

Saskatchewan Arts Board

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

2016-2019

# Strategic Plan









**The Board of Directors of the Saskatchewan Arts Board (SAB) is pleased to present its Strategic Plan—a plan that capitalizes on the incredible progress that has been made since the approval of our transitional strategic plan in 2015. This plan establishes policy priorities with an emphasis on becoming a champion of the arts in Saskatchewan, providing responsive and responsible service to the artists and enabling opportunities for public engagement with the arts. We are confident that it will guide the organization as it moves forward in a fresh and dynamic direction.**

Joey Tremblay entertains the crowd as part of *The Movable Feast* performance at the 2015 Cathedral Village Arts Festival.  
Photo: Carey Shaw

## Vision

A creative society where the arts and artistic expression 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 artistic prosperity.


## Values

- **Excellence**—We support artists, organizations and communities striving for excellence in the arts.
- **Diversity**—We are committed to supporting artists and arts activities that are reflective of the diversity of Saskatchewan.
- **Adaptability**—We support artists and arts organizations as they pursue new and innovative practices.
- **Accountability**—Our policies and processes are transparent and reflect a commitment to effective stewardship of the public trust we hold.
- **Leadership**—We strive to lead through consultation, collaboration, responsiveness and advocacy.

A camper participates in art time at Lumsden Beach Camp (LBC).  
Photo courtesy of LBC







**87% of Canadians  
believe that government  
support for the arts is  
important.**

Canadian Heritage/Patrimoine canadien,  
*Arts and Heritage in Canada:  
Access and Availability Survey, 2012*

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. A thriving arts sector contributes to all facets of a healthy society, including economics, education, health and social justice.

For almost 70 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 SAB 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.

As the oldest public arts funder in North America, the SAB has a strong reputation nationally, and our programs and services have become models of strong and innovative arts funding. We aim to continue in our role as a leader—working collaboratively and responsively—to support artistic creation in all forms across Saskatchewan.

The following strategy will help position the Arts Board for the future and will be monitored closely by its Board of Directors. The strategic plan addresses our fundamental goals and sets both short- and medium-term objectives towards those goals. Our progress on these objectives will be reviewed at each Board meeting.

### **GOAL 1: CHAMPION OF THE ARTS**

The Arts Board will take a leadership role in fearlessly advocating for Saskatchewan art and artists. We will promote the value of a thriving arts sector and capitalize on all opportunities to grow awareness of who we are and the work we do.

### **GOAL 2: ART- AND ARTIST-CENTRED**

The Arts Board will ensure responsible and responsive delivery of relevant programs and services, building and maintaining transparent and accessible processes.

### **GOAL 3: PUBLIC ENGAGEMENT**

Our work will enrich the quality of life of the peoples of Saskatchewan by supporting access to and increasing appreciation and understanding of the arts in the province.

**Ben Redant, Christo Graham, Fraser Elsdon  
and Devra Straker in the  
Globe Theatre production, *Ring of Fire***  
Photo: Danielle Tocker Photography





**For every 100 direct cultural jobs, 64 indirect jobs are created, making culture one of the top three employment-generating sectors.**

Chambre de commerce du Montréal métropolitain, *Culture in Montréal: Economic Impacts and Private Funding, 2009*





**Arts experiences bring  
people from different  
languages and cultural  
traditions together.**

Canadian Heritage/Patrimoine canadien,  
*Arts and Heritage in Canada:  
Access and Availability Survey, 2012*





# Planning Process

In August 2016, our Board of Directors held a strategic planning retreat that included staff representatives from across SAB's spectrum of programs and services. It relied heavily on information gleaned during public consultations that had occurred over the past year, particularly in reviews of the Saskatchewan Arts Awards, the Professional Arts Organizations Program and the Independent Artists program.

Board Chair Pamela Acton set the tone for the planning retreat. "This year, our Board has agreed to create a three-year strategic plan, allowing our agency to plan for the future, while at the same time identifying strategic measurements and progress as we move through the future together. Strategic planning is the process by which our organization will envision the future of the next three years, and we will develop tactics along with measurements to achieve that future. It is a way to help our agency be more

productive, by helping guide the allocation of resources towards our goals."

The retreat began by reviewing our mission statement, vision and values in comparison with the internal and external context in which the Arts Board is operating. We identified our current strengths and challenges in light of that context, discussing topics including:

- the challenges that the arts sector is currently facing as a result of the current environment of fiscal restraint
- the Arts Board's recent leadership transition and the response of the arts community since that transition
- existing relationships with various stakeholders and
- the national reputation and leadership role of the Arts Board.

The resulting strategic plan incorporates many excellent suggestions from artists and arts organizations. It is a living document, which will serve as the platform for the development of annual action plans over the next three years. Our intent is to ensure that the SAB is a capable and competent steward of public funding and support for the arts on behalf of everyone in Saskatchewan.

**Francophone musician marijosée helped students in Zenon Park tap into a love of percussion.**

Photo courtesy of École Notre-Dame-des-Vertus

# Goal 1

## CHAMPION OF THE ARTS

**The Arts Board will take a leadership role in fearlessly advocating for Saskatchewan art and artists. We will promote the value of a thriving arts sector and capitalize on all opportunities to grow awareness of who we are and the work we do.**

- The Arts Board will launch a public awareness campaign celebrating the accomplishments of the province's artists and arts organizations.
  - By March 31, 2017, the Board will have discussed ideas around themes, messages and communications tactics. This will involve the investigation of campaigns conducted on behalf of the arts communities in other jurisdictions.
  - After the establishment of firm goals and opportunities to review the campaign if it is not achieving the desired profile, the campaign will be launched during the 2017/18 year.
- A complete review of the effectiveness of this campaign, including an analysis of the financial and human resources involved in its implementation, will be undertaken during 2018/19. Recommendations for future or follow-up activities will comprise an important part of this review.
- The Arts Board will provide artists and arts organizations with tools to promote the value of their work and the importance of public support for the arts.
  - In advance of the 2017/18 application year, the Arts Board will create additional tools to help funded artists and organizations recognize the value of their public support.
  - As part of these tools, the Arts Board will work with organizations to create mechanisms to invite and to track the attendance of elected representatives at their events.
- The Arts Board will create online resources to promote the idea that "The arts are everywhere!"
  - By the spring of 2018, the Arts Board will have mechanisms developed to collect data about arts activities from all of our funded partners. Collection of this data could comprise part of ongoing Arts Board reporting.
  - By the fall of 2018, the Arts Board will launch an online "push-pin style" map of the province, which is highly interactive, for both Saskatchewan residents and visitors to find activities and that could include self-editing capacity to let people submit their own event details.

Sean Woodruff Whalley and John Henry Fine Day  
*Somewhere in Between #4, 2005-2006*  
rawhide, recycled lumber

Photo: Harwood Truscott, Art Gallery of Regina





**A priority for this  
money should be the  
Saskatchewan  
voice—the art of the  
people here—this  
should be the focus  
of the Arts Board.**

Participant in Independent Artists  
program review consultation

**Applause to the SAB  
for having a  
consultative process.  
It's important that  
we feel we're heard.**

Participant in Professional Arts  
Organizations Program  
review consultation





# Goal 2

## ART- AND ARTIST-CENTRED

**The Arts Board will ensure responsible and responsive delivery of relevant programs and services, building and maintaining transparent and accessible processes.**

- The Arts Board will continue its work around program review, renewing its commitment to active consultation as part of these processes.
  - By March 31, 2017, the Arts Board will have completed reviews of the Professional Arts Organizations Program and the Independent Artists program; materials for these programs will reflect the outcome of these review processes.
  - During 2017/18, the Arts Board will review programs that support Indigenous artists as well as our programs that support artists working in communities and schools. Particularly with our review of Indigenous programming, importance will be placed on protecting Indigenous protocols around work and including members of those communities in the review process.
- The Arts Board will develop new ways to serve artists in rural and remote communities. We will create opportunities for grant program staff to have a higher presence in these communities, and we are committed to finding ways—like the use of online education platforms—for grants workshops and other programming to be more accessible to people outside of urban centres.
- The Arts Board will move towards online applications, bearing in mind the technical restrictions that may exist in remote regions of the province.
  - By March 31, 2017, Arts Board staff will have conducted a full review of existing database and grants management systems and determined the requirements for a new system with the capability of receiving online applications.
  - During 2017/18, the Arts Board will begin development of the new system, working through an RFP process that considers both custom-built and “off-the-shelf” solutions. Part of the implementation process will include review of all application materials in order to ensure that they are as clear and accessible as possible while allowing for appropriate due diligence.
  - Online applications are to be launched during the 2018/19 grant cycles. The launch will accommodate pilot activities with and feedback from the community of artists and arts organizations who use these materials.
- Within the three years of this Strategic Plan, the Arts Board will investigate opportunities for new programming that can support:
  - Indigenous artists
  - artists in remote and rural areas and
  - newcomer artists.

# Goal 3

## **PUBLIC ENGAGEMENT**

**Our work will enrich the quality of life of the peoples of Saskatchewan by supporting access to and increasing appreciation and understanding of the arts in the province.**

- The Arts Board will find new ways to report on existing public access to Arts Board-supported activities.
  - Commitment will be made, beginning with 2016/17, to ensure that this type of reporting is included in our Annual Report and other communications vehicles.
  - During 2016/17, the type of data required for this reporting will be considered with the requirements for the new grants management database. That will allow the Arts Board, during the creation of the new systems in 2017/18, to harmonize the data collected with these requirements.
- In advance of October 2017, the Arts Board will consider ways to extend the profile generated by the Saskatchewan Arts Awards beyond the one-night event.
- During 2018/19, the Arts Board will evaluate the usefulness of the data collected under the new system, considering whether it is helping to tell the story that we want to tell.
- The Arts Board will build opportunities for artists and arts organizations to learn about the importance and value of public engagement in the arts and to study best practices.
  - We will consider opportunities that can be built as part of the learning, sharing and collaborating requirements of the revised Professional Arts Organizations Program (2017/18). This could involve the creation of learning networks around specific topics.
- The Arts Board will conduct research into new methods of public engagement (such as social practice) in order to be a stronger resource for our funded partners.
- The Arts Board will look for new programming partners that could help to extend the reach of existing Arts Board programs, to create new programming, new opportunities, or to access new funds to support both existing and new activities in the arts. We will have one such new partnership in place for the 2017/18 year.
  - The Arts Board will, as part of this activity, look for new partnerships to increase the accessibility of our Permanent Collection outside of Regina and Saskatoon.

**Kids' activities at Ness Creek Music Festival**

Photo: David Venne









**Try to imagine society without the humanising influence of the arts, and you will have to strip out most of what is pleasurable in life, as well as much that is educationally critical and socially essential.**

*Arts Council England, **The Value of Arts and Culture to People and Society: An Evidence Review, 2014***



### Saskatchewan Arts Board

1355 Broad Street  
Regina, Saskatchewan S4R 7V1  
306.787.4056  
800.667.7526  
[info@saskartsboard.ca](mailto:info@saskartsboard.ca)  
[www.saskartsboard.ca](http://www.saskartsboard.ca)  
 [skartsboard](https://www.facebook.com/skartsboard)  
 [@saskartsboard](https://twitter.com/saskartsboard)