



Photo by Kevin Hogarth

FUNDED BY
 SASK LOTTERIES

2026-2031

Strategic Plan

Table of Contents

3 Message from
the Chair

8 Authentic
Inclusion

4 Principles
& Values

10 Transformational
Capacity

5 Five-year
Vision

12 Trust-Based
Partnerships

6 Shaping our
Direction

14 Guiding Change,
Together

7 Strategic
Priorities

15 Financial
Stewardship

Land Acknowledgement

SaskCulture's work and support reach lands covered by Treaties 2,4,5,6,8, and 10, the traditional lands of the Cree, Dene, Dakota, Lakota, Nakota and Saulteaux peoples, as well as the homeland of the Métis.

Message from the Chair

This Strategic Plan marks an important moment for SaskCulture. It is both a review of the past six years and a look at the realities shaping our future.

Since 2020, we have strengthened programs, built new partnerships, and deepened our commitment to Truth and Reconciliation and to Inclusion, Diversity, Equity, and Accessibility. We have been engaging closely with the cultural community through the Funding Program Renewal process. The conversations we have had are shaping this Strategic Plan and Priorities, and they are not ending here. We will continue to listen, learn, and engage as we move forward together.

We know many organizations are feeling the strain of inflation, limited resources, changing audiences, and fewer volunteers, as well as the need to build authentic relationships to advance Truth and Reconciliation, and to develop supportive strategies towards a more inclusive cultural sector. Many organizations are responding to these challenges with resilience, creativity, and leadership.

As a Board, we also recognize that funding for the Culture Section of the Sask Lotteries Trust Fund is dependent on lottery ticket sales, which can fluctuate from year to year. This uncertainty means the level of funding available to support cultural programs may change. We remain

committed to working alongside organizations, engaging openly and aligning our support to help sustain and strengthen the cultural sector through this period of change.

At the heart of this Plan is a simple belief that culture is for everyone. By creating stronger pathways for equity-denied communities, including Indigenous peoples, 2SLGBTQ+ communities, persons with disabilities, ethnocultural and newcomer communities, and young people stepping into leadership roles, we are working to ensure that leadership and decision-making better reflect the diversity of Saskatchewan and the communities we serve.

On behalf of the Board, thank you to the staff, partners, volunteers, and community members who helped shape this direction.

We look forward to walking this next chapter together, adapting where we must, holding firm to our values, and continuing to build a cultural ecosystem that is inclusive, responsive, and strong for generations to come.

Sincerely,



Yvonne Hotzak
Chair, SaskCulture



SaskCulture Inc. is a non-profit, community-based, volunteer-driven organization that works with over 160 member organizations and other community partners to build a culturally vibrant province, where all citizens celebrate, value and participate in a rich cultural life.

Thanks to funding from Sask Lotteries, SaskCulture is able to offer programs to distribute this funding and help nurture cultural engagement in the province.

Principles & Values

SaskCulture supports engagement in cultural experiences.

We value *Cultural Activity, Experiences, Engagement and Revitalization.*

SaskCulture will be responsive to people within Saskatchewan.

We value *Diversity, Accessibility, Inclusivity, Equity, Democratic Process, Multiculturalism and Truth and Reconciliation.*

SaskCulture recognizes strength in common purpose.

We value *Cohesiveness, Collective Effort, Advocacy, Cooperation, Partnership, Volunteerism, Cultural Work and Respectful Relationships as Treaty People.*

SaskCulture provides equitable and fair access to resources.

We value *Sask Lotteries, Transparency, Accountability, Effectiveness, Delivery, Cultural Impact, Accessibility and Service.*

Mission

SaskCulture unites the cultural community and works to advance the cultural vibrancy of the province.

Vision

SaskCulture strives to build a culturally vibrant future in which all people in Saskatchewan, individually and collectively, celebrate, value and support participation in, and access to, cultural experiences.

Five-year Vision

By 2031, SaskCulture will have a trusted, inclusive ecosystem where equity-denied communities lead, access is broad, leadership and accountability are embedded, organizations are strong and digitally ready, partnerships maximize impact, and Truth and Reconciliation and Inclusion, Diversity, Equity and Accessibility advance through reciprocal, trust-based relationships.

Ends

A Culturally Vibrant Saskatchewan

- 1 The cultural ecosystem in Saskatchewan is accessible, inclusive and sustainable.
- 2 People in Saskatchewan actively value, support and participate in culture.




Photo by FSI Studio

Shaping Our Direction

The Funding Program Renewal began with a simple commitment: to listen. We wanted to understand how SaskCulture's funding programs are working, where they may need to change, and how they can continue to serve Saskatchewan's cultural community in a meaningful and sustainable way.

Through consultations, surveys, conversations, and community gatherings, participants shared their experiences and perspectives. There was clear recognition of the pressures facing the sector, including inflation, volunteer fatigue, shifting audiences, and funding uncertainty, alongside a strong emphasis on advancing equity, mentorship, youth leadership, and programs that reflect real community needs.

The Renewal is unfolding in four stages: listening and gathering input, reviewing and analyzing what is heard, and moving toward implementation and ongoing evaluation. This work is not a one-time effort. It is continuous, and engagement with the cultural community will remain an ongoing part of the process.

The Strategic Plan has been developed through this lens. Our three Strategic Priorities are a direct response to what we have learned so far. The conversations we have had, and will continue to have, are guiding how we review programs, strengthen support, and adapt to a changing environment.

We are grateful to everyone who has contributed to this work. Your voices are helping us build a funding framework that is more responsive, inclusive, and sustainable for the years ahead.



Photo by Busayo Osobade

Strategic Priorities

Authentic **Inclusion**

Transformational **Capacity**

Trust-Based **Partnerships**



Photo by Kevin Hogarth

Authentic Inclusion

Outcomes

1. Invest in Equity-Denied Communities

Pathways for equity-denied communities to participate in and lead programs and decision-making are advanced and supported, ensuring their voices shape cultural initiatives.

2. Expand Inclusive Access and Engagement

Broadened access and participation increase cultural engagement opportunities that create inclusive spaces welcoming all voices.

3. Embed Inclusive Leadership and Accountability

Community-centered approaches to leadership engage diverse voices in organizational decisions and link to actions of the Funding Program Renewal that sustain and measure progress.



Photo from iStock

Actions & Initiatives

- Implement a new membership structure aligned with organizational goals and sector needs.
- Launch the Accessibility Plan and monitor progress.
- Support Indigenous-led cultural revitalization.
- Implement community-led programs in partnership with equity-denied groups, including Indigenous, 2SLGBTQ+, disability, newcomer and ethnocultural communities.



Photo by FSI Studio



Photo from iStock

- Advance Funding Program Renewal by integrating sector insights into program design and strategic direction.
- Develop and implement a SaskCulture funding strategy.
- Review and renew operational funding programs.
- Implement a long-term evaluation framework to monitor strategic progress.
- Provide translation supports to improve equitable access.
- Increase representation of youth, and committee and board members from equity-denied groups.

Supporting Documents

Network Gathering Key Themes and Summary

[View](#)

Executive Summary: Funding the Rainbow

[View](#)

Executive Summary: Leading Equity Funding Practices

[View](#)

Transformational Capacity

Outcomes

1. Developing Future Legacy Builders

Creating pathways for youth and emerging leaders to become future legacy builders.

2. Reimagining Volunteer Engagement

Leverage the network to address the evolving nature of volunteerism.

3. Empowering Cultural Organizations through Sustainable Capacity-Building

Cultural organizations, both emerging and established, are supported through sustainable capacity-building initiatives to better support a diverse network.

4. Champion Digital Readiness for Access and Impact

Organizations are supported to strengthen digital skills that increase capacity and respond to a rapidly changing environment.



Photo by FSI Studio

Actions & Initiatives

- Explore youth leadership strategies and convene a community of practice.
- Engage youth and emerging leaders in governance and leadership programs.
- Recognize and celebrate emerging leaders and volunteers.
- Share stories that highlight the impact of youth participation and leadership.
- Support career pathways for youth through mentorship, training, and hands-on experience.



Photo by FSI Studio



Photo by Kevin Hogarth

- Partner with volunteer networks to improve recruitment and assessor support.
- Launch online community hub.
- Deliver learning and peer-exchange opportunities for cultural organizations.
- Support sector coordination and resource sharing.
- Pilot peer cohorts to strengthen connection and learning.
- Strengthen internal capacity in community development and digital readiness.
- Leverage digital platforms and tools to expand access and sector connection.

Supporting Documents

Community Consultation Reports with Cultural and Community Organizations

[View](#)

Annual General Meeting Consultation Feedback Report

[View](#)

Community Consultation Report with 2SLGBTQ+ and People with Disabilities and Eligible Cultural Organizations

[View](#)

Trust-based Partnerships

Outcomes

1. Community-Led Collaboration for Sector Resilience

Community-led approaches to resource sharing, partnerships, alliances, and amalgamations are supported, to build a more resilient, sustainable and collaborative sector.

2. Maximizing Impact Through Strategic Funding Partnerships

Funding resources are aligned through collaborations with other funders and sector leaders to maximize impact.

3. Advancing Trust-Based Relationships and Inclusive Strategies

Reciprocal relationships guide Truth and Reconciliation and Inclusion, Diversity, Equity, and Access strategies that advance SaskCulture's work.



Photo by Kevin Hogarth

Actions & Initiatives

- Support organizations exploring partnerships, alliances, and structural change.
- Support shared services and resource sharing models across organizations.
- Coordinate with other funders to align funding approaches.
- Establish clear processes to guide strategic investment decisions.
- Design strategic funding allocations aligned with shared priorities and measurable outcomes.



Photo by Kevin Hogarth



Photo by FSI Studio

- Support ongoing staff learning to build meaningful relationships with equity-denied communities.
- Embed Inclusivity, Diversity, Equity and Accessibility principles into recruitment, onboarding and performance management practices.
- Strengthen relationships with equity-denied communities such as Indigenous, 2SLGBTQ+ and disability-led groups, newcomer and ethnocultural groups through intentional engagement and collaboration.
- Establish advisory groups to inform inclusive policies, programs and funding approaches.
- Explore new strategic partnerships to advance strategic priorities.

Supporting Documents

Community Consultation Reports with Cultural and Community Organizations

[View](#)

Annual General Meeting Consultation Feedback Report

[View](#)

Community Consultation Report with 2SLGBTQ+ and People with Disabilities and Eligible Cultural Organizations

[View](#)

Guiding Change, Together

With a new Strategic Plan and the ongoing Funding Program Renewal process, it is natural to have questions about what this means for cultural organizations and the important work they do in the community.

Change can bring uncertainty. SaskCulture wants to be clear: we are here to support culture in Saskatchewan. The changes outlined in this plan are not about adding burden. They are about responding thoughtfully to what we have heard and making sure our programs remain fair, relevant, and sustainable.

As programs evolve, SaskCulture is committed to thoughtful and steady implementation. Changes will not happen without communication. Information will be shared early and clearly, with opportunities for dialogue, questions, and feedback.

Funding realities, including the volatility of revenue earned through the Sask Lotteries Trust Fund for Sport, Culture and Recreation, require careful stewardship and responsible planning. SaskCulture remains committed to managing these resources thoughtfully and aligning support to strengthen and sustain Saskatchewan's cultural sector over the long term.

Most importantly, this is shared work. SaskCulture's role is to manage funds and resources responsibly and to support a strong, inclusive cultural sector. That commitment does not change.

There may be shifts ahead, but the cultural community will not navigate them alone. SaskCulture will help guide this period of change while continuing to build a resilient, inclusive, and vibrant cultural ecosystem for the years ahead.



Photo by Hannah Williams



Financial Stewardship

For decades, SaskCulture has managed funds of the Culture Section of the Sask Lotteries Trust Fund. Since the Trust was established, lottery revenues have provided meaningful support for arts and culture initiatives and activities across Saskatchewan.

Over the years, lottery revenues have generally provided a level of stability. However, there have been periods when revenues were not steady. These moments remind us that funding tied to lottery participation can change, and that careful planning is essential.

Stewardship means preparing for uncertainty, including anticipating reductions in funds available through the Trust, with transparency and care. It requires reviewing programs thoughtfully, aligning investments with our Strategic Plan, and prioritizing long-term sustainability.

Our financial perspective serves as a guidepost, helping ensure that decisions are responsible, fair, and grounded in community need. While adjustments may be necessary at times, the goal remains consistent: to sustain a strong and inclusive cultural sector across Saskatchewan.

Purchasing a ticket through Sask Lotteries directly supports this work. Every ticket purchased contributes to arts, heritage, and multicultural programming in communities throughout the province. We encourage organizations to promote Sask Lotteries in their communications, events, and public materials, helping raise awareness of how lottery participation supports arts and culture in Saskatchewan.

Learn more about promotional tools and resources available through the [Sask Lotteries website](#).

Sask Culture

404 – 2125 11TH AVENUE, REGINA, SK S4P 3X3 | WWW.SASKCULTURE.CA



@SASKCULTURE



FUNDED BY
 SASK LOTTERIES

Photo courtesy of Culture Days Yorkton