

# SaskCulture Inc.

## Engaging Saskatchewan's Emerging Demographics

Prepared by



**R. Anderson & Associates**  
Strategic Change Management

in association with

**TERRY SCHWALM & ASSOCIATES**

January 2014





**R. Anderson & Associates**  
Strategic Change Management

January 2014

SaskCulture Inc.  
404 - 2125 11<sup>th</sup> Avenue  
Regina, Saskatchewan  
S4P 3X3

Attn: Dean Kush  
Assistant General Manager

Mr. Kush,

This report presents the findings of SaskCulture's consultation project in support of your strategy on multiculturalism. The effort included dozens of meetings and interviews with representatives from your member organizations, as well as multiple community meetings. We are confident our observations and analyses provide for valuable insights into the thoughts and perspectives of these groups.

It is clear that a practical level of interest exists within the cultural community to advance efforts aimed at engaging Saskatchewan's emerging demographics. This desire relates to learning more, building capacity, and sharing the knowledge of organizations with established experience.

In our design and approach to the consultation project, our goal has been to provide SaskCulture with analysis that supports effective decision making in relation to its strategy and action plan on multiculturalism. We are confident the results will provide great benefit to the planning effort.

On behalf of Terry and myself, and our respective teams, I would like to thank you for the opportunity to conduct this project on behalf of SaskCulture. It was an interesting project, and we look forward to the opportunity to discuss the outcomes and how they could provide direction for your organization's efforts going forward.

Best regards,

Roy Anderson CMC

## Table of Contents

<b>1.0</b>	<b>Introduction and Project Background .....</b>	<b>1</b>
1.1	Project Background .....	1
1.2	Project Parameters and Conceptual Approach .....	2
<b>2.0</b>	<b>Designing the Consultation Model .....</b>	<b>3</b>
2.1	The Working Session .....	3
2.2	Project Context and Desired State .....	3
2.3	Research Framework .....	4
2.4	Research Objectives for Community Consultations .....	6
2.5	Consultation Approach .....	7
<b>3.0</b>	<b>Organizational State of Readiness .....</b>	<b>8</b>
3.1	Approach to Analysis .....	8
3.2	Consultation with Eligible Organizations .....	8
3.3	Consultation with the Sample Member Organizations .....	11
3.4	Consultation with Sport, Culture & Recreation District Reps .....	12
3.5	Community Consultation .....	13
3.6	Summary of Organization Status .....	14
<b>4.0</b>	<b>Key Findings on Planning Topics .....</b>	<b>16</b>
4.1	Introduction to Findings .....	16
4.2	Planning Topics .....	16
<b>5.0</b>	<b>Planning Considerations .....</b>	<b>20</b>
5.1	Introduction .....	20
5.2	Considerations .....	20
5.3	Closing Consideration .....	23
<b>Appendices .....</b>		<b>25</b>
	List of Eligible Organizations .....	25
	List of Sample Member Organizations .....	26
	List of Sport, Culture and Recreation Districts .....	26
	Discussion Guide for Consultation Meetings .....	27
	Community Consultations – Conceptual Approach .....	30
	Community Consultations – Roundtable Worksheets .....	31

## 1.0 Introduction and Project Background

### 1.1 Project Background

SaskCulture Inc. works with and supports over 140 member organizations that in turn reach out to an expansive network of local groups, associations, agencies, businesses, and individuals in communities across the province. SaskCulture works with these member organizations in a collective and ongoing effort to advance cultural participation and to celebrate the dynamic and diverse nature of this province and its people.

Since its formation in 1997, SaskCulture has remained committed to ensuring all residents of Saskatchewan 'celebrate, value and participate in a rich, cultural life'<sup>1</sup>. SaskCulture's membership includes a diverse range of cultural organizations whose missions fit into this overarching idea of inclusion and cultural experience. Through its role as Trustee for the Culture Section of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, SaskCulture is able to provide funding to support many different cultural programs and services designed to reach the diverse demographics of the province.

Over the past decade, there has been significant population growth - trends and demographic changes not experienced by the province in recent history. Most specifically, the province is experiencing growth in the numbers of First Nations and Métis youth and in the number of newcomers arriving from countries around the world. In its system-wide Funding Review completed in 2008, SaskCulture identified the need for cultural funding to more adequately address this rapidly increasing diversity of the province.

One of the recommendations included in the 2008 Implementation Strategy was 'to support an increased understanding of multiculturalism, inter-culturalism and ethno-culturalism in groups'. Since then, SaskCulture has been working on plans and strategies to help ensure that the sector's practices, policies, programs and services are inclusive, responsive, and reflective of Saskatchewan's growing diversity. The organization updated its Ends in 2009 to enhance its focus on diversity, and also emphasized the need for development in this area in its strategic planning outcomes developed for 2011-2015.

As part of its Strategic Plan, SaskCulture embarked on a Multiculturalism Strategy in 2012 to help ensure its members were able to meet the growing diversity of Saskatchewan, which includes the diverse First Nations groups, the Métis peoples, the settlers who arrived early in the province's history and the many newcomers arriving in recent years and forecasted to arrive in years to come. As part of this strategy, SaskCulture committed to assessing the networks capacity and developing an action plan that would outline initiatives and tactics to be employed in an effort to ensure the network was working towards engaging Saskatchewan's emerging demographics.

SaskCulture's activities have included the preparation of an initial strategic document, "SaskCulture's Inc.'s Multicultural Strategy: Assessing Capacity – Addressing Needs – Collaborative Action", further review of secondary research on multiculturalism (Multiculturalism: Seeking Definition, Alexce Business Consulting, may 2012), as well as focused awareness efforts such as those represented by the 2012 Annual Gathering theme and various sessions on the changing face of Saskatchewan.

---

<sup>1</sup> Excerpts from [www.saskculture.sk.ca](http://www.saskculture.sk.ca)

As a preliminary step in support of the current working strategy, SaskCulture undertook this consultation project to assess the cultural network's current capacity and ability to provide culturally inclusive services to the people of Saskatchewan. This consultation effort is consistent with the organization's accepted approach to planning, and this report presents the methodology, key findings, and recommendations generated from the consultation project that took place over the fall of 2013.

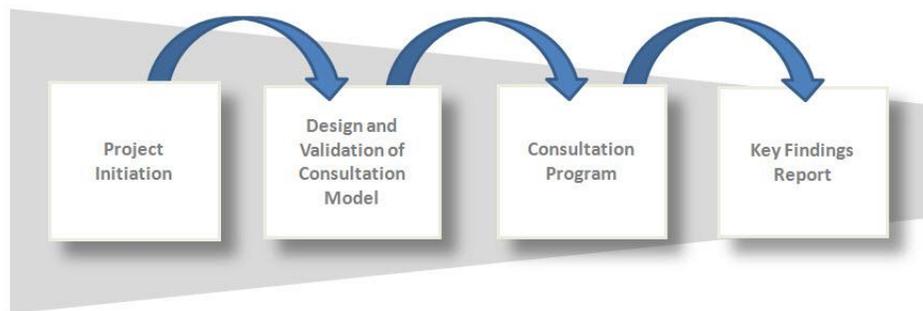
## 1.2 Project Parameters and Conceptual Approach

SaskCulture's June 2013 Request for Proposal (RFP) outlined the requirements of the consultation project, including background and purpose of the project, key target segments, and expected deliverables. R. Anderson & Associates, in association with Terry Schwalm & Associates, was contracted in August 2013 to conduct the consultation project.

The RFP identified two primary segments with which consultation would be conducted.

- **Members** – SaskCulture hopes to assess the collective ability of the membership to provide culturally inclusive services to the people of Saskatchewan. Information gathered from these consultations will lead to a set of plans for providing training, services, and tools to members to ensure they are equipped to respond effectively to the changing demographics of Saskatchewan.
- **Communities** – determine what communities are experiencing in terms of the province's changing demographics, and relate findings to how our cultural sector can improve on being more inclusive in an effort to improve the lives of all Saskatchewan residents.

The project scope identified that between 45 and 50 meetings would be required to effectively consult with SaskCulture's member organizations. Community consultations were also to be held in each of the seven districts for Sport, Culture and Recreation, as well as in Regina and Saskatoon. Based on the terms outlined in the RFP, the Consultant Team proposed a four-phase approach to the project. A detailed work plan was also designed to outline how the Consultant Team would move from project initiation through to project completion.



The work plan placed specific emphasis on ensuring that the Consultant Team shared a high level of understanding of the project purpose. The importance of the detailed design phase was also stressed, as outcomes of this phase would detail how findings from the consultation exercise would be used to support and complement effective decision making in relation to the multiculturalism strategy and related efforts in the future.

The following section provides an overview of work in the second phase, and presents the subsequent research objectives and detailed program design approved for the project.

## 2.0 Designing the Consultation Model

### 2.1 The Working Session

Phase two of the conceptual approach focused solely on building the detailed design of the consultation model. SaskCulture established a Project Steering Committee to provide input, guidance, and support to the Consultant Team during the project. This committee was invited to participate in a two-day working session facilitated by the Consultant Team to channel the collective knowledge, perspectives, and planning interests of SaskCulture towards a detailed design for the consultation project.

The phased approach to the working session prepared by the Consultant Team is shown in the following exhibit.



The Project Steering Committee members were encouraged to think about the multiculturalism strategy within the context of three states of change: current, transition, and future. Using this model, the facilitated discussion first touched on the challenges associated with the current state – why is change needed? The committee members were then asked to describe how the future state could be characterized – what will things look like with the successful implementation of a multiculturalism strategy?

Following the working session, the Consultant Team drafted a detailed design for the consultation project. The following sections provide the general and key outcomes of the working session as well as details of the final consultation project and approach approved by SaskCulture's Project Steering Committee.

### 2.2 Project Context and Desired State

The first three components of the working session provided participants with the opportunity to build a shared understanding of the motivating and contributing factors for the initiative. The need for change was defined more clearly by discussing problems and challenges associated with the current state.

One of the first points noted was that lack of engagement with emerging demographics would be contrary to SaskCulture's fundamental interest of serving all Saskatchewan residents. The committee discussed the impact that poor engagement might have on the community overall. This discussion raised the issue of retention of emerging demographics within the province, of the splintering of populations within communities, as well as the range of social repercussions often associated with individuals or groups feeling disenfranchised or marginalized.

While the desired state for communities and individuals in Saskatchewan was inherently understood by those in the working session – greater engagement resulting in greater community – the Project Steering Committee was asked to discuss the desired state specifically within the context of SaskCulture and its member organizations. Key statements regarding what the future state will look like in 2020, a key planning target for SaskCulture, included the following.

- A greater understanding is held by the cultural community of the new normal and how it has been influenced by the emerging demographics.
- SaskCulture and its member organizations have greater capacities and abilities to effectively engage these emerging demographics.
- SaskCulture plays a lead role within the cultural community by fostering and supporting related and relevant partnerships.
- There is a better reflection of the emerging demographics within the leadership of cultural organizations.
- SaskCulture is a champion of the current Multiculturalism Act and is able to clearly demonstrate performance and successes through related efforts.

Having discussed the current and desired states, the Project Steering Committee walked the Consultant Team through the history of multiculturalism as it relates to SaskCulture. This chronology started with the creation of SaskCulture in 1997 and the identification of multiculturalism as one of the four key pillars of culture. The increased prominence of multiculturalism in the 2010 strategic planning effort as well as the subsequent 2012 retreat on multiculturalism were key steps leading to the further dedication of resources to related planning.

### **2.3 Research Framework**

The fourth phase in the working session asked the Project Steering Committee to provide their preliminary perspectives on research themes and objectives that should be considered as the base for the moderator discussion guides and member conversations. The most important key themes are as follows.

- Training – what sort of training requirements and/or training topics do member organizations feel are important?
- Success of current practices – what are member organizations currently doing in this area, and how is it working?
- Willingness and receptiveness – what are the perspectives and levels of support for placing more focus and emphasis on engagement of the emerging demographics?
- Gaps – what are member organizations' perspectives on what is currently available and what is needed in order to build greater capacity and ability to engage?

After hearing from the committee on potential research themes, the Consultant Team recognized an opportunity to align the research framework with the ADKAR<sup>2</sup> change management model. This acronym represents the five key change elements identified through organizational research as the building blocks of successful change. While these building blocks are understood as being critical to leading successful change with individuals, they also provide a suitable approach to assessing organizational capacity for change. The building blocks and their explanations are as follows.

- **Awareness** of the need to change
- **Desire** to participate and support the change
- **Knowledge** of how to change (and what the change looks like)
- **Ability** to implement the change on a day-to-day basis
- **Reinforcement** to keep the change in place

The Consultant Team revised the workshop approach to provide for a brainstorming of research objectives using the ADKAR elements as a guide. The objective was not to craft or test specific questions; rather, it was to ensure that specific research objectives were established, that there was a common understanding of what the purpose of each objective was, and that the Project Steering Committee was confident the outcomes would provide value to their planning efforts.

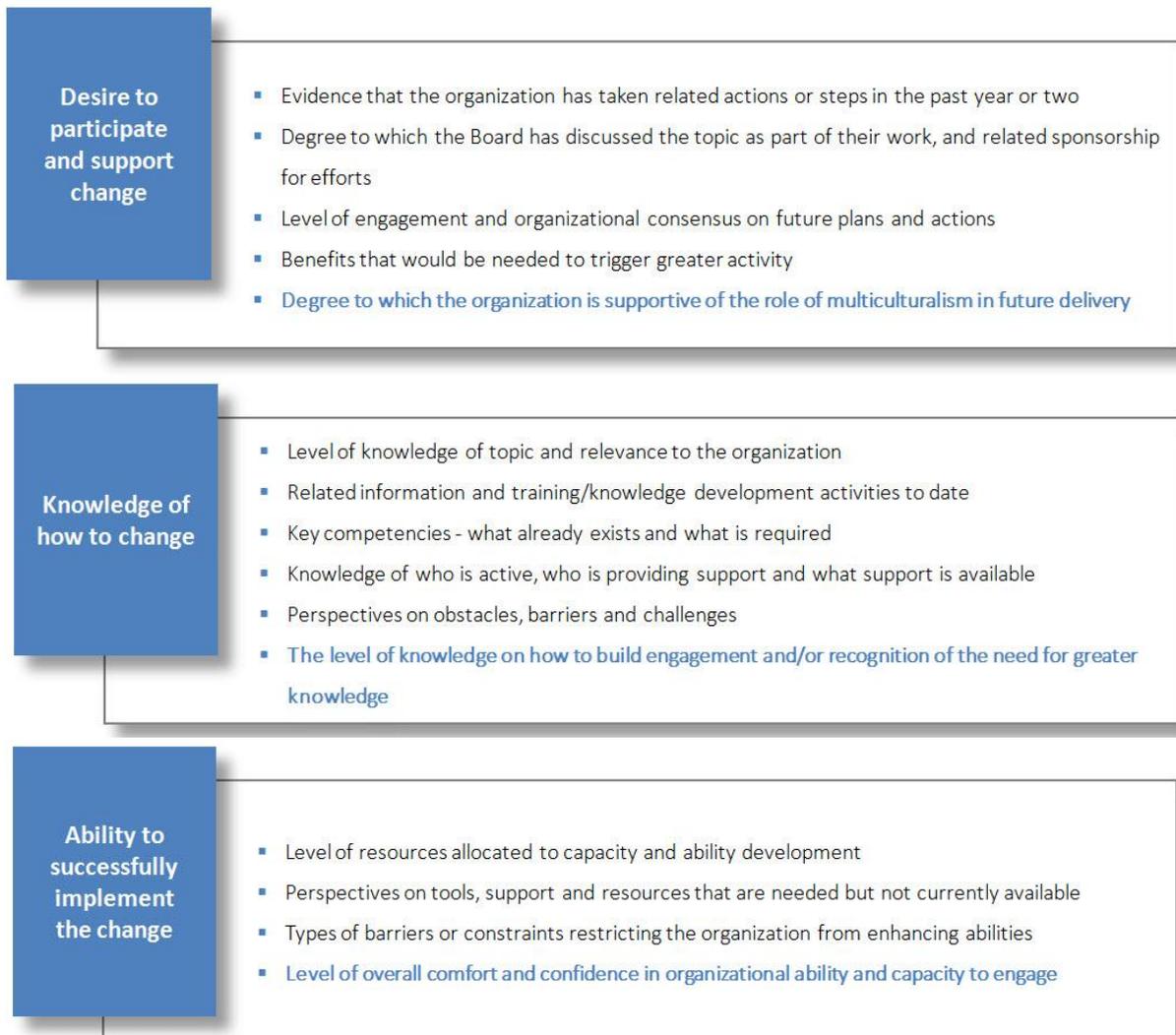
A range of objectives were brainstormed under each of the ADKAR elements; those considered most important to the discussion are listed in the following exhibits. The highlighted objective was considered to generally encompass or summarize the primary interests of the Project Steering Committee in relation to each element.

**Awareness of the need for change**

- Level of awareness and familiarity with the topic of multiculturalism
- Level of awareness of demographic trends in Saskatchewan and specifically those associated with newcomers and First Nations and Métis youth
- Level of awareness on the role of SaskCulture and member organizations
- **Awareness of the need for organizational change and risk of not changing**

---

<sup>2</sup> ADKAR (awareness, desire, knowledge, ability, reinforcement) represents the five building blocks of successful individual change, and is a change management assessment model established through research by the Prosci Change Management Learning Centre. ([www.change-management.com/tutorial-adkar-overview.htm](http://www.change-management.com/tutorial-adkar-overview.htm))



The discussion on the reinforcement element of the ADKAR model did not generate an extensive list of potential research objectives, but instead focused on gaining a greater understanding of perspectives related to the organizational priority placed on proactive efforts to build engagement. The discussion guide included two key questions under the reinforcement theme, the first discussed the concept of organizational requirements and the second discussed what organizational success with engagement might look like.

With the general research framework discussed and approved by the Project Steering Committee, the Consultant Team proceeded to design the moderator guide for the consultation meetings. The guide was subsequently reviewed and approved by the Project Steering Committee and the final version is included in the appendices of this report.

## 2.4 Research Objectives for Community Consultations

Concurrent to setting the research approach for the member organizations, the workshop also considered how to align objectives for the community consultation component. As the community events

would be open to the public, it was evident that the majority of research objectives for member organizations would not be appropriate or suitable for gathering public input in a community session.

The Consultant Team worked with the Project Steering Committee to draft a four-step consultation approach that would serve as the basis for discussions at each community session. The research objectives considered most appropriate for these sessions included the following.

- Awareness – what is the level of recognition of the emerging demographics and the importance of effective engagement?
- Successes – how are the emerging demographics being effectively engaged within communities, and how do we know?
- Failures – how are communities challenged in their efforts to engage, and why is this happening?
- Opportunities – what should the cultural community be doing to more effectively engage the emerging demographics?

Each of these topics was formatted into worksheets that were used as a focus for discussion and recording at the round table sessions. The worksheets are included in the appendices.

## **2.5 Consultation Approach**

The consultation project required direct meetings to be completed with each of 31 eligible organizations, a sample of member organizations to be identified by SaskCulture, and each of the seven Sport, Culture and Recreation Districts. The full list of organizations consulted is included in the appendices.

SaskCulture initiated the engagement of member organizations and districts by distributing a lead communication introducing the initiative and requesting the participation of organizational representatives in the consultation project. The communication also introduced the Consultant Team and the process for scheduling consultation meetings.

SaskCulture's objective was to have the consultation project completed in the fall of 2013, which required the Consultant Team to build and trigger the engagement approach as quickly as possible. Shortly following introductory communication, the Consultant Team contacted each organization and proposed a date and time for the consultation meeting. The consultation approach was designed to require a maximum of one and one half hours for each consultation. For each organization, the Executive Director and representatives from the Board of Directors were asked to participate. It was suggested that a maximum of four organizational representatives participate in the consultation.

Overall, the organizational representatives were very accommodating, and the Consultant Team was able to complete consultations with each of the organizations. The first consultation meeting was held on September 16<sup>th</sup>, and the full consultation project was completed by November 7<sup>th</sup>.

SaskCulture worked with the Sport, Culture and Recreation Districts to identify dates and locations for the community consultations. Once these dates were set and worked into the consultation schedule, the Consultant Team scheduled the required direct consultation meetings with the district representatives on these same days.

## 3.0 Organizational State of Readiness

### 3.1 Approach to Analysis

This section of the report presents the key observations and findings of the Consultant Team, based upon a review of discussions held with the forty-seven organizations and nine communities participating in the consultation project. The Consultant Team looked for common themes in the feedback. This was complemented by the identification of specific perspectives not necessarily held across a number of organizations, but considered relevant to the research.

At no time was the Consultant Team's analysis directed at assessing the performance of any organization. Instead, the team focused on being as objective as possible in establishing the status of member organizations in terms of their interest in change as it related to the engagement of the emerging demographics, specifically First Nation and Métis youth, and recent newcomers. Findings have been mapped against the research model and ADKAR elements. The primary purpose of the analysis was to present observations considered highly relevant to the future design of any related efforts taken by SaskCulture on the multiculturalism front.

### 3.2 Consultation with Eligible Organizations

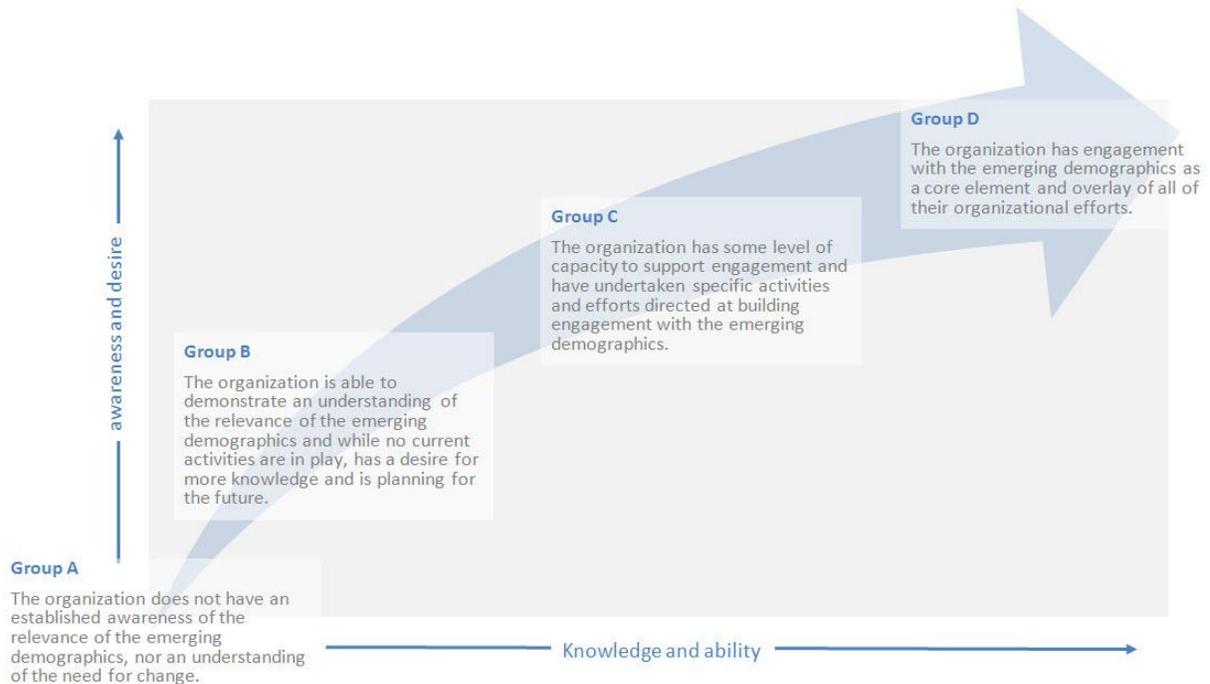
Early in the consultation process, it became evident that eligible organizations had varying ranges of understanding and interest in multiculturalism as it related to their work and future direction. While this finding may have been anticipated, the consultation project discovered that many factors could influence any one organization's state in relation to the topic.

The Consultant Team was able to group eligible organizations into four key categories using themes from the research framework as a guide. The objective with the design of the categories was to demonstrate where organizations were in terms of their linkage to multiculturalism, as well to provide a starting point for consideration of the strategies and tactics necessary in an effort to build related capacity within the cultural community.

The process of categorizing the organizations should not be interpreted as an effort to identify any weaknesses or indicators of poor performance by any organization. The value of recognizing the different categories lies in understanding that different organizational states demand the design of different types of support if they are to build their capacity as change agents.

For example, if awareness of the need for change is low, then effective communication and information sharing is needed to build this understanding. If there is no desire for change, then investing in training on the 'how to' will not provide a return. In the same sense, if an organization already shows demonstrated knowledge and ability, investment in training will not lead to significant benefits. This organization simply needs greater reinforcement and support in order to do more.

The following exhibit presents and generally describes the four categories. The categories are roughly mapped against a chart designed to provide an indication of the overall capacity of each category. For this purpose, the organization's capacity is measured against its status in relation to awareness and desire (y axis) and knowledge and ability (x axis). An organization that is part of Group A is not deemed to have any degree of capacity to support engagement, while an organization that is represented by Group D has a great deal of capacity.



These categories were selected based upon common themes that took shape during the conversations, and were further validated by a review of the recorded feedback. While the distribution of organizations across the four categories was not necessarily equal, the Consultant Team's analysis identified sufficient organizations in each category to warrant that category's consideration.

Some organizations exhibited characteristics from more than one group – the lines separating each group are not necessarily firm. However, the Consultant Team is confident in the selection and description of the four categories, and feels this approach to presenting the analysis is valid and appropriate in consideration of the research framework and subsequent planning efforts by SaskCulture.

### Group A

This category includes those organizations that, through the discussions, did not identify any relevance between their organization and these emerging demographics. These organizations did not indicate an understanding or recognition of the need for any specific change in support of engaging these demographics. While this is a key observation that characterizes this category, different factors contributed to Group A status.

- The organization feels their policies or related impact statements require them to be 'open to all'; therefore, there are no barriers to engagement from any specific group.
- The organization serves member organizations; they feel the primary responsibility for assessing need and building engagement lies with the member organizations.
- The organization feels their mandate is simply not relevant to these emerging demographics or does not require them to focus on any specific demographic.

- The organization has limited knowledge of the emerging demographics discussed in this consultation effort.



These organizations were not able to demonstrate that engagement was currently being discussed or considered as part of their board or administration strategic planning. In other cases, the organizations felt they were entirely consumed with current issues, such as shrinking membership, revision to operational and board policy, or resource issues related to meeting their current mandate.

Many organizations within this group demonstrated a strategic focus on their work and mandate, including proactive efforts related to specific demographics (e.g., youth). However, this work did not extend or include a focus on newcomers or First Nation and Métis youth.

### Group B

This category includes organizations that showed indications of being conscious of the relevance of the topic and having taken some proactive steps to consider how it might be addressed in the immediate future.

- The organization has or is holding dedicated discussions internally, at the board or administrative level, on the relevance of changing demographics.
- While the organization may not have invested in any dedicated program, it is able to identify some degree of related efforts that have required some resources and dedicated effort (e.g., partnership discussions on future initiatives).
- The organization is able to demonstrate some degree of understanding on the relevance of these emerging demographics to their organization and the cultural community overall.
- The organization is able to discuss specific related considerations as part of their planning efforts moving forward.

The organizations in this category expressed a reasonable level of interest and desire in building their capacity and role in support of engaging the emerging demographics. Most were in the planning and discovery stages and working to determine what engagement efforts might look like for their organization, what resources might be required, and how organizational benefits will be further defined and understood.

### Group C

The organizations in this category are able to demonstrate that they have consistently implemented some work in the area of engagement over the past few years.

- The leaders of the organization have a good understanding of the relevance and impacts of the emerging demographics, and a general recognition that change is key to sustainability and relevant to the community.
- The topic of multiculturalism, and inclusion and access of newcomers, First Nations and Métis, has a consistent place at the board and strategic table.

- The organization demonstrates a working level of knowledge and ability in relation to engaging the emerging demographics, and has applied this to some form of program or activity.
- The organization is able to speak from experience on the barriers and challenges to engagement that need to be considered.

The majority of these organizations have complemented their core delivery and programming work with specific activities designed to engage the emerging demographics. These organizations recognize the need and desire for change, as evidenced by activity, and have built some degree of capacity to deliver on related programming.

#### Group D

The organizations represented by this category include and engage different demographics both in the core of the work they do and in the manner with which it is approached. Leaders in these organizations exhibit a strong commitment to inclusion and diversity that is clearly represented in the organization's work in the community.

- The organizational leaders are able to provide clear indication of the focus on engagement throughout most, if not all, of their related planning and subsequent programming.
- The organizations are able to show diversity at the leadership and governance levels.
- In some cases, the mandates of these organizations strongly lend themselves to the engagement of these emerging demographics.

The organizations in this group are fully supportive of and dedicated to building and sustaining greater engagement – they are change agents. While these organizations may continue to seek to build their knowledge and abilities, they are generally working in a reinforcement stage, meaning they are in a position to drive greater, additional benefits.

### **3.3 Consultation with the Sample Member Organizations**

Consultation meetings were held with nine different organizations from the sample member group. Although these organizations are SaskCulture members, they are not eligible organizations that receive operational funding through the culture section of the Trust. The Consultant Team used the same discussion guide as for the eligible organizations. Consistent with the findings from discussions with eligible organizations, there were differences within the sample member group on the degree of focus and activity related to the engagement of the emerging demographics.

The discussions with many of the sample member organizations exposed a heightened awareness of the need for change and the importance of this change to the health of the cultural community. Inclusion and access to cultural programming for the emerging demographics, particularly the youth segment within these demographics, is strong. As one would expect, the organizations with a mandate specifically focused on First Nations and Métis are primarily dedicated to work with the people from these communities.

Some organizations within this sample group, however, were not able to identify any activities or planned activities specifically directed at engagement of newcomers, First Nations or Métis. Consistent with findings from consultations with the eligible groups, there were many reasons for this: primary focus of the mandate, demands and related capacity with current audiences, or limited knowledge on how to build related plans.

### **3.4 Consultation with Sport, Culture and Recreation District Reps**

The districts' primary mandate is to assist with community development through the continued growth of sport, culture and recreation. A key catalyst of this development is accessibility, which includes the provision of support to communities and groups as they work to assess their needs and access related services and programs in response – building participation in sport, culture and recreation.

The Consultant Team met directly with staff and board representatives from each of the seven districts in Saskatchewan. As with the approach taken during the meetings with the eligible and member organizations, the consultation approach was built on discussing the districts' perspectives on the topic of engagement, and was not an effort to assess any aspect of performance.

Generally, the districts were able to identify specific activities and related efforts that were being applied to First Nation and/or Métis populations within their district. The activities included building new programming partnerships and growth in participation by these demographics in certain opportunities. However, while most of the districts recognized the emergence of the newcomer demographic within their area, overall the districts were not planning or directing any specifically targeted efforts at newcomer segments.

As a part of their work in support of community development, the districts indicated that they worked to assist communities or groups interested in applying for a program grant. As the districts had only been around for roughly five years at the time of the consultation, most were concentrating their efforts on building working relationships with communities in the district and expanding their network to facilitate more engagement by groups in each community.

In the first several district discussions, it became apparent that the majority of work involved the sport and recreation streams. Given this, the remaining consultations included additional focus on the balance of activity between sport, culture and recreation, and how this balance is influenced by the representation of each stream within any one community. This discussion was considered relevant as the ability of the districts to engage the emerging demographics in cultural activity was considered a function of the level of focus the districts and communities were first placing on culture.

Aside from their involvement in initiatives led by SaskCulture, such as Culture Days, the culture stream has only recently emerged as a focus; many of the districts openly shared that the majority of their focus has been on sport and recreation. A number of the districts were able to identify specific steps taken over the past year to address this gap, such as dedication of a specific staff position to the culture stream, hosting of cultural gatherings and cultural networking events, and recruitment of board members comfortable with representing cultural interests.

As the districts commonly stressed the focus on building engagement and relationships with communities, it was evident that it was far more difficult and time consuming to identify and build relationships with the cultural representatives in a community. In some cases, the community recreation board had representation from the local cultural community, while in other communities it was the museum or arts council that was considered to be the point of contact. With most communities, the districts were not able to identify a primary contact for culture.

The challenges and opportunities related to engagement are relevant to the broader work of the districts. Consistent with the role the districts play in support of sport and recreation, they play important roles as information disseminators and facilitators between the communities, community groups, and the SaskCulture network. However, they also exhibited a desire to effectively support the development interests of SaskCulture as they relate to cultural programming and more specifically the further engagement of the emerging demographics.

## The North

The consultation approach with the northern district included a meeting with the General Manager as well as phone interviews with three of the Community Relations Coordinators. While there are differences in demographics from district to district, the northern district is unique in that its communities are primarily populated by First Nation and Métis peoples. The presence of newcomers is relatively limited and representation is primarily linked to those living in La Ronge as well as those working in extended shift programs in health care in other communities.

The northern district works in partnership with northern communities and applies a consultative needs assessment approach that allows communities and community groups to identify their community's sport, culture and recreation needs. The work of the district is fully dedicated to the engagement of 'northerners', which in turn is primarily directed towards the engagement of First Nations and Métis peoples.

The partnered approach to building opportunities for engagement carries a unique level of importance in the northern district. The remote and somewhat isolated nature of communities in Saskatchewan's north can create social challenges and issues that carry greater risk than in the south. The benefits of successful engagement can also be more tangible at the community, community group, and individual levels.

### **3.5 Community Consultation**

The community consultation component of the project was designed to complement the findings from the organizational discussions by determining what communities are experiencing in terms of the province's changing demographics, and relating findings as to how our cultural sector can improve on being more inclusive. These sessions were open to the general public, and a wide range of organizations within the cultural community of each district were invited to attend and to cascade the invitation through their respective networks. Slightly more than one hundred people participated, and while they were not required to register, it was apparent from discussions that the majority of participants had some professional or volunteer association with a cultural organization.

Following the introductions and session orientation, the participants were randomly organized into round table groups, which were then asked to work through a set of four questions (see appendix). To achieve the goals of generating discussion and sharing perspectives at each table, as well as providing input into the overall consultation project, the discussion design included the following topics:

- Benefits of engaging the emerging demographics and risks of not engaging.
- Examples of successful initiatives and how success was defined.
- Examples of unsuccessful initiatives and the related barriers and challenges.
- New concepts and ideas for building the cultural community's capacity to engage.

Across all community consultations, a general indication of support and recognition of the need for the cultural community to place greater emphasis on the engagement of emerging demographics was observed. Some participants had a deep understanding of the potential implications of successful engagement, and they referenced connections to topics such as population retention, crime rates, and social isolation. However, the majority of the groups discussed the implications of engagement on a more general level, referencing topics such as broader sense of community, sharing of experiences, and increased understanding and respect.

The discussion of successful activities was dominated by the identification of cultural festivals and exhibitions that have engaged the public in different ethnic-based experiences. Most of Saskatchewan's cities hold some mix of annual cultural festivals, which were referenced and discussed during the community consultations. A range of other events were identified, but most of the discussion around the success of these activities related to the display of different ethnic cultures or the demographic diversity observed in the audiences.

The discussion of barriers and challenges generated an extensive list of topics, which the groups considered to be restricting the emerging demographics from becoming engaged or the cultural community from building greater bridges for engagement. The most referenced topics included fear of other cultures, limited understanding of the needs and interests of the emerging demographics, limited knowledge on how to build relationships, strain on the current volunteer pool, language, cost of access and transportation, and basic challenges associated with creating time and space to dedicate to the cause.

Discussion of new concepts or ideas for building capacity often included the identification of more of the same – more cultural festivals, more cultural events. As discussed above, there was strong representation at the community sessions from those involved with cultural associations, and this was apparent in the sharing of other ideas at the community consultations. New ideas included things like cultural access passes to provide newcomers with free access, relationship building grants for cultural organizations, networking events, mentorship programs, needs assessments of emerging demographics, protocol guides, and employer cultural sponsorship programs for newcomer employees and their families.

### The North

The Consultant Team worked with the northern district to integrate community consultation questions with the district's planned community consultation input questions, to be used in the four community consultation exercises conducted in the north. The community discussions identified newcomers were living in some communities, from origins such as India, the Philippines, Africa, and Iceland.

While participants indicated that most cultural events were successful, they did identify barriers that could be viewed as consistent with the perspectives of their southern counterparts. These included the challenge with recruiting volunteers, the access to and applicability of grants, and the impact of fees.

The north identified the need for more workshops and communication promoting cultural ideas and building cultural capacity. Specifically, the opportunity for grants to support cultural camps was highlighted by a number of participants.

### **3.6 Summary of Organization Status**

This section presents findings related to the state of readiness of the different organizations and segments consulted during the project. An organization's state of readiness, in this context, means its desire and capacity to focus on engagement of the emerging demographics. This was based somewhat upon the organization's proactive efforts in this regard. While the findings demonstrate a critical mass of capacity and interest, a wholesale passion was not demonstrated.

The categories used to frame the findings on status can be interpreted as representing a continuum, with those organizations with limited awareness of the need for change at one end, and those actively involved in engagement as a core element of what they do at the other. A group of organizations is at the

starting point of this continuum and, for a variety of different reasons, not ready to make changes. However, the majority of the organizations exhibited some degree of desire and understanding or demonstrated a level of activity or related planning effort directed at engagement.

Throughout the consultation project the Consultant Team repeatedly defined the emerging demographics as First Nations and Métis, primarily youth, and recent newcomers from outside of Canada. While organizations referenced activities and provided perspectives on emerging demographics as a whole, few were able to demonstrate that they were proactively focused on each of these groups. The majority of the organizations in groups B and C were planning or active in initiatives that were either focused on First Nation or Métis peoples, or on newcomers. Further to this, the majority of the discussion at the community consultation events tended to focus on newcomers as opposed to the First Nation and Métis segments of the emerging demographics.

## 4.0 Key Findings on Planning Topics

### 4.1 Introduction to Findings

The discussion guide used in the consultation meetings assisted the Consultant Team by providing a reference to the various topics and related questions to be covered. The guide was not used as a survey, with each question being asked in sequence; rather the Consultant Team allowed the conversations to be more dynamic, checking the discussion guide to ensure general themes were covered at some point in the discussion.

The questions were designed to collect feedback that would allow the Consultant Team to establish key findings on the organizations' state in relation to the topic of engagement. In addition, the discussion guide included a number of questions that provided additional direction on key planning topics of interest to SaskCulture. The findings in relation to these questions are presented in the following section.

### 4.2 Planning Topics

#### Organizational Benefits and Impact on Sustainability

The desire to participate in change is linked to an individual's or organization's perspective on the personal or organizational benefits associated with that change. Given this, the Consultant Team asked organizational representatives to provide their thoughts and perspectives on the organizational impacts that might result from efforts to build greater engagement of the emerging demographics.

On the whole, engagement is supported as the right thing to do. Recognition of the inherent principle and related obligation of the cultural community to serve all people of Saskatchewan exists in a majority of the organizations. The degree to which this obligation filters down to the individual organization is where there is significant variance.

Aside from organizations where engagement of emerging demographics is at the core of their work, the consultation identified a mix of perspectives and limited clarity around what organizational benefits might be realized, what risks could be associated with a lack of related efforts, or the link between engagement and the sustainability of the organization. Some organizations did reference the risk of becoming irrelevant, or the opportunities that might be associated with growing members, but overall, the level of recognition or identification of any practical impacts was less than desirable.

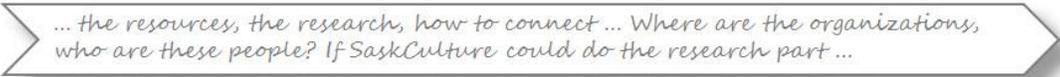
#### Barriers, Obstacles, and What is Needed

The most commonly referenced barrier or obstacle to building capacity to engage the emerging demographics was resources. Since this response was anticipated, the Consultant Team was prepared to ask how more resources might be used or invested. Organizations often responded that more resources would allow them to do more of what they do – they would be able to more effectively meet their core mandate, expand programs and reach, or address initiatives that were currently shelved or under-resourced.

While the interest in doing more is relevant and valid among organizations already active in engagement as a core value, there is a perspective that increased capacity to deliver on an organization's core mandate will in turn provide greater exposure and reach, which will in turn drive greater engagement. Only rarely was an organization able to link more resources to a specific initiative or activity that would build their capacity to engage the emerging demographics. The exception was the perspective that more resources could free up time and energy to allow an organization to invest more effort in building relationships with groups such as gateway organizations.

The organizations were asked to provide their perspectives on how they felt their organization might benefit in terms of building their capacity for engagement. The Consultant Team referenced skills, knowledge, or tools. The range of responses to this topic provides considerable insight into the barriers and obstacles organizations feel restrict their capacity. Aside from resources, the following points summarize the key needs that were shared.

- Awareness and promotion – additional capacity to invest in building awareness and promoting opportunities from the cultural community to the emerging demographics. This included discussion on building greater awareness of the channels used or preferred by these segments to source information.
- Networking and partnerships – opportunities to network with other organizations within the cultural community with the objective of building partnerships and pooling resources and efforts. The need for innovation to provide for greater efficiency and effectiveness was raised in relation to this point (e.g., online forums), and the key requirement of establishing more effective paths for communication was referenced.
- 'How to' tools – a wide range of perspectives were shared on the need for guidance in this area. Organizations referenced tools such as protocol guides, partnership roadmaps, best practices handbooks, and case studies as examples of tools they felt would provide some utility.
- Knowledge development – many organizational leaders openly shared that they did not feel they knew enough about multiculturalism or the realities associated with the emerging demographics. Representatives talked about the value of knowing more about the needs and interests of the emerging demographics.
- Facilitation and leadership – a number of organizational representatives identified that progress on this front could be complemented by facilitation and leadership in efforts to build partnerships and subsequent programs. The organizations have the desire to participate, but feel they are too constrained by current operations to find time to plan and lead.



*... the resources, the research, how to connect ... Where are the organizations, who are these people? If SaskCulture could do the research part ...*

In addition to these commonly referenced needs, many organizations believe they could more effectively respond to building capacity once they have a greater understanding of expectations. While some organizations have an established perspective on what SaskCulture's requirements in relation to multiculturalism and the engagement of emerging demographics may be in the near future, most are looking for clarity.

### Culturally Inclusive as a Core Requirement

As one of the final steps in the consultation meetings, the Consultant Team read the following statement to the organizational representatives. The representatives were asked to share their thoughts and perspectives on what it might mean.

*There is a thought that cultural organizations will no longer look at providing cultural inclusive services and programs as an add on or adjustment to current programming, rather they will consider it as a foundational basis for their work and how they assess their performance.*

Overall, the majority of organizations were in agreement with the general intent of the statement, although there were a number of perspectives on what might it mean for the community.

Of the many organizations that were fully supportive of the statement and its meaning, a segment referenced their historic compliance with the statement as being evidenced by their core policies, which state they are 'open to all.' This segment has a different interpretation of the meaning of the statement than those who were fully supportive and proactively involved in activities focused on engagement. As well, some of the organizations supportive of the statement were confident in the indirect path that drives success with engagement – we do better work with our mandate, we have greater reach into the community, and we are bound to reach more people from these emerging demographics.

Another perspective was common to a significant number of organizations. This included support for the statement, but the organizational representatives were challenged to establish or conceptualize the fit with their organization's mandate. These representatives simply were not able to see how it might work, and also cautioned that the allocation of resources towards requirements linked to inclusivity or engagement could erode their ability to sustain their core work and mandate.

The statement generated a somewhat common response in relation to expectations and measurement. Many of the organizational representatives questioned how such a goal or related requirement could be measured, as a number of them referenced the challenges associated with trying to effectively gauge their current successes with engagement.

Overall, few challenged the general intent of the statement. As would be expected in the early design stages of any strategy, it is natural that those who might potentially be impacted by a change express concerns.

### Role of SaskCulture

It was apparent from the consultations that different levels of familiarity and knowledge of SaskCulture exist across the cultural community. It is commonly recognized that SaskCulture is a funding organization; this is at the heart of most of the relationships between the organizations and SaskCulture.

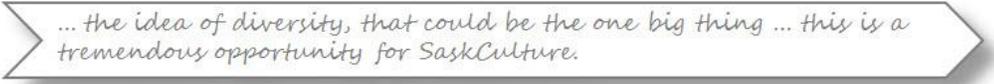
The Consultant Team worked to collect perspectives specifically on the role that SaskCulture should be playing in relation to engagement. The following points outline the key themes the team heard back. Key themes were those referenced by more than one organization.

- Promoter – several organizations felt SaskCulture should be playing a more significant marketing and promotional role on behalf of the organizations. This role would have SaskCulture building

awareness of the respective organizations and their offerings within communities, community organizations, and key demographic segments. The purpose would be to create demand and interest, motivating the target groups to contact eligible organizations of interest.

- Resource – aside from providing financial resources, many organizations felt SaskCulture could play a greater role as a resource with regards to things such as facilitation, provision of tools and guides, and channeling of expertise.
- Facilitator – many organizations identified a need for networking and partnering opportunities and assistance. A number felt that SaskCulture has a role to play in ensuring access to and support for suitable facilitation in areas such as networking and partnering.
- Strategic leader – organizations feel that SaskCulture has a primary role to play in setting the strategy and action plan for multiculturalism, with input from the community, and supporting the implementation of this strategy and the respective roles of the cultural community.

At one end of the 'role continuum', SaskCulture simply provides more funding to those with the capacity to do more on the engagement of the emerging demographics. At the other end, SaskCulture actively engages in building the strategies, creating the partnerships, and assisting in the facilitation of these partnerships to drive related programs.



*... the idea of diversity, that could be the one big thing ... this is a tremendous opportunity for SaskCulture.*

While there is support for a greater role in strategy and facilitation, there is also caution and concern from some corners of the community that feel SaskCulture should remain a resource and resource provider for organizations responsible for programming.

## 5.0 Planning Considerations

### 5.1 Introduction

This final section of the report presents a set of additional considerations the Consultant Team felt relevant to SaskCulture's planning efforts in support of multiculturalism.

SaskCulture's project Request for Proposal included a requirement to provide recommendations on an action plan in support of the multiculturalism strategy. The following points are recommended for consideration in this context, and are based on the feedback and analysis of the consultation effort, as well as the knowledge and experience of the Consultant Team in relation to strategic and change planning principles.

### 5.2 Considerations

The diversity amongst the organizations and groups consulted has been expressed multiple times in this report, and several of the planning considerations listed below relate to the manner in which this diversity may be effectively managed in support of the cultural community and enhanced engagement. The observation most paramount is that a 'one size fits all' approach to building capacity will not be effective, nor will it provide for a reasonable return on related efforts.

#### Organizational Benefits

Sustained participation in the engagement of emerging demographics will be dependent upon the discovery of valued benefits at the organizational level. Alternatively, sustained focus can be attained or driven by designing prescriptive requirements and mandating compliance. The risks or potential costs of not proactively focusing on engagement are not currently evident to many of the cultural organizations.

*... our organizations will be broader and richer ...*

Of course, the preferred approach to sustaining change is through the recognition of the benefits. The extent to which SaskCulture is able to clearly define and communicate the practical benefits of engagement will impact the overall number of organizations that genuinely participate in the effort.

#### Project Clarity

Communication is a significant challenge for any organization playing a leadership role to a wide range and diverse mix of members, stakeholders, and owners. There are mixed messages and perceptions within the cultural community on the story of SaskCulture and its multiculturalism initiative, and what it might mean to cultural organizations and their work. If the multiculturalism initiative is positioned to be a significant strategic focus for SaskCulture, consideration should be given to developing a comprehensive communication plan.

*... what is it exactly that SaskCulture wants us to do ... there is some apprehension there ...*

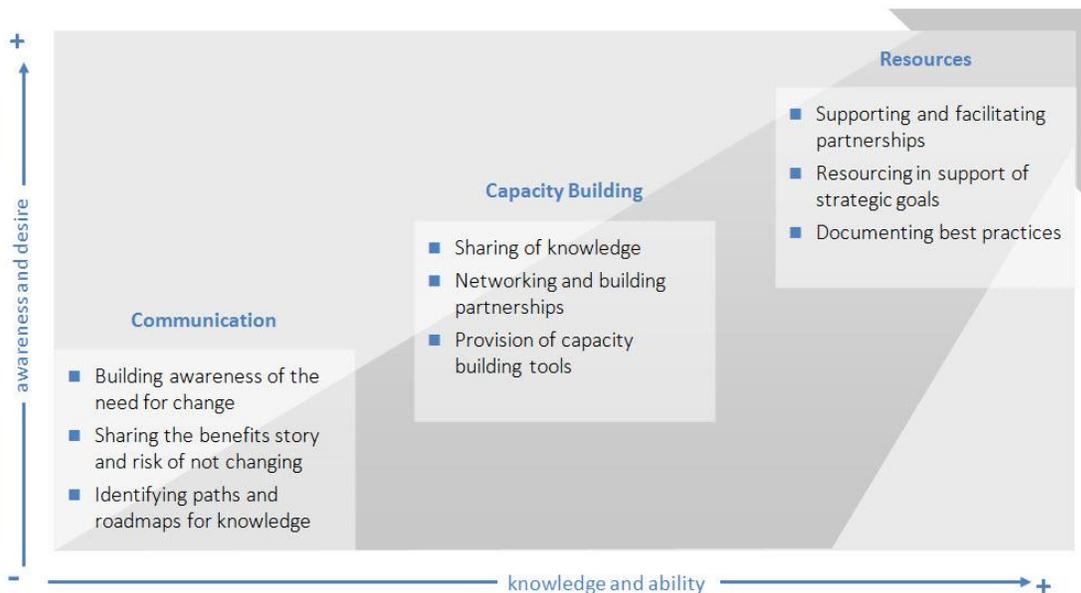
While there are cultural organizations close to and in step with the work of SaskCulture on this front, the Consultant Team did not observe the base level of awareness and understanding that would provide an appropriate platform to support a sole focus on capacity building. Effective communication efforts will be needed to build a broader base of awareness and understanding.

### Tailored Support

The use of the change management model and its elements was applied to determine where organizations were in terms of their capacity to build engagement with the emerging demographics. As shown in Section 3 of this report, organizations were at different stages in this capacity, and this was most clearly presented in the grid that introduced the four organizational categories.

Organizational research has shown that the desired outcomes of any development initiative often fall short of expectations when the initiatives are not designed to meet the respective state of readiness of the segments within any one department or group. SaskCulture needs to consider how this relates to the state of the cultural organizations, as represented by the categories, and how this informs the type of support and resources needed.

The exhibit below maps against the categorization of the eligible organizations shown on page 9, and presents a conceptual approach to how SaskCulture can effectively support and tailor capacity building within the cultural community to match organizational state of readiness. At the heart of this approach is the premise that certain types of support need to be designed and provided to each organizational category. Providing capacity building to an organization that does not have a desire to change is not an effective use of resources.



This conceptual model does not suggest that any one organization, or category of organizations, should be overlooked. The ultimate objective may still be to have all organizations exhibiting a high degree of

desire and high degree of ability – but the roadmaps will not be the same and the final destinations may also be different for any number of organizations.

#### Timeline for Change

---

A majority of the feedback collected through the consultation project, both at the community and organizational level, included an understanding of the magnitude of the multiculturalism initiative. The recognition that real success with broad engagement will take many years goes hand-in-hand with the understanding of the significance of the work and effort required. A number of participants expressed thoughts on the risk that could be associated with 'knee jerking' in response to the challenge. A genuine, strategic and sustained approach to multiculturalism was favoured over any effort that might be considered a flavour of the day.

#### Overloading Partners

---

Both schools and gateway groups were identified as key organizations with which cultural organizations needed to partner. This interest was not always within the context of engagement of emerging demographics, although the interest in gateway organizations was clearly based in this sense. Consideration should be given to the risk of overloading or swarming these organizations and how efforts that might be poorly researched or efforts that are not built upon mutually beneficial terms may be counter-productive. Conversations from a lead organization that in turn provide the broader cultural community with insight into how these partners may be most effectively approached will provide for better partnerships.

#### Members' Members

---

Many cultural organizations, as well as most districts, serve member organizations or communities. In discussions with these groups, there was an understanding that the responsibility for awareness and any respective needs for engagement lay with the member organizations. In some cases, the lead cultural organization was challenged to determine what their own role would be in this scenario.

As important to the discussion of members' members is the reality that any efforts to build capacity or any related requirements to build engagement with emerging demographics will trickle down to the front line volunteers of these member organizations. References to current examples of the challenges this can create included requirements to monitor and record diversity within participants and audiences.

#### Releasing Time

---

Many of the cultural organizations indicated they were experiencing operational challenges related to mandate, volunteerism, resource capacity, etc. A common theme was the notion that their resources and capacity were stretched. Effective change requires a release of time from current operations to manage and lead change, and the strained capacity of these organizations will drive significant resistance if additional operational requirements are planted in support of multiculturalism.

Consideration must be given to the impact capacity will have on the support and responsiveness of many organizations. The pace of change, the facilitation support, how change is resourced – all contribute to creating a positive, accessible path for organizations to build capacity and play a greater role on this topic.

## Training and Teaching

---

Knowledge, expertise, and experience are valued commodities within the cultural community, and many of the representatives consulted with identified a need for more training. In most cases, the need for training related to building greater knowledge and comfort with multiculturalism and how it can be most effectively approached on an organizational level. The need for training was not discussed or broached in a formal or technical sense, rather it suggested an interest in learning about the topic through workshops, networking, and discussions with other cultural groups.

There is considerable knowledge and experience within some cultural organizations on how to build relationships, how to design and roll out engagement programs, and what not to do as one moves forward on this front. In its potential role as facilitator, SaskCulture needs to consider the design of knowledge and capacity building tools and allow those working in the cultural community to contribute their knowledge as content creators. However, the manner in which this content is delivered and shared must be deliberate to ensure it has maximum impact. Many industries and large organizations often fall into the trap of allowing those who know to also be those who teach. Training outcomes can most effectively be approached through the support and involvement experienced training program developers.

## Change Context

---

Although not highlighted overtly in the majority of the organizations, there is a concern regarding how room will be made to accommodate an increased focus on multiculturalism and engagement. Representatives expressed concern about the challenges they will face if they have to integrate new requirements into current operations. There were representatives who questioned how an increased focus or change in related obligations might be managed by cultural organizations where there may not be an apparent fit. Still other representatives shared thoughts that new requirements may be perceived as driving forces behind the outcomes of eligibility reviews in the future.

The topic of multiculturalism and engagement of the emerging demographics is a positive one, and holds great potential for the cultural community. Consideration needs to be given, on an ongoing basis, to managing the multiculturalism strategy in a manner that ensures the investment is not perceived as being directly tied to a divestment or significant change in another area of the organization's support.

### 5.3 Closing Consideration

Relationships appear to be the core currency and most commonly referenced ingredient for supporting the emergence of greater capacity, the creation of ideas and energy, and the structuring of more meaningful and fruitful partnerships in support of multiculturalism. Almost all of the organizations referenced the need for more opportunities to build relationships, and it was clearly evident that most organizations had not realized any great degree of success in building partnerships over the past number of years.

There is critical mass of desire and willingness to do more on the engagement of emerging demographics. There are organizations with the capacity to drive greater engagement and greater outcomes in the short and mid-term, while there are also organizations that have the desire and potential to build their understanding, capacity, and role over the mid and longer term.

The consultation project provided an opportunity for greater conversation on the role and respective responsibilities of the cultural community regarding the engagement of First Nation, Métis and newcomer populations in Saskatchewan. Overall, there is a desire for more discussion. The findings demonstrate that the cultural community can be a great change agent for multiculturalism. Leadership from SaskCulture, demonstrated through a well-articulated and appropriately paced plan outlining a focus on relationships and capacity development, and driven by clear community and organizational benefits, will be supported by the cultural community.

## Appendices

### List of Eligible Organizations

Aboriginal Friendship Centres of Saskatchewan Inc.  
Architectural Heritage Society of Saskatchewan Inc.  
CARFAC Saskatchewan Visual Artists  
Conseil culturel fransaskois  
Dance Saskatchewan Inc.  
MacKenzie Art Gallery  
Multicultural Council of Saskatchewan  
Museums Association of Saskatchewan  
Nature Saskatchewan  
Organization of Saskatchewan Arts Councils  
Saskatchewan Archaeological Society  
Saskatchewan Band Association  
Saskatchewan Choral Federation  
Saskatchewan Council for Archives and Archivists  
Saskatchewan Cultural Exchange Society  
Saskatchewan Drama Association  
Saskatchewan Elocution and Debate Association  
Saskatchewan Express  
Saskatchewan Genealogical Society Inc.  
Saskatchewan German Council  
Saskatchewan History & Folklore Society  
Saskatchewan Library Association  
Saskatchewan Music Educators Association  
Saskatchewan Music Festival Association  
Saskatchewan Orchestral Association  
Saskatchewan Organization for Heritage Languages  
Saskatchewan Writers' Guild  
Theatre Saskatchewan Inc.  
Ukrainian Canadian Congress - Saskatchewan Provincial Council Inc.  
Wanuskewin Heritage Park Authority

### **List of Sample Member Organizations**

Estevan Art Gallery and Museum  
Gabriel Dumont Institute  
Heritage Saskatchewan  
Regina Community Development – Recreation and Parks Department  
Regina Folk Festival  
Saskatchewan Arts Alliance  
Saskatchewan Indian Cultural Centre  
Saskatchewan Native Theatre Company  
Saskatoon Community Development

### **List of Sport, Culture and Recreation Districts**

Lakeland District for Sport, Culture and Recreation  
Northern Sport, Culture and Recreation District  
Parkland Valley Sport, Culture and Recreation District  
Prairie Central District for Sport, Culture and Recreation  
Rivers West District for Sport, Culture and Recreation  
South West District for Culture, Recreation and Sport  
Southeast Connection Sport, Culture & Recreation District

## Discussion Guide for Consultation Meetings

### Introduction

- We are conducting these consultation meetings on behalf of SaskCulture.
- The general purpose with the consultation project is to gather feedback and perspectives from the community that will assist them in refining their strategy and plans related to supporting the changing demographics here in Saskatchewan.
- We are meeting directly with each of the eligible organizations, a sample of the member organizations, as well as each of the seven districts. We will also be holding a number of community sessions throughout the province.
- Our purpose as consultants is to walk through the discussion guide with you and to pose questions that will allow us to gather your perspectives on a number of related areas. There really are no right or wrong answers, and generally, the same questions will be applied in each of our meetings.
- At the end of the process we will provide SaskCulture with a final report that will be built upon the representation of collective themes and perspectives.
- No specific organization or individual will be referenced in association with any particular comment or finding.
- We will be recording this meeting solely for the purpose of allowing us to check back for clarification on any specific point. This recording will not be shared with the client and it will be destroyed following the delivery of our final report.
- We will also be taking some notes, meaning there will be a few pauses during the session as we jot key thoughts down. This will make our process more efficient and our recall more effective.

So, you will not be identified in association with any specific comment or perspective. Do you have any questions or comments before we get started?

### Section One – Awareness

You are aware that the demographics of Saskatchewan have and continue to change. Let's start our conversation by talking about your organization and its connection to this topic or trend.

1. Have you seen any signs of these demographic changes within your organization and its membership?
2. How relevant are these demographic changes to your organization and the people you serve?
3. There is a lot of discussion of changing demographics in relation to First Nations and Métis, as well as newcomers. How relevant are these demographic groups to your organization?
4. Okay, let's talk about the role of SaskCulture and how it relates to these changing demographics. Do you see a need for change in the focus of SaskCulture in order for its work to more effectively respond to the changing demographics in Saskatchewan?
5. *IF REQUIRED* – How would you describe their current role?
6. How important do you feel it will be to the future or sustainability of your organization that it makes a connection with these changing demographics?
7. Why do you think this? Is there a risk of not changing, and what might this look like?

## Section Two - Desire

The theme of SaskCulture's 2012 fall gathering was 'the Changing Face of Saskatchewan.' This was in recognition of the changing demographics and the relevance of multiculturalism to the work of the cultural community.

8. Have the topics of multiculturalism and the changing demographics of the province carried forward from the conference into discussions within your specific organization or its members? If so, what has this looked like? What has occurred? If no, why?
9. Has the Board specifically discussed the need for change in relation to the opportunity to more effectively engage these emerging demographics? Why or why not?
10. How relevant have these changing demographics and their impact on accessibility and inclusiveness been to your organization over the past decade? How has the organization addressed these topics, and what sort of change has occurred?
11. Has your organization done anything differently in this past year to better engage these changing demographics?
12. What has occurred? What has changed? How do you know?
13. Are you actively planning to do anything differently in the coming year? IF YES - What is being planned? If no - Is there a reason you haven't?
14. What might be the benefits or potential outcomes of these changes for your organization? What about for the cultural sector?

## Section Three – Knowledge and Ability

15. With our discussion to this point considered, how well do you feel your board as a whole understands the changing demographics of the province and its relevance to this sector? How is this knowledge represented?
16. Does the board as a whole see a connection between multiculturalism and the work of your organization? IF NO - Why not?
17. How well understood is the need for your organization to focus on inclusion, participation and access for all people? Where do you think the general understanding and knowledge on this topic sits?
18. What is the capacity of the organization to focus more on accessibility and inclusiveness as a core of what it does, for instance, what skills, ability, resources and knowledge does the staff or board have that might support this work ... what is working well?
19. Is there anything stopping your organization from getting more actively involved in engagement of these emerging demographics? What are the key barriers and obstacles at the organizational level?
20. What is needed? What additional skills, knowledge, or tools do you feel would benefit your organization in its efforts to support multiculturalism? What would that look like?

## Section Four - Reinforcement

21. There is a thought that eligible/member/district organizations will no longer look at providing culturally inclusive services and programs as an add on or adjustment to current programming; rather they will consider it as a foundational basis for their work and how the assessing their performance. What are your thoughts on this statement?
22. What does success in providing culturally inclusive services that embrace these changing demographics look like within your organization look like (e.g. more diverse participation/audiences; more money; relevant indicators)?

23. What do you feel is the most important need or area of focus that should be supported in order for your organization to be more successful with the engagement of the emerging demographics in Saskatchewan?
24. What do you feel your organizations role is or needs to become in relation to better engagement and inclusiveness of these changing demographics?

I want to thank you for your comments and perspectives. You have provided some interesting perspectives that will benefit our findings and final report. One final general question – do you have any closing thoughts or perspectives on multiculturalism and its connection to the work of SaskCulture and its member organizations?

## Community Consultations – Conceptual Approach

### Meeting Agenda:

- 7:00 – 7:10 Welcome and Introduction – SaskCulture
- 7:10 – 7:30 Background and Awareness (Organization and Project) - SaskCulture
- 6:30 – 8:30 Facilitated Consultation Project – Consultants
- 8:30 – 9:00 Consultation Wrap Up and Final Comments
- 9:00 – 9:15 Wrap Up and Thank you – SaskCulture

### Consultation Approach

- The consultation approach will be to break participants into a number of round tables for discussion. Participants will be asked to 'count off' and then move to the respective tables in order to encourage engagement and conversation with others they may not be familiar with.
- Questions will be introduced one at a time and the groups will work through each question recording key perspectives on a response sheet. Responses will be shared through the selection of specific tables, complemented by 'anything to add' from other tables. These will be recorded on flip paper at the front by the consultants. All response sheets will be collected.
- An approach will be established to select a recorder for each table from the participants.
- Group size – for sessions with <40 participants, each group will work through each question. For sessions with >40 participants, each table may be asked to discuss only specific questions. The consultants will be prepared to respond as required depending upon attendance.

### Questions

For general questions were proposed in the research framework. Each question will be crafted with consideration of the following theme (NOTE: questions related to the themes below need to be crafted, then reviewed and validated by SaskCulture Steering Committee).

1. What has worked? What examples are participants aware of?
2. What has failed? What has been tried but did not lead to positive outcomes?
3. What are the key or significant barriers or challenges?
4. What new ideas should be considered?

### Equipment

- Tables and chairs
- Easels/flip chart paper
- Sound equipment? Consideration could be given to this for sessions with larger groups.

## Community Consultations – Roundtable Worksheets

### Roundtable Discussions – Topic One

What are the benefits that will come from ensuring our communities and our cultural activities work towards greater inclusiveness? What are the risks of not striving towards greater inclusivity? Please list your group's thoughts on these questions.

Benefits of ...

Risks of not ...

Roundtable Discussions – Topic Two

Have you participated in, seen or heard of activities within your communities or other communities that have been successful in the sense that they have brought people from diverse backgrounds together? What did these activities look like and why do you feel they were successful?

Activity

Indicators of success

①

---

②

---

③

---

④

### Roundtable Discussions – Topic Three

Consider activities that you have participated in, seen or heard of within your community or other communities that have not been very successful with the engagement of emerging demographics. What are the challenges or barriers that need to be considered and discussed? Please list below.

Barriers

Challenges

Roundtable Discussions – Topic Four

What new ideas or opportunities should be considered by the cultural community in support of greater engagement and inclusiveness with the emerging demographics considered?

Opportunities

①

---

②

---

③

---

④