



CULTURE BUILDS COMMUNITY

SaskCulture Cultural Policy

August 2015

2007 Updated as result of Board changes to E-5 and GP-18
2008 Minor spelling and date corrections only
2010 Updated as result of Constitutional changes, Board policy changes and new lottery agreement
2011 Updated as result of Board changes to E-3 and the definition of Cultural Industries
2014 Updated as result of Constitutional changes, Board policy changes and new lottery agreement
2015 Updated as a result of changes pertaining to SaskCulture's responsibility to the Trust; i.e. changed from 'Trustee' to 'Manager'.
Updated as a result of Eligible Arts Organizations adjudication changed back to SaskCulture from the Saskatchewan Arts Board.

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Section I **Introduction**

The SaskCulture Cultural Policy is a guidepost that informs SaskCulture's decision making process. It includes priorities for programming, advocacy and resource allocation. It enables the organization to speak confidently with a unified voice to both the internal and external environment. Not only does it inform the priorities for the allocation of the resources of SaskCulture itself, but also for the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation.

The original SaskCulture Cultural Policy was established by SaskCulture's predecessor, the Saskatchewan Council of Cultural Organizations (SCCO) and presented to the membership in June of 1996. The purpose of the document was to assist the organization in making decisions about such things as funding, eligibility and advocacy.

Since 1996 SCCO/SaskCulture has used the Cultural Policy to provide clarity on the organization, specifically in the area of funding and membership. It provides information on the cultural framework used by SaskCulture, when talking about the scope of cultural experience in arts, heritage, multiculturalism and cultural industries. It also provides more insight into priority areas, such as increased access and participation for First Nations and Métis peoples, as well as newcomers.

The priorities supported by SaskCulture's Cultural Policy also support the goals and priorities of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation of which SaskCulture manages the Culture Section (*please note: these can be found on pages 13-15*).

Section II **SaskCulture's Vision, Mission, Principles & Values**

Vision

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

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.

Principles and Values

SaskCulture supports engagement in cultural experience.

SaskCulture will value:

- the diversity of the cultural community and its ability to provide a wide range of cultural experiences to the people of Saskatchewan.

SaskCulture will be responsive to Saskatchewan people.

SaskCulture will value:

- accessibility, inclusiveness, equality and democratic processes;
- and respect the diversity of the people of Saskatchewan;

- multiculturalism within the context of the current provincial and federal legislation.

SaskCulture recognizes strength in common purpose.

SaskCulture will:

- be an inclusive and cohesive force for the cultural community, from which the community will draw strength;
- provide leadership by which the community can collectively advocate for culture;
- value co-operation and partnerships between cultural organizations, as well as between cultural organizations and the public and private sectors;
- value the involvement and contributions of volunteers and cultural workers;
- value a collective effort in encouraging a healthy resource base for cultural activity.

SaskCulture provides equitable and fair access to resources which enable cultural programs and services.

SaskCulture will value:

- Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation as a unique and significant source of revenue for cultural activity;
- SaskCulture's position as a partner in the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation;
- transparent and accountable funding adjudication mechanisms;
- effectiveness and efficiency in programs and services both within organizations and across the cultural community;
- cultural organizations with a unique mandate.

Section III Results of SaskCulture's Work (Ends)

In its work toward a culturally vibrant Saskatchewan SaskCulture has chosen to direct its resources toward:

1. A strong, thriving, cohesive cultural community that supports:

- a. Resources for culture that include:
 - Fair and equitable fund distribution,
 - Financial support for cultural activity,
 - Developmental support for cultural activity, and
 - Effective use of cultural resources.
- b. A strong common voice developed through:
 - Consultation with:
 - Membership
 - Broad cultural community
 - Other agencies
 - An environment of dialogue
 - Networking opportunities

- c. Strong cultural organizations that demonstrate evidence of:
 - Cultural impact
 - Participation through access and service
 - Organizational effectiveness

- d. Appropriate human resources that:
 - Value and respect the contributions of cultural workers, paid and unpaid
 - Provide access to training opportunities for cultural workers, paid and unpaid
 - Provide meaningful and sustainable employment in culture in Saskatchewan
 - Develop and encourage leadership skills for cultural workers, paid and unpaid

2. The people of Saskatchewan value and support culture. This includes:

- a. The promotion of culture as a dynamic force in the lives of the people of Saskatchewan so that:
 - People are aware of cultural activities,
 - People are aware they are engaged in cultural experience,
 - People have confidence and capacity to participate/contribute in a meaningful way,
 - People understand and appreciate the diversity of Saskatchewan's culture
 - People understand how we use the culture of the past in the present and future
 - People are informed about the cultural world, and
 - People recognize and value the role of culture in building community

- b. Advocating to government so that policies at all levels of government value and support culture resulting in:
 - Governments appreciating the role culture plays in people's lives
 - Governments appreciating the economic and social benefits of culture

- c. Diverse sectors benefiting from links with culture

3. People's lives are strengthened and enriched through participation in diverse cultural activities. This means:

- a. People have the opportunity to experience, learn, understand, as well as gain respect for, traditional and contemporary cultural activities, including:
 - One's own cultural heritage;
 - Other peoples' cultural heritage; and
 - The heritage of Saskatchewan and the province's shared sense of place.

- b. People have the opportunity to create, present and/or share traditional and contemporary cultural expressions, experiences and/or activities, including:
 - One's personal cultural expressions, experiences and/or activities;
 - New and emerging cultural expressions, experiences and or activities; and
 - Cross-cultural expressions, experience and/or activities.

- c. Cultural activities and experiences are inclusive:
 - People have an opportunity to be involved in supporting a diversity of cultural activity through:
 - Leadership roles;
 - Decision-making opportunities; and
 - Capacity-building roles.
 - Specifically, participation opportunities are increased for:
 - First Nations and Métis peoples;
 - People who live in rural areas;
 - Northern people;
 - Young people; and
 - Newcomers.

Section IV SaskCulture's Governance

Board

The Board shall consist of a maximum of ten (10) Directors and a minimum of six (6). The Board shall be comprised of up to eight (8) elected directors, an elected President, and a Past President.

In an effort to achieve a qualified Board that is reflective of the entire cultural community, the aim of the organization will be to have eight (8) elected directors in place as follows:

- i) one with a demonstrated knowledge of the arts;
- ii) one with a demonstrated knowledge of cultural industries;
- iii) one with First Nations ancestry and a demonstrated knowledge of First Nations culture;
- iv) one with a demonstrated knowledge of heritage;
- v) one with Métis ancestry and a demonstrated knowledge of Métis culture;
- vi) one with a demonstrated knowledge of multiculturalism;
- vii) two from the membership at large.

*Note: the Board composition was changed at the 2014 AGM by way of a bylaw change. A transitional bylaw will be in place until the composition of the Board is fully implemented over the course of two years.

The work of SaskCulture at the Board level is based on a Policy Governance model. This model of governance works well for an organization of organizations, like SaskCulture. Each SaskCulture Board member brings expertise in governance, knowledge of one or more cultural disciplines, a willingness to grasp a broad perspective on culture plus a willingness to work as part of a team.

The job of the Board is to represent the ownership in determining and demanding appropriate organizational performance. Accordingly, the Board will concentrate its efforts on the following:

The link between the organization and the ownership.

1. Written governing policies which, at the broadest levels, address:

- 1.1. *Ends*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which needs, at what cost).
- 1.2. *Executive Limitations*: Constraints on executive authority which establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
- 1.3. *Governance Process*: Specification of how the Board conceives, carries out and monitors its own task.
- 1.4. *Board-CEO Relationship*: How power is delegated and its proper use monitored; the CEO role, authority, and accountability.

2. Assurance of CEO performance.

Section V How SaskCulture Defines Culture

Culture Defined

Culture is a dynamic system of acquired elements, with values, assumptions, conventions, beliefs and rules through which members of a group relate to each other and the world.

As a dynamic system, culture is evolutionary, supporting existing cultural values while challenging them. It defines who we are as a people; keeping alive our past, reflecting our values, articulating our dreams, and fostering pride in who we are. It proclaims our existence and identity to the world.

Cultural Activity Defined

Cultural activity mirrors a culture: it is how a culture perceives and expresses itself, and is perceived, as expressed, by others. It can be defined as the symbolic forms and the everyday practices through which people express and experience meaning.

Culture in Saskatchewan

Saskatchewan has many forms of cultural expression. Overall, there is a level of shared experience that defines a Saskatchewan culture, rooted in our shared sense of place. It includes our languages, our heritage, our stories, our traditions, our rituals, our spirituality, our inventions, our products and our expression. The people of Saskatchewan experience and reflect their culture daily, through a variety of cultural activities, such as creation, preservation, research, presentation, appreciation, participation, education, professional development and training.

Cultural activity manifests itself in the actions of one individual; or of individuals who associate with each other to further the course of one or more aspects of culture, their personal development, or to promote understanding between cultures.

SaskCulture

SaskCulture is comprised of community-based organizations and individuals who have joined together voluntarily to further the course of culture. The membership, inclusive of both vocational and avocational cultural activity, fosters cultural experience that strives to be the best that it can be. SaskCulture is guided by the principles; strength in common purpose; being representative of, and responsive to Saskatchewan people; engagement in cultural experience; and access to enabling resources which are equitable and fair for all cultural program and service providers.

Arts

Art is the expression of inspiration and imagination, from individual to collective, from grassroots to professional, and institutional. Art reflects our culture, embraces our past, provides a window to our future to examine ourselves and our experiences, and transmits humanity's knowledge of the world.

Within the scope of SaskCulture, the arts:

- Engage people as audience, creators or interpreters through access and education; and
- Foster traditional to emerging art forms.

Heritage

Heritage is what we have received from the past. It shapes our present identity and provides insight for our future.

Within the scope of SaskCulture, heritage includes a range of activities in the areas of stewardship, preservation, research, education and engagement. Within this context these activities must exhibit sensitivity to:

- the indigenous natural environment;
- the impact of the interaction between human activity and natural environments; and
- differing perspectives regarding objects, ideas, places and traditions.

Multiculturalism

Multiculturalism represents the openness to experiencing and celebrating cultural differences within the Canadian context.* It is inclusive of all peoples and respectful of the rights of individuals and groups to maintain and practice their cultural heritage, distinctiveness, growth and evolution. Multiculturalism recognizes the richness and strength of ethnocultural diversity. It builds community by encouraging people to share, learn, appreciate, respect and accept.

SaskCulture will support the fundamental principles of multiculturalism: cultural identity, interculturalism and social justice that are found in federal and provincial multicultural legislation.

** In accordance with the Canadian Charter of Rights and Freedoms as well as federal and provincial multicultural legislation.*

Cultural Industries

Cultural Industries constitutes the economy of the cultural sector, defined by a final product for consumption, derived from the creative sectors (consisting of individual creatives and/or organizational creatives), which is either non-reproducible and aimed at being consumed on the spot (a concert, art

fair, exhibition) or aimed at reproduction, dissemination or export (book, film, sound recording, artwork), whether en masse or to a targeted niche to achieve a value for a shared product or experience that results in, or involves, a financial or business transaction.

Section VI Membership in SaskCulture

SaskCulture is comprised of community based organizations and individuals who have joined together voluntarily to further the course of culture.

Membership shall be open to all partnerships, corporations, cooperatives, unions, professional associations, organizations and individuals that support the principles and values of SaskCulture Inc.

I. Voting Membership

Voting membership is open to:

1. Organizations:
 - 1.1 that offer provincial program delivery;
 - 1.2 that meet the performance criteria of SaskCulture's Cultural Policy as amended from time to time; and
 - 1.3 shall be one of the following:
 - 1.3.1 non-profit corporations or co-operatives that have primarily cultural objectives;
 - 1.3.2 unions and professional associations that have primarily cultural objectives;
 - 1.3.3 boards, agencies or corporations, with primarily cultural objectives, that exist by specific legislation and are arms-length from government.
2. Districts for Sport, Culture and Recreation:
 - 2.1. that are non-profit organizations recognized by the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation; and
 - 2.2. that facilitate the delivery of cultural activities, as well as sport and recreation, in communities throughout Saskatchewan.
3. Applicants for voting membership must endorse SaskCulture Inc.'s Principles and Values.
4. Applicants for voting membership must provide the following documents along with their payment and application form:
 - 4.1 Constitution or Act of Legislation or other documentation that explains the organization's mandate;
 - 4.2 Membership list or constituency that organization serves; and
 - 4.3 List of programs/services and their location.
5. Applicants for voting membership must demonstrate that the organization:
 - 5.1 Has an established presence throughout the province or is a District for Sport, Culture and Recreation;
 - 5.2 Has a unique cultural mandate and contributes to the course of Saskatchewan's culture as a whole;
 - 5.3 Has programs reflective of that unique mandate;

- 5.4 Adds value to the cultural experience – that it is not a consumer, but rather a producer of culture;
 - 5.5 Has an effective communication network;
 - 5.6 Provides programs/services to people who experience barriers to participating in cultural activity; and
 - 5.7 Has a commitment to volunteer and/or community involvement.
6. Only Voting Members who have paid the applicable annual membership fee for that year shall be entitled to vote at all meetings of the Members.

II. Non-Voting Membership

Non-voting membership is open to:

- 7. Organizations or corporations:
 - 7.1. that have primarily cultural objectives; and/or
 - 7.2. that contribute to the course of Saskatchewan’s culture; and
 - 7.3. that have a commitment to the development and involvement of volunteers and/or communities.
- 8. Individuals that endorse the principles and values of SaskCulture.
- 9. Organizational and individual applicants for non-voting membership must endorse SaskCulture Inc.’s Principles and Values.
- 10. Organizational applicants for non-voting membership must provide the following documents along with their payment and application form:
 - 10.1 Constitution, Act of Legislation or other documentation that explains the organization’s mandate;
 - 10.2 Membership list or constituency that organization serves; and
 - 10.3 List of programs/services and their locations.
- 11. Organizational applicants for non-voting membership must demonstrate that the organization:
 - 11.1 Has primarily cultural objectives and/or contributes to the course of Saskatchewan’s culture; and
 - 11.2 Has a commitment to volunteer and/or community involvement.

III. Honourary Lifetime Members

- 12. The Board of Directors may confer Honourary Lifetime Membership upon individuals who have had a significant impact on the work of SaskCulture. Honourary Lifetime Members shall be non-voting and exempt from the payment of membership fees.

Approval of Membership

- 13. The Board shall approve membership, excluding Honourary Lifetime Members, via the Consent Agenda, after receiving from the CEO assurance that the applicant meets the criteria in this policy.

Membership fees in SaskCulture are as follows:

Voting membership:	\$150
Non-voting organizational membership:	\$75
Non-voting individual membership:	\$15

Section VII Role of Communities of Interest

When SaskCulture was created and the constitutional framework was put in place for determining a qualified board, SaskCulture was seen as a cultural congress where the entire cultural community could come together. This did not mean that the entire community should take out direct membership in SaskCulture but that the organization would find ways of working with the entire community. Hence came the idea of establishing Community of Interest dialogue mechanisms for the purpose of assisting SaskCulture in being fully representative of, and informed by the cultural community as a whole.

SaskCulture's constitution currently identifies 6 Communities of Interest (COIs) for the purpose of achieving a qualified Board of Directors. These are arts, heritage, cultural industries, multiculturalism, First Nations and Métis.

Looking beyond Communities of Interest as a means of achieving a qualified board, the Board of Directors has determined it will work to strengthen the cultural network of Saskatchewan by **enabling and encouraging dialogue** through Community of Interest mechanisms that come together to **facilitate dialogue** within a Community of Interest, between SaskCulture and a Community of Interest, and between different Communities of Interest. The dialogue based Communities of Interest mechanisms may, or may not; follow the model defined in the constitution.

The Board has formulated the following policy to articulate the role for Communities of Interest:

The Board of Directors of SaskCulture Inc. will work to strengthen the cultural community of Saskatchewan by enabling and encouraging dialogue based Communities of Interest mechanisms for the purpose of assisting SaskCulture in achieving its Ends. Each Community of Interest (COI) mechanism will facilitate dialogue within that Community of Interest, between SaskCulture and the Community of Interest, and between the different Communities of Interest.

1. In keeping with the constitutional framework of SaskCulture the Board recognizes that the Communities of Interest presently identified in the constitution may not always be limited to arts, cultural industries, heritage, multiculturalism, First Nations and Métis.
2. Within the six Communities of Interest currently listed in the SaskCulture constitution the Board of SaskCulture recognizes that:
 - 2.1 The four Communities of Interest comprising the arts, cultural industries, heritage, and multiculturalism are based on a type of programming that occurs within organizations from each respective community, and
 - 2.2 The remaining two Communities of Interest which are comprised of First Nations and Métis are demographically based and identified in the constitution because they are not well represented within the membership.

3. The Board also recognizes that Community of Interest mechanisms that are not defined in the constitution may be formed to enable it to achieve its Ends.
4. Given the uniqueness of each Community of Interest SaskCulture works with each of them in a unique way. In developing those working relationships SaskCulture will adhere to the following principles:
 - 4.1. COIs are to be inclusive of more than the membership of SaskCulture by including non-members that are part of that sub-sector as well as members;
 - 4.2. COIs may recommend members to the SaskCulture Nominations committee;
 - 4.3. COIs may work with SaskCulture to ensure there is COI specific criteria in place for SaskCulture Board nominations;
 - 4.4. COIs are advisory mechanisms that provide advice to SaskCulture on key policy, program and advocacy issues. Their advice can be requested by SaskCulture or brought forward by the community;
 - 4.5. Each COI will have a mechanism that is able to provide SaskCulture with a perspective from that Community of Interest;
 - 4.6. SaskCulture members are welcome to participate in one or more COIs, but are not obligated to participate in any of them;
 - 4.7. SaskCulture provides financial support to the work of each COI; and
 - 4.8. Each COI will have opportunities for input into SaskCulture's Ends, strategic planning and evaluation.
5. The direct accountability to SaskCulture is through the CEO, or designated staff member, rather than the Board. Board liaisons to these committees or organizations are there to bring a SaskCulture perspective to the COI discussions and to bring the COI's perspective to their work as a Board member. From time to time, Board members may sit on a mechanism, at the discretion of the CEO. Their role is not to represent the organization to the COI or to report to the Board as a representative of the COI.

Section VIII SaskCulture's Management Role for the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation

The Saskatchewan Lotteries Trust Fund is a partnership of SaskCulture Inc., Sask Sport Inc. and Saskatchewan Parks and Recreation Association (SPRA). Through a licence agreement with the provincial government, these partners administer funds generated from lottery ticket sales to support volunteer-driven sport, culture and recreation organizations and activities throughout the province. Over 12,000 volunteer groups benefit from this system.

The Trust partners share responsibility in the overall governance of the Trust and jointly deliver programs to support all three areas of sport, culture and recreation, including the Community Grant Program, which allocates over \$3.9 million to communities throughout Saskatchewan. SaskCulture

manages the Culture Section of the Trust, which supports numerous cultural organizations and community support services, as well as SaskCulture itself.

Saskatchewan Lotteries Trust Fund Strategic Public Priorities 2014-2019 as per the Lottery Agreement

In addition to continued core programs that support the province-wide delivery network for sport, culture and recreation, the Globals, either collectively or, where applicable, through their respective section of the Trust, will focus on the further development of the following strategic public priorities and key actions of mutual interest to the Globals and the Ministry.

It is recognized that effective strategies to address these priority areas are long-term in nature and require sustained programs and investment. It is also recognized that the key actions and strategies undertaken to address the priorities may evolve over the term of this agreement in response to changing needs.

- a) Engaging diverse populations in community-based activities such as:
 - Providing leadership, development and participation opportunities for First Nations and Métis people in sport, culture and recreation.
 - Engaging new Canadians in sport, culture and recreation.
 - Implementing a multiculturalism strategy to address the changing demographics of Saskatchewan.
 - Providing participation opportunities for people with disabilities.

- b) Contributing to quality programs and safe, well run facilities such as:
 - Encouraging proper planning, operation and maintenance of quality sport, culture and recreation facilities and environments.
 - Development and maintenance of a Saskatchewan Recreation Facility Inventory.
 - Partnerships and training to promote safety, anti-harassment and anti-bullying across the sport, culture and recreation delivery network.
 - Alignment of sport section programs to the Canada Sport Policy.
 - Assist the Ministry to implement the province's Cultural Policy *Pride of Saskatchewan*.
 - Work with the Ministry on the development of a *Provincial Recreation Strategy*.
 - Collaborate with the Ministry on research projects to inform strategic priority initiatives.

- c) Supporting the organizational capacity of the sport, culture and recreation sector such as:
 - Supporting the leadership and human resource capacity of organizations within the sport, culture and recreation sectors.
 - Ensuring a high level of collaboration, co-ordination, and communication across the sport, culture and recreation delivery network.
 - Sustaining a culture of continuous improvement to assure the effective and efficient delivery of programs and services to the public.
 - Strategies to revitalize the volunteer network for sport, culture and recreation and engage youth in leadership and decision-making.

- d) Addressing barriers to participation such as:
 - Affordability and accessibility of sport, culture and recreation opportunities.

- Expanding programs that are targeted to children and youth from economically disadvantaged families.
 - Integrated approaches in partnership with human services agencies to improve outcomes for children and youth.
- e) Fostering pride through excellence in sport, culture and recreation such as:
- Increasing the number of athletes, coaches and officials involved with national and international levels of high performance sport.
 - Volunteer training and recognition.
 - Promoting the value of sport, culture and recreation to the people of Saskatchewan.
- f) Encouraging healthy active lifestyles, such as:
- Encouraging Saskatchewan residents to be physically active and engaged through sport, culture and recreation.
 - Participating in the development and promotion of a provincial strategy to encourage healthy lifestyles.
 - Expansion of programs that promote healthy, active lifestyles for children and youth.
- g) Promoting community capacity and leadership engagement, such as:
- Promoting the value of sport, culture and recreation to the people of Saskatchewan.
 - Assisting municipalities and citizens in their local communities to maximize the social, economic and cultural benefits of sport, culture and recreation through municipal engagement and planning.
 - Working with communities to address infrastructure concerns, in partnership with the Ministry of PCS.
 - Leadership training programs for volunteers and youth that increase the local capacity to plan and deliver quality sport, culture and recreation programs and services.
 - Enhanced capacity to assist communities to host multi-sport games.

Funds from the Culture Section of the Trust are allocated in blocks as follows:

1. Eligible Organizations Block

- 1.1 Organizations that are on the Minister's eligibility list are eligible to apply to SaskCulture for annual global funding (AGF) or a yearly (special) operating grant.
- 1.2 Some funds may be allocated to the block to address member funding initiatives.

2. Program Initiatives

This block of funding supports programs which are delivered in-house by SaskCulture and through the partnership agreement with the Saskatchewan Arts Board.

- 2.1 The Saskatchewan Arts Board delivers the following programs:
Gallery Grant Program, Festivals Grant Program (SaskFestivals), Media Arts Grant, Artists in Schools, and Artists in Community Grant.

- 2.2 SaskCulture delivers the following programs within this block of funding: Multicultural Initiatives Fund, Museum Grant Program, Métis Cultural Development Fund, Community Cultural Engagement and Planning Grant, Culture Days Grant, and Aboriginal Arts & Culture Leadership Grant. SaskCulture also provides an annual program grant to Creative Kids Canada Inc.

These funds support identified gaps in the lottery support for culture. If other gaps are identified, if the section has sufficient funds to address them, and if SaskCulture is identified as the best delivery mechanism, they could be added to the block.

3. *SaskCulture Block*

- 3.1 The funds in this block ensure support to SaskCulture through an annual operating grant, Creative Kids operations, Culture Days delivery, as well as Global Functions and Communities of Interest support.

4. *Tripartite Block*

- 4.1 Support to this block is determined in consultation with SaskCulture Inc.'s global partners, Sask Sport Inc. and SPRA.

Section IX Cultural Policy Performance Criteria

SaskCulture's Cultural Policy is the guiding framework for the organization's work. Within the context of the Policy, SaskCulture has established a set of performance criteria by which its work is measured. These performance criteria not only impact SaskCulture's work but also the work of all activity supported by the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. For example, these criteria form the basis of the assessment tool for provincial cultural organizations eligible to receive annual global funding.

There are three main performance criteria that support the Cultural Policy:

- Cultural Impact;
- Participation Through Access and Service; and
- Organizational Effectiveness.

1. Cultural Impact

1.1 Unique and relevant contribution to culture

- The organization has a unique cultural mandate and makes a unique contribution to the whole of Saskatchewan culture.
- The organization works with other organizations within the cultural sector and in complementary sectors to further cultural development.
- The organization has a focus on the future and actively works to keep relevant to the people of Saskatchewan.

1.2 Development of Culture in Saskatchewan

- The organization works to facilitate and expand meaningful cultural experiences and the development of cultural products.
- The organization contributes to the continuum of cultural development in Saskatchewan through the development of cultural activities and practitioners, avocational and vocational.

1.3 Increased recognition of the value of culture

- The organization generates and builds on the demand for cultural experiences by contributing to the development of enthusiastic and knowledgeable participants and audiences.
- The organization works to expand support for culture through advancing understanding and appreciation of culture.

1.4 Recognition of Diversity

- The organization is inclusive of, and represents the diversity of, Saskatchewan people.
- The organization contributes to the diversity of Saskatchewan cultural perspectives, knowledge, practices and products.

2. Participation through Access and Service

The organization engages in cultural activities, vocational and/or avocational, which generate and enable participation by Saskatchewan citizens in beneficial cultural activity through access and service. The organization actively strives to provide support to those who experience barriers to access and participation in cultural activities.

2.1 Participation

- The organization offers and/or enables participatory cultural experiences that are relevant and of quality. The participation in cultural activity fosters ownership, commitment, personal growth and an enhanced sense of community in individuals.

2.2 Access

- The organization provides and or encourages many avenues of cultural access to the people of Saskatchewan, regardless of age, gender, physical or mental ability, race or ethnic background, geographic location, socio-economic status or skill level.

2.3 Service

- The organization provides service to their members in terms of representation, advocacy, resources, professional development, and training. This service encourages cultural workers to associate with each other to further the development of their discipline or their personal development within that discipline.

3. Organizational Effectiveness

The organization has a clear sense of its mandate and its contribution to the cultural community as a whole. The organization demonstrates commitment to organizational effectiveness through leadership, effective governance and organizational efficiency as well as volunteer and community involvement.

3.1 Leadership

- The organization demonstrates the development and nurturing of appropriate leadership models.

3.2 Effective Governance

- The organization assures the development and implementation of internal structures, policies and procedures which best achieve the mandate of the organization.

3.3 Organizational Efficiency

- The organization achieves results through effective planning and evaluation processes, and the efficient use of resources.

3.4 Volunteer and Community Involvement

- The organization demonstrates commitment to volunteer and community involvement.