




SASKCULTURE 2011 - 2015

# STRATEGIC PLAN



UPDATED SEPTEMBER 2012



The strategies, goals and aspirations were developed between August 2010 and September 2011. SaskCulture's Strategic Plan was originally based on a three-year period; however, the change in SaskCulture's fiscal year means the new end date will be March 31, 2015.

SaskCulture Inc. is a non-profit community-based, volunteer-driven organization that works with its membership and other community partners to build a culturally vibrant province, where all citizens celebrate, value and participate in a rich, cultural life.

Through a licensing agreement with the Government of Saskatchewan, SaskCulture, and its global partners - Sask Sport Inc. and Saskatchewan Parks and Recreation Association Inc. - are charged with delivering a lottery-funded system for sport, culture, and recreation to the people of Saskatchewan.

Our provincial lottery-funded system directly funds over 1,200 organizations, and through them, more than 12,000 affiliated organizations that provide activities in sport, culture and recreation throughout the province.

In addition to its global partners, SaskCulture works closely with the Saskatchewan Arts Board and the province's Ministry of Parks, Culture, and Sport. The goals and objectives described in this document are aligned with the aims and objectives agreed to in the five-year lottery license signed in 2009.

Cultural activity has long been viewed as an important part of how we live, work, and play in Saskatchewan – perhaps now more than ever. With the recent surge in research and focus on the positive impacts cultural activities and participation make in our lives, culture is being viewed as integral to healthy, cohesive and sustainable communities by both the general population as well as public policy makers.

SaskCulture's purpose is to represent Saskatchewan's diverse cultural community as a whole, assisting in the sector's endeavours to develop, promote, and grow the cultural life of the province. We do so through the provision of services to support our provincial network of cultural organizations; and by providing leadership on major cultural initiatives such as *Culture Days* and *Creative Kids*.

In order for SaskCulture to remain a leader within the rapidly evolving Saskatchewan cultural sector we are re-thinking how we work. We are implementing new eligibility and adjudication processes as a result of our recent comprehensive funding review process. We have undergone a human resource audit that has led to additional staffing resources for member services, as well as increased community engagement through new programs such as *Culture Days* and *Creative Kids*.

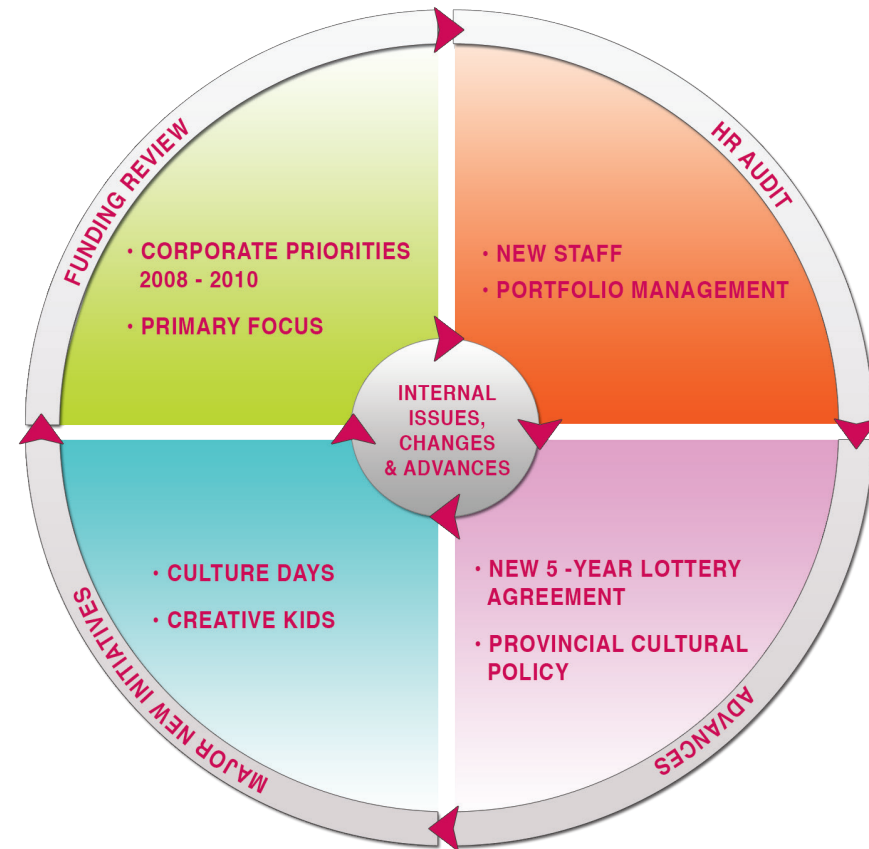
This strategy document sets out how SaskCulture will serve the people of Saskatchewan as we aim to increase the profile, accessibility and sustainability of our province's cultural activities in partnership with our members and key stakeholders.

The figure on the following page, illustrates the major *internal* environmental issues, changes, and advances that set the stage for SaskCulture's planning process.

We began our process just as we were completing the primary objectives of the funding review, orienting new staff, launching new programs and finalizing work on performance indicators and measurables related to the current lottery agreement.

We also became increasingly interested in the role online technology could play in improving our member service and increasing our community engagement.

## SETTING THE STAGE FOR PLANNING



SaskCulture also considered general external trends that might influence its decision-making. These included the:

- Increasing population of Saskatchewan;
- Increasing immigration in the Province;
- Increasing number of aboriginal youth;
- Increasing numbers of youth participating in cultural activities;
- Increasing municipal interest in the role of culture in sustainable communities;
- Culture Days movement strengthening the case for cultural engagement; and
- Strength of the provincial economy: the Province is stable financially, but there is a growing gap between high and low incomes.

In addition, this plan has been shaped through input provided by SaskCulture's members (2009 survey), our elected board of directors, committees, partners, and staff, as well as data gathered by the Province of Saskatchewan through its Community Dialogues sessions in 2010.

Against this backdrop, SaskCulture has begun the process of responding to a rapidly changing environment, and ensuring the relevance of its cultural programming and cultural investments for all Saskatchewan residents.



*“...Cultural activity mirrors a culture: it is how a culture perceives and expresses itself, and is perceived, as expressed, by others.”*

Excerpt from SaskCulture Cultural Policy

OUR STRATEGIES ARE  
DRIVEN BY OUR ENDS



**MISSION:** SaskCulture represents the cultural community as a whole and assists the cultural community in its endeavours to develop and promote the cultural life of the province.

In pursuit of this Mission and in recognition of our Ends, SaskCulture values:

- The diversity of the cultural community and its ability to provide a wide range of cultural experiences to the people of Saskatchewan;
- Accessibility, inclusiveness, equal opportunity and democratic processes;
- The diversity of the people of Saskatchewan;
- Cooperation and partnerships between cultural organizations, and both the public and private sectors;
- Value the involvement and contributions of volunteers and cultural workers;
- Transparent and accountable funding adjudication mechanisms;
- Effectiveness and efficiency in program and services both within organizations and across the cultural community.

**INTERNAL VISION:** To best serve Saskatchewan's cultural community and achieve our Ends over the next 5 – 10 years, SaskCulture aims to become a central hub for cultural activity throughout the province.

- We promote, invest in, lead and connect to strategic initiatives aimed at making Saskatchewan a culturally vibrant place to live.
- We are an open, networked, outward-thinking organization fully engaged with, and responsive to, our members, stakeholders and strategic partners in our network.
- We are a learning organization that values up-to-date research and analysis on cultural trends and developments in an effort to support our members and the cultural sector at large.



## HOW ARE WE GOING TO ACHIEVE THIS?



### **SUPPORT AND LEVERAGE**

the strength and energy of the relationships resident in the SaskCulture network in order to increase participation in cultural activities in communities across the province.



**ELEVATE AWARENESS** of the value of cultural experience and participation *among Saskatchewan citizens* while maximizing communities' understanding of SaskCulture's programs, services, and community impact.

Three overarching organization-wide strategic priorities for the next 4 years.

**2.**  
ELEVATE  
AWARENESS &  
MAXIMIZE  
UNDERSTANDING

**INVEST IN ONLINE TECHNOLOGIES** that will increase organizational effectiveness and ultimately increase engagement opportunities for members, partners and other stakeholders.

Three overarching organization-wide strategic priorities for the next 4 years.

**3.**  
INVEST IN  
ONLINE TECHNOLOGY

## GOALS & OBJECTIVES 2011 - 2015



STRATEGIC PRIORITY:  
SUPPORT & LEVERAGE THE SASKCULTURE NETWORK

## GOAL

Strengthen and extend the impact of the SaskCulture primary network

### OBJECTIVE March 2013

- Assess current reach and scope of network including its capacity for expansion; its current capacity for inclusion of First Nations and Métis peoples and other diverse populations, and its connectedness to districts and municipal cultural planning.

### OBJECTIVES March 2013

- District mechanisms view culture and cultural participation as equal in value and profile as sport and recreation;
- Districts are actively engaged and participating in the network; and
- Districts have the capacity to build and link to culture in their areas.

### OBJECTIVE December 2013

- Saskatchewan municipalities have a greater appreciation and value for the importance of cultural activity.

### OBJECTIVE March 2014

- SaskCulture and its network is inclusive, responsive and reflective of Saskatchewan's diverse populations.

## GOAL

Increase participation in, and accessibility to, cultural activities for youth and children across the province.

### OBJECTIVE August 2013

- *Creative Kids* is a stable, financially viable, long-term program of SaskCulture. It provides unique, innovative, accessible, and life-changing cultural experiences for children and youth.

## GOAL

SaskCulture's impact in the community is recognized in a consistent and cohesive manner.

### OBJECTIVES May 2013

- Staff and Board disseminate a robust and consistent message on behalf of the organization; and
- All funded organizations and partners understand, value and ultimately recognize SaskCulture's investment in a consistent and timely manner.

## GOAL

Lead the country in establishing *Culture Days* as a model of inclusivity that engages a diverse range of cultural activities and peoples.

### OBJECTIVES December 2014

- Implement a long-term awareness strategy based on best practice research aimed at increasing people's appreciation of and participation in culture; and
- *Culture Days* has a high level of awareness and engagement across Saskatchewan.

## GOAL

Lead in the use of online technologies to benefit our network and achieve our ENDS

### OBJECTIVES January 2015

- Increase organizational effectiveness particularly in the areas of program delivery, data management and social media; and
- Materially increase engagement opportunities with the network.

2011 - 2015

*What we have set out in this document is the result of a great collaborative effort.*

*Our commitment is to work with our members, clients, and partners in an effort to support increased cultural participation throughout the province. We will do so through funding, collaborations, program delivery, and service enhancements.*

*SaskCulture's board and staff are committed to achieving our Ends and believe pursuing these strategies over the next four years will position us to serve as Saskatchewan's central hub for a wide array of cultural activity.*



#404, 2125 - 11th Avenue  
Regina, SK S4P 3X3  
[saskculture.sk.ca](http://saskculture.sk.ca)

