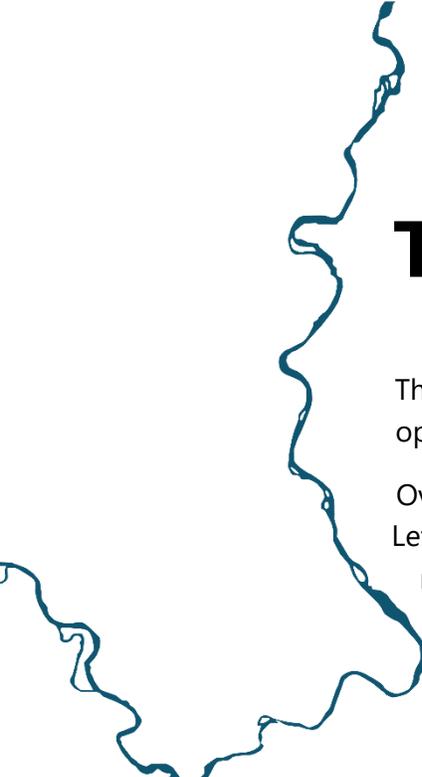


Policy Innovation Lab

CULTURE AND COMMEMORATION

May 2025



The Policy Innovation Lab

2025

The 2025 Policy Innovation Lab (PIL) is a four-week experiential learning opportunity that focuses on **CULTURE AND COMMEMORATION**.

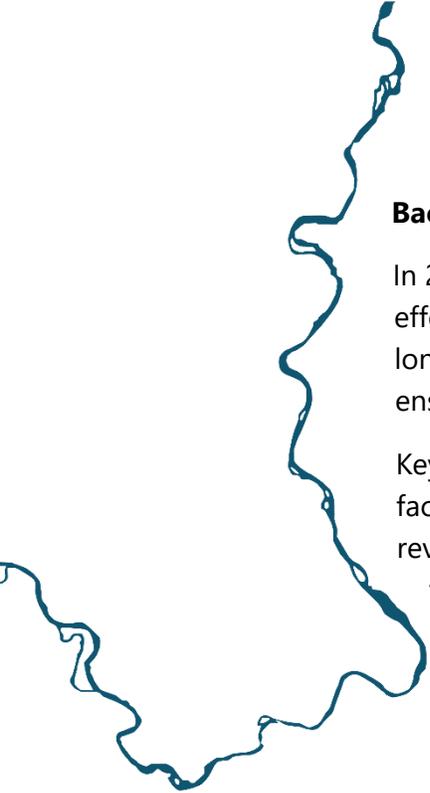
Over the month of May 2025, undergraduate students from the University of Lethbridge will participate in a seminar series to build their understanding of the relationships between the commemoration of cultural heritage, and municipal planning and policy making. The four-week intensive PIL is connected a summer research internship with the Prentice Institute for Global Population and Economy.

Working in collaboration, the cohort of students will apply their lived and learned knowledge to conduct research, analyze policy interventions and make recommendations to address this important policy topic in their community.

The students' work will contribute to the City of Lethbridge's ongoing efforts in the areas of cultural policy, heritage management, urban design, public art, including as the City explores the formalization of commemoration practices through policy and process improvements.

Beyond the specific focus on **CULTURE AND COMMEMORATION**, there are several other objectives that the PIL looks to advance.

- 1 The PIL intends to create a **knowledge bridge** between the City of Lethbridge, post-secondary students, post-secondary institutions, and other community partners to understand and **respond to shared challenges**.
- 2 The **research report** that serves as the final output of the PIL will provide valuable recommendations that City staff can consider, as well as identifying potential future areas of research, collaboration and policy development.
- 3 In the PIL, students will attend seminars, presentations and professional development sessions designed to help them **activate existing academic knowledges** within an applied environment, **learn new skills** and **leverage lived experiences**.
- 4 Additionally, the PIL will help the City and its post-secondary partners to explore, grow, and **innovate new models for work-integrated learning and experiential learning**.



Background and Overview

In 2024, the City of Lethbridge prepared its first Civic Culture Plan (CCP) as an effort to situate Lethbridge as an “Intercultural Hub.” Through the creation of a long-term vision, the City looks to foster inclusivity, celebrate diversity, and ensure every resident feels welcomed and valued.

Key strategies within the Plan include promoting cross-cultural dialogue, facilitating ongoing community engagement, building new City policies, and reviewing the ways in which the City delivers cultural programming, including through partnerships. The Plan also emphasizes cultural vibrancy as a framework for building community connections through festivals, public art, multicultural events and the activation of inclusive spaces.

In 2023, the City also prepared a new Heritage Management Plan (HMP), marking the first time since 2007 that the HMP was updated. The new HMP outlines the ways in which the City will identify, protect and celebrate cultural heritage. It also lays out a new framework for considering heritage in the community, by looking to better represent and promote dialogue between the City and Blackfoot and Métis communities in the region. It also explores pathways to better represent the stories and contributions made by historically under-represented voices.

These two strategic plans engage with the topic of commemoration, that is, how the City acknowledges and celebrates both **tangible** and **intangible** forms of cultural heritage.

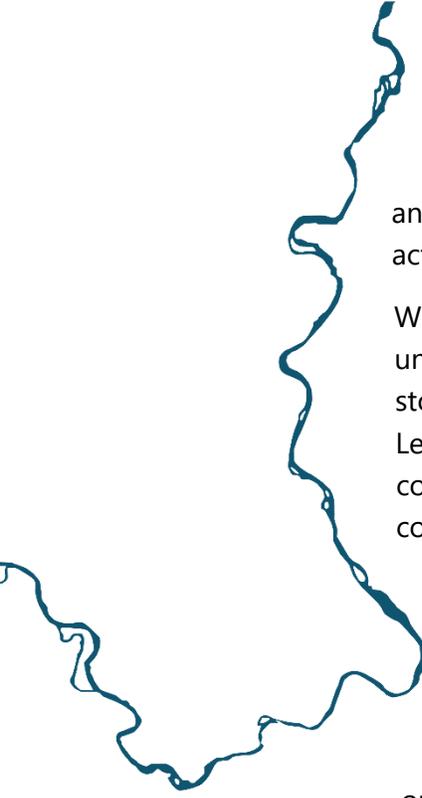
While cultural heritage may seem abstract from the daily lives of most residents and visitors, it nonetheless plays a significant role in defining and breathing life into the fabric of the city. Cultural heritage tells the stories of our past, present and future, it signals to ourselves and others what we value and what is important to us, and it reflects what makes our community unique. Cultural heritage is also often used as source material for the vocabulary used to narrate the physical spaces in our community. For example, cities draw inspiration from their local environmental, economic and historical geography to name neighbourhoods (including local neighbourhoods such as Arbour Ridge, Chinook Heights, Sunridge, Victoria Park), and from notable people and events from the past to name parks, roads and facilities (e.g., Mayor Magrath Drive, Indian Battle Heights, W.T. Hill Business Park).

Cities also draw from what we might call “imagined geographies” to connect residents and visitors, with people, places and regions far away through which there are real or imagined connections (e.g., neighbourhoods like West Highlands or streets like London Road). Even our City itself is named after English industrialist, and the first president of the North Western Coal

THE CITY AS INTERCULTURAL HUB //

Lethbridge is a hub for intercultural exchange, fostering the creation of a dynamic and inclusive community. It embraces diverse cultural expressions as a central element of its collective civic identity.

Adapted from Civic Culture Plan 2024 (P. 65)



and Navigation Company, William Lethbridge (although notably he never actually stepped foot in his name-sake town).

While official acts of commemoration are seen as tools to bring people together, united around a common story and identity, they can also exclude voices, stories, languages, and people from their narratives. The challenge faced by Lethbridge and a growing number of cities therefore, is how to expand conversations around commemoration and whose history matters, while continuing to bring people together.

Research Focus

This 2025 Policy Innovation Lab will explore the idea of **CULTURE AND COMMEMORATION** to support the ongoing implementation of the vision and outcomes of the Civic Culture Plan and Heritage Management Plan, including supporting the exploration of a future Commemoration Policy.

Through a combination of academic and gray literature research examining best practices from other cities, students will explore a wide variety of topics which all center around **CULTURE AND COMMEMORATION**; topics like heritage management, intangible cultural heritage, public art, monuments, urban design, placemaking and place-keeping, reconciliation and equity. The outcome of the month-long PIL will be a presentation to the City (and potentially other partners) identifying researched-informed policy recommendations.

Through a possible future Commemoration Policy, the City hopes to better operationalize the vision of the CCP and HMP by outlining processes, procedures and tools to navigate potentially complex requests from community to commemorate people, organizations, events, or other tangible and intangible elements that tell the stories of our community. This policy will also support City Council and Administration in efforts to advance City-led commemoration efforts.

Connection with Summer Research Internship

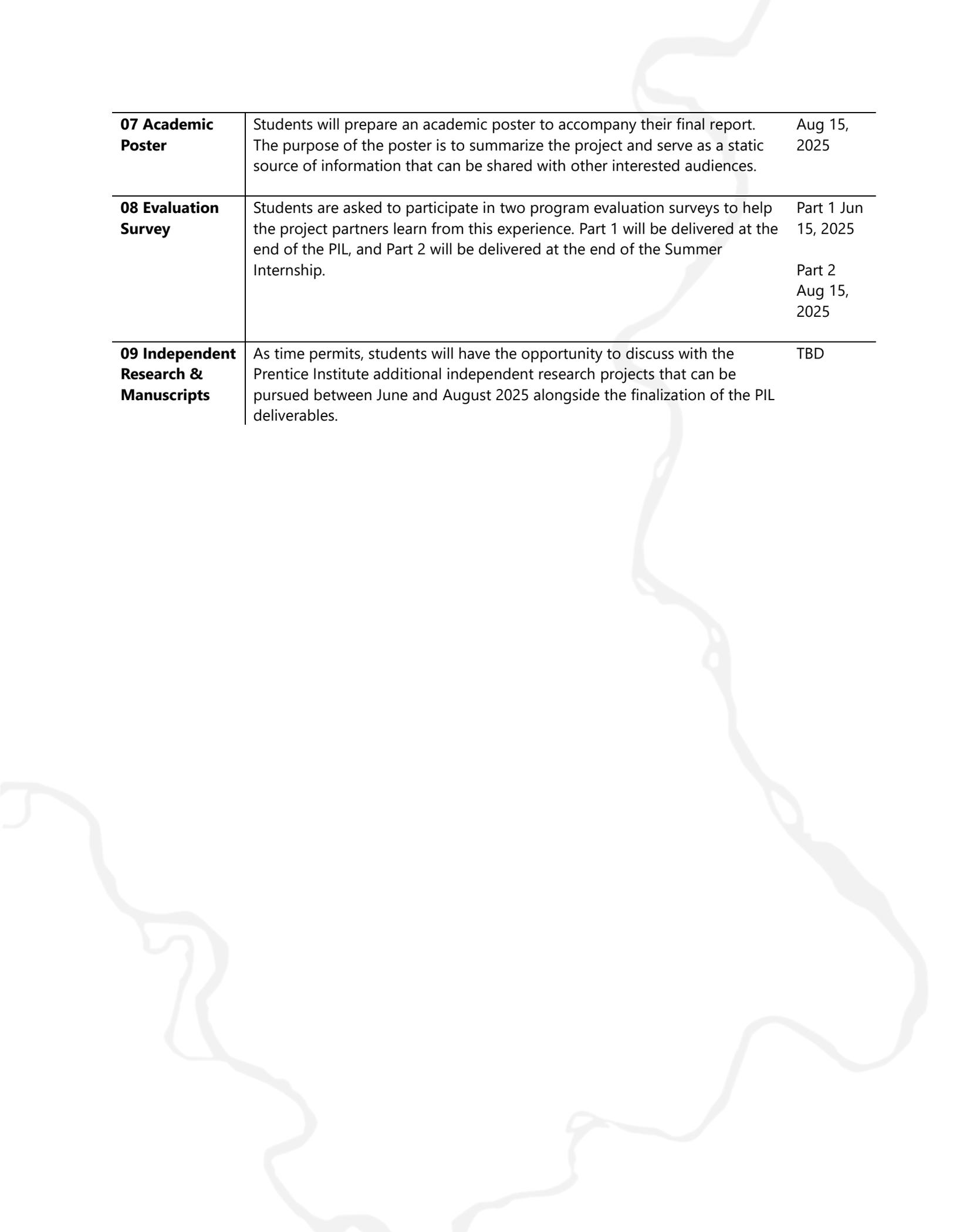
Students participating in PIL are also selected to participate in a full-time Summer Research Internship with the Prentice Institute for Global Population and Economy through to the end of August 2025. In addition to continuing work on the PIL final paper, research interns will have the opportunity to contribute to ongoing research initiatives of the Institute.

Key Milestones and Deliverables

The following table outlines key milestones and deliverables for the PIL, and the connected research internships. *Note that there may be additional milestones and deliverables connected to the Prentice Institute Summer Research Internship.*

DELIVERABLE	DESCRIPTION	TIMELINE
01 Onboarding	Students will be oriented to relevant City, Prentice Institute and University policies (e.g., codes of conduct, confidentiality, ethics) and expectations.	May 1, 2025
	A more detailed overview of the PIL will be provided, including the schedule of speakers, readings and presentations etc.	Approx. 90 mins
02 Attendance at Seminars	Students are expected to attend all seminars and field trips, unless there are extenuating circumstances.	May 1 – 27, 2025
03 Participation and Leadership	Students are expected to participate fully in the work of the PIL, and to build on their leadership skills. Leadership is not just about delegating work or organizing resources, it is also about encouraging and contributing to a positive environment where everyone can succeed. As student leaders, all PIL students are expected to demonstrate leadership.	May 1 – 27, 2025
04 Interim Presentation	The interim presentation is a check-in with the project team. It is a chance for students to reflect on the previous weeks of presentations and seminars to clarify their understanding of the central topic, the overarching project goals, and their current thinking on relevant literature, concepts and case studies that may support them. The interim presentation should touch on each of the following topics: <ul style="list-style-type: none"> • What is the problem / opportunity being addressed? • How does the problem / opportunity relate to the City's policy objectives? • What literature and/or conceptual frameworks will be the focus of your review? • What criteria will you use to identify case studies? 	May 20, 2025
05 Final Presentation	The final presentation builds upon the interim presentation, incorporating feedback and laying out the key elements and considerations, literature and case studies that will inform the final report. The final presentation should touch on each of the following topics: <ul style="list-style-type: none"> • What is the problem / opportunity being addressed? (further refined) • How does the problem / opportunity relate to the City's policy objectives? (further refined) • Preliminary literature review on key concepts. • Identified case studies. 	May 27, 2025

<p>06 Final Report</p>	<p>The final report is intended to be a research paper that will guide the work of City staff as they engage in policy and planning work centered on culture and commemoration. The final report will have 7 main components:</p> <ol style="list-style-type: none"> 1. Executive Summary 2. Gray and Academic Literature Review. Gray literature will include relevant City plans and policies as they relate to culture and commemoration, but also publications from other governmental and non-governmental organizations (e.g., Canadian Museums Association, National Trust for Canada, UNESCO). Academic literature will include relevant topics and concepts that situate the City's work within broader narratives of culture planning, including in areas such as heritage management, public art, monuments, urban design, placemaking and place-keeping, reconciliation and equity. 3. Local Experience. What is the context of commemoration currently at the City of Lethbridge. <i>Note: This section will build upon the final work product of a Winter 2025 Anthropology Seminar course.</i> 4. Case Study Analysis. An analysis of other jurisdictions with policies, plans or initiatives that provide useful insight to City staff and which can inform a draft Commemoration Policy. 5. Discussion. The discussion section pulls together the big thoughts, ideas and concepts and focuses them around core questions, including: <ol style="list-style-type: none"> a. What is commemoration? b. Why is commemoration relevant in the context of a city government? c. What is the current state of commemoration in Lethbridge? d. What are leading practices for commemoration, including at the municipal government level? e. How does cities navigate intangible cultural heritage within commemoration? 6. Recommendations. This section presents recommendations or key considerations for the City specifically centered on a future Commemoration Policy, but can also touch on cultural, heritage and other city policies more broadly speaking. 7. Draft Commemoration Policy. The students will prepare a draft Commemoration Policy, with an accompanying brief explanation connecting elements of the Policy with the final report. 	<p>Aug 15, 2025</p>
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07 Academic Poster	Students will prepare an academic poster to accompany their final report. The purpose of the poster is to summarize the project and serve as a static source of information that can be shared with other interested audiences.	Aug 15, 2025
08 Evaluation Survey	Students are asked to participate in two program evaluation surveys to help the project partners learn from this experience. Part 1 will be delivered at the end of the PIL, and Part 2 will be delivered at the end of the Summer Internship.	Part 1 Jun 15, 2025 Part 2 Aug 15, 2025
09 Independent Research & Manuscripts	As time permits, students will have the opportunity to discuss with the Prentice Institute additional independent research projects that can be pursued between June and August 2025 alongside the finalization of the PIL deliverables.	TBD

Respect and Confidentiality

RESPECT

Participating in the PIL comes with a responsibility to positively and actively contribute to a environment of respect, inclusion and understanding. Collectively we will ensure our peers and colleagues feel welcome and supported.

PROFESSIONALISM & CONFIDENTIALITY

Participating in the PIL comes with the expectation that you will act professionally, and maintain the confidences of your peers and colleagues, in addition to the City and Prentice Institute. As a participant, you are responsible for completing your assigned tasks with diligence and faithfulness without showing partiality, favoritism or bias. You must maintain the confidentiality of any information (personal, financial or technical) that is ascertained or disclosed to you during your work. Once your project is complete, you will be held accountable for safely returning all materials and data to the best of your ability. All work products completed during the PIL are the property of the City of Lethbridge and may be used at its sole discretion.

Project Team

ROLE	TEAM MEMBER AND AFFILIATION	CONTACT
PIL Host	Perry Stein, MA, RPP MCIP Partner Services Manager City of Lethbridge	Perry.Stein@Lethbridge.ca
PIL Host	Jillian Bracken, PhD Community Arts & Culture Manager City of Lethbridge	Jillian.Bracken@Lethbridge.ca
PIL Academic Partner	Dr. Andrea Cuellar Associate Director, Prentice Institute University of Lethbridge	Andrea.Cuellar@uleth.ca

Schedule

DATE / LOCATION	TIME	TOPIC	PRESENTER
May 1 Th Joe Feller MR	9 – 1030	<i>Student Orientation and Onboarding Session</i>	
	1045 – 12	<i>Equity Activity</i>	Sydney Whiting , <i>Prentice Institute Student Researcher</i>
May 2 F Joe Feller MR	830 – 9	<i>Group Check-in</i>	
	9 – 1000	<i>What is Culture?</i>	Barbara Filion & Claire-Anse Saint-Éloi , <i>Canadian Commission for UNESCO</i>
	1015 – 12	<i>What is Commemoration? (Panel Discussion)</i>	Sarah Newstead , <i>Galt Museum</i> Dr. Andrea Cuellar , <i>Prentice Institute & University of Lethbridge</i> Moya Johnson , <i>Southern Alberta Art Gallery</i> Allan Rowe , <i>Government of Alberta</i>
May 5 M Joe Feller MR	830 – 9	<i>Group Check-in</i>	
	9 – 1030	<i>Introduction to Policy</i>	Dr. Lars Hallstrom , <i>Prentice Institute & University of Lethbridge</i>
	1045 – 12	<i>Introduction to Local Government</i>	Jeff Carlson , <i>Lethbridge City Council</i> Brian Loewen , <i>City of Lethbridge</i>
May 6 T City Hall	Working Day		
May 7 W Culver City Room	830 – 9	<i>Group Check-in</i>	
<i>Incorporate a brief walking tour</i>	9 – 1015	<i>What is the role of municipalities in commemorating?</i>	Jillian Bracken , Ross Kilgour & Crystal Scheit , <i>City of Lethbridge</i>
	1030 – Noon	<i>What is the role of non-governmental institutions in commemorating?</i>	Deanna Oye , <i>Nikkei Cultural Society</i> Belinda Crowson , <i>Lethbridge Historical Society</i>

			<p>Glenn Coulter, <i>Friends of the Galt Museum Society</i></p> <p>Glenn Miller, <i>Lethbridge Legion</i></p> <p>Priti Maheshwari, <i>Southern Alberta Ethnic Association</i></p>
<p>May 8 Th Joe Feller MR</p>	830 – 9	<i>Group Check-in</i>	
	<p>9 – 10</p> <p>10 – 11</p> <p>1115 – 12</p>	<p><i>What is the role of community in commemorating?</i></p> <p><i>Participatory Approaches</i></p> <p><i>Equity Approaches</i></p> <p><i>Indigenous-led Approaches</i></p>	<p>Dr. Lucy Natrajan, <i>University College London</i></p> <p>Tyson Bankert</p> <p>Tiffany Shaw & Hali Heavy-Shield</p>
<p>May 9 F Field Day</p>	Day trip to Aisinaï'pa (Writing on Stone Provincial Park & UNESCO World Heritage Site) led by Camina Weasel Moccasin , <i>Galt Museum and Archives</i>		
<p>May 12 M Joe Feller MR</p>	TBD 830 – 9	<i>Group Check-in</i>	
	<p>9 – 10</p> <p>10 – 11</p> <p>1115 - 12</p>	<i>Transforming Policy and Place</i>	<p>Sheena Jardine-Olade, <i>City of Vancouver</i></p> <p>Deanna Galati, <i>CCUNESCO Youth Advisory Group</i></p> <p>Stephen Williams, <i>Edmonton Arts Council</i></p>
<p>May 13 T Joe Feller MR</p>	830 – 9	<i>Group Check-in</i>	
	<p>9 – 1000</p> <p>1015 - 1115</p>	<p><i>Commemoration Case Studies</i></p> <p><i>Municipal Neutrality Bylaws</i></p> <p><i>City of Victoria</i></p>	<p>Sarah Newstead</p> <p>Connor Tice, <i>City of Victoria</i></p>
	1115 - 12	<i>Group Dialogue</i>	
<p>May 14 W Joe Feller MR</p>	830 – 9	<i>Group Dialogue</i>	

	1 - 145	<i>Commemoration Case Studies</i> Vancouver Chinatown and UNECSO	Helen Ma , <i>City of Vancouver</i>
	2 - 245	Africville	Juanita Peters , <i>Africville Museum</i>
	1115 – 12	<i>Group Dialogue</i>	
May 15 Th Joe Feller MR	Working Day		
May 16 F Joe Feller MR	Working Day <i>Follow-up Conversation with Barbara Filion & Claire-Anse Saint-Éloi, CCUNESCO</i>		
May 19 M	HOLIDAY		
May 20 T Joe Feller MR	Working Day		
May 21 W Culver City MR	INTERIM PRESENTATION		
May 22 Th Joe Feller MR	Working Day		
May 23 F Joe Feller MR	Working Day		
May 26 M Joe Feller MR	Working Day		
May 27 T Culver City MR	FINAL PRESENTATION		

