### Challenges to its Implementation:

- No major challenges identified at this time.

#### Examples in other Jurisdictions:

- No known similar comparisons in other jurisdictions.

#### Options that Include this Incentive:

Option 1

Option 2



Top: Muskeg Lake First Nation Urban Reserve.  
Source: City of Saskatoon

Bottom: Yellow Quill First Nation Urban Reserve.  
Source: City of Saskatoon



# Heritage Workshops

## Education Opportunity

### What it is:

Public workshops that feature qualified professionals (contractors, tradespersons, architects, planners, etc.) to discuss heritage property conservation and maintenance.

May be more technically focused or informative on heritage designation and City processes.

### How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Provides info on City policies, processes and actions.
- Heritage Plan Action Item: develops a full range of partnership opportunities (C. e).

### Rationale for this Education Opportunity:

- Provides property owners with the tools to undertake maintenance and improvements to their heritage property.
- Connects property owners with heritage professionals.
- Provides educational opportunities to non-heritage property owners, including the public and interested agencies and organizations.
- Provides the City with the opportunity to dispel common misconceptions about designation and its regulations.

### Challenges to its Implementation:

- Success of the workshops will be dependent on participation and interest of both professionals and public.

### Examples in other Jurisdictions:

- Edmonton conducts a "This Old Edmonton House" workshop series.

- The Saskatchewan Ministry of Parks, Culture and Sport conducts a webinar series, Historic Places – Living Places to educate the public on the contributions historic places are making in Saskatchewan communities.

### Options that Include this Incentive:

Option 1

Option 2

**THIS OLD EDMONTON HOUSE 2020**

**2020 PUBLIC SEMINAR SERIES**

Are you the owner of an older or historic home full of character and charm that badly needs updating? Join us for a series of public seminars about owning, maintaining and restoring your older home. An expert in the field will lead each seminar. Come prepared with your questions and leave with potential solutions.

**1 Windows & Doors I**  
Windows and doors play a major role in preserving the character of your home because they are how they can be maintained and repaired and why it's not always necessary to replace them.  
Instructor: Peter Caron  
Monday, March 30, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4792  
City of Edmonton Artifacts Centre

**2 Windows & Doors II**  
While the proper repair and restoration of windows and doors is a complex task, there are many ways to make them work better. Visit a working window and door manufacturing facility to find out how new windows and doors can be manufactured to create perfect look and feel, and complement your historic home.  
Instructor: Gordon Giesels  
Wednesday, March 18, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4793  
Pierce Steel Windows & Doors Ltd. Shop #100 - 50 Avenue NW

**3 Mechanical & Electrical Systems**  
Before you have a contractor to upgrade your systems, it's important to understand how your work may impact your interior.  
Instructor: Chris Gier  
Monday, March 30, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4794  
John Walter Museum, 5100 Weberdale Hill

**4 Roofs & Exterior**  
Repair and maintain the exterior of your home properly and profit! Avoid having to repair the exterior!  
Instructor: Peter Caron  
Monday, April 6, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4795  
City of Edmonton Artifacts Centre

**5 Masonry/Stucco**  
Historic homes with masonry and stucco exteriors can be long-range challenges for maintenance. Learn how to spot the warning signs and head off future issues.  
Instructor: Chris Ambrose and Thomas Eklund  
Monday, April 20, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4796  
City of Edmonton Artifacts Centre

**6 Millwork & Floors**  
Learn how to restore tired woodwork without stripping, and how to repair, restore or replace if necessary. Find out about the kinds of flooring that are appropriate for old home restoration, plus more.  
Instructor: Johannes Nikula  
Monday, April 20, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4797  
John Walter Museum, 5100 Weberdale Hill

**7 Foundations**  
The foundation for a historic home restoration is a good foundation! Learn about common foundation problems and solutions.  
Instructor: Ardo Orem and Peter Caron  
Monday, May 4, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4798  
John Walter Museum, 5100 Weberdale Hill

**8 Decorating Your Heritage Home and Your**  
In this workshop, you will learn about how various styles of homes have evolved over time, and how these were related to Edmonton's context. We'll examine historic, current, and future styles of decor types of lighting, and accessories for homes generally looking up to 1930s and 40s. The workshop ends with a tour of historic buildings in the City of Edmonton. All participants will receive a complimentary copy of the book 'Decorating Your Heritage Home' from the John Walter Museum's website www.jwmuseum.com

**9 House Doctor**  
This course gives you a chance to walk through a private historic home from top to bottom to evaluate the house for potential problems.  
Instructor: Peter Caron  
Saturday, May 23, 2020, 10AM - Noon  
\$25.00 - Course Code: 08-4799  
Location: TBA

**10 Plastering Walls**  
Plaster has traditionally been used to finish interior walls. Learn how to make easy repairs to maintain these walls.  
Instructor: Peter Caron  
Monday, May 25, 2020, 7 - 9 PM  
\$25.00 - Course Code: 08-4794  
City of Edmonton Artifacts Centre

**11 Researching Your Heritage Home**  
Join City of Edmonton Architects and Heritage Planning, and learn how you can research the history of your Edmonton heritage home. The session will also introduce you to the City's designation program and to the benefits of maintaining your historic property. Participants will be required to provide an address and an official identification of their home prior to the session, as this is a hands-on workshop. A second offering of this course may be provided depending on demand.  
Instructor: Tim O'Grady and David Johnson  
Tuesday, June 2, 2020, 6 - 8 PM  
\$30.00 - Course Code: 08-4795  
City of Edmonton Artifacts Centre  
Please email David Johnson at david.johnson@edmonton.ca or call 780-496-5555 for additional information, please contact David Johnson at 780-496-5555 or david.johnson@edmonton.ca

**REGISTER**  
Registration is required for all seminars. To register, please contact David Johnson at 780-496-5555 or david.johnson@edmonton.ca

**JOHN WALTER MUSEUM**  
Edmonton

Top: Public seminars on owning a heritage home, maintenance and heritage restoration held by the City of Edmonton. Source: City of Edmonton



## Marketing and Resources Strategy

### Education Opportunity

#### What it is:

A brand refresh and marketing campaign that generates public interest in the value of Saskatoon's heritage and the importance of heritage conservation.

An improved layout of the heritage page on the City's website to promote access and functionality and Exploration of unique and creative methods to showcase heritage, such as virtual tours, digital preservation and/or building modelling.

This opportunity also includes an annual review process for Administration and MHAC to determine any changes that may be required to the Saskatoon Register of Historic Places and Built Heritage Database.

#### How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Provides info on City policies, processes, and actions.
- Heritage Plan Action Item: develop a consistent brand image for the City's interpretation initiatives (C. c).
- Heritage Plan Action Item: make historical information available through a variety of means (C. f).

#### Rationale for this Education Opportunity:

- Creates excitement and appreciation of the heritage assets located in Saskatoon.
- Provides opportunities to educate the public of the diversity of heritage within Saskatoon and how its conservation contributes to the fabric of the City.
- Allows for better capability for the public to undertake its own heritage research through the Saskatoon Register of Historic Places or through other platforms.
- Provides property owners with the

educative materials to navigate the heritage designation process and alterations to heritage properties.

#### Challenges to its Implementation:

- No major challenges identified at this time.

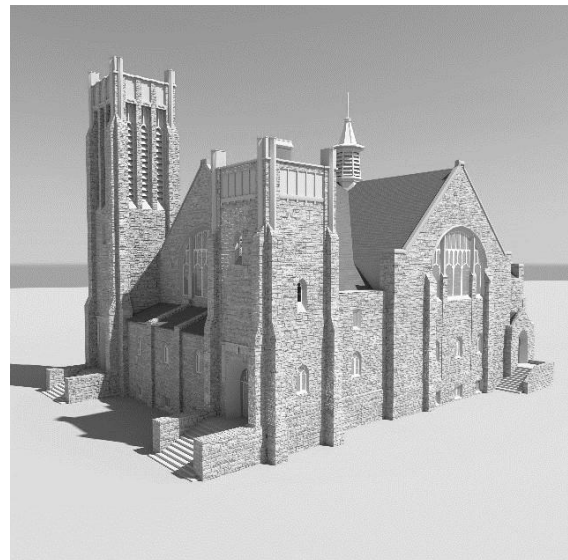
#### Examples in other Jurisdictions:

- Standard in some form throughout Canadian municipalities.
- Calgary launched "Heritage Inspires YYC" campaign.

#### Options that Include this Incentive:

Option 1

Option 2



Top: 3D Model of Third Avenue United Church created in partnership with Tourism Saskatoon, Third Avenue United Church, CyArk and Stantec Source: CyArk

## Story Maps

### Education Opportunity

#### What it is:

An interactive map, placed on the City's website, designed to tell the story of heritage assets.

The map may include Designated Municipal Heritage Properties only or could be expanded to include all properties listed on the Saskatoon Register of Historic Places.

#### How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Provides info on City policies, processes, and actions.
- Heritage Plan Action Item: make historical information available through a variety of means (C. f).

#### Rationale for this Education Opportunity:

- Provides a more visual interface than existing heritage mapping tools on the City's website.
- Allows for users to generate custom walking tours.
- Mobile functionality provides increased user-friendly access.

#### Challenges to its Implementation:

- No major challenges identified at this time.

#### Examples in other Jurisdictions:

- Burlington, ON Story Maps.
- Canadian Heritage River Systems Map.
- Saskatoon's Montgomery Place Neighbourhood Story Map.

#### Options that Include this Incentive:

Option 1

Option 2



Top and bottom: Two examples of the design of a Story Map for Saskatoon's heritage properties.  
Source: City of Saskatoon



## **Funding Review in other Municipalities**

### **Funding Sources**

The Heritage Conservation Program and its incentives are currently funded through the Heritage Reserve Fund, which was allocated \$115,800 in 2024. While this funding rate can provide for some smaller-scale assistance to property owners through the Heritage Conservation Program, the costs of conservation projects often far exceed what the program can support.

This subsequently leads to fewer designations of properties, and less incentive for property owners to pursue adaptive reuse projects or manage the ongoing costs of conservation and maintenance. In addition, there is little funding and resources left over for the City to pursue additional protection and regulatory measures for heritage properties or provide educational opportunities. While alternative funding opportunities exist, it is important to carefully balance the needed funding for incentives and not create barriers for the same people. While most municipalities are often stretched financially, non-financial incentives are becoming more prevalent and proven to be effective.

Through a review of other jurisdictions, the following methods of funding municipal heritage conservation programs were identified as a supplement to or an alternative for a direct increase in capital or operating funding. While these funding sources are used in other municipalities, further review and legislative changes would be required to implement in Saskatoon.

### **Fee/Levy Based Options**

#### Mill Rate (Operating) Increase

A fixed operating contribution to a reserve meant to establish recurring funding. This is the current funding mechanism for the Heritage Conservation Program. An increase in this contribution without an alternate funding source would result in an impact on

the mill rate.

#### Heritage Application Fees

Many municipalities charge a fee for any heritage related development application. This may include a fee for the municipal heritage designation process, a fee for a heritage incentive application and/or a fee for any heritage alteration permit. The City of Saskatoon currently does not charge any fee for any heritage related development application as it may act as disincentive to designation.

#### Permit Fee Increases

Increased building and development permit fees may be directed into the heritage reserve, particularly demolition permit fees. The City of Vancouver, as an example, increased demolition fees for pre 1940 houses.

According to their definition, a character house is a house built prior to 1940 that is considered to have heritage character merit by city staff, but it not listed on the Vancouver Heritage Register. The City of Vancouver also takes a portion of rezoning fees and redirects the funds to its Heritage Reserve.

Delta, BC for example adds a 5% heritage conservation levy to all new builds through the building permit fee. The funds collected directly fund heritage conservation projects.

#### City-Owned Heritage Rental Revenue

City owned heritage sites with rental opportunities can be used to fund the maintenance of those buildings and be directed into the general heritage reserve.

#### Heritage Conservation Levy

A levy can be placed on building and/or development permits and subsequently used for heritage conservation/maintenance.

## **One-Time/Irregular Funding Options**

### Sale of City-Owned Property

Description: Civically owned heritage assets do not always need to remain in a municipality's possession. Historic property, no longer required for City purposes, can be legally protected through Municipal Heritage Designation, and sold to the private sector to transfer maintenance and conservation obligations. Funds received from the sale could be redirected to the Heritage Fund for the Heritage Program and/or to a maintenance fund to provide for Heritage Conservation management of city owned heritage assets.

The City of Calgary, as an example, has sold a number of buildings that have been protected as Municipal Historic Resources, generating funding for the maintenance and lifecycle needed for the remainder of their heritage portfolio costs.

### Tax Relief

While not strictly a funding source, tax tools are a mechanism to provide monetary benefit to heritage properties without a direct cost. Tax relief through the creation of a property tax sub-class, reductions, abatements, or tax exemptions are borne by the entire tax roll with rates needing to be set to cover any forgone revenue from heritage properties.

### Intergovernmental and Partnership Support

Intergovernmental financial support through the leverage of provincial and federal grants can be an untapped source of funding. Partnering with the Province can offset the costs for a municipality when it comes to conserving its own heritage assets.

Research partnerships with organizations and post-secondary institutions could also be explored to find mutual opportunities.

The City of Calgary for example, includes the research and application for other

grants, as a routine component of its heritage program.

### Community Benefit and Amenity Contributions

A community benefit means an amenity that benefits the public and contributes to the overall quality of the community and may include, but is not limited to, public space, public art, landscaping, recreational opportunities, green roofs, sustainable building practices, heritage preservation, public parking facilities, wind mitigation efforts, and related amenities.

The City of Edmonton, for example allows for these types of contributions but specific to rezonings within specific zoning districts (direct control zones). Edmonton identifies the preservation of historic resources as a community amenity. Community Benefit or Amenity Contributions can also be used as a mechanism to receive compensation for heritage assets that have been demolished.

### Municipal Heritage Foundation

The establishment of a Municipal Heritage Foundation to allow for the foundation or organization to allocate grants, fundraise, and receive private donations.



## Heritage Plan Progress

Action Item	Status
Confirm the City's leadership role in this significant area of public policy and inform the public of its intentions to achieve high heritage standards.	-
Explore current best practices in the treatment of a broader range of heritage resources.	-
Explore municipal best practice heritage policies regarding sustainability, revitalization, tourism and affordable housing.	-
Integrate heritage initiatives with broader civic goals of economic development, sustainability, quality of life, affordable housing initiatives and neighbourhood planning in all aspects of the municipal planning framework.	-
Prepare Conservation Plans and Maintenance Agreements for City-owned heritage sites, based on the Standards and Guidelines for the Conservation of Historic Places in Canada.	-
Review the protection, management, programming and interpretation of City-owned heritage and potential heritage properties.	-
Provide the Transportation and Utilities Department with the training and resources to adopt proper heritage conservation procedures for City-owned heritage sites.	-
Identify and evaluate the full range of City-owned heritage resources, including cultural and natural landscapes.	Ongoing
Undertake the development of a city-wide thematic framework and a historical context statement that will support the evaluation of Saskatoon's heritage resources.	-
Evaluate the ability for MHAC to have an initiating role in bringing issues forward to Council.	Complete
In consultation with the Municipal Heritage Advisory Committee, the Heritage Coordinator should lead in implementing heritage strategies and actions identified in the Heritage Policy and Program Review.	Ongoing
Revise the wording of the Heritage Property (Approval of Alterations) Bylaw No. 8356 to exempt repairs and minor alterations from referral to the Municipal Heritage Advisory Committee.	Complete
Adopt the Standards and Guidelines for the Conservation of Historic Places in Canada as the basis for all City heritage initiatives and as the basis for all heritage permit applications and the granting of incentives.	Complete
Provide City staff and Municipal Heritage Advisory Committee with the training and resources to fully understand the use of the Standards and Guidelines.	Ongoing
Provide improved training and resources for Building Standards staff in the proper application of Standards and Guidelines as well as in flexible responses to the application of building codes and standards in heritage situations.	-
Review the City's existing heritage evaluation criteria and replace the numerical analysis component with values-based criteria and the use of Statements of Significances.	Complete

Action Item	Status
Require Statements of Significance as the basis of any building / development permit application or review of proposed interventions to heritage sites.	Complete
Establish the Saskatoon Heritage Register by Council Resolution, which will initially include identified heritage sites.	Complete
Initiate an evaluation of the Built Heritage Database, to identify the sites of highest heritage value to include on the Register.	Complete
Make the Heritage Register available on the City of Saskatoon's website.	Complete
Use the Heritage Register as the basis for eligibility for heritage conservation incentives.	Complete
Identify heritage resources other than buildings such as cultural landscapes that can be included on the Register.	Ongoing
As it is developed, use the Saskatoon Heritage Register as the basis for flagging procedures on the municipal database.	Complete
Continue to identify built, natural and cultural heritage resources using an expanded definition of heritage and heritage conservation.	Ongoing
Undertake a review of a range of potential new heritage incentives, including mechanisms for developers to leverage abatements towards securing financing for conservation efforts, providing Statements of Significance and establishing grants for the ongoing maintenance of heritage buildings.	-
Review the application of building codes and standards on heritage projects. Consult with the Province of Saskatchewan regarding the provision of flexible exemptions and equivalencies. Determine if appropriate equivalencies and exemptions can be consistently offered on heritage projects.	-
Undertake economic case studies of previous heritage incentive packages, determine how effective they were in achieving conservation outcomes, what would be required to improve the heritage response and the resulting community benefit.	-
Realize heritage awareness through public programming, including commemoration, interpretation and public art, as well as the ongoing development of community partnerships.	-
Support and increase the profile of Saskatoon's Heritage Awards Program by advertising the program details and award recipients.	-
Develop a consistent brand and image for the City's interpretation initiatives.	Ongoing
Encourage collaborations between heritage organizations and schools to enhance the teaching of local history.	-
Develop a full range of partnership opportunities.	-
Make historical information available through a variety of means to enhance public awareness and understanding of local history and heritage resources.	-
Continue partnership initiatives to implement a program of interpretive features, such as commemorative plaques and signs throughout the city for built, natural and cultural heritage using common themes.	-

Action Item	Status
Support enhanced conservation of neighbourhood heritage character through the Local Area Plan process and ensure heritage conservation policies are appropriately referenced and potential heritage properties are recognized as plans for heritage neighbourhoods are updated.	Ongoing
Build upon historic integrity and infrastructure when developing infill plans for historic neighbourhoods.	-
Ensure the inclusion of mechanisms that will provide incentives for the retention of historic resources.	-
Support affordable housing policies through continued and adaptive re-use of existing housing stock.	-
Identify, and where appropriate, establish Heritage Conservation Districts.	-
Identify heritage resources other than buildings such as cultural landscapes that can be included on the Register.	Ongoing
Identify and evaluate the full range of City-owned heritage resources, including cultural and natural landscapes.	-
Continue to identify built, natural and cultural heritage resources using an expanded definition of heritage and heritage conservation.	Ongoing
Work with partners to ensure artifacts are identified and conserved.	-
Support the public display of artifacts where appropriate for the enjoyment of saskatoon residents.	-

## **ANNUAL REPORT AND WORK PLAN**

February 11, 2025

Secretary, Standing Policy Committee on Planning, Development and Community Services

**Re: 2024 Annual Report– Municipal Heritage Advisory Committee [ADV2025-0102]**

The mandate of the Municipal Heritage Advisory Committee (the Committee) is to provide advice and guidance on matters relating to Heritage and heritage related matters.

### **Committee Membership**

Membership on the Committee for the year 2024 was as follows:

#### **Members**

- Stevie Horn, Saskatoon Public Library
- Louis Aussant, Saskatchewan Association of Architects
- Stephanie Clovechok, Discover Saskatoon
- Daniel Ash, Public
- Sarah Marchildon, Downtown Saskatoon Business Improvement District
- Anne-Marie Cey, Broadway Business Improvement District
- Magel Sutherland, Meewasin Valley Authority
- Randy Pshebylo, Riversdale Business Improvement District
- Syed Amin Sadat, Public Member
- Lenore Swystun, Saskatoon Heritage Society
- Lloyd Moker, Sutherland Business Improvement District
- Taylor Morrison, Saskatchewan REALTORS Association
- Alyshia Reesor, Saskatoon Archaeological Society
- Michelle Loi, Public
- Vacant, Saskatchewan Indigenous Cultural Centre

#### **Resource Members**

- Councillor C. Block
- City Archivist J. O'Brien
- Heritage and Design Coordinator K. Grant

## **Work Plan Goals and Accomplishments**

The Committee had submitted the following work plan goals for 2024 to the Standing Policy Committee on Planning, Development and Community Services on April 3, 2024.

In 2024, Committee will:

1. Review Heritage Policies and Plan
2. Funding for the Heritage Conservation Program
3. Explore best practices around tangible and intangible heritage of other cities.
4. Continue to look at having more properties designated.
5. Indigenous Heritage
6. Heritage elements in the downtown area
7. Heritage Awards Program

The Committee had four subcommittees to carry out 2024 work plan goals.

The subcommittees were as follows:

- **Events Subcommittee**
  - *This subcommittee was established to assist in the planning of the Municipal Heritage Awards and Doors Open Event.*
- **Policy and Planning Subcommittee**
  - *This subcommittee was established to explore revisions to policy including, but not limited to The Heritage Property Act or the regulations thereunder and on Policy C10-020, Civic Heritage Policy.*
- **Education and Awareness Subcommittee**
  - *This subcommittee was established to support heightened awareness of the value and issues regarding preservation of Saskatoon's historic resources and promote and publicize the heritage of Saskatoon (both intangible and tangible) and provide support to partners who tell the Saskatoon story.*
- **Intangible Heritage Subcommittee**
  - *This subcommittee was established to develop a scope of work to further investigate intangible heritage and recommend an Intangible Cultural Heritage program for the City of Saskatoon.*

The subcommittees focused on updating the heritage building concerns Hose and Hydrant Building and Capital Theater artifacts and reviewed the Civic Register of Historic Places. They also reviewed the downtown area for heritage elements.

In addition, Appendix 1 provides a summary of key topics and resolutions by meeting, and Appendix 2 provides a summary of 2024 expenditures.



## **2024 Reports and Communications**

### **Matters Referred by SPC, GPC or City Council**

#### *Referrals from the Standing Policy Committee*

- **Update to Saskatoon's City Centre and District Plan [DEED2023-01]**

The Administration provided a report to the Committee on the matter.

- o Resolution: That the information was received.

- Matter considered June 18, 2024

- **Heritage Conservation Program Strategy [MHAC2024-0601]**

The Administration provided a report to the Committee on the matter.

- o Resolution: That the information was received.

- Matter considered June 18, 2024

### **Reports/Recommendations Submitted to City Council:**

There were no reports from the Municipal Heritage Advisory Committee submitted directly to City Council.

### **Reports/Recommendations Submitted to the Standing Policy Committee on Planning, Development and Community Services:**

There were no reports from the Municipal Heritage Advisory Committee submitted directly to Standing Policy Committee on Planning, Development and Community Services.

### **Reports/Recommendations Submitted to the Governance and Priority Committee:**

There were no reports/recommendations from the Municipal Heritage Advisory Committee.

### **Communication by Committee Representatives (Chair, Vice-Chair, or designate) to the local media:**

There were no matters communicated by Chair, Vice-Chair or designate to the local media for 2024.

## **ATTACHMENTS**

1. Appendix 1 – 2024 Meeting Summary
2. Appendix 2 – 2024 Expenditures

Yours truly,

Stevie Horn  
**Chair**  
**Municipal Heritage Advisory Committee**



**Appendix 1 – 2024 Meeting Summary – Key Topics and Resolutions**

Meeting	Summary – Key Topics and Resolutions
January	<ul style="list-style-type: none"> <li>- Stevie Horn was appointed as Chair</li> <li>- 2024 Membership was confirmed.</li> <li>- 2024 meeting dates were confirmed.</li> <li>- Verbal Updates on the following:               <ul style="list-style-type: none"> <li>o Heritage Festival</li> </ul> </li> <li>- Policy and Planning Subcommittee verbal updates:               <ul style="list-style-type: none"> <li>o Hose and Hydrant Building</li> <li>o Capital Theater Artifacts</li> </ul> </li> <li>- Education and Awareness verbal updates:               <ul style="list-style-type: none"> <li>o Civic Register of Historic Places</li> <li>o Downtown area heritage elements</li> </ul> </li> <li>- 2024 Workplan discussion was deferred.</li> <li>- Subcommittee membership was deferred.</li> <li>- 2024 budget allocation was deferred.</li> <li>- Meeting format and dates were confirmed.</li> <li>- Membership Renewals for Heritage Saskatchewan and Saskatoon Heritage Society were approved.</li> <li>- Heritage Festival of Saskatoon booth registration was approved.</li> </ul>
February	<ul style="list-style-type: none"> <li>- Sarah Marchildon was appointed as Vice Chair</li> <li>- Verbal updates on the following:               <ul style="list-style-type: none"> <li>o Chair matters.</li> <li>o Heritage Conservation Project Update</li> </ul> </li> <li>- Workplan was confirmed for submission to the Standing Policy Committee on Planning, Development and Community Services.</li> <li>- Subcommittee membership was confirmed.</li> <li>- National Trust Conference Attendee presentation.</li> <li>- 2024 budget allocation was deferred.</li> </ul>
March	<ul style="list-style-type: none"> <li>- The workplan was discussed and approved for submission.</li> <li>- 2024 budget allocation was approved.</li> </ul>
April	<b>Meeting Cancelled due to no items.</b>
May	<b>Meeting Cancelled due to no items.</b>
June	<ul style="list-style-type: none"> <li>- Subcommittee Updates were provided.</li> <li>- Memo – Albert Community Centre – Upgrade.</li> <li>- Report – Update to Saskatoon’s City Centre and District Plan</li> <li>- Report - Heritage Conservation Program Strategy</li> </ul>

September	<ul style="list-style-type: none"> <li>- Verbal updates on the following: <ul style="list-style-type: none"> <li>oHeritage Conservation Program Strategy</li> </ul> </li> <li>- Workplan items were discussed.</li> <li>- Memo – Rugby Chapel – Repositioning</li> <li>- Memo – Albert Community Centre – Upgrade Project</li> <li>- Memo – Mann House – Verandah Roof</li> </ul>
October	<b>No meeting due to Civic Election.</b>
November	<ul style="list-style-type: none"> <li>- - Verbal updates on the following: <ul style="list-style-type: none"> <li>oDoors Open Event Update</li> <li>oHeritage Festival of Saskatoon</li> </ul> </li> <li>- Memo – Civic Conservatory – Structural Assessment</li> </ul>

**Appendix 2 – 2024 Expenditure**

<b>Date</b>	<b>Description</b>	<b>Amount</b>
February 2024	Heritage Saskatchewan Membership Renewal	\$52.50
February 2024	Saskatoon Heritage Society Membership Renewal	\$30.00
February 2024	Heritage Festival Registration	\$60.00
	<b>Total</b>	<b>\$ 142.50</b>

February 10, 2025

Deputy City Clerk, Standing Policy Committee on Planning Development and  
Community Services

**Re: 2025 Work Plan – Municipal Heritage Advisory Committee  
(ADV. 2025-0201)**

The function and mandate of the Municipal Heritage Advisory Committee (“MHAC”) shall be to:

1. Provide advice to City Council relating to the following:
  - any matter arising out of *The Heritage Property Act* or the regulations thereunder and on Policy C10-020, *Civic Heritage Policy*
  - changes to the criteria for evaluation of properties of architectural or historical value or interest with respect to heritage designation
  - revisions to the list of buildings, sites or structures and areas worthy of conservation as set out in the *Holding Bylaw* or under the heritage database.
  - buildings, properties and artifacts to be designated under *The Heritage Property Act* or placed on the Saskatoon Register of Historic Places
  - policies related to conserving heritage buildings, sites or structures and areas.
  - proposed changes or recommended changes to municipal legislation to conserve heritage buildings, sites or structures and areas.
  - ways to increase public awareness and knowledge of heritage conservation issues, and if the Committee so wishes and if a budget is provided by City Council, provide education and awareness programs within the mandate of the MHAC, provided that the Administration is consulted prior to implementation of each program to ensure there is no duplication of services and that the proposed program supports the relevant policy.
  - any other matters relating to buildings, sites or structures and areas of architectural or historical significance.
  - buildings, sites or structures and artifacts owned by the City.
2. Provide advice to the City’s Administration with respect to approval of alterations to designated heritage property or property for which a notice of intention has been registered pursuant to Bylaw No. 8356, *The Heritage Property (Approval of Alterations) Bylaw, 2004*.
3. Prepare and update, in consultation with the Administration, a brochure and/or information on the City’s website describing the Committee’s mandate, membership, qualifications, recent activities, regular meeting schedule and how the public can contact the Committee.

### **Work Plan for 2025**

The Committee at its meeting held on\_\_\_\_\_, discussed relevant matters within the Committee's mandate to include in the 2025 work plan.

In 2025, Committee will:

1. Review Heritage Policies and Plan
  - Continual support and prioritize with the Administration. Potential to support on targeted research.
2. Funding for the of Heritage Conservation Program
  - Support the Administration on securing additional funding for the Heritage Conservation Program.
    - Support and prioritize with the Administration. Research on external grants and programs could be undertaken.
3. Continue to explore having more properties designated.
  - Create a process when approaching properties that aren't designated.
    - Lead in a process creation and could prioritize properties for further conversations and support Administration in the conversations.
4. Heritage Awards Program – The Future
  - Review and recommend the future steps to the Heritage Awards Program.
5. Intangible Heritage
  - Support and prioritize with the Administration.
  - Research on Saskatchewan Cities' Intangible Programs
  - Work with the Administration with continual teachings and learnings.

Yours truly,

Stevie Horn  
**Chair**  
**Municipal Heritage Advisory Committee**

## 2025 MHAC Work Plan

### Tangible Heritage

	Work Plan Item	Action	Assigned to	Timeline	Progress
1.	Review Heritage Policies and Plan	<b>A.</b> Continual support and prioritize with the Administration. Potential to support on targeted research. <b>1.</b> Identify any areas that require review.	Policy and Planning Subcommittee	Ongoing	
2.	Funding for the of Heritage Conservation Program	<b>A.</b> Support the Administration on securing additional funding for the Heritage Conservation Program. <b>B.</b> Committee can research for other potential sources of Heritage Conservation funding <b>1.</b> Support and prioritize with the Administration. Potential to support on targeted research.	Policy and Planning Subcommittee	Ongoing	
3.	Continue to explore having more properties designated.	<b>A.</b> Create a process when approaching properties that aren't designated. <b>1.</b> Lead in a process creation and could prioritize properties for further conversations and support Administration in the conversations.	Education and Awareness Subcommittee	Ongoing	
4.	Heritage Awards Program – The Future	<b>A.</b> Review and recommend the future steps to the Heritage Awards Program. <b>1.</b> Assess the Current Program <ul style="list-style-type: none"> <li>i Identify outdated elements</li> <li>ii Review past feedback</li> </ul>	Events Subcommittee	Ongoing	

## 2025 MHAC Work Plan

		<b>2. Research Best Practices</b> <ul style="list-style-type: none"> <li>i Compare other Cities programs</li> <li>ii Review trends</li> </ul> <b>3. Engage Key Stakeholders</b> <b>4. Discuss potential of new categories / applications / any underrepresented groups</b>			
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### Intangible Heritage

	Work Plan Item	Action	Assigned to	Timeline	Progress
1.	Intangible Heritage	<b>A.</b> Support and prioritize with the Administration. <b>B.</b> Research on Saskatchewan Cities' Intangible Programs <ul style="list-style-type: none"> <li><b>1.</b> Conduct a comparative analysis of intangible programs in other Saskatchewan cities as to who manages it and how are stories selected etc.               <ul style="list-style-type: none"> <li>i Provide a report with insights and potential applications for local programming.</li> </ul> </li> </ul> <b>C.</b> Work with the Administration with continual teachings and learnings.	Policy and Planning Subcommittee	Ongoing	

MUNICIPAL HERITAGE ADVISORY COMMITTEE - 2025 BUDGET - \$17,900						
DATE	DESCRIPTION	DEBIT	CREDIT	DB-CR	TOTAL SPENT	BUDGET REMAINING
	Beginning Balance			17,900		
	<b>Annual Event Planning</b>			<b>\$12,000.00</b>		
			0			
			0			
	<b>Expenditures - Annual Event Planning</b>				<b>\$0.00</b>	<b>\$12,000.00</b>
	<b>Membership Fees</b>			<b>\$200.00</b>		
	<b>Expenditures - Memberships</b>				<b>\$0.00</b>	<b>\$200.00</b>
	<b>Conferences, Research and Education</b>			<b>\$5,700.00</b>		
	<b>Expenditures - Research and Education</b>				<b>\$0.00</b>	<b>\$5,700.00</b>
		Total Overall Spent			<b>\$0.00</b>	
		Total Overall Budget Remaining				<b>\$17,900.00</b>





## 2025 Membership Form

Membership with Heritage Saskatchewan is open to anyone who pays the membership fees and supports the vision\* and mission\* of the organization. Individual members are eligible to be nominated to the Board of Directors, and all voting members are entitled to one vote at membership meetings.

### Membership Type - choose one:

\_\_\_\_\_ **Individual**    \$25 + \$1.25 GST = \$26.25

\_\_\_\_\_ **Group**    \$50 + \$2.50 GST = \$52.50

Open to any organization, institution, or business at the local, regional or provincial level.

\_\_\_\_\_ **Associate**    \$50 + \$2.50 GST = \$52.50

**Non-voting category.** Open to any organization, institution, business, government ministry or agency.

### Please fill in all the blanks:

Organization Name \_\_\_\_\_  
*If applicable*

Applicant/Member Name \_\_\_\_\_

*NOTE: If applying on behalf of an organization/institution/business/ government ministry/other, please insert name of main contact here*

Address \_\_\_\_\_

Name of Your Community \_\_\_\_\_

Province \_\_\_\_\_

Postal Code \_\_\_\_\_

Phone \_\_\_\_\_

Cell Phone \_\_\_\_\_

Email\* \_\_\_\_\_

*\*Our main method of communicating with our members is via email.*

*Yes, as per the Canadian Anti-Spam Legislation (CASL) requirement, I consent to Heritage Saskatchewan sending me emails of informational or marketing content regarding Heritage Saskatchewan's initiatives.*

Please complete this form, then email it back to us at [info@heritagesask.ca](mailto:info@heritagesask.ca)

- Your **membership fee can be paid by e-transfer** to [info@heritagesask.ca](mailto:info@heritagesask.ca) In the memo line of the e-transfer, put the words '**Membership 2025**' along with who this membership is for - either your own name if it is for an Individual Membership, or if the membership is for a Group or Associate, then provide that name.
- Alternatively, you can **pay by cheque** made out to "Heritage Saskatchewan" and deliver the cheque and completed form to 1867 MacKay Street, Regina, SK S4N 6E7
- Upon receipt of your payment, we will send you a receipt.

### Thank you for taking out a Membership in Heritage Saskatchewan!

**\*VISION:** Heritage is a valued and dynamic legacy that contributes to our sense of identity, creates an understanding of our past, is used to build communities in the present, and informs our choices for the future.

**\*MISSION:** Heritage Saskatchewan gives voice to living Heritage.

The Saskatoon Heritage Society Newsletter

# Heritage Connections

December 2024, Volume 15, number 2

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## The Saskatoon Heritage Society



Invites you to its

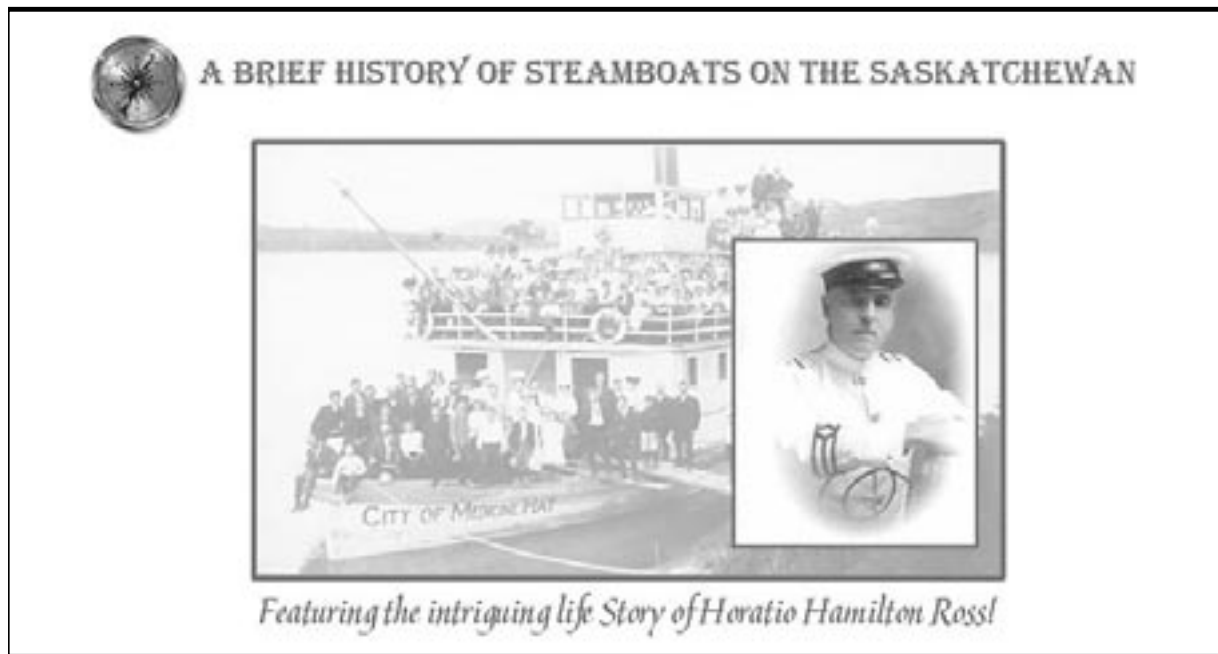
## Annual New Year's Social!



Sunday, January the 5th, 2025- 2.30 p.m.

Cliff Wright Library Auditorium – 1635 McKercher Drive

*Featuring*



*A presentation by Alan L. Morton*

Join us for our Annual New Year's Social, and enjoy an interactive afternoon with fellow heritage enthusiasts - Light refreshments available.

**Free admission - All are welcome!**

## **The Saskatoon Heritage Society Board Members**

**Chair:** Lenore Swystun

**Vice-Chair:** vacant

**Treasurer:** James Wood

**Secretary:** Terry Hoknes

### **Directors:**

Claire Bullaro, Linda Dietz, Roland Dumont,  
Patti McGillivray, Al Morton, James Ridgway,  
Barbara Shawcross, Peggy Sarjeant and Wally Wells.

## **RENEW YOUR MEMBERSHIP FOR 2025!**

Your membership fee includes a yearly subscription to our newsletter.

Single Membership: \$15.00; Family: \$20.00; Senior: \$10.00; Corporate: \$30.00

You can renew your membership online through our website at [www.saskatoonheritage.ca](http://www.saskatoonheritage.ca)

OR

by filling out the form below and sending the form and payment to  
Saskatoon Heritage Society, P.O. Box 7051, Saskatoon, SK S7K 4J1

### **Saskatoon Heritage Society Membership Form**

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

\_\_\_\_\_ POSTAL CODE: \_\_\_\_\_

PHONE: \_\_\_\_\_ EMAIL: \_\_\_\_\_

\_\_\_\_\_ Yes, I would like to receive important bulletins and notices by email

Enclosed is \$\_\_\_\_\_ for my membership

Single Membership \_\_\_\_\_ Corporate Membership \_\_\_\_\_ Family Membership \_\_\_\_\_  
Senior Membership \_\_\_\_\_

# *A Current Issue:*

Dear Society members and friends,

Many of you will have heard about the proposed demolition of the former Lutheran Seminary, which sits on the northern edge of the U of S campus, overlooking the riverbank. A beautiful location and a beautiful building. This is a fine example of late modern architecture. It was designed by well-regarded local architect, John Holliday-Scott, who also designed the Law College building and the Dental College, as well as several municipal buildings. The Seminary building is listed as an 'A' building in the USask Heritage Register.

Unfortunately, the Seminary at 114 Seminary Crescent has been empty for several years and has suffered from neglect and vandalism. The university feels it does not have a use for the building and, despite its 'A' listing status, is proposing demolition. In response to pressure from architects, members of the Lutheran community, heritage advocates, such as the Saskatoon Heritage Society, Canadian Committee of the International Council on Monuments and Sites (ICOMOS Canada) and other concerned citizens, the university has agreed to run a USask led expression of interest (EOI) process to determine if there is interest in leasing and re-purposing the building. The deadline for response is February 19<sup>th</sup>. A very short time frame indeed!

The Lutheran Seminary is a remarkable building, a gem from the 1960's. Members of the Society and others are doing their best to raise awareness of the situation and of the possibilities for the building's re-use. They will be meeting in early January to discuss further strategy.

If you are interested in the building and want to know more, please contact Lenore Swystun: [Lenore.swystun@prairiewildconsulting.ca](mailto:Lenore.swystun@prairiewildconsulting.ca). 306 222-8481

In the meantime, enjoy the holidays!

Best wishes,

Peggy Sarjeant



# *From the Local History Room, SPL...*

The Local History Room has recently acquired several informative manuscripts from Victor Whitbread. These are various histories, mostly on the early settlers and settlement of Saskatoon and surrounding areas. Most notable is the “Coldex”, a codex of materials related to the Temperance Colony with Volume One listing colony settlers alphabetically by name and providing information on each, and Volume Two dealing primarily with property and facilities within the Temperance Colony or its immediate environs. All manuscripts are available for study at the Local History Room.

Our next Local History Book Club is going to be Arab Cooking on a Prairie Homestead by Habeeb Salloum. You can sign up online at <https://saskatoonlibrary.ca/events-guide/event/11188729> , or by contacting any library.

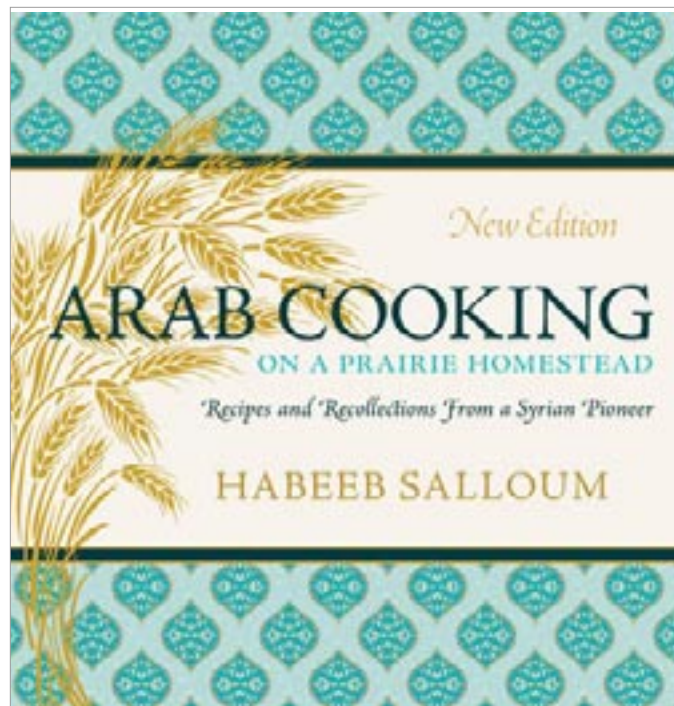
Best,

Stevie Horn

Special Collections Librarian

306.975.3284

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# *From the City History and Archives...*

The year 2024 will probably go down in the books as the most frantically busy, as well as the most satisfying, in the history of the Saskatoon City Archives.

The Archives was actually closed from February until June as we prepared to move into a permanent facility on the main floor of the old Post Office Building – “CSE” nowadays, for “Civic Square East.” The Archives had been in a leased office building near the airport since 2010. This was always supposed to be temporary. When the opportunity came to take over space at CSE, we jumped at it. The move itself happened in mid-May, followed by weeks of putting up and re-stocking shelves, after which we quietly re-opened. We’re hoping for an official opening during Archives Week in February.

The new digs are bigger, shinier and more accessible than the old ones. Being downtown again after nearly 15 years means we can tap into the vibrant life of the city, more easily working with groups like the Local History Room, the MVA and the University than was possible before. Not to mention the civic administration itself.





With our expanded Reading Room, we can now host community groups for workshops, presentations and meetings. We've always had an active outreach and education program, going out to different community groups to talk about the history of Saskatoon. Now we can invite them in, too, in groups of 20-25 (although it gets a little cozy at the higher end.)

As of this writing, we have given tours and played host to groups from the Mee-wasin Valley Authority, the city's Facilities Management Department, and a group of Grade 9 students and their parents on Bring Your Child to Work Day. We have a couple of different groups scheduled for the New Year, and are mulling over possibly starting up some kind of monthly event— a noon-hour “Thursdays in the Archives,” perhaps, or even some kind of Local History Writer's group, perhaps in partnership with Local History and/or the SHS. The possibilities are endless, and we invite feedback from our various communities as we look for ways to make best use of our wonderful, new, downtown facility.

Jeff O'Brien, City Archivist

## Heritage and the City Centre and District Plan

By Peggy Sarjeant

In September, City Council unanimously approved a new plan for Saskatoon's downtown, called the City Centre and District Plan. It is an update of an earlier downtown plan. Check it out at [City Centre and District Plan Info Materials Sept 2024.pdf](#) The Plan includes references to the proposed event and entertainment district (that is the “District” in the title of the report, also known as DEED) but it in no way limits itself to, or focuses primarily on “the District”. This report presents a plan for the whole city centre, which is bounded by 25<sup>th</sup> Street, Idylwyld Drive and the river.

There are lots of good things in the report, many of which are relevant to heritage issues. The Plan sees the city centre as the heart of Saskatoon. It will be both inclusive and accessible, reflecting all of Saskatoon. The Plan provides “a framework for heritage, safety and culture”.

Most of the heritage - relevant items appear in Goal 2 and Goal 3 of the report.

As a Society, we were very interested in the concept of a comprehensive interpretive plan for Downtown. We stressed, however, that any such undertaking should be based upon a complete inventory of our built heritage within the downtown area. We would be happy to work with the City on such a project.

It is worth spending time looking through the whole City Centre and District Plan. It includes other sections, which speak to the aesthetics of the downtown environment. of our identity as a city.

# From the City of Saskatoon...

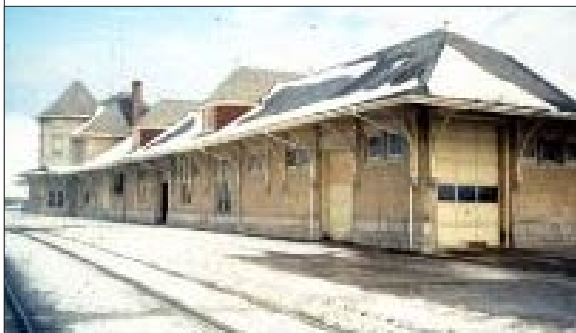
## City of Saskatoon Heritage News

While there were no new Municipal Heritage Property Designations in 2024, the CPR Station Building underwent significant rehabilitation work to repair the roof. The new roof covering matches the original with new cedar shakes.

Planning has begun for the next Doors Open event which will be held on June 1, 2025. At this time work to build the steering committee and create a list of potential buildings to show case at the event is underway.

In 2024, The Heritage Conservation Program Project was undertaken. This project includes a jurisdictional review of municipalities to identify best practices, a re-view of existing incentives and recommended approaches for an updated Heritage Program and options for the creation of new education and resource materials. A final report, outlining options for City Council to consider is expected in 2025.

Kellie Grant, Heritage and Design Coordinator, City of Saskatoon



*Rear view of the CPR Station Building, south side.*



*Rear view of the CPR Station Building, north side.*



# *From the Heritage Festival...*

Plan on joining us, on Sunday, February the 2<sup>nd</sup>, for at the 2025 Heritage Festival of Saskatoon. This, long standing, traditional event will be held at the Western Development Museum, from noon until 5.00 p.m.

Admission is FREE to the museum for the event, and it will feature a variety of cultural and heritage exhibitors, including the Heritage Society.

The afternoon will also include a selection of related speaking presentations, to be held in the Education Room!

Cultural entertainment will be presented on both the main stage, and in the children's area, which will also feature face painting and other activities for the 'younger set'.

In addition, Festival Week will also include a Saskatchewan writers reading event, to be held at McNally Robinson's, on the evening of Wednesday, February the 5<sup>th</sup>!

Al Morton



*The main floor of the Saskatoon Heritage Festival 2022, at the Western Development Museum.*

# *From the research desk of Terry Hoknes...*

## **SASKATOON FEMALE BUSINESS OWNERS (pre-1950)**

Every year female business owners in Saskatoon would send out Happy New Years Greetings in the Star Phoenix newspaper

The Star Phoenix featured many pages and photos of local business owners every year from 1933 to 1973. Only five women were featured from 1933 to 1942. During World War Two many women started up new businesses and by the end of the 1940's there was a huge boom in female entrepreneurs. Here is a list of women, their business and the years they were featured.

TM GUYTAR - Owner of Nu-Jene Permanent Wave Shop / LaBelle Beauty Clinic School 1933  
34 35 36 37 38 39 41 42 43 44

MRS E. MARRIOTT - Saskatoon Nursery (Marriott's) 1934 35 36 37 38 39 41 42 43 44 46 48  
49 50

MADAM RUBY HW KING - Manager of Marvel Beauty Parlors 1935 36 41 42

MRS MA ELLS - MA Ells Ladies Wear 39 41 42 43 44

MRS CM HARDING - Manager of Picardy Candy Shop 39 41 42 43 44

MISS LAURA MARCOTTE - Laura Marcotte Beauty School 43 44 48 49 50

MRS B ELLIS - B Ellis Millinery Ltd 43 44

MRS M DODD - Manager of Lorraine's Dress Shop 43 46

MRS J MEADWELL - Meadwell's Radio & Electric 44 45 46

MADELINE GUILLET - Madeline School of Sewing 44 45 46

MRS HANSON - Nu-Jene Beauty Parlors / La Belle Beauty Parlor(49 on) 44 45 46 48 49 50

IDA BOBROFF - Ida's Ladies Wear 44 45 46 48 49 50

MISS AUDREY ROFFE - Nu-Glo Beauty Salon 45

BLANCHE BUCHANAN - MA Ells Ladies Wear 46 48

MRS P SLATER - Broadway Hardware 46

MRS MARY MURRAY - Caroll Gwynne Cosmetics / Belisle Beauty Salon 46 48

MRS ENID WINE - Manager of KAYLLAR'S LTD 48 49 50

MISS LILLIAN PETERS - Manager of Chatelaine Beauty Salon 48 49 50

MRS GRACE KENNEDY - Manager of Belisle Beauty Salon 48 49 50

GLADYS MAHONEY - Manager of Gladys Beauty Salon 48 49 50

DR TURNBULL - Manager of Marvel Beauty Salon 48 49 50  
 MRS M SKLAR - Adrienne's Ladies Wear 48 49 50  
 MRS AH KROLIK - Fashion Fur Co 48 49 50  
 BUNTY HEUCHERT - Godfrey's Beauty Parlor 48 49 50  
 MRS M KOTELKO - Meadwell's Radio & Electric 48  
 MRS MAGDALIN - Veteran's Cleaners 48 49 50  
 MRS MB MILLER - JH Speers & Co 48 49  
 MRS G DENHAM - Denham Awning Makers 48 49 50  
 GRACE ATKINSON - Manager of Early Mailing Service 48 49 50  
 MISS LOUISE MCKENZIE - Louise Beauty Parlor 48 49 50  
 MRS MILLIE O'BRIEN - Bishops Beauty Parlor 49 50  
 MISS DOROTHY NELSON - Gift Garden 49  
 MISS TERRY BOISVERT - Vern Welker's Mens Wear 49  
 MRS JACK ELSTYNE - Hollywood Furs Ladies Wear 49 50  
 MRS JEAN MCMILLAN - Manager of Caswell Beauty Shop / Pleasant Hill Beauty Parlor 49  
 50  
 MRS MARY TUESHER - Fred's Service Station 49  
 MISS L EMBERSON - City Park Beauty Salon 49  
 MRS RD MUNKLEY - The Shirt & Hat Shop 49 50  
 MRS L ARMSTRONG - Denham Awning Makers 49 50  
 MRS MADELEINE (LEN) HUNT - Madeline School of Sewing 49 50  
 MRS JF GEORGE - Nu-Glo Beauty Parlor 49  
 MRS IW HEWITT - Broadway Beauty Salon 50  
 MISS ROSE SLOWENKO - Manager of Caswell Hill Beauty Parlor 50  
 MISS RUTH REID - The Hat Box 50  
 MISS MONA DU CHARLAND - The Hat Box 50  
 MRS GERTRUDE BAXTER - The Hat Box 50  
 MRS RUTH STERNBERG - Stern's Silk Shop 50  
 MRS WILLIAM GEATROS - Ritz Hotel & Café 50  
 MRS L EGNATOFF - Handicraft Supplies 50



*Pictures of women entrepreneurs taken from issues of the Saskatoon Star-Phoenix.*