

SASKCULTURE THREE-YEAR OPERATION PLAN 2009-2011

January 2010

The planning process at SaskCulture Inc. starts with its member-elected, 14-person, volunteer Board of Directors. The Board sets the long-term direction of the organization through its Ends or outcomes. Ends are visionary statements that speak to the desired outcomes as a result of the work and investment of SaskCulture. Presently, SaskCulture's Ends are:

End 1: A strong, thriving, cohesive cultural community.

- An effective cultural network that supports resources for culture;
- A strong common voice;
- A strong cultural organizations; and
- Appropriate human resources.

End 2: People of Saskatchewan value and support culture

- People recognize culture as a dynamic force in their lives;
- Policies at all levels of government value and support culture: and
- Diverse sectors benefit from links with culture.

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

- 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 people's cultural heritage; and the heritage of Saskatchewan and the province's shared sense of place;
- 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, experiences and/or activities; and
- Cultural activities and experiences are inclusive.

To accompany, or create forward movement towards, the Ends, the staff and Board, working together, developed a set of Corporate Priorities and Strategic Outcomes for a three-year period in 2008. Those Corporate Priorities and Strategic Outcomes were specifically designed to incorporate and complete the work resulting from SaskCulture's Funding Review Implementation Strategy (see http://www.saskculture.sk.ca/funding_review/Default.htm) which was finished early in 2008.

The Corporate Priorities and Strategic Outcomes include:

- **Respond to emerging/evolving capacity needs**
 - Cultural Activity is more visible, and its impact is recognized and acknowledged;
 - Increased diversity of programming;
 - Increased flexibility in responding to needs/gaps;
 - Increased support for new organizations and activities; and
 - Cultural workers are supported and valued, and there is an increase in the number of qualified cultural workers, paid and unpaid.
- **Increase First Nations and Métis engagement and participation**
 - Increased partnership activity between First Nations and Métis individuals/organizations and cultural groups;
 - More First Nations and Métis individuals are in leadership roles in cultural organizations; and
 - Increased fluency between First Nations/Métis groups and cultural agencies including Districts.
- **Increase support for cultural activities at the local level**
 - Cultural agencies and Districts are engaged in meaningful partnerships;
 - SaskCulture will have created a strategy for increasing cultural engagement at the community level;
 - Increased municipal cultural planning, municipal cultural bylaws and policies, and number of municipal heritage designations;
 - Culture is identified as one of the four pillars in municipal sustainability plans; and
 - Increased municipal (including RM) spending on cultural initiatives and facilities.
- **Establish a better system for funding arts-related activities**
 - A jointly developed partnership agreement with the Arts Board is in place, including provision for all Arts Board adjudicated funding of lottery dollars;
 - Groups funded through the Arts Board will have maintained a strong relationship with SaskCulture and the cultural network;
 - There is a clear, seamless, central source for information on arts programs and resources through the partnership; and
 - A continuum for the development of arts careers, from amateur to professional, is in place in the educational system.
- **Establish a provincial heritage organization to support heritage advocacy**
 - A heritage organization has been established that has an initial focus on advocacy;
 - Increased cooperation amongst heritage organizations/communities (i.e. services, programs, advocacy, communication); and
 - Heritage projects are recognized as part of cultural industries.
- **Increase understanding of multiculturalism and ethno-culturalism**
 - Criteria for evaluation of applications from ethno-cultural organizations has been implemented to demonstrate the value of the role these organizations play;
 - Multicultural and ethno-cultural organizations are working together to accomplish a shared vision for multiculturalism in Saskatchewan; and
 - Increased funding and support for ethno-cultural activities by arts organizations, heritage organizations and cultural industries.
- **Corporate Services – SaskCulture Operations**
 - SaskCulture will achieve its operational plan (2009-2010) and
 - SaskCulture will have evidence of its organizational effectiveness.

After the Corporate Priorities and Strategic Outcomes were completed, the SaskCulture staff developed a three-year strategic operations plan that was designed to provide the organization with forward movement toward the Ends and Corporate Priorities. Essentially, having the Corporate Priorities was a way of prioritizing the work to be done in achieving movement towards the Ends for the three-year period of 2009-2011. The following chart provides the reader with the Strategic three-year Operations Plan with the work laid out by year. Within each Corporate Priority area, the particular Ends that the work is creating movement forward on is also listed.

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