



Strategic Plan

2015 2019

Sask *Culture*

FUNDING
PROVIDED BY



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.

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, as outlined in a lottery licence agreement signed with the Government of Saskatchewan.

The 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 through the province.

We Are Serving You, Saskatchewan!

Cultural activity is an important part of who we are as a people. Cultural activity and the diversity of our different cultures are an integral part of healthy, cohesive and sustainable communities. It reflects the values, beliefs, traditions, ideas, expressions and tangible and intangible heritage of the people who call Saskatchewan home – now and into the future.

SaskCulture is committed to supporting the preservation and growth of cultural activity in the province that reflects its diversity of cultures, its vibrant cultural community, and its ever-changing needs. Thanks to the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, we are able to help support a great variety of cultural experiences and activities throughout the province.

This past year, SaskCulture – as a board and staff – worked together to assess the current environment, identify goals aligned with our overall mission and vision, and build a plan that would bring us closer to our long-term ends of nurturing: a strong thriving, cohesive, cultural community; where people value and support culture and their lives are strengthened and enriched through participation in diverse cultural experiences.

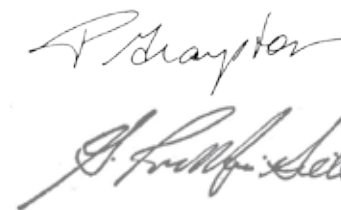
Through our research, reviews and discussions, we drafted strategic priorities that would help us increase our outreach efforts and encourage more community cultural engagement; ensure cultural activity was accessible, with special efforts to ensure inclusiveness for all cultures; and finally, help us to nurture learning and innovation within the sector, and encourage cultural groups to move forward, take risks, build capacity and increase sustainability.

The strategic priorities and aspirations in this plan reflect the plans for April 1, 2015, to April 31, 2019, aligning with the duration of the current five-year Lottery Licence Agreement. In its first year, SaskCulture has already transitioned itself to address the new strategic priorities. There has been a significant realignment of resources, particularly in staffing. While some

time may be needed to adjust, we are positive about addressing our challenges and moving forward as a team.

As a whole, SaskCulture's Strategic Plan provides us with exciting, yet ambitious, new directions. Over the next five years, we look forward to the opportunity to collaborate with so many passionate, talented and knowledgeable members, partners, volunteers, and participants, as well as a supportive government. All of us are engaged so passionately in promoting, nurturing, strengthening and growing the cultural life of this province. Together, we will build a culturally vibrant Saskatchewan... Culture Builds Community!

Yours truly,



Pat Grayston, President
Rose Gilks, General Manager

Driven By Our Mission, Values, Vision and Ends

OUR 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.

OUR 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, equality and democratic processes;
- Respect for the diversity of the people of Saskatchewan;
- Cooperation and partnerships between cultural organizations, as well as between cultural organizations and

- the public and private sectors;
- The involvement and contributions of volunteers and cultural workers;
- Transparent and accountable funding adjudication mechanisms; and
- Effectiveness and efficiency in programs and services both with organizations and across the cultural community.

OUR INTERNAL VISION:

To best serve Saskatchewan's cultural community and achieve our ENDS over the next 5 to 10 years, SaskCulture aims to be 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.



OUR ENDS:

A culturally vibrant Saskatchewan

End 1:

A strong, thriving, cohesive cultural community;

End 2:

People of Saskatchewan value and support culture; and

End 3:

People's lives are strengthened and enriched through participation in diverse cultural experiences.



Impacted By Our Current Environment

Several internal and external issues, changes and advances informed SaskCulture's planning process. Against this backdrop, SaskCulture began the process of responding to a rapidly changing environment, to ensure the relevance of its cultural programming and cultural investments for all Saskatchewan residents.

E X T E R N A L

Political

- The changing provincial government scene: formation of Creative Saskatchewan and changing demographics;
- Reductions in federal cultural funding;
- Provincial emphasis on the "LEAN" process;
- Unique history and perspectives of First Nations and Métis individuals and organizations; and
- Decreasing resources for arts education in public schools.

Social

- Influx of newcomers;
- Pressures to be more accessible;
- Pressure on financial resources – more off-loading onto non-profits;
- Changing demographics due to growth of Indigenous populations;
- New pride in Saskatchewan;
- Net growth in population;
- Aging population – especially cultural workers and volunteers; and
- Changes in how people volunteer.

Economics

- Economic boom bringing prosperity and higher cost of living – especially housing;
- Economic down-turn in the province's revenue generators as of fall 2014;
- Opportunity for increased sponsorship and donation revenues;
- Growing gap between rich and poor;
- Commercialization of sectors; and
- Impact of resource development on First Nations and related Treaty issues.

Technology

- Growth in mobile technology;
- Growth of social media;
- Issues respecting digital technology, such as copyright, security, privacy and anonymity;
- Need for technical skills and competence;
- Increased accessibility to information, education, etc.; and
- Rapid rate of technological change.

O T H E R

- SaskCulture 2014 Member Survey;
- SaskCulture 2013 Public Awareness Survey; and
- Tri-global Demographics Study (2013).

- Increased staff capacity is offset by increased demand;
- New five-year lottery licence agreement;
- Levelling off in lottery ticket sales;
- Greater awareness of SaskCulture brand;
- Success, over the past four years, in the areas of Creative Kids and Culture Days;
- Need to be more assessable and inclusive;
- Demand for training and education within the sector; and
- Increased emphasis on diversity agenda.

I N T E R N A L

Strategic directions for the next five years

1. Increased Community Engagement

GOAL 1 Partnerships and networking opportunities are more actively utilized to increase the awareness of, and participation in, cultural activity.

GOAL 2 SaskCulture resources are assessed and aligned to increase the face-to-face connections – “boots on the ground” – that help build and nurture relationships that support cultural activity in communities throughout the province.

AS A RESULT, BY 2019:

- More communities, particularly smaller communities, are accessing grants to increase cultural engagement;
- More people are engaged and collaborating in stronger, more diverse cultural network in the province;
- Cultural community able to assess and adapt to changing community needs;
- Partnerships add value to funding delivery system;
- SaskCulture is more aware of cultural successes at the grassroots level;
- SaskCulture has a better understanding and ensures its programs and services meet the changing needs of Saskatchewan people;
- SaskCulture is able to collect and share knowledge on trends and issues impacting the cultural sector;

- SaskCulture maximizes the ability of staff to reach out into communities through the province and meet the needs of stakeholders;
- Culture Days increases visibility of cultural experiences and opportunities in communities and results in more people being involved in ongoing cultural activities;
- Communities support and see engagement in Culture Days as part of their overall plans;
- SaskCulture is recognized for its role in Culture Days;
- Corporate sponsors, individual donors and third party fundraising see value and make ongoing investments in Creative Kids;
- Revenue sources cover the funding requests of all eligible Creative Kids applicants;
- Children and youth, most in need, access Creative Kids; and
- Creative Kids is recognized as a model across the country and SaskCulture is recognized for its role in its development.



2. Improved Access through Inclusivity

GOAL 1 All cultural organizations understand the impact of the changing demographics of our province and improve access to cultural activities.

GOAL 2 First Nations and Métis peoples, and 'newcomers' are participating and pursuing ongoing interests in cultural activity.

AS A RESULT, BY 2019:

- SaskCulture and its network are responsive, inclusive and reflective of Saskatchewan's growing diversity;
- Inclusivity is part of the cultural sectors' culture;
- SaskCulture understands its role in supporting multiculturalism, diversity and inclusive communities;
- More culturally diverse applicants are aware and submit strong applications;
- A great diversity of cultural programming is supported;
- Culture Days increases inclusiveness in communities, particularly rural and smaller centres; and
- Creative Kids demonstrates evidence of its impact in diversity, geographic reach, nurturing of cultural engagement, as well as increased support for Saskatchewan cultural workers.



3. Nurturing Learning and Innovation

GOAL 1 Saskatchewan's cultural community has the skills, abilities and knowledge to address current challenges.

GOAL 2 SaskCulture actively encourages a learning and risk-taking environment.

AS A RESULT, BY 2019:

- Funding applicants understand requirements and overall quality of grant-writing improves;
- Funding applicants and jury members feel SaskCulture's adjudication process is fair and transparent;
- SaskCulture is recognized as a trusted and valuable central resource hub for organizational learning, as well as cultural engagement and collaboration in the province;
- All grant applications are received online;
- Evidence gathered from funding data demonstrates impact of Culture Section of Saskatchewan Lotteries;
- Communities and cultural leaders value and see a connection to their intangible cultural heritage;
- Community engagement in intangible cultural heritage projects serves as a legacy linked to Canada's 150th celebrations in 2017;

- Children and youth have positive cultural experiences supported by Creative Kids; and
- Creative Kids volunteers, service providers and endorsers understand the program and feel valued for their contributions.

SaskCulture Inc.
404, 2125 11th Avenue, Regina, SK S4P 3X3
306-780-9284
saskculture.info@saskculture.ca
www.saskculture.ca

 /SASKCULTURE

 @SASKCULTURE



Photo courtesy of Louis Christ