

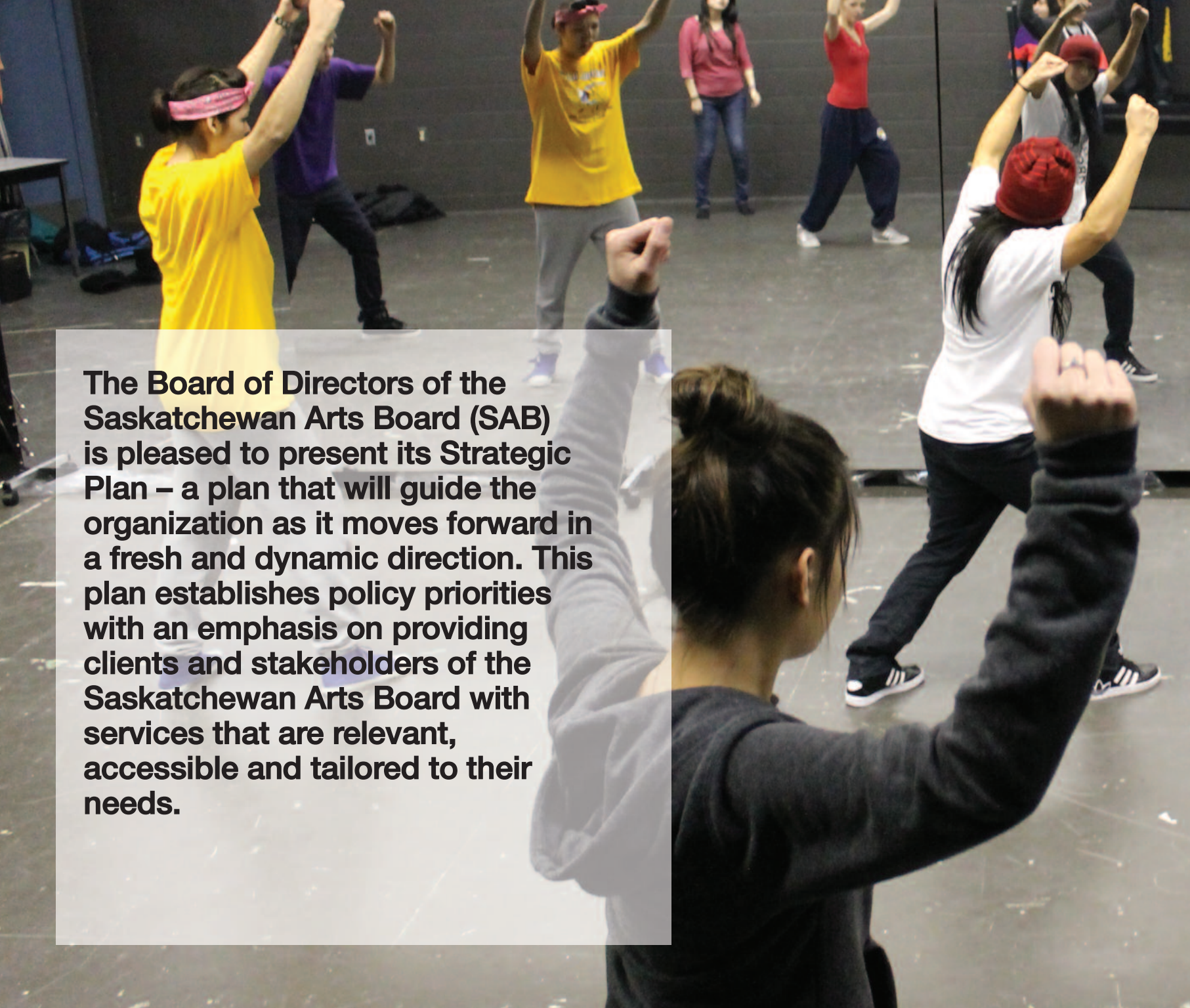
S I N C E 1 9 4 8

Saskatchewan Arts Board

S A S K A T C H E W A N
A R T S B O A R D

Strategic Plan





The Board of Directors of the Saskatchewan Arts Board (SAB) is pleased to present its Strategic Plan – a plan that will guide the organization as it moves forward in a fresh and dynamic direction. This plan establishes policy priorities with an emphasis on providing clients and stakeholders of the Saskatchewan Arts Board with services that are relevant, accessible and tailored to their needs.

vision

A creative society where the arts, artistic expression and innovation play a dynamic role and are accessible to everyone in Saskatchewan.

mission

The Saskatchewan Arts Board recognizes, encourages and supports the arts to enrich community well-being, creativity, diversity and prosperity.

A student dance crew in La Loche works on hip hop choreography with dancer Amanda Murray in an after-school practice session.
Photo courtesy of the artist

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Art enriches the lives of Saskatchewan residents by enhancing quality of life. Diversity of artistic expression contributes to the well-being of the province and is foundational in terms of attracting and retaining labour. A creative society nurtures innovation and imagination – true prairie traits – by exposing our people to new ideas that stimulate positive change.

For more than 65 years the Saskatchewan Arts Board has been a leader and champion of the arts. The SAB helps grow and sustain a thriving and diverse arts community by supporting the work of Saskatchewan artists, funding arts organizations and connecting the public to relevant cultural experiences. Created in 1948, the Saskatchewan Arts Board was the first agency of its kind in North America and was originally modeled after the Arts Council of Great Britain. The SAB is governed by *The Arts Board Act, 1997*, and funded by the Government of Saskatchewan through the Ministry of Parks, Culture and Sport.

The following strategy will help position the Saskatchewan Arts Board for the future and will be monitored closely by its Board of Directors. Progress will be reviewed at each board meeting and long-term goals established as part of an annual review of the plan.

This strategic plan addresses specific themes to focus on in the short term.

Diversity: Economic growth and immigration are among the influences driving change in the province. The SAB is committed to embracing a wider range of cultural perspectives in order to remain relevant and adapt to changing demographics.

Increased capacity: The SAB is seeking innovative and collaborative solutions to increase capacity to support the arts sector. New initiatives and partnerships will be explored to build resilience and sustainability.

Accessibility: The SAB is committed to reviewing, and where needed, transforming its organizational culture, business practices and use of technology to ensure its services remain relevant, user-friendly and adaptable.

Reignwolf (aka Jordan Cook)
Photo: Mat Hayward



Artists have the ability to adapt, change, innovate and lead on a continual basis.¹

consultative process

A communications audit was completed by the consulting firm of Fraser Strategy Inc. under the direction of the SAB Board of Directors. Consultations took place with internal and external SAB stakeholders through:

- One-on-one interviews with SAB management team, remote staff members and clients
- Facilitated sessions with Regina and Saskatoon staff
- Review of previous strategy documentation and work completed by past consultants
- Facilitated sessions with Regina and Saskatoon artists and arts organizations – total of three (3) sessions
- Interviews with members of provincial and national associations
- In-depth facilitations and consultation with the SAB Board of Directors.

This strategic plan incorporates many excellent suggestions from SAB clients and the stakeholders listed above. It is a living document which will serve as the platform for the development of an annual action plan. The intent is to ensure that the Saskatchewan Arts Board is a capable and competent steward of public

funding and support for the arts on behalf of everyone in Saskatchewan.

The Board of Directors spent considerable time determining how the organization fits best and most effectively within the arts ecosystem and how it can collaborate with clients and stakeholders to advance public impact and benefit of the arts for everyone in Saskatchewan. The following illustration depicts the potential for a dynamic relationship among the key stakeholders of the SAB and the general well-being of the people of Saskatchewan.



The Saskatchewan Arts Board is a capable and competent steward of public funding and support for the arts on behalf of everyone in Saskatchewan.

Artists —

Arts Organizations —

Communities —

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values

- Accessibility – We are committed to providing accessible and user-friendly services for our clients.
- Diversity – We are committed to building an organization that reflects the ever-increasing diversity of the people of Saskatchewan and which embraces a broad scope of creativity and artistic expression through the arts.
- Accountability – Our policies and processes are transparent and reflect a commitment to effective stewardship for the public trust we hold.
- Collaboration – We recognize greater outcomes will be achieved through collaboration, partnerships and the engagement of clients, staff and stakeholders.
- Excellence – Our commitment to focusing on our clients and going above and beyond to support excellence in the arts.
- Adaptability – Our ability to think differently, innovate and continuously evolve in order to support our clients and the dynamic role of the arts within a creative society.

Violet Naytowhow
Photo: Roger Khun



The Saskatchewan Arts Board is committed to embracing a wider range of cultural perspectives to remain relevant and adapt to changing demographics.

goal 1

CLIENT-CENTRIC AND RESPONSIVE APPROACH:

To create an effective and efficient cultural organization that is conscious of its responsibility to focus on the client (artists, arts organizations and communities). This will nurture a culture that is motivated by the values of the organization, and willing and able to adapt accordingly to benefit the clients it serves.

- Management to conduct a review process by April 30, 2015, into the SAB's core activities and responsibilities in order to improve service to clients. (Note: existing information and third party exploration of current processes is encouraged.)
- Management to review and report to board of directors the roles and responsibilities of all personnel by April 30, 2015. This report will include special emphasis on the client and will ensure that the organization is set to engage the client in a timely manner.

- Development of improved business process to produce a more efficient and effective engagement with the Arts Board client.
 - Plan with a critical path flowchart to be completed by August 31, 2015
 - Pilot project of improved business process to be tested by August 31, 2015
 - Revisions and finalization of improved Arts Board business process to be implemented by September 15, 2015.
- Develop a continuous improvement model and annual internal auditing method by January 30, 2016, to capture satisfaction levels of internal and external stakeholders of the Arts Board funding mechanism.
 - Research to be independent from the Arts Board
 - Initial audit to be presented to the Board of Directors by August 31, 2016, and annually from that point forward.

Kaitlyn Semple, Dalton Lightfoot, Louisa Ferguson, Kristen Holfeuer and Joel Bernbaum in Sum Theatre's production of *Alice in Wonderland*.
Photo: Matt Ramage



Working in collaboration leads to a rich dialogue yielding unexpected results.²

goal 2

BRAND AWARENESS:

Develop a detailed communications strategy to increase awareness of the Saskatchewan Arts Board and its initiatives within the arts sector and throughout the province.

- A comprehensive social media plan to be developed by June 30, 2015.
 - An organizational social media policy to be presented to the Arts Board's Board of Directors by May 30, 2015, and, once approved, shared with all staff.
- A media engagement plan to be developed by August 31, 2015.
 - Attention shall be given to earned media, event planning and other Arts Board activities warranting exposure at a higher level
 - Board of Directors to develop a "board outreach" program by August 31, 2015 highlighting board activities in conjunction with Arts Board events and activities. This report will outline a more proactive approach to all forms of media, including editorial boards.

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Robert Assie carves a piece of Tyndall stone as part of the Saskatchewan Legislative Building 100th Anniversary Artist Residency. Photos courtesy of Government of Saskatchewan



Artistic creation is the best asset a country has to affirm its identity, its modernity and its sense of innovation; it is also an invaluable asset for facing the digital revolution and the globalization of the economy.³

goal 3

CHAMPION OF THE ARTS:

The SAB will take a leadership role in promoting the importance of the arts to the well-being and prosperity of the province and its residents. Special attention will be given to fostering and enhancing strategic partnerships throughout the province at the board level.

- A board plan focused on key messaging and positioning to be developed by May 30, 2015, with the aim to influence other key organizations.
- An annual internal self-assessment review process of board members and their contributions to the Arts Board to be developed by May 30, 2015.

- A board-driven board development plan to be completed by May 30, 2015. The plan will outline the board's capacity to champion the arts in the provincial community by identifying areas of improvement and/or training such as (but not limited to):
 - Enterprise risk management
 - Financial literacy
 - Succession planning
 - The role of a director
 - Engagement of the community
 - Engagement of other funding organizations
 - Communications.

NOTES
 1 Northwest Territories Arts Council
 2 Alexander Gorlizki
 3 Conseil des arts et des lettres du Québec
 4 Napoleon Hill

Common Weal artist-in-residence Chrystene Ells works with seniors on a memory arts project.
 Photo courtesy of the artist



“You can succeed best and quickest by helping others to succeed”.⁴



Saskatchewan Arts Board

1355 Broad Street
Regina, Saskatchewan S4R 7V1
306.787.4056
800.667.7526
info@artsboard.sk.ca
www.artsboard.sk.ca
f skartsboard
t @saskartsboard