

# FUNDING PROGRAM RENEWAL

# 20 25

## CONSULTATION REPORT MEMBER FEEDBACK

Member Feedback on Phase 2 Program Renewal Consultations



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# Introduction

As part of the Funding Program Renewal Project, consultations were conducted across Saskatchewan from December 2024 to May 2025 to gather input from individuals and organizations. Reports summarize diverse perspectives and provide recommendations to enhance SaskCulture's programs and funding, with an aim to advance inclusion, diversity, equity, and accessibility and Truth and Reconciliation in the cultural sector.

Ivy + Dean Consulting engaged with arts, culture, and heritage groups within disabilities and 2SLGBTQIA+ communities, as well as Eligible Cultural Organizations. Common Ground and AML Consulting worked with mainstream organizations, Communities of Interest, Districts, and other cultural groups, including Indigenous communities & leaders along with rural and northern communities. These reports are available on SaskCulture's website and highlights were shared with members at SaskCulture's AGM & Member Consultation session in June.

Thank you to all who participated in SaskCulture's AGM and consultation sessions on June 20, 2025, whether in person at Conexus Arts Centre or virtually. We appreciate your engagement and contributions.

The day began with Elder Judy Pelly's remarks, followed by a presentation from Common Ground's Flo Frank's on the consultation findings, setting the tone for thoughtful discussion. Attendees then broke into roundtable discussions to reflect on and respond to the key points raised. After a break for lunch and informal conversation, the afternoon resumed with a presentation by Risa Payant and Jacq Brasseur, from Ivy + Dean, who shared further insights from their consultation work. This was followed by a second round of roundtable discussions, allowing participants to dive deeper into the topics at hand. Dean Kush, SaskCulture CEO, provided closing remarks, drawing the consultation portion of the day to a close. The agenda then shifted to the formal business of the AGM, and the day concluded with a celebration marking the anniversary of the Creative Kids program.

Special thanks to Elder Judy Pelly for her opening and closing reflections, and to members, attendees, SaskCulture staff, and board for their dedication. Your input helped shape meaningful discussions and gather valuable feedback from cultural organizations, consultants, and leaders on the consultation reports.

These contributions affirmed the project's findings and raised additional points that will help guide SaskCulture's continued efforts to promote an inclusive, equitable, and accessible cultural sector in Saskatchewan. Thank you for contributing to this important work.

## Facilitated Table Discussions

As part of the 2025 Annual General Meeting, consultants presented their findings to members in attendance and facilitated feedback through table talks (nine in-person and one virtual table). Board members and SaskCulture staff sat at tables to listen to feedback, and staff recorded notes from these small group discussions. Notes from these discussions can be found in **Appendix A**.

Questions remained the same for both consultation reports and were:

**Question 1:** What was surprising about the consultation findings?

**Question 2:** What aspects of the report resonated most with your experience and/or work you do?

**Question 3:** How do you think SaskCulture should move forward, considering the consulting's findings?

**Question 4:** How can your organization help move the priorities forward?



## Key Themes

All comments were reviewed and assigned a theme. The data has been organized including notation of frequency theme came up in comments. The most common themes that came up during the table talks included:

- Youth Engagement
- Capacity Building & Professional Development
- Funding: Operational & Flexible
- Authentic Inclusion
- Enhanced Collaboration/ Partnerships
- Communications
- Improved Evaluation Methods
- Increased presence in rural and northern communities



## Organization in Attendance

Azerbaijani Cultural Association of Regina	Saskatchewan Arts Alliance
Canadian Heritage	Saskatchewan Association of International Languages
CARFAC Sask	Saskatchewan Band Association
City of Yorkton	Saskatchewan Book Awards Inc
Conseil Culturel Fransaskois	Saskatchewan Choral Federation
Dance Saskatchewan	Saskatchewan Council for Archives & Archivists
Daughters of Africa Resources Center	Saskatchewan Cultural Exchange Society
Heritage Saskatchewan	Saskatchewan Drama Association
Karen Henders Consulting	Saskatchewan Elocution and Debate Assoc.
Lakeland District SCR District	Saskatchewan Genealogical Society
Listen to Dis' Community Arts Organization	Saskatchewan German Council
Ministry of Park, Culture and Sport	Saskatchewan History and Folklore
Multicultural Council of Saskatchewan	Saskatchewan Literacy Network
Museum Association of Saskatchewan	Saskatchewan Music Educators Association
New Dance Horizons	Saskatchewan Music Festival Association
Organization of Saskatchewan Arts Councils	Saskatchewan Writers' Guild
Parkland Valley SCR District	SaskOrchestra
Prairie Central SCR District	South East SCR District
Remai Modern	South West SCR District
Rivers West SCR District	Theatre Saskatchewan Inc.
Saskatchewan Archeological Society	Ukrainian Canadian Congress-SPC

## Next Steps

SaskCulture will utilize information gathered through Phases One and Two of the Funding Program Renewal project to inform the Board of Directors as they develop the next strategic plan for 2026 and beyond.

- Share AGM feedback report and notes with all stakeholders to ensure transparency and alignment.
- Review the list of all Phase One and Phase Two recommendations and determine which ones are in progress and evaluate progress.
- Review recommendations and member feedback to prioritize recommendations
- Encourage open communication and regular updates to maintain momentum and focus.
- Additional consultations and an Annual Global Funding program review will be taking place over the next 3-4 years.

# Common Ground/ AML Consulting Report

## Surprising Elements and Reflections

- The youth experience stood out, highlighting youth's desire to belong but also noted their limited availability for long-term volunteer commitments. Youth leadership engagement is seen as a gap, with suggestions to start youth involvement through activities before board participation.
- Anxiety and stress among young people, particularly in ethnocultural groups were noted, exacerbated by racism and other barriers.
- Persistent "silos" within the sector remain a concern, attributed to staff turnover and loss of institutional memory.
- TRC (Truth and Reconciliation Commission) education remains necessary despite years of effort.
- There was surprise that many people are unaware of the origins of their funding, reflecting the complexity of the funding system involving lotteries and SaskCulture's role.
- The report affirmed existing sentiments, with the sector willing to make bold changes despite potential challenges for boards.
- The focus on youth and northern inclusion was positively received.
- Confusion about membership eligibility and SaskCulture's role was widespread, especially among smaller or newer organizations and rural communities.
- A clearly communicated definition of "culture" is needed.
- Recognition was given to Communities of Interest (COIs).
- Differing levels of TRC understanding amongst organizations.
- There was a call for expanded administrative support, mentorship programs, and operational funding to address staff burnout and succession planning challenges.
- Emphasis was placed on participatory leadership, especially involving youth and marginalized groups authentically rather than tokenistically.
- Suggestions included launching a provincial cultural network to share tools and resources, improving communication strategies (including social media), and offering capacity-building programs.
- The importance of relationship-building, trust, and time for reflection in implementing decolonization and IDEA (Inclusion, Diversity, Equity, and Accessibility) initiatives was stressed.
- Members expressed willingness to assist SaskCulture in moving priorities forward through discussions, youth engagement, and community events.

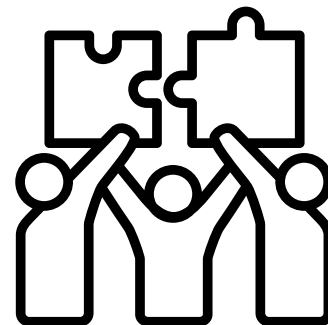
**What is SaskCulture's definition of Culture?**

## Capacity and Funding Concerns

- Funding inflexibility and administrative burdens limit the impact of good ideas, especially for small organizations.
- Operational funding to fairly pay staff is seen as transformational for retention and program continuity.
- Volunteer shortages, particularly in smaller communities, and challenges with staff turnover hinder program development.
- There is a need for clearer expectations and support for embedding IDEA and TRC principles within organizations.
- Rural communities require tailored support to address slower uptake of TRC education and barriers to engagement.
- The unique funding model in Saskatchewan, involving lotteries and SaskCulture, offers unparalleled support and needs to be celebrated.

## Recommendations and Moving Forward

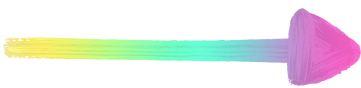
- SaskCulture should clarify its role as funder, resource, and facilitator, ensuring transparency and better communication.
- Prioritization of recommendations with clear strategic planning and community consultations is necessary.
- Enhanced collaboration among ECOs and cultural organizations, with SaskCulture facilitating relationship-building and knowledge sharing.
- Youth engagement should be a key focus, including province-wide leadership conferences and mentorship opportunities.
- Capacity-building programs and shared administrative support hubs could alleviate burdens on smaller organizations.
- Emphasis on authentic inclusion and gradual cultural shifts, allowing time for reflection and avoiding tokenism.
- Increased presence in rural communities through Districts and community events to build awareness and trust.
- Improved evaluation methods focusing on impact stories rather than quantitative counts.
- Encouragement of board diversity and succession planning to sustain organizational health.



# Ivy + Dean Consulting Report

## Surprising Elements and Challenges

- Difficulty engaging with 2SLGBTQ+ and Disabled cultural communities was noted, with some resistance and lack of recognition of these groups as distinct cultural communities.
- There was confusion about SaskCulture's definition of culture and eligibility for funding, with some members unaware of specific grants.
- The report highlighted contradictions between the experiences of marginalized groups and broader sector perceptions.
- Tokenism and lack of authentic engagement were concerns, alongside the challenge of representing diverse and broad communities adequately.
- Resistance to change and discomfort with targeted hiring or representation were expressed by some members.
- The need for more education and awareness about these communities was emphasized.
- The report underscored the complexity of balancing broad inclusion with organizational capacities and mandates.



**Working in rural community is tough, especially trying to do work in these areas. It's an uphill battle and can lead to burn out.**

## Resonance with Sector Experience

- The findings reflected ongoing challenges in inclusive programming, funding, and organizational culture.
- Participants acknowledged the need for substantive changes beyond symbolic gestures.
- Disability and queer cultures were recognized as broad and diverse, requiring nuanced understanding and multiple voices.
- Funding models need to shift towards operational support and participatory grantmaking to sustain long-term work.
- Reporting and evaluation processes are time-consuming and could be improved with narrative-based approaches.
- Youth engagement and succession planning remain critical issues.
- The importance of building genuine relationships, trust, and ongoing education was reiterated.
- Rural challenges in accessibility and infrastructure require thoughtful approaches.



## Moving Forward with Inclusion

- SaskCulture must communicate its cultural mandate clearly and prioritize authentic relationship-building with marginalized communities.
- Hiring or consulting staff focused on 2SLGBTQ+ and disability inclusion was recommended to better understand and serve these groups.
- SaskCulture should facilitate gatherings and networking opportunities to foster collaboration and shared learning.
- Flexible funding and participatory decision-making models are essential for equity.
- Coordination with other sector organizations like SK Arts and Creative Sask is important to avoid duplication and enhance impact.
- The sector must be prepared for difficult decisions, including potential funding redistribution, amalgamation, to address resource allocation fairly.
- Small, incremental actions and allyship within communities can create meaningful change.
- Districts play a vital role in supporting these efforts at the local and rural level.
- Clear communication, training, and resource sharing are necessary to help organizations integrate IDEA principles authentically.
- Members expressed willingness to participate in these efforts but require clear guidance and support from SaskCulture.



**Lots of work to be done  
to bridge organizations.**

**To make culture more  
accessible to everyone.**



# Key Themes

This chart reflects the comprehensive discussions and feedback from the 2025 SaskCulture Member Consultations, highlighting key themes around youth engagement, inclusion, funding, capacity, communication and organizational roles within the cultural sector in Saskatchewan.

## Youth Engagement

35 comments focused on the need to grow leaders and how they might be involved along with discussions, support for emerging cultural workers and discussion about mental health and wellbeing of youth.

There is strong support for focusing on youth engagement, including province-wide leadership conferences and mentorship opportunities. This recommendation emphasizes the importance of involving youth in cultural activities and leadership roles to ensure the future of the sector.

## Capacity Building & Professional Development

There were 64 comments, with many focusing on the requirement for increased capacity to manage current responsibilities before taking on more. Other comments provided perspectives on existing and necessary educational opportunities. Some responses indicated that further education may be needed to ensure a comprehensive understanding of TRC and IDEA work. Many members support the idea of capacity-building programs and shared administrative support hubs to alleviate burdens on smaller organizations. This recommendation aims to provide resources and support to help organizations manage their operations more effectively.

## Funding: Operational & Flexible

50 comments were centered around necessity for long-term flexible funding & new funding opportunities while also expressing concern about where the funding will come from, recognizing that the pool of funds is not growing.

### Authentic Inclusion

39 comments highlighted the importance of building relationships with individuals and groups from marginalized communities, as well as the need to establish and support leadership pathways. There was also discussion regarding the roles of SaskCulture and other organizations in advancing this work.

There is significant backing for the emphasis on authentic inclusion and gradual cultural shifts, allowing time for reflection and avoiding tokenism. This recommendation highlights the need for genuine engagement with marginalized groups and the importance of building trust and relationships

### Enhanced Collaboration/ Partnerships

32 statements that saw partnerships and greater collaboration across the cultural ecosystem as a way to address the identified gaps.

Members expressed strong support for enhanced collaboration among Eligible Cultural Organizations (ECOs) and Districts, with SaskCulture facilitating relationship-building and knowledge sharing. This recommendation focuses on fostering partnerships and cooperation within the sector.

### Communications

Enhanced Communication was also identified as a key theme, with 37 participant statements emphasizing the value of open, transparent dialogue across organizations and communities. Many suggested leveraging diverse communication channels to ensure that information reaches stakeholders in accessible and culturally relevant ways. This focus on better communication underscores the need for ongoing listening, responding to feedback, and sharing successes and challenges throughout the sector.

Improved  
Evaluation  
Methods

There is support for improving evaluation methods to focus on impact stories rather than quantitative counts. This recommendation suggests a shift towards narrative-based evaluation to capture the meaningful impacts of cultural activities and was supported by 17 comments.

Increase Presence  
in Rural/Northern  
communities

Many members support the recommendation for increased presence in rural communities through District and community events to build awareness and trust. 12 comments supported the recommendation to ensure that rural and northern communities are included and supported in cultural initiatives.

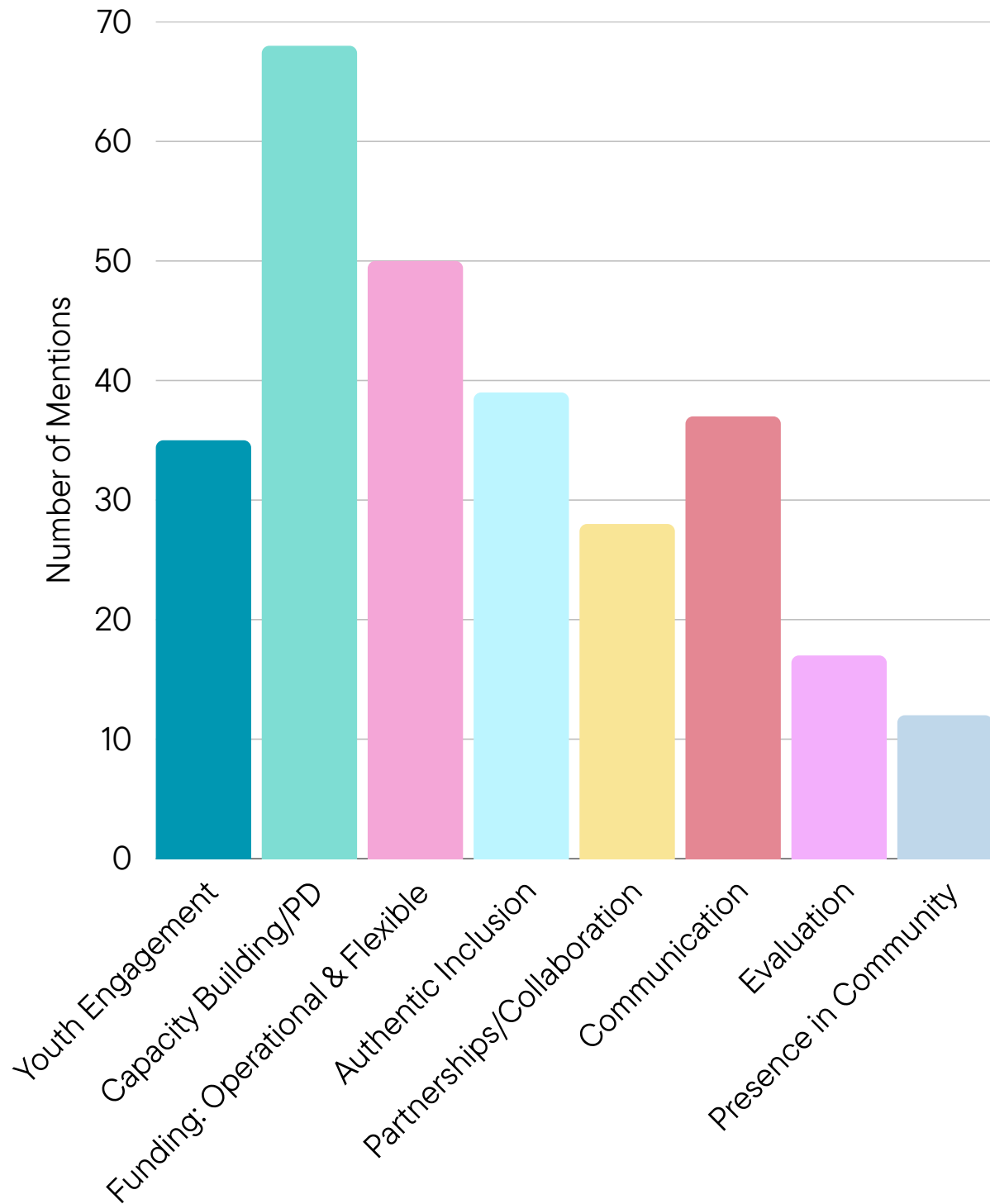
Overall, we saw that the attendees at SaskCulture Annual General Meeting supported the recommendations and findings in the reports. An overwhelming majority noted they found nothing surprising in the reports, rather validating and pleased with the honesty and directness of what was being shared. There were additional comments that supported the idea that the ‘Sector is willing to make bold changes and moves. Hope it follows through.’

66

The sector is willing to make bold changes and moves. Hope it follows through!

99

## Key Themes





# Appendix A:

## COMMON GROUND/ AML CONSULTING

### 1. What was surprising about the Consulting's findings?

- Seems on Point.
- But the YOUTH resume experience was a stand-out, I haven't thought about approaching it that way. Youth want to belong, but time-wise they are more restrictive than adults.
- Capacity- how do you get them to come out? Make it urgent enough to gain their attention- Rare thing to find- long term volunteer commitment from youth
- But we do have younger people on our board.
- Ethocultural Org: we've had a lot of call about young people, teenage to 20s, suffering anxiety, stress... Yes, they want jobs, but the crisis young kids face in finding themselves. Racism, and other barriers they experience, it is exasperating. We need other funding to see what we can do.
- Silos -Still hearing the word silos is a little disheartening, have been hearing that word for a long time. Why is it up to a funder to connect us (SB note: this is a District perspective).
- Some say silos are still a relevant term, potential caused by staff turnover, institutional memory loss
- Some said SaskCulture appears to want to facilitate best practices and want to be a resource for organizations but sometimes fall short. One had administration questions for SaskCulture that SC could not provide much expertise on, so the member organization felt siloed as in where do they turn for practical help, and also that SC being a resource may not be fully working/realized.
- Others at the table feel supported by SC. Members can also reach out to other members for practical advice.
- Cultural advocacy through storytelling
- Concerns about capacity to do this work.
- TRC education- Surprised that TRC education still needs support after this many years. At this point isn't the onus on the orgs, public. Assumed that we were beyond grass roots education
- Can be a way for SC to engage ECO, members, cultural orgs etc... You could build something with members that bring people together, Cross organization youth engagement.
- We did do a 3 week session- anti racism course, and married it with leadership training, We took them through what a leader can be.
- Resume building was surprising.
- Nothing really surprising, except maybe the straight forwardness and candor of what was shared.
- Validating systematic proof.
- I wasn't expecting so much focus on youth, but good to see.
- Additional comment: Need to expand admin support-
- Affirms - nothing surprising.

- People don't know where their funding is from initially surprised, but then not once I thought about it. – Lotteries system is widespread and accessible through many points.
  - People new in the non-profit sector or new to Saskatchewan – easy to confuse.
  - Note: a complex system, and difficult to recognize the root of the money. – unique system but challenging to understand. SKARTs funding – lotteries, but SaskCulture.
  - SaskCulture asks that Lotteries be recognized, so people don't know its through SaskCulture.
- Sector is willing to make bold changes and moves. Hope it follows through.
- Perhaps the status quo has to change, which will be hard for folks (board will have to make hard decisions)
- Board members – Encourage people to think of bold decision makers and get in touch with the nomination committee
- Hard to hear, but good. The findings reflected my (an ECO) inside thoughts. If we could make these shifts it would benefit all organizations.
- Nothing else surprising.
- The findings reflected what folks wanted to hear. It is in line with expectations. The findings already reflect what they do – they are not alone. Feel better knowing they are not the only one
- Surprising: Youth leadership roles – surprising – want to take charge, but there's a big gap. What is the youth's age? How did they define youth? What are the parameters? Age 28, 20s not being available to participate fully – not as committed. – Maybe start with activity involvement before the board.
- Pleasantly surprised by the focus on youth and how strongly that came through in the recommendations. Feeling that that focus is important and reflects what they've heard from youth in their lives. Youth want a voice. The desire for true collaboration and engagement that came up in the report. Hard to do sometimes when focusing on youth makes others feel like they are not included. But engaging youth is needed for the future of the sector (volunteerism). And it can't be through tokenism, but actual inclusion
- The recommendations around Northern inclusion – felt this was already a focus of SaskCulture's.
- Information about SaskCulture's sectoral leadership – SaskCulture used to be the sectoral leader, lots of leadership in coordinating gatherings and organizations, in partnership facilitation, and there used to be opportunities for ECOs to meet with a variety of communities. SC shouldn't be the one doing it, they should be helping build capacity in the ECOs and of cultural practitioners. SC used to help ECOs gain knowledge who would then help transfer this knowledge to their members.
- Surprising but not – see SaskCulture as an umbrella organization, perhaps those consulted don't totally understand how umbrella orgs work, and that is maybe why some recommendations came forward in the consultations.
- Good to see gaps are being recognized now. Advocacy used to be important to SaskCulture. SaskCulture should be the facilitator, and not the doer

- Was surprised to see that newcomers are missing from this report altogether. Growth of the province dependent on newcomer participation
- Not very surprised by any of the findings
- Lots of arts organizations that still aren't sure what SaskCulture does, unfathomable that still the case, but in that world everyday
- Surprising the number don't know if members or not
- Confusion about who can be a member
- Were many of those organizations small or just beginning – hence confusion, as established groups should really know the funders in the landscape
- Larger centres – see the SaskCulture banners around, maybe not so much in smaller communities?
- Don't have dedicated people in community that see themselves as working in culture
- Definition of “culture” can be confusing – just working and doing good in community, not necessarily see as cultural work
- All depends on who responded
- Communities are separating out art/culture/sport/rec, etc – just community building
- Arbitrary distinctions as to what counts or doesn't – so creates not sure of what is defined as culture
- Crosses boundaries – not put activities in separate buckets
- Appreciated recognition of role of COIs in recommendations
- Levels of understanding of TRC between “mainstream” and ethnocultural” groups
- Good job of capturing of the information and there is nothing overly surprising. Now what that this has been captured?
- Appreciated findings come with recommendations.
- Most of this discussion focused on the confusion surrounding membership. Wondered if there was a membership orientation to understand the different membership categories (i.e. affiliated membership with certain rights but not voting privileges). Shared their example of membership between their organization and other organizations (LAR?).
- not much was surprising, but in fact validated much of what they were already feeling.
- liked to hear that SaskCulture should get out into communities outside Regina/Saskatoon
- wasn't surprised to hear many findings but recommendations regarding work on anti-racism would be valued
- groups are scared to do anti-racism work wrong. There's a want to do something but still not sure how. They don't want to create more harm.
- Not surprised by any of the responses. Everything was expected.
- Was interested by the youth leadership
- Youth means under 40 (to the group at the table)
- There are a lot of challenges with younger leadership and engaging with the younger groups.

- Impressed with the turnover time of the consultation.
- Smaller organizations may not know that they qualify for SaskCulture grants, but staff was very helpful

## **2. What aspects of the report resonated most with your experience and/or work you do?**

- TRC education -TRC discussion continued into what resonated most.
  - Education may be there but people/orgs need help implementing it - action, that is how education gets implemented.
  - Potential disconnect of TRC education and rural communities.
  - What is the community asking for, what is the funder asking for, what is our organization asking for.
  - Some groups are afraid of getting things like TRC wrong, so they are hesitant to begin. Rural communities can be slower to pick up.
- Youth- Partnership investment, youth want advancement that was exciting. Youth are looking for concrete skills and practical practice.
- Young people design, manage and implement project- (participatory)- they don't want to be told what to do- when adults design projects, youth aren't interested. You have the table (youth), what do you want to do?Get buy in through leadership.
- Emphasize what skills you bring to the table, and what you want to come and learn-
- Applies to other marginalized groups- get better results (participatory leadership)
- Funding levels, burn out of staff, get money , do x number of workshops, pay people, end up with no money for overhead, mayor juggling act to stretch dollars, people are busy (young-kids, activities etc)
- Anti-Racism, Anti-Oppression, Decolonization work is needed
- Ethnocultural communities are most aware of TRC
- Treaty focus needed- beyond reconciliation
- Need to develop a sector-wide network to foster leadership and integrate youth
  - Organizations mentoring other organizations – coordination for this needs to be done – SaskCulture in a good position
    - Similar to CARFAC Mentorship program
    - New MAS mentorship-micro
  - Need money to have paid positions...we need to move beyond volunteer leaders.
    - Also recognize we need both volunteers and staff
    - Recognize that in certain communities' volunteers need compensation so volunteering does not cost them and also recognizing their lived experience.
- The way that we report needs some change. Takes a lot of money / time. Currently very time consuming.

- Demographics are not one size fits all – hard to meet all the targets. Are you going to penalized if you don't meet all the target
- Really liked the comments on youth and youth engagement. Youth want to work in these cultural positions. There are student summer works grants, but eligibility ends and finding a permanent full-time position is incredibly difficult.
- Succession planning – people retiring, but youth maybe going to work in other sectors
- Communities of Interest – maybe need a Col for youth, for Indigenous?
- Lack of volunteers: aging Eds – aging volunteers – relate to the Festivals being lost due to volunteers not being available. Not attracting new people or younger individuals. It's much harder for smaller communities, since young people are moving out. Drive and expectation – how do you get them on board?
- Turnover of staff: Programs are not being developed over the years – they get started, but then they are abandoned.
- Launch a provincial cultural network: Share tools with one another. Folks have been talking about this.
- That funding is essential but inflexible. There are so many good ideas, but small organizations can't give all the time to do the background admin work of getting the funding, or they won't have time to make an impact.
- Operational funding for the core necessities, enough funds to pay people fairly and competitively to improve retention, is very needed. It would be transformational.
  - If there was a way for orgs to share and afford admin staff, communications staff, etc., it would actually let people have time to do the work. Something like an admin, IT, and comms staff accessible to all members, in a hub of some sort. Some groups do this by sharing an office with another organization, which can be challenging but very helpful.
- In general, people are curious to see how SaskCulture addresses, responds to these recommendations. Even if SaskCulture can't do everything right away, it's important to see how they work towards it.
- Capacity as major issue for those consulted.
- RE: embedding of IDEA and TRC – this is an expectation of funded organizations and it has never been clear how to do it and how this is measured. What are the expectations? Expectations should be clearly spelled out.
- What if ECO membership doesn't take up the opportunities to make connections with Indigenous communities? ECOs are trying to reach their members with tools and info and encouragement. Members are not open to it. Have more capacity building to help them learn how to make organic connections with Indigenous communities.
- Educational side of it. When SC used to have its annual gathering – it was open to members of SC member organizations. This was helpful in terms of reaching more people from the cultural community to “come spend a day learning” and hear more about TRC and IDEA directly from SaskCulture.
- SaskCulture should enhance collaboration opportunities between different members. Have members / ECOs learn from each other.



- Need for young people to have work and opportunities and professionalization of the sector
- Not as a side hobby – need for emerging professionals to have employment
- Aging infrastructure and changing communities, capacity – all one and same issue
- Support for emerging into the workforce
- Struggle to onboard boards – maybe wasn't covered in the presentation – volunteering has changed so much – need more support for bringing people into volunteer roles that they are interested in/prepared to be a part – more volunteer roles beyond just the board; tokenistic view – just pulling people in to satisfy check-box – but it is more important that look at what involvement people have within the programming/good work organization is doing – see benefits right away – what interests them most first, already working several jobs – hard to serve on boards too
- SaskCulture is mostly doing really good stuff; consultation can be critical, but does have a high standing with those it serves
- Appreciate the funding model in province, it is unique, need to communicate that more both the model and the appreciation; lots do get operational funding
- Funding model gives flexibility, contrasting with other provinces
- The recommendation for long-term funding – 3 year term is nice but still short. In order to design impact for programs, there is a need for funding. Process for developing an application for long term funding. They do 'count their blessings' because funding support has been retained, but they want to increase membership and reach. Seeing increased demand but no increase in funding – how to manage priorities with increased costs.
- Funding also impacts succession planning. The cost of living is increasing but wages aren't increasing – a challenge to recruit.
- Advocacy – a lot of their members are newcomers, and their work contributes to newcomer retention.
- we can't push workshops where they're not wanted
- Need to build our relationships first (We need to drink tea together)
- Districts have the ability to build relationships
- Rural communities have little knowledge of calls to action (where do we start) SaskCulture can take role to identify specific actions related to our mission.
- resonated that recommendations identified rural communities needs for support.
- how do we bring things that work in Saskatoon/Regina into our more rural centres
- when we do things well, even with small numbers, it spurs growth. There's a long tail to impact.
- meaningful small connections build a strong foundation
- barn quilt painting (story of deaf lady who happened to be around event, who came in to event by invitation but thought cost was a barrier. Bonnie saw a chance for inclusion, but realized that design of event may have not considered barriers at the outset)
- Evaluation as storytelling (a positive text message response to an event is better than counting #'s and surveys)

- Learning about funding programs resonated and the youth
- Youth have lost their connection to their heritage and are distanced and not interested in their heritage there needs to be more engaging with them
- If there is a bridge between cross cultural groups to help grow youth and show there are others who engage with their own cultures.
- Pretty clear about eligible membership and funding programs
- Found the application challenging because it was first time but they got a lot of support which made it easier to fill out. Can seem very daunting to new applicants



### **3. How do you think SaskCulture should move forward considering the Consulting's findings?**

- Compile all this info. It honestly needs to be winnowed down into a key areas (strat plan), The bigger ECO's voice can help get the word out. We reach a lot of members across the province. But there is confusion with ECO members who aren't sure about being SaskCulture members (members via ECO membership or need a separate membership with SC directly?)
- TRC criteria in grant application is there. It is not that you're not communicating, but needs to be better channels for it. There is a competition aspect, - we all feel in competition with each other, so we need to share despite that competition and do things together.
- Have resources on the website- here's the people you can call for help - grant writing etc.... It continues to build and expand what you already have. ECO's can help!
- Communications hard- groups don't always read, more transparency- want to see/know,
- We (ECO'S) live inside the online grant platform. We see it all the time, but not sure how others experience it.
- AGF
- How does SaskCulture see itself - as a funder, as a resource?
- SaskCulture is attempting to do programming that some orgs are also doing, some overlap.
- SC needs to define its role so there is not confusion between org roles, SC roles. Often SC gets information from the community and doesn't share the findings - where does this information go?
- Are SC looking for community consultations on how to move ahead or is SC going to do this on its own and tell the orgs its decisions
- DEI- gender equity etc... we decided "RDEI"- (Reconciliation, Diversity, Equity, Inclusions), to remind ourselves
- SaskCulture take a leadership role to bring the sector together-
  - Bring SkArts, Creative Sask etc.- they should make sure they are at the table- like today where are they...and where were they at SAA conference.
  - Tri-Globals should also be at the table -bring them on the journey (District role in this as well)

- SaskCulture could do more to implement-be strategic about the pace in which they are attempting to shift culture-
- Relational and building trust- if this isn't keeping pace with practices needed to implement the change- Need to sit with the discomfort and do the work.
- Can't just be implemented. Time for reflection is needed for real change. Time and space is needed. If it is fast and furious, people will not keep up. - tokenistic
- i.e-decolonization need time to reflect and engage, and try things - some will fail and need further reflection.
- Our role (organization) is to help move forward-ongoing- continual
- Evaluation - play a role in building sector evaluation -
- Within the Globals, SaskCulture is underfunded - what can they do?
- Think about the priorities - there is a lot there - how many can you do right now to make an impact, even if it is small? The sooner the better. Set priorities based on the recommendations and have a corresponding plan.
- Address the need for better communication. Things are not permeating out from the bubble. Recognize that what you know and understand is not necessarily what others are getting, hearing. A more robust social media presence would be helpful. Something like takeovers with other members to give them a platform, etc. The current SaskCulture communications model is very old, focused on sending people to the website or to Engage (print). Learn from young people about social media.
- Offer Capacity building program, there used to be one.
- The youth focused recommendations - youth seem to be less and less involved. Involving youth helps evolve the work.
- Not clear how - SC should redefine role as leader, toward a knowledge hub. All orgs can contribute by sharing, work together on a mechanism to involve youth.
- Mentorship and opportunities to gather would be important as organized by SaskCulture.
- SC need to go back to being the funds manager, and the facilitator of best practices. Facilitator of relationships. Let orgs who are cultural practitioners do what they do best
- Need time to digest this report; just came out, wasn't clear on the AGM notice - should have been blasted out; not enough time to read it
- Is everyone who participated listed? Should be
- SaskCulture needs to reach out to its partners/COIs more to find out about partnerships already doing
- Youth leadership - province wide youth leadership conference to promote and teach how to be come leaders.
- How can we make these big concepts and recommendations smaller and more relatable
- Come to communities. Districts host events to connect us and bring awareness. It's appreciated when SaskCulture attends to share its story.
- Peer lead groups
- Consultations

- Staff capacity building, more expansion and support for staff in order to get around the province and visit everyone
- Build short-term and long-term (years) plans to see what SaskCulture is focusing on
- Consolation on how everything will be implemented.
- Have volunteers who focus on the implementation
- A Youth engagement, some kind of scheme to get them here

#### **4. How can your organization help move the priorities forward?**

- Depends partly on what SC decides the priorities are. There is a lot to consider from the consultation.
- How flexible is SC in looking at its own internal operations, staffing, etc.. How deep is this review going, there has been a reluctance to defund organizations for instance (ie. certain museums), is this being considered?
- Re: participatory grantmaking, very specific example with some frustration
- One org had participatory grantmaking (read: their board consisted of people from their applicant pool and made the member funding decisions) 15 years ago. SC told the org they needed a jury/assessor funding model, and now ironically SC is interested in participatory grantmaking.
- The jury model lead to assessors making funding decisions that did not align with organization's strategy/goals so they created a meaningful, weighted rubric (ie. rural member funding % is higher than urban; certain events get priority, professional grant writers are not rewarded, etc.). But the rubric needs to be somewhat forced onto a jury.
- Assist with the pillars – coalition. – needs to occur together.
- See us (membership) as experts and that we can support others.
- Have some work to do as a board. Need to look at membership structure, allocation of funds. More discussions. At the end of one strategic plan and heading into another (SaskCulture board member)
- Succession planning – how can SaskCulture help support groups with it?
- Need understand how I can replace myself. There is no proper way to prepare someone for the ED role. Need serious look at succession planning.
- Want to take part in this change momentum (what is outlined in these reports. It's an opportunity change the relationship with SaskCulture to being more of a partner, not just a beneficiary.
- IDEA/TRC is non-existent in some organizations. Some need to find out how to work around that – connect to people that can help them achieve this – hard for some orgs to make those connections. That way, the orgs can move to the IDEA and TRC lens – they are connecting way more to the ethno groups.
- Programs
- People said: If you ask us, tap us to help with something, we'll be happy to. Just ask, because we don't get asked.

- Need to take back to our organizations, have discussions, and come back to SaskCulture with it
- Are already a number of things we are doing. We need to tell SaskCulture more about
- Can help with connecting youth to participate in conference (i.e. through their language school attendees)
- What is being done with the recommendations? They should be accepted. Looking at the recommendations, diversity is a natural for SAIL so they shouldn't have to be speaking to or addressing it. We teach over 30 languages; our organization is going to take on one of those recommendations i.e. rural SK – have a really tough time reaching rural so allocate more points there for their application (talking here about AGF application). They can't reach all of the province – there isn't a demand or if there is it isn't large enough.
- Do respect the TRC recommendations but SAIL is already wrestling with their own identity so to address TRC doesn't resonate with them. People accessing their organization and feeling their own discrimination.
- Back to the membership confusion – SaskCulture produce something to all new members – message (i.e. video etc.) that explains everything about SaskCulture membership.
- idea for the 7 districts to identify 7 calls to action and work monthly towards them (and share their progress with each other).
- Come to barn quilt painting event, so SaskCulture can connect with community members
- Coffee and connections in towns. Letting people know we're here (did session with CARFAC and SAA – in Silton) having ECOs present when we're in community.
- Building cross-sector understanding (sport / hockey / museums in same room).
- Districts have a capacity to initiate stronger partnerships (outside of strictly cultural groups)
- Volunteering and getting involved with the changes.
- More participation and reconciliation and partnerships (finding new ones)
- As important as it is to understand Treaties, is to also understand the Indian Act and how divisive it was and the policies that came out of it – segregations, one set culture progress and evolve and keeping another culture down; what should be the future of the Indian Act? No one wants to touch it, despite how much change is needed – amended in past without consultation with Indigenous people; geographic locations play a big role – north vs south – farmers/farmland – land generational wealth, then have run down reserves in the middle of these established communities, then vs Northern resources, technology, yet still keep on with traditions

**Districts have capacity to initiate stronger partnerships!**



## Ivy + Dean Consulting

### 1. What was surprising about the Consulting's findings? (or interesting)

- That the consultants had trouble engaging with the groups. That groups felt that SaskCulture was not the group for them.
- That people did a lot of work to see how they fit into SaskCulture's funding programs, but then turned out they weren't eligible for the funding.
- Disability communities describing themselves as a culture was new to some. Not the definition of culture that our members are used to hearing. What is the criteria that SC uses to define culture?
- Difficult to support the additional needs of a deaf person for instance who may need a sign language interpreter.
- Re: SC's website etc. We have specific grants for say MIF, therefore multicultural communities feel included and that SC welcomes their culture/their applications. The 2SLGBTQ+ community, coming to SC's website would see that there is no specific resource, no specific grant to meet their needs, so they will assume they are not included, why would they inquire further?
- A cultural group vs a cultural activity - which gets support?
- Non-cultural org doing culture vs cultural org
- Surprised that the ivy + dean report (difficulty engaging, SC is doing a poor job) contradicted Flo's report findings.
- Nothing surprising/but validating.
- The understanding of diversity – how some thought it was about artistic practice.
- Minimal participation – some surprise but not for others at the table. A community gathering would have been a better choice. How we come together to gather and share stories is just as important as why.
- Renumeration needed to be more. Participation needs to lead to change.
- What is SaskCulture using as a definition for 2SLGBTQIA+ or Disabilities Culture
- Parallels and language between the two reports.
- Depending on which SaskCulture staff member, how the experience went.
- Affirms – nothing surprising
- Sector is willing to make bold changes and moves. Hope it follows through.
- Perhaps the status quo has to change, which will be hard for folks (board will have to make hard decisions
- Board members - Encourage people to think of bold decision makers and get in touch with nomination committee
- Hard to hear, but good. The findings reflected my (an ECO)inside thoughts. If we could make these shifts it would benefit all organizations.
- Part of this work. Not surprised. Said some of these things.

- SaskCulture staff: Surprised about the staffing comments. SaskCulture is diverse. People are not aware. Do people need to know or share that? 2SLGBTQ+ People may feel bad if they feel they are not represented. How do you know if people don't tell you? Would you ask? Perhaps people in the community feel they are not represented because they are unaware, but how do you make them aware? Put it on the website? No. And you can't ask during the hiring process.
- Programs: Some groups are having trouble applying for funding? Everyone is.
- Focus on what SaskCulture funds: Is it the People vs their Programs – the groups just need to know that.
- Nothing surprising. Especially since this report focused on marginalized groups; it's not surprising that they would have that feedback.
- The perspective that you don't have to be everything to everyone. That resonated, especially since SaskCulture potentially doesn't need to reach some grassroots groups since ECOs are already doing that work — SaskCulture would be better off supporting the ECOs in doing that work than seeing it as a separate thing.
- The self-identification aspect. You can't ask that.
- Pleasantly surprised to see that this was a focus of the consultation at all, especially with the current political climate being more critical of this type of work.
- Given that this set of consultations was aimed at 2SLGBTQ and Disabled communities and ECOs, it was surprising to see less content for ECOs than 2SLGBTQ & Disabled communities. Felt the report did not spend enough time considering the ECOs.
- That a lot of this hasn't already been done by SaskCulture (because inclusion is being asked of ECOs).
- //while the table loosely agrees that ongoing education is important, much debate is had over "we can't expect everyone to know everything about everyone else"//



- That 2SLGBTQ and Disabled communities have not found SaskCulture yet – surprised at resistance to engage with consultations.
- -Surprised that these groups are not feeling represented by SaskCulture.
- //there are some conversations and questions about what is Disability culture or 2SLGBTQ culture//
- The expectations of ECO membership vs expectations of SaskCulture – these can be at odds
- Not really surprised about the findings, it is a newer aspect of today's modern culture, technology – people becoming more aware of these groups
- Quite familiar while scanning it
- Not surprising – community asked to discuss and did it very well, findings were what would have predicted
- Not unfamiliar
- Surprising that suggested some of more well-funded organizations be defunded for equity – might make more sense to think about why those haven't received yet
- Rob rich/feed poor not make for a healthy sector
- (driven by these groups coming to SaskCulture and complaining not being represented)
- Yes, need to be seen as deserving funding-understanding they are distinct cultures, but don't know if there is no new funding coming in, where that will come to – concerns about the call to redistribute funding
- Organizations being asked to be more inclusive and responsive – Indigenous – need to do so with these groups as well, recognizing another constituency of who we serve
- Understand culture around trans rights/LGBT – is newer
- Need time to read the report and digest before can speak on behalf of staff/board; can only speak on own first impressions
- Some have to drag boards into these times; need time to talk about it with boards
- It is difficult to think of 2SLGBTQIA+ as separate – aren't they a subset of existing organization (i.e. sure there are individuals in those organizations). One of the board members disclosed their son is gay as was a previous ECO employee. Regarding the recommendation to hire people of specific backgrounds – isn't that discriminatory? (Staff note – shared that no, hiring from under-represented groups is not discriminatory more on this below). Found this one tough 'to wrap their head around' – did acknowledge their ignorance but really didn't feel that this applied to them as an organization.
- VERY TARGETED GROUP to get those responses. Very singular questions to those communities. There are other diverse groups who may not have been seen (multi-cultural. Some groups were left out – but person didn't identify which groups those were)
- getting people together post-project to share what they've done as a form of reporting
- surprising to hear that there were few respondents

- Surprising that it was a downer presentation. LGBTQ community has generally been positive in their interactions with Districts, but perhaps when they get hit, they are hit harder so they spoke with that voice to consultants
- was eye opening as a “you don’t know what you don’t know” (referenced Listen to Dis’ as a success, is there something similar for districts are 2SLGBTQIA+)
- NOTHING ABOUT US WITHOUT US really resonates
- people in community are overtaxed stressed trying to find presenters, leaders, etc.
- What was surprising about consultants findings?
- nothing was surprised, but interesting.
- Wording needs to be specific to the people using it. Certain words can be used within a culture but others outside the culture should not use those words.
- it’s a power dynamic and interesting
- Who we serve can get muddy sometimes. Compartmentation could occur to groups to help with reporting on different aspects.
- Can’t be everything to everybody and then not serving anybody in the process.
- Working together with groups to see different perspectives and further advance sections as everyone does things different.
- Partnerships can be challenging as one group has to foot the bill and what group does most of the work.
- Everyone wants to do it but don’t know how to do it.
- Where does the money come from to fund this?

## **2. What aspects of the report resonated most with your experience and/or the work you do?**

- There are certain things we can do and others we can’t.
- Nursing home that offers a cultural program for socially isolated seniors, concerts, etc. (This kind of compromise or criteria ambiguity was allowed during special times like COVID but not any longer?)
- This is going to be hard work for SC to wrap its head around and also for SC’s membership.
- SC’s membership is diverse and representative, but the culture of these particular identities is not represented.
- The whole report resonates with all of us, do not envy the challenge of figuring out what this will look like moving forward.
- Moving beyond symbolic- need substantive policy change.
- Disability & Queer community/culture is so broad, and it feels like there is an expectation that one speaks for all and that cannot happen. Helping people understand the breadth of disability culture is impossible from one individual or organization.
- Lived experience does not mean full understanding of the systemic issues. You need living experience plus knowledge of the system.
- How do we grow the funding pot? We need more money and a shift to operational funding versus project. The work we do takes years...not one year or one project.

- Tokenistic positions on board need to be addressed (multi/ Indigenous/ etc...create space for authentic engagement
  - Community of interest-relationship – could fill/support the board...rather than relying on having expertise of one person on the board. Two-way communication.
  - Call for nominations- but basically everyone in the room can't run for a position. Why can't direct stakeholders be at the table.
- Flexible funding- should be what orgs need/want to do rather than what SaskCulture creates as a funding program.
  - Participatory grantmaking is essential
- Frustrating but understand the need to decolonize but still needing to work within the structure of the non-profit act ....but there is other ways that you can do things that are legal and fall within the non-profit act that align with decolonization.
- The way that we report needs some change (ECO). Takes a lot of money / time. Currently very time consuming.
- Demographics are not one size fits all – hard to meet all the targets. Are you going to penalized if you don't meet all the target
- Really liked the comments on youth and youth engagement. Youth want to work in these cultural positions. There are student summer works grants, but eligibility ends and finding a permanent full-time position is incredibly difficult.
- Succession planning – people retiring, but youth maybe going to work in other sectors
- Communities of Interest – maybe need a Col for youth, for Indigenous?
- Surprised with the amount of negative feedback – made me think about my organization. Maybe what I'm doing in my organization isn't effective and I should be working with groups who are doing it well
- In the Common Ground report, SaskCulture was encouraged to take more of a leadership role, the Ivy + Dean report doesn't seem to be the same – there was a message that SaskCulture needs to follow more
- Never going to please everyone, but try your best to aim for understanding – where everyone understands and is understanding of compromises. It's a hard job that SaskCulture has.
- A thorough definition of culture already exists, but it's obviously not getting out to folks. People may not all be thinking of culture in the same way. Be clear about what fits and what doesn't fit.
- Maybe demographics of participants are changing. Haven't done a good job of reaching out to newcomers and young people (ECO)
- Really well known amongst those we've already served, but maybe not to the wider cultural network
- Need to recognize that disability culture is a culture.
- Listen to Dis was recognized by Queen City Pride
- There is a need for underfunded groups to be able to access operational funding.



- Lots of work to be done to bridge between organizations to make culture more accessible to everyone
- Working in a rural community is tough, especially trying to do work in these areas. It's an uphill battle and can lead to burn out
- Lots of people want to participate in cultural activity, but may not be able to access the spaces, or not may not feel welcome or included
- With barriers, there's opportunities to improve
- SaskCulture could create a master connection list for people in the province who want to connect
- How can we get people involved, what skills can the different organizations share. Lots of people want to do the work and participate, but not connected
- If what we're doing isn't relevant anymore, what do people want to participate in now, especially young people.
- Clear expectations on IDEA and Indigenous: not ticked in the box. Resources for groups. Not just on the website. Having conversations.
- Evaluation isn't just about the numbers. The testimonials are what people want. People want to hear stories. (Advocacy video) especially with social media. Got great responses from doing things differently. Adapting to new trends – not just numbers. No to surveys. Stories over numbers. Try dropping the stats and going for stories. Try the stories out for the lottery indicators. Changing the whole evaluation process.
- How about when you work with kids?
- The idea that you have to be honest about the scope of your mandate. That's something some ECOs have also had to navigate.
- There needs to be better assistance in helping organizations integrate IDEA into who they are and how they function, not as a separate thing. A change of mentality. Sometimes it requires changing some attitudes in the Board.
- The need for training. It takes a lot of training to get an organization on the same page to make changes. It'd be helpful to have SaskCulture support access to training and facilitators. Through funding or even something like the Lifecycles consultant directory (people at the table did not know about the directory and were happy to hear about it. Then noted SaskCulture should do a better job of promoting resources that only exist on the website. Maybe through email blasts). And guidance on things like how to approach an Elder.
- Ongoing education is important (more access for people to learn).
- The information related to evaluation and depth of experience or impact. Speaking about depth of experience and impact in reporting vs volume of participants. There could be development work done around narrative based evaluation – this could be very important.
- Husband thought was doing a review of lottery funding, not about saskculture specific – has accessed other pools of lottery funding – needed more education for the “outer groups” who were not familiar with SaskCulture; may have skewed results
- Amplifying voices already have, similar to what seeing in Heritage sector, rather than trying to redo it

- Admission/assertion that there is individual cultures in those communities; attest that they are culturally different than mainstream cultures, need to understand and wrap head around it
- See far-right - prevent cultural transmission – in education policies not teach children...so this is recognizing that there is a “culture” to be suppressed
- Museums – have done a lot of work and education around equity – surprised to hear...
- Recognize that it is perception within arts community
- Lots of these groups do participate in museums – would like to have more data
- Recognize it is a small group consulted
- Need to do more advertising about what are doing, have accomplished
- Celebrate what we have done/are doing
- Too humble!
- A lot of questions about what is unique about these groups that doesn't fall under other groups? Feel that they are already serving these groups by serving their membership – they are non-discriminatory and don't ask these questions on their membership application. Wondered about why some didn't want to participate in the study and expressed that it might have been fear.
- Great that SaskCulture has shifted funding (SGAP, BAE, ACCESSIBILITY)
- Good response on Culture Days HUB funding that wasn't driven by receipts, but more on follow up impact.
- 3 or 4 communities couldn't find leaders to do presentations due to overburdened people already doing this work and not available.
- greater flexibility around dates (not having to do projects on National Indigenous days to be a priority for funding?)
- Counting heads in a room isn't an accurate measure of success/impact
- How do we employ someone that represents every single marginalized group (especially in small communities)
- Districts would appreciate financial support to do more of things like they did with Listen to Dis'
- Table representatives felt disconnected from communities that spoke up (white settler/able/cis who don't have community relationships with 2SLBTQIA+).
- Was a real sense of not knowing who these groups are and how they have felt left out (sense of sadness about their exclusion and challenges they face)

### **3. How do you think SaskCulture should move forward, considering the Consulting's findings?**

- Sport is easy –there's the Olympics and the paralympics; but recreation and culture are so broad, that how do you define who is a culture.
- What are SC's goals if a goal is that people feel a part of their community and that people see their identity being celebrated. It may be up to the community to how they want to be represented.
- Does an org like Pride Humboldt want to be seen as eligible for funding? Or do they want orgs/SC to have representation in their efforts?
- SaskCutlure needs to decide, nobody else can decide. Or we represent Saskatchewan people, somewhat "public" money, should SK people decide?
- Then they need to be seen as eligible for all the other things too.
- SC has a blueprint for this already, they have done it with TRC. SC is good about making partnerships.
- Relationship building, - broken trust takes longer to rebuild a relationship-
- Not be afraid to review and acknowledge the history of past to help understand how to better educate internally and move forward with the communities.
- First speaking with SaskCulture – argued that disability is not a culture and didn't receive funding. If you don't face that then we can't move forward.
- Benefit from realizing that 25% or (1 in 3) of population is part of disabled community and therefore part of the population that is/needs to be served.
- Many are no visibly identified.
- We all want to live in communities and work with organizations where we can be our authentic selves.
- Prioritize – same as the first. Step-by-step process
- Ongoing education and sharing with others so they can share with their members.
- Establish funding
- Someone on staff who is focused on 2SLGBTQ+ and disability – if not on staff, maybe a consultant that groups can access. Understand the unique needs of groups. We can't be lumped together.
- Some orgs are doing something already with the disability group: Summer camps for the CNIB youth. It is not one-size-fits-all.
- Number Four recommendations: How do you do that?
  - Underpinning is building authentic relationships then engage in how to move forward.
- The findings should be approached with an inside to outside approach – starting with capacitation at SaskCulture, internally, and then to ECOs.
- There are many findings. SaskCulture needs to identify priorities to start the work.
- SaskCulture needs to determine what they consider as cultural practices, so ECOs and the rest can follow suit. We need to see and understand our biases in that area to be able to work against them.

- Museums have a lot of hesitancy around this kind of work because of a fear of making mistakes. SaskCulture can be that support to help organizations act and move forward. SaskCulture can be the leader in providing that kind of support to those that want to do better. They can model by doing the work.
- As the sectoral leader, SC can organize gatherings for members to meet and network and actually have these conversations. ECOs may find opportunity in gathering to build relationships with target communities out of this. SC as facilitator of relationships.
- Ensure there is lived experience in the assessor pool to help ensure that all cultural communities get to be evaluated by their peers.
- Would be fun to look back at how SaskCulture operated 20 years ago to now – celebrate those changes
- This doesn't apply to (an ECO), they serve 'language' where there is no such distinctions so it doesn't resonate with them. Asked if applications need to have check-boxes with projects falling under headings (i.e. 2SLGBTQIA+) so they can be streamed to correct program/support?
- Work with districts who really need support to fill this void (where anti-trans and homophobic beliefs exist). This was identified as a need not only for SaskCulture but also SaskSport and SPRA
- Need to take it back and prioritize.
- The cost of it
- Start smaller in the beginning and grow from there
- Joining with other groups to implement change example: walk in the parade together.
- Once SaskCulture gets educated on the cultures then other groups will grow and educate as well
- A lot of small groups need help to step up into the space
- SaskCulture should hold a space for someone to step up in that position in each area that remains open until the group fills it.
- Someone may say they do stand for it but don't stand for that group as a whole thinks
- Language matters
- Allow a space to allow people to be who they are.
- We need a model or a pilot program to follow.
- Need a lot more connection, trust and relationship

#### 4. How can your organization help move the priorities forward?

- There's nothing that members can do, sort of, as some of the members' membership does not have many of representation of people it's going to be up to SC to sort this out.
- My table was mostly we are open to everyone. We don't really know how to move forward because we don't understand what SC is asking of us. Board representation? Outreach? Accessible programming?
- Board representation-tokenistic
- Making sure we are bringing intersectional responses into the conversation/room (space that we can help in)- SaskCulture needs to do this and members can help with this.
- i.e.-MCOS – pride and prejudice workshops.
- This should be part of conversations and board/ (SAA board bylaw – intersectionality) staff compositions. Authentic reflection of the community, intentionally seeking voices on the board.
- Because it doesn't resonate with them, they don't feel they can help. Asked why, SaskCulture was only promoting these two groups (2SLGBTQIA+ and Disability) in regard to IDEA. Also asked why SaskCulture is doing this – who is asking for this? (note – shared that this is the focus of this report and SaskCulture has done work with other equity denied groups such as Indigenous, newcomer, ethnocultural but that these were two groups who haven't been included before – shared that this is coming from membership/board and part of ongoing IDEA work SaskCulture has been focusing on for past several years). Noted these two groups can be invisible so how can you say you're not promoting it?
- Recommendation #6 – this could really hurt the organizations that are losing funds, can SaskCulture use unutilized or underutilized funds instead? Existing organizations might cease to exist “there's always a winner and a loser and you hate for there to be a loser”. What is the request for this program – \$50 000? 1Million? Is it to be one time funding or ongoing funding ?
- Recommendation #7 – this is a tough one – who is responsible for ensuring authenticity? What is meant by authenticity? What are the indicators? How can you be accountable to expectations?
- Recommendation 8 – # of people participating is very easy and quantitative; who's to judge? Reached 1000 people but only had 40 people with greater impact; age old academic debate; quality versus quantity
- At the end of the discussion, they wanted to make a note about salaries for ECO's and the discrepancy between their salaries and those at SaskCulture. SaskCulture administration has grown while funding has remained stagnant. Creates a challenge for ECO's to recruit staff and replace ED's with experience.
- .Understanding that it is reflective, not representative. One person does not speak for all.

- What about the organizations that are already offering opportunities and work hard to ensure they are accessible/supportive & open – but do not know how to ensure the underserved communities know about them or how to connect? I fear we are trying to add and do more, instead of connecting what already exists.
- Look at facilitating ways for organizations to connect – existing orgs connecting with the organizations who are already serving these communities well
- Need more relationship building with communities. Ivy + Dean mentioned group homes where cultural activities are taking place. We haven't historically been connected to these organizations, but there's opportunities there for engagement
- Barrier of trust – what are some trust-building activities that we can engage in (i.e. ECOs). Lots of ways of going about trust building. Speakers at the AGM last year – CAMP – building trust in communities. You could really feel the passion and authenticity, and they had the funds to build those relationships in communities.
- One person can't do all of this work. That goes back to looking at the organization – it's a real challenge with 1 staff member and volunteer-run board. Trying, but falls short. Trying to do it authentically, but that's where the burnout comes in
- Need to find ways to share resources – finite funds. And look for where there are overlaps and duplications
- Need to also look at the overlaps of the funders – SaskCulture and SK Arts – not just the smaller organizations (SAA was also mentioned).
- Communicate with groups (and provide resources) on how to implement this, and then it can be passed on to members.
- Asking for a structure – a framework. The criteria are too broad. A framework that has examples will help determine the criteria.
- Gathering the stories and sharing them on the application makes it simple and easy to upload videos, not just links.
- Others: Would like to see how many people participate in Culture and in Sport – maybe that will help with the Lotteries.
- There's plenty ECOs can do, but, like discussed before, sometimes it's not in the scope of what they can do. So it's helpful to have funding specifically for groups that are doing that work. But other people at the table also highlighted that maybe ECOs would be best positioned to do some of that work and help build understanding.
- Committing to going through a learning process about these communities and going to any available training opportunities.
- Keep it in mind, at the forefront, thinking about how it can be worked into everyone's individual mandate.
- Can there be opportunities to work with other organizations and have conversations about application of 2SLGBTQ and Disability inclusion? It currently seems tied to personal experience and not everyone has that personal experience.



- 2SLGBTQ and Disability inclusion is not a conversation that usually comes up at the board table – there is discussion about whether or not this is relevant to board business.
- Organizations do not want to be tokenistic.
- ECOs could be partnering with groups who focus more on these cultural communities. There could be funding explicitly for the exploration part of partnerships. Orgs as all underfunded, with limited capacity, is there way to encourage these connections through a specific funding program? Especially important when attempting to form partnerships with orgs that have even less access to funding.
- ECOs can currently share resources right now. People power.
- Genuine, collaborative relationship building takes a long time. It's scary to try to articulate this in a funding report. SC- transparency around, do they look at reports over a long time to get a real understanding of organizational health and progress, or do they just view the most recent report?
- ECOs could develop and operate specific programming related to 2SLGBTQ or Disabled communities.
- ECOs are generally not sure of where to look for resource people in seeking out learnings on Disabled communities and cultures.
- Need to handle rural infrastructure challenges thoughtfully. As provincial orgs, there is a need to include rural communities in terms of hosting events, but doing so may mean that there are not as many accessible venues or spaces available, compared to larger urban locations.
- Lots of focus on what SaskCulture should do, but responsibility for communities/organizations to do this work – with access and supports to do so
- Want to be part of the solution moving forward
- Need to move together in partnership; SaskCulture needs to support but the organizations need to do the work to move forward; not one without the other
- Has to be holistic – not focus on just a “pet project” need to weave together intersectionality as part of all funding
- Make room for organizations dedicated to disability/queer arts – they already have the expertise – amplify what already doing
- Is this doing to result in a re-evaluation of who is on the Minister's list -will it expand the Eco list – need to be willing to make decisions that won't be super popular all the time;
- Necessary to defund those satisfied with the status quo
- Is SaskCulture looking internally like they are asking others to do – on how spending funding – to SaskCulture's own operations –
- lottery funds overall status quo/decreasing – only so much can expect people to buy tickets)
- Is there a dip due to high living costs? Or could go other way? Sales increase in hard time?
- Take a hard look at who not serving – are there sectors of cultural activity that are being overserved or overlapping mandates –

- Have to shrink some aspects to fund other groups
- Can't have fear of government cutting funding if challenge
- Need pro-active approach with government
- Heritage – looking at amalgamation
- Why can't SaskCulture suggest/require amalgamation where there is duplication
- Still exciting to work together, consolidate resources even if some what different mandates
- SK Arts going through similar issues
- Efficiencies – can free up programming money – but concern that means losing funding by doing so...can then better serve other groups
- With certain ecos – struggle to see how different they are – some obvious synergies
- Need to define under-resourced – as all could say so – so define how will prioritize those who are actually most in need
- Mandate, encourage, support amalgamation – what is SaskCulture's role?
- Feel the pain that will come out of this, difficult to deliver on this
- Take time to make changes
- Collegial yet competitive for funding
- Priorities can drive wedges / silos rather than bring together
- Overarching question – how to deliver on the changes
- Heritage – boards have formal motions to explore options – shared space/positions, etc. to start
- Frankly, something all ECOs could look at
- Recognize there is a ceiling for funding
- Organizations need to be brave to make changes, with the support of SaskCulture,
- Find own solutions, and not be penalized (loss of funding)
- Thrive and succeed, not just exist
- Heritage – working on Data collection on economic impact – will take time; not have the measurables right away – issue of qualitative vs quantitative – meaningful impact is not measured by number of people served
- Limited number of groups – reality of number of people served limited to the number that actually exist; need to find real meaning out of numbers of participants and real impact
- How do we build allies? How do we reach those who need to get educated?
- Small actions of allyship (story of someone having Pride flag in background while on Zoom, or having rainbow tape on hockey stick to show there is support in a small way in their community).
- Individual actions can help make sure people know there are allies in their community
- Creating space (for disability) to show respect, increase participation.
- Districts focus on small actions first, before being overwhelmed with the scale of work needed.
- OPEN space for conversations in communities.
- Can help make the connections with SaskCulture to the smaller groups ex. Weyburn Pride