

SaskCulture Funding Program Renewal Project Terms of Reference

Introduction

SaskCulture is committed to ensuring that Sask Lotteries proceeds are used to support cultural activity that meets the needs of Saskatchewan's ever-growing diversity of peoples. Through the development of its 2020-2025 strategic plan, SaskCulture's Board of Directors recognized the appropriateness of undertaking a comprehensive program renewal process. Along with ensuring the effectiveness of its existing practices, this review process will place a greater emphasis on the advancement and support of Inclusion, Diversity, Equity and Access (IDEA), in SaskCulture's own programs and services, as well as throughout the cultural ecosystem in the province.

This Project Terms of Reference provides an outline on the background, general objectives and purpose of this Program Renewal Project.

Program Renewal - Why Now?

The Program Renewal Project is being pursued at this point in time due to two specific considerations.

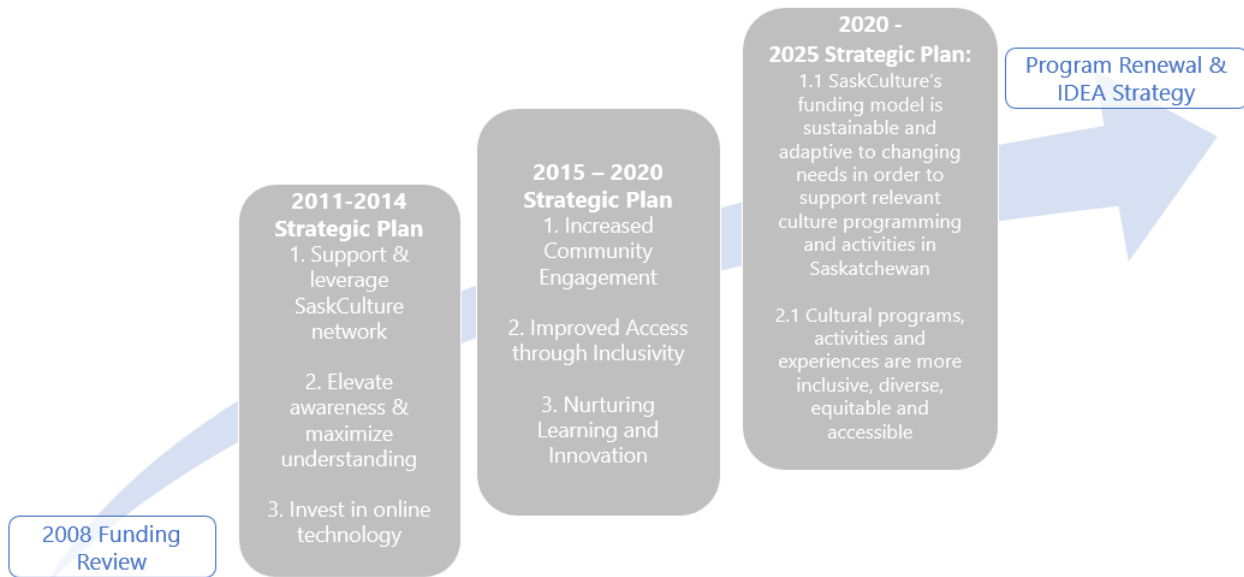
The first is the program review cycle. Over the course of a five-year strategic plan, SaskCulture will direct roughly \$50m in funding support for cultural activities to communities and cultural organizations across the province. This is a significant responsibility and the basis for periodic reviews to ensure SaskCulture's funding model is sustainable, accessible and adaptive to changing needs in order to support relevant cultural programming and activities in Saskatchewan.

Secondly, SaskCulture strives for continuous improvement towards the common goal of building and sustaining a culturally vibrant future in which all people in Saskatchewan, individually and collectively, celebrate, value and support participation in, and access to, cultural experience. In order to achieve this vision, cultural programs, activities and experiences must be more inclusive, diverse, equitable and accessible.

The Inclusion, Diversity, Equity and Access Lens – A Starting Point

Over the course of SaskCulture's previous strategic plans, Multiculturalism, Inclusion and Diversity were crucial elements in the pursuit of our goals. For this program renewal, we are using the lens of Inclusivity, Diversity, Equity and Accessibility (IDEA) to lead us down a path of further understanding of the needs of cultural communities. IDEA intends to uphold the value that multiculturalism is a means to promote understanding and creativity that arises from interaction between, and the evolving expressions of, different cultures. However, SaskCulture recognizes that multiculturalism does not fully address the core work relating to Truth and Reconciliation. SaskCulture requires an intersectional approach that is inclusive of First Nations and Métis peoples, newcomers, people with disabilities, people from the 2SLGBTQIA+ communities, or underserved geographical areas, such as Northern Saskatchewan. This program renewal will also help clarify the need for work in areas such as anti-racism and equity. This was the most significant outcome from the strategic planning work undertaken by the SaskCulture Board in support of SaskCulture's new strategy.

The following exhibit demonstrates this commitment to the advancement of culture in the province, showing key steps in the ongoing work related to both program review and strategy. The most recent comprehensive funding review was completed in 2008. Since that time, specific adjustments and modifications have been driven by previous strategic plans, the Multiculturalism Strategy (2012), and the Diversity and Inclusiveness Strategy (2020). The next phase in this ongoing transition is the use of IDEA as a springboard into further exploration.



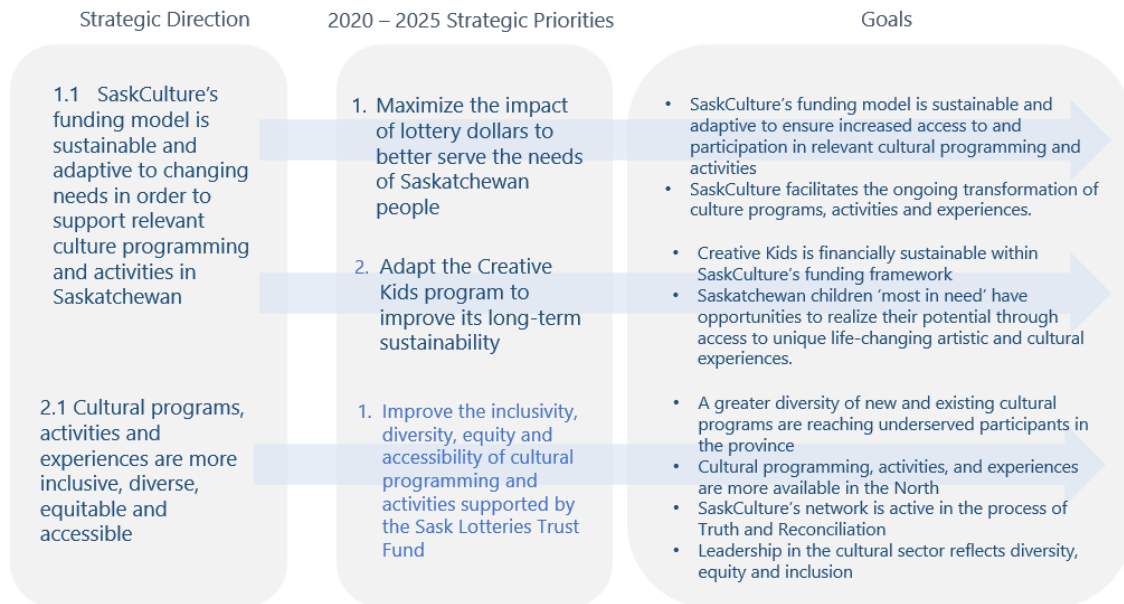
Guiding the Program Renewal Project – The 2020-2025 Strategic Plan

As part of their role, SaskCulture's Board of Directors is responsible for guiding the direction of the organization. The Board does this by setting the Vision, Mission, Principles and Values and by designing relevant and impactful strategic plans.

As part of their commitment to ongoing proactive change, the Board undertook a comprehensive review of SaskCulture's Constitution in 2019. Key revisions were made to the Principles and Values¹, which guide how the vision and mission are to be interpreted.

¹ SaskCulture Inc. Constitution & Bylaws, Proposed Changes
https://www.saskculture.ca/content/generic_atoms/titlefilecaption-files/18-12-17_Constitution_DRAFT_changes.pdf?utm_source=January+16%2C+2019+-+E-Update&utm_campaign=E-Update&utm_medium=email

In addition to the Vision, Mission, Principles and Values, the Board’s leadership encompasses strategic direction, priorities, and ultimately, the related goals. SaskCulture’s new strategy² includes these pieces which provide additional clarity on the Board’s direction related to the Program Renewal.



What are the General Objectives?

The design and implementation will require SaskCulture to establish a range of specific objectives to support each phase and the strategic initiatives that will be undertaken. For the Program Renewal overall, the general objectives are as follows.

1. FUNDING PROGRAMS: to renew SaskCulture’s funding model to ensure sustainability and transformation of relevant cultural programming.
2. IDEA: to support cultural leaders, organizations and communities to develop and deliver inclusive, diverse, equitable and accessible cultural programming.
3. EVALUATION: to develop evaluation mechanisms that measure progress towards the integration of inclusion, diversity, equity and accessibility and to identify existing and emerging needs.
4. CHANGE MANAGEMENT: to improve the responsiveness of SaskCulture and strengthen collective abilities to identify, plan for, and adapt to change.

Guiding the Project – Design and Implementation

The Board has defined the desired future through the 2020 – 2025 strategy and SaskCulture’s staff has been tasked with operationalizing the Board’s direction. SaskCulture recognizes the crucial importance of engaging key stakeholders and cultural communities in this work, including the existing membership as well as reaching beyond to engage with those not currently represented in SaskCulture’s network.

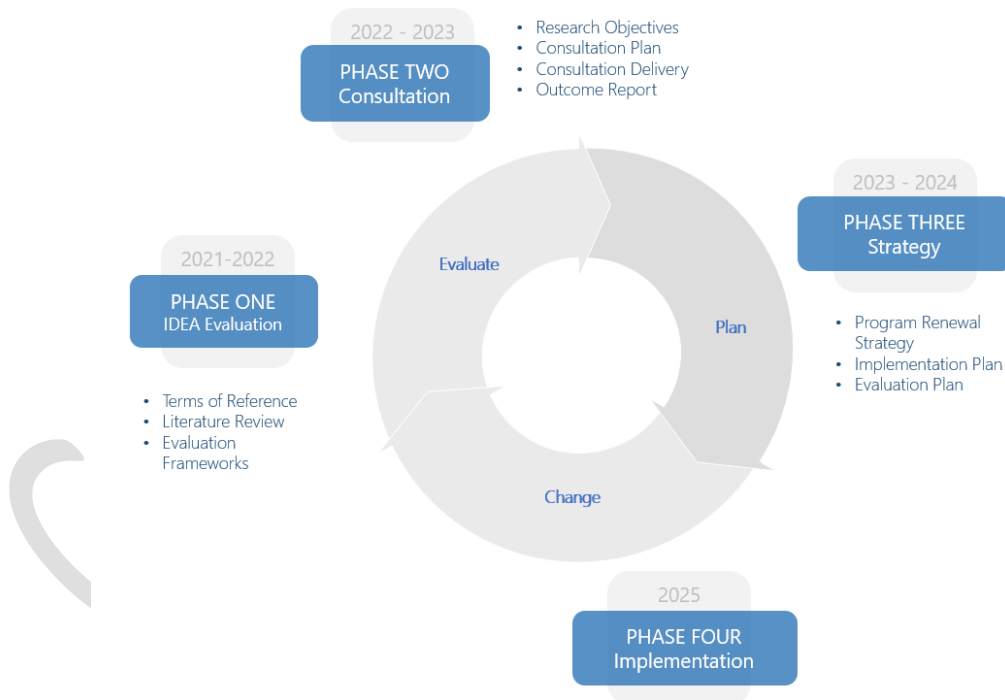
² SaskCulture’s 2020-2025 Strategic Plan <https://www.saskculture.ca/about/our-role/strategic-plan>

The ongoing learnings will drive next steps and the Program Renewal will be adaptive and responsive as information and learnings emerge. For example, the Reconciliation Framework developed in Phase 1 will inform the consultations taking place in Phase 2.

Each phase of the Program Renewal will include a detailed plan that outlines the objectives, timelines, tactics, community engagement, and anticipated deliverables. Further to this, any substantial changes that may result from the Program Renewal will be outlined in a detailed implementation plan, including a change management plan that gives communities adequate time to prepare for future changes.

Program Renewal – Timelines and Approach

SaskCulture is committed to a cycle of continual evolution of its work - evaluate, plan, change. As shown in the following exhibit, the current cycle – the Program Renewal Project – involves three phases to be undertaken over the term of the 2020-2025 strategy. In the most general sense, SaskCulture plans to begin implementing the recommendations in the final year of the 2020-2025 strategy. A general description of the work included in each phase is provided below.



Phase One - Inclusivity, Diversity, Equity and Accessibility Evaluation

This first step towards the broader work of program renewal will include a review of existing literature and development evaluation frameworks related to IDEA. This work will expand the collective knowledge and understanding of IDEA funding frameworks, measurements and evaluations, and will inform the design of the assessment and consultation approaches. In this review, concepts and approaches such as anti-racism, anti-oppression and colonialism will be explored and articulated so that the IDEA objective may evolve through the various phases. The key findings from this work will be compiled in a Research Report.

Phase Two – Consultation

In the second phase of the program renewal, consultations with cultural communities and key stakeholders will be undertaken. This phase will build upon the findings and knowledge related to IDEA established through the work of Phase One, allowing research objectives to be set, assessment frameworks and consultation frameworks to be designed, and ultimately, consultation with cultural communities and key stakeholders to be completed. A comprehensive Outcome Report will be prepared at the end of the phase that will outline the key findings of the consultation.

Phase Three and Four - Program Renewal Strategy and Implementation Plan

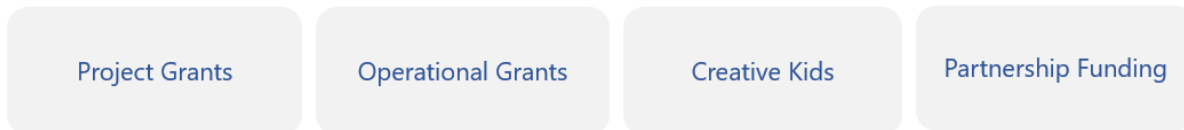
The outcomes from the first two phases will provide the basis for the identification and evaluation of strategic opportunities to be pursued over the next number of years. The strategy will be based upon a final inventory of prioritized opportunities that, through their implementation, will support equity for and inclusion of diverse and underserved cultural groups in SaskCulture's network.

Beyond Phase Four

After implementation in phase four, embedded evaluative measures will provide analytics and feedback to support a continuous review process moving forward to ensure continual growth in IDEA and program sustainability.

What's Will be Included in the Renewal Process?

SaskCulture grants funding to hundreds of non-profit cultural groups and communities throughout the province, all of which is administered through a range of programs. SaskCulture also has partnerships – guided by Memorandums of Understanding - with a mix of cultural organizations. The following exhibit shows the four primary program areas that will be included in the renewal process.



NOTE: SaskCulture’s current programming and related processes will remain in place through the strategic development process.

What is the Plan for Communication?

SaskCulture is committed to ensuring all stakeholders and partners within the cultural network and the broader cultural community are provided with opportunities to further their understanding of IDEA, and to participate in program renewal processes. A rolling communication plan supports the detailed operational and tactical plans involved, as well as the overarching change management process. General communication objectives for the network and community will include:

- Increasing IDEA Awareness – sharing information on IDEA, what it represents, its impact, and change needed within the cultural community.
- Sharing Program Assessment and Consultation Opportunities – sharing progress on SaskCulture’s work to assess current needs and include the wider community in research, dialogue and consultation.
- Provide Timely Outcome Reporting – sharing summaries of the key findings from the respective phases of the strategic planning process and recommendations going forward.

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