



CULTURE BUILDS COMMUNITY

# **SaskCulture Cultural Policy**

## **June 2020**

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

2019 Updated as a result of Constitutional changes (June 2019) and a new five-year lottery agreement (April 1, 2019-March 31, 2024)

2020 Updated as a result of Board's changes to Ends (March 2020) and branding changes to Sask Lotteries

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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 Sask 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 Sask 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 people in Saskatchewan, individually and collectively, celebrate, value and support participation in and access to cultural experience.

### **Mission**

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

### **Principles and Values**

SaskCulture supports engagement in cultural experience.

#### *SaskCulture values:*

- the diversity of the cultural community and its ability to provide a wide range of cultural experiences to the people in Saskatchewan; and
- Indigenous peoples' cultural revitalization and sustained cultural exchange.

SaskCulture will be responsive to people within Saskatchewan.

#### *SaskCulture values:*

- accessibility, inclusivity, equity, and democratic processes;
- the diversity of the people in Saskatchewan;

- multiculturalism as a means to promote the understanding and creativity that arises from the interaction among, and the evolving expressions of, various cultures;
- supporting Indigenous peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and relationships to the land as an essential part of the reconciliation process; and
- taking constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Indigenous peoples' cultures and languages as part of reconciliation.

SaskCulture recognizes strength in common purpose.

*SaskCulture values:*

- an inclusive and cohesive cultural community, from which communities will draw strength;
- a collective effort to advocate for culture and a healthy resource base for cultural activity;
- co-operation and partnerships between cultural organizations, as well as other sectors;
- the involvement and contributions of volunteers and cultural workers; and
- sharing responsibility for establishing and maintaining mutually respectful relationships as Treaty people.

SaskCulture provides equitable and fair access to resources.

*SaskCulture values:*

- SaskCulture's position as a partner in the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, which provides a unique and significant source of revenue for cultural activity;
- transparent and accountable funding mechanisms;
- effectiveness and efficiency in programs and services both within organizations and across the cultural community;
- the delivery of relevant cultural activity that is based upon cultural impact, accessibility and service; and
- cultural organizations with a unique mandate.

### ***Section III Results of SaskCulture's Work (Ends)***

The Vision of SaskCulture Inc. is...

A culturally vibrant Saskatchewan

In pursuit of its vision, SaskCulture exists so:

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

In an effort to fulfil these two Ends, SaskCulture's strategic plan, for the next five years (April 1, 2020-March 31, 2025), will be based upon the following Sub-Ends (Strategic Directions):

*Sub-End/Strategic Direction A*

SaskCulture's funding model is sustainable and adaptive to changing needs in order to support relevant cultural programming and activities in Saskatchewan; and

*Sub-End/Strategic Direction B*

Cultural programs, activities and experiences are more inclusive, diverse, equitable and accessible.

Furthermore, the work of SaskCulture toward these two Sub-Ends is defined as follows:

- i. Creative Kids is financially sustainable;
- ii. The ongoing transformation of cultural programs, activities and experiences is facilitated by SaskCulture;
- iii. Leadership in the cultural sector reflects diversity, equity and inclusion;
- iv. SaskCulture's network is active in the process of truth and reconciliation; and
- v. Cultural programming, activities and experiences are more available in the North.

## **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 Chair, and a Past Chair.

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.

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 its principles of engagement in cultural experience; being responsive to people

within Saskatchewan; recognizing strength in common purpose; and providing equitable and fair access to resources.

### **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**

As of June 2019 SaskCulture's Constitution underwent a number of changes. One such change was the removal of the term **community of interest (COI)** from the Constitution. Previously the term had been used in reference to determining a qualified board. Although the term COI is no longer in the Constitution it is still in use within a number of SaskCulture's policy documents in reference to Community of Interest dialogue mechanisms for the purpose of informing SaskCulture on various segments of the community.

SaskCulture will continue its 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 particular Community of Interest, between SaskCulture and a particular Community of Interest, and between different Communities of Interest.

The Board's policy for the role of COIs is in the process of being updated so that it is in line with the Constitutional changes as well as how COI's are functioning today and into the future. That work will be complete by spring of 2020. Until that time SaskCulture will continue to work with COI's within the following framework.

1. Communities of Interest are based upon:
  - 1.1. Autonomous organizations that speak for a particular segment of the cultural community from a programming perspective; or
  - 1.2. Autonomous organizations that are demographically based and that are not well represented within the membership.
2. Each Community of Interest is unique and SaskCulture works with each of them in a unique way. In developing those working relationships SaskCulture adheres to the following principles:
  - 2.1. 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 COI;
  - 2.2. COIs must be inclusive of more than the membership of SaskCulture by including non-members that are part of that sub-sector as well as members;
  - 2.3. SaskCulture members are welcome to participate in one or more COIs, but are not obligated to participate in any of them;
  - 2.4. SaskCulture provides some level of financial support to each COI, with the support being negotiated organization to organization annually, or through the eligibility list for the Culture Section of the Trust every three years. Organizations receiving their funding through the Trust will be adjudicated through the regular ECO adjudication process.
  - 2.5. COIs may be asked to recommend members to the SaskCulture Nominations committee;
3. The direct accountability for each COI to SaskCulture is through the CEO, or designated staff member, rather than the Board.

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

The Sask 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.

### **Sask Lotteries Trust Fund Strategic Public Priorities 2019-2024 in the Lottery Agreement (Schedule C)**

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 sections of the Sask Lotteries Trust Fund, will focus on the further development of the following strategic public priorities and key actions of mutual interest to the Globals and the ministry. The Globals and the ministry will work at ways to align this work with provincial policies and strategies with regards to the sport, culture and recreation sector, including: the *Canada Sport Policy*; province's Cultural Policy: *Pride of Saskatchewan, A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada: Let's Get Moving*; endorsed by Federal-Provincial/Territorial Ministers June 2018; *Parks for All: An Action Plan for Canada's Parks Community*, and the *Framework for Recreation in Canada 2015*.

It is recognized that effective strategies to address these priority areas are long-term in nature and require sustained programs and investment. In addition, the priorities may evolve over the term of this Agreement in response to changing needs.

The Strategic Public Priorities are:

- a) Engaging diverse populations and creating inclusive communities, such as:
  - Supporting increased engagement and participation of:
    - First Nations and Metis peoples;
    - Newcomers; and
    - People experiencing disability.
  - Supporting inclusion strategies that recognize the diversity of Saskatchewan's population.
  
- b) Increasing accessibility, such as:
  - Working to address barriers such as affordability of programs and services.
  - Offering programs designed to engage children and youth from economically disadvantaged families.
  - Ensuring the geographic reach of programming to rural, northern and remote communities.

- c) Contributing to quality programs and safe, welcoming and well-run facilities, such as:
  - Encouraging appropriate planning, operation and maintenance to ensure quality facilities and environments.
  - Partnerships and training to promote safety and eliminate harassment, bullying and racism across the delivery network.
  - Supporting training programs that increase the local capacity to plan and deliver quality programs and services.
  - Assisting municipalities and citizens in their local communities to maximize the social, economic and cultural benefits of the sector through municipal engagement and planning.
  
- d) Supporting and promoting capacity and leadership, such as:
  - Providing leadership opportunities for First Nations and Metis people.
  - Revitalizing the volunteer network and engaging youth in leadership and decision-making.
  - Sustaining a culture of continuous improvement to ensure the effective and efficient delivery of programs and services to the public.
  - Providing education On good governance.
  - Supporting the human resource capacity of organizations within the sector.
  - Ensuring a high level of collaboration, co-ordination and communication across the delivery network.
  - Working with communities to address infrastructure concerns.
  - Maintaining capacity to assist communities to host events.
  - Leveraging resources to advance the sector.
  
- e) Recognizing excellence and celebrating achievements, such as;
  - Increasing the number of athletes, coaches and officials involved with national and international levels of high performance sport.
  - Recognizing the work and contributions of volunteers.
  - Promoting the benefits of the sector to the people of Saskatchewan.
  - Promoting and nurturing outstanding achievement in communities across the sector.
  
- f) Encouraging individual wellbeing and active healthy lifestyles, such as;
  - Encouraging Saskatchewan residents to:
    - be physically active and engaged;
    - connect with nature; and
    - participate in creative and mentally-engaging activities.
  - Participating in the development and promotion of provincial strategies to encourage healthy lifestyles.
  - Expanding programs that promote healthy, active lifestyles for children and youth.

**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 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.