



[www.sk-arts.ca](http://www.sk-arts.ca)

A large, stylized letter 'a' graphic composed of overlapping shapes in blue, yellow, red, and dark purple, set against a background of a cloudy sky and a desert landscape. The text 'Strategic Plan' is overlaid on the bottom half of the 'a' in a bold, black, sans-serif font.

# Strategic Plan

2023/24 through 2028/29



# Vision Mission Guiding Principles



Taylor Zeller; photo by Ken Greenhorn Photography

## VISION

Saskatchewan artists, their work, and their contribution to the province's quality of life are recognized and valued.

## MISSION

To provide funding and support to the arts for the benefit of all people in Saskatchewan.

## GUIDING PRINCIPLES

At SK Arts:

- We respect ourselves, each other, and our communities.
- We take responsibility for our actions, our learning and our relationships.
- We work together to resolve challenges in thoughtful and meaningful ways.
- We celebrate individual and collective successes and achievements.
- We are passionate about the mission and work of our agency.
- We aspire to build meaningful connections with the province's diverse artists, arts organizations and communities.

SK Arts acknowledges that the land currently known as the Province of Saskatchewan is comprised of portions of lands from Treaties 2, 4, 5, 6, 8 and 10, the territories of the Nêhiyawak, Anihšīnāpēk, Dene, Dakota, Lakota and Nakota nations, and the homeland of the Métis. We give thanks to the host Indigenous communities in this province, as we bear the collective responsibility to honour and respect their protocols and homes and to engage meaningfully with their knowledges in our work.

SK Arts values an equitable, diverse and inclusive world, where all people have fair access to the tools and resources needed to realize creative and community endeavours.

SK Arts strives to uphold the following values, recognizing the Grandfather Teachings practiced by the Indigenous peoples of this land, in all our actions:

- respect,
- generosity,
- wisdom,
- courage,
- integrity,
- truth,
- openness, and
- humility.

In addition, SK Arts' programs and services are designed to reflect the following.

### Creativity

We value risk-taking and boundary-pushing, and we seek to support the best-realized work of Saskatchewan artists – whether in the creation of new or traditional art in all forms, in its presentation, or in its connection to audiences.

### Empowerment

We strive to empower the arts community, both as a leader and a follower, through advocacy, collaboration, consultation and responsiveness.

### Inclusivity

We support artists and arts activities that are created by and reflect the full diversity and demographics of the province. In respect for the original inhabitants, we engage actively with Saskatchewan Indigenous communities.

### Accountability

We accept the responsibility, owed to our stakeholders, that our policies and practices are transparent and reflect our commitment to effective stewardship of the public trust we hold.



# Strategic Goals

## 1. Build Resources for the Arts Community and the Agency

The arts are essential to society, but there are insufficient resources for this vital sector. To continue in our role, SK Arts must increase our resources – financial, human and social – and ensure that they are being used in the most effective manner to support artists and arts organizations.

### Objectives:

- Work with the arts community and the Saskatchewan government to increase the public investment in the arts sector and SK Arts.
- Develop diverse revenue streams from other governments, private donations and endowments.
- Support SK Arts' staff to help them do their jobs as effectively as possible.

### What Success Looks Like:

- New revenues and new sources of funds increase SK Arts' ability to achieve our mission.
- More Saskatchewan artists and arts organizations receive support through our grant programs and other activities.
- SK Arts' staff feels valued and sustained in their work.

### How It Could Be Measured:

- percentage increase to SK Arts' budget
- amount of funds received from new sources and the number of new sources engaged
- percentage of grants funded in comparison with amounts requested and recommended
- ability to increase grant funds and other services for the community while addressing internal issues around capacity
- measurements of staff satisfaction levels through employment statistics and/or surveys

## 2. Extend the Reach of SK Arts' Programs

The arts enrich communities by enhancing our quality of life, allowing us to learn about ourselves, and encouraging us to consider perspectives and circumstances that differ from our own. Artists across the province need access to SK Arts' programs and services, and all people need experiences with the arts to enrich their well-being. This is particularly necessary as the arts sector continues to recover from and adapt to the impact of COVID-19.

### Objectives:

- Provide support for the arts and artists in all geographic locations across Saskatchewan.
- Encourage Saskatchewan residents to attend, participate in, and volunteer with arts activities.
- Ensure that all people, from children and youth through to our seniors and elders, have opportunities to engage with and participate in the arts.

### What Success Looks Like:

- Audience and participation numbers at arts activities return to – or increase beyond – pre-pandemic levels.
- Arts activities are readily available in all corners of Saskatchewan.
- SK Arts works to identify challenges faced by artists outside of the major urban centers in our application processes.
- Funding is more accessible to first-time applicants.

### How It Could Be Measured:

- number of audience members supporting the work of arts companies
- number of hours devoted by community volunteers to local arts organizations
- percentage of total funding awarded by region of the province, which should reflect both population and applications received
- number of communities impacted by SK Arts funding
- number of first-time applicants receiving funding



**Mustafa Alabssi in *Apple Time*, Deaf Crow's Collective, Globe Theatre, 2019; directed by Chrystene Ells, Joanne Weber and Michelle Grodecki with guest direction and clown/circus consulting by Mooky Cornish; Deaf elder and prop design by Allard Thomas; prop design by Camry Yasinowski; tech, lighting, projects, and audio mix by Berny Hi; photo by Chris Graham Photo**



**Anthologies by Prairie Quills Writers Group; photo by Peggy Worrell**



# Strategic Goals

## 3. Address Systemic Barriers to Inclusivity, Diversity, Equity and Accessibility

Engagement in the arts promotes empathy and understanding of diverse communities. SK Arts recognizes that members of marginalized communities face challenges accessing funding and other services, and we commit to working within both our agency and the arts community to address these systemic barriers.

### Objectives:

- Investigate ways that funding programs for Indigenous arts and artists – and all SK Arts programming – can be more reflective of Indigenous worldviews.
- Identify and address the barriers faced by members of equity-deserving communities (including Indigenous, newcomers, 2SLGBTQ+, Deaf artists and artists with disabilities) when accessing our support.
- Work with funded companies and the arts community-at-large to help the wider sector address their goals around inclusivity, diversity, equity and accessibility (IDEA).

### What Success Looks Like:

- SK Arts works proactively to identify and address barriers in our programs.
- Work funded by SK Arts reflects the full diversity of Saskatchewan's population.
- SK Arts works to become a respectful and safe environment and to build, internally and externally, a true sense of community around IDEA.

### How It Could Be Measured:

- amount of progress on agency's short-term IDEA goals and frequency with which agency returns to those goals to evaluate, re-assess, and refine them
- number of challenges and barriers within SK Arts programs identified and resolved
- number of artists and organizations supported by and budget amount dedicated to programming specifically developed with equity-deserving communities to address their needs

## 4. Champion Saskatchewan Art and Artists

A creative society nurtures innovation and imagination by exposing people to new ideas that stimulate positive change. SK Arts will continue to advocate fearlessly for Saskatchewan art and artists. We will promote the value of a thriving arts sector, encouraging the appreciation and understanding of the arts and artists in the province.

### Objectives:

- Develop new mechanisms for celebrating the work of artists in Saskatchewan, that can promote their achievements both provincially and nationally.
- Create programs and partnerships to change attitudes on the value of the arts within the general public and government stakeholders.
- Advocate for the value of public arts funding to the public and to policy makers.
- Ensure that funded organizations support Saskatchewan artists.

### What Success Looks Like:

- People in Saskatchewan recognize the contributions of the arts to society.
- SK Arts shares the stories of our arts community inside and outside of Saskatchewan.
- Both artists and companies receive increased opportunities at home and away.
- Funded companies increase their support for the work of Saskatchewan artists.

### How It Could Be Measured:

- level of engagement with SK Arts' activities that celebrate our arts community
- results of public opinion surveys regarding the value of the arts in Saskatchewan
- number of policy makers becoming more deeply engaged with the arts community
- number of works by Saskatchewan artists presented by funded companies
- number of Saskatchewan artists being paid professional fees by funded companies



Media artist Bee Bird



Hanna Yokozawa Farquharson, Tree Rings; photo by artist