



CULTURE BUILDS COMMUNITY

SaskCulture Cultural Policy

March 2010

2007 - Updated as result of Board changes to E-5 and GP-18
2008 - Minor spelling and date corrections only
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Section I Introduction

The SaskCulture Cultural Policy is a guidepost that informs SaskCulture's decisions. It includes priorities for programming, advocacy and resource allocation. It enables the organization to speak confidently with a unified voice to the external and internal 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. A necessary feature of the policy was the creation of criteria to guide the Cultural Advisory Committee (CAC) in its funding adjudication as well as overall Board priorities. The CAC first used the performance criteria from the working draft for its adjudication in June of 1996. That fall the SCCO Board, with feedback from the membership and the CAC, made some adjustments to the working draft and the subsequent document was used until the fall of 1998 when it was revised to reflect SCCO's evolution into SaskCulture Inc.

SaskCulture/SCCO has used the Cultural Policy for fourteen years. During that time it has provided a great deal of clarity to the organization, specifically in the area of funding and membership, but over time gaps and areas that needed clarification became apparent. The most critical gap to be addressed was the scope of SaskCulture's mandate and the creation of cultural impact assessment performance criteria. The current version of the Cultural Policy is a document that more adequately serves today's cultural climate in Saskatchewan. It provides more detail on the cultural framework used by SaskCulture, when talking about the scope of cultural experience in arts, heritage, multiculturalism and cultural industries. As well, it also provides more insight into priority areas, such as increased access and participation for First Nations and Métis peoples.

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 is Trustee of the Culture Section (*please note: these can be found on pages 13 & 14*).

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 representative of, and responsive to Saskatchewan people.

SaskCulture will:

- value accessibility, inclusiveness, equal opportunity and democratic processes;
- value and respect the diversity of the people of Saskatchewan;
- recognize multiculturalism within the context of the ideas, intentions and values expressed within both the current provincial and federal legislation.

SaskCulture recognizes strength in common purpose.

SaskCulture will:

- be a 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, and both the public and private sectors;
- value cultural organizations with a unique mandate;
- value the involvement and contributions of volunteers and cultural workers.

SaskCulture provides access to enabling resources which are equitable and fair for all cultural program and service providers.

SaskCulture will:

- value SaskCulture's position as a partner in the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation;
- value lottery dollars as a significant source of revenue for cultural activity;
- value collective effort in encouraging a healthy resource base for cultural activity;
- encourage transparent and accountable funding adjudication mechanisms;
- value effectiveness and efficiency in programs and services both within organizations and across the cultural community

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; and
 - Young people.

Section IV SaskCulture's Governance

Board

The Board shall consist of a maximum of fourteen (14) Directors and a minimum of eight (8) being six (6) elected directors, an elected President, a Past President. The Board of Directors may include ex-officio non-voting representation from time to time as appropriate.

In an effort to achieve a qualified Board that is representative of the entire cultural community, the aim of the organization will be to have twelve (12) elected directors in place with representation as follows:

- i) two from the arts;
- ii) two from cultural industries;
- iii) one from First Nations;
- iv) two from heritage;
- v) one from the Métis Nation;
- vi) two from multiculturalism; and
- 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:

1. The link between the organization and the ownership.

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

- 2.1. *Ends*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which needs, at what cost).

- 2.2. *Executive Limitations*: Constraints on executive authority which establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
- 2.3. *Governance Process*: Specification of how the Board conceives, carries out and monitors its own task.
- 2.4. *Board-CEO Relationship*: How power is delegated and its proper use monitored; the General Manager role, authority, and accountability.

3. Assurance of General Manager 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” denotes those sectors of the economy in which businesses and individuals earn their income from the development, production and distribution of cultural products to buyers or users. Whether they are one-of-a-kind or produced in multiples, the innovative, creative, knowledge-based and commercial products of cultural industries reflect ideas, attitudes, values and opinions; express creativity; provide entertainment; and offer information and analysis. These products are defined in Saskatchewan as tangible items like books, CD's, film and video, craft and works of art and intellectual properties. The cultural industries create jobs and primary employment, focus on developing product for specific markets, and seek a level of activity that enables the sectors to compete in Canada and abroad.

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. Honourary Lifetime members are appointed by the Board of Directors from time to time. No membership fee is required for Honourary Lifetime members. Honourary Lifetime members shall be non-voting.
13. Honourary Lifetime Membership is open to individuals that:
 - 13.1 Have made an extraordinary contribution to culture in Saskatchewan;
 - 13.2 Have met the majority of the performance criteria of SaskCulture's Cultural Policy as amended from time to time;
 - 13.3 Embody SaskCulture Inc.'s Principles and Values;
 - 13.4 Are not in a conflict of interest with SaskCulture at the time of appointment; and
 - 13.5 Upon completion of the nomination process.

Approval of Membership

14. The Board shall approve membership, excluding Honourary Lifetime Members, via the Consent Agenda, after receiving from the General Manager 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 will recommend members to the SaskCulture Nominations committee;
 - 4.3. COIs will 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 – internal or external – that is recognized as being 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 in the form of an annual budget that is developed by each COI under the guidance of SaskCulture staff within the framework of the Spending Plan framework for that given year; and
 - 4.8. Each COI has opportunities for input into SaskCulture’s Ends, strategic planning and evaluation in the following ways:
 - functional relationship with SaskCulture staff as assigned by GM,
 - board liaison to mechanisms as required – this will be defined in terms of reference for internal mechanisms,
 - attendance of key personnel (volunteer and staff) from each COI at SaskCulture events and sessions,
 - SaskCulture attendance at COI functions – volunteer and staff, and
 - reporting to Board through Management reports and Ends monitoring.
5. Those COIs that are SaskCulture committees – internal or external – are considered staff committees. This means their direct accountability to SaskCulture is through the general manager, or designated staff member, rather than the board. Board liaisons to these committees 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. 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 Trusteeship 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.

Each partner manages their respective section of the Trust. SaskCulture is Trustee for the Culture Section of the Trust, which supports numerous cultural organizations and community support services, as well as SaskCulture itself.

Guiding Principles

SaskCulture provides arms-length adjudication mechanisms for all funding decisions within the Culture Section of the Trust. Decisions are guided by the Saskatchewan Lotteries Trust Fund Licence Agreement (*April 2008 to March 2014*) and SaskCulture's Ends. The Ends are used as the basis of the licence agreement for the Culture Section.

The overarching purpose of the Trust Fund is to effectively and efficiently allocate the Trust Funds to achieve maximum benefits for the beneficiaries and the public. In achieving this, the Trust Fund is administered under the following principles and goals that guide decisions:

- a) Saskatchewan residents enjoy a quality of life through the provision of sport, culture and recreation programs that contribute to a healthy province;
- b) Sport, culture and recreation programs strengthen the economic and social viability of communities in Saskatchewan.
- c) The Trust Fund promotes access, equity and fairness for all including people with disabilities within the sport, culture and recreation sectors;
- d) Volunteer involvement and sector capacity are recognized as a cornerstone for sustainable sport, culture and recreation sectors; and
- e) The Globals are accountable through their fiduciary responsibilities to act in good faith, honesty and in the best interest of Saskatchewan residents and by ensuring sound management, monitoring and reporting on the sport, culture and recreation sectors.

Strategic Public Priorities Applicable to the Culture Section from the Agreement:

The agreement is designed to ensure there are sustainable and sufficient financial resources to meet a wide range of core cultural programming and services which address the current and future needs of citizens in communities throughout the province.

In addition to continuing to support core activities designed to support public interest priorities of the agreement, the Culture Section of the Trust will focus on the further development of the following strategic public priorities:

- a) Increase the participation of Youth and First nations and Métis people in cultural activities and leadership and decision making roles in cultural organizations in Saskatchewan;
- b) Increase municipal/community awareness and engagement to stimulate and strengthen a sense of ownership of culture by citizens in their local communities;
- c) Improve the collaboration, co-ordination and communication among organizations and individuals and the programs and services they provide; and
- d) Assist the Ministry of Tourism, Parks, Culture and Sport to implement the province's Cultural Policy Framework.

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

1. Annual Global Funding (AGF) Block

- 1.1 Organizations that are on the Minister's eligibility list are eligible to apply for annual global funding or a yearly operating grant.

1.2 A portion of the funds from the block will be adjudicated by the Saskatchewan Arts Board (SAB) in accordance with the Partnership Agreement between SaskCulture and the SAB.

1.3 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, Media Arts Grant Fund and Creative Partnerships which include: Explorations, Innovations (Artist In Residence) and ArtsSmarts.

2.2 SaskCulture delivers the following programs within this block of funding: Multicultural Initiatives Fund, Capacity Building Grant, Museum Grant Program, Métis Cultural Development Fund and Aboriginal Arts & Cultural Leadership Program (the latter fund is promoted through the SAB / SaskCulture Creative Partnership Program).

These funds support identified gaps in the lottery support for culture. If other gaps are identified, and 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. Tripartite Block

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

4. SaskCulture Block

4.1 The funds in this block ensure support to SaskCulture through an annual operating grant as well as global functions and communities of interest support.

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.