



Saskatchewan  
**Arts Alliance**

# **FROM POLICY TO ACTION:**

## A PROPOSAL FOR THE ARTS SECTOR

OCTOBER 2011



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Saskatchewan Arts Alliance (SAA), a non-profit coalition of arts organizations, promotes the lively existence and continued growth of the arts and cultural industries in Saskatchewan. Our vision is a province where arts and artists are supported and valued as essential to a complete and healthy society.

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## INTRODUCTION

The arts community welcomes Government's commitment to the arts sector<sup>1</sup> with the proclamation of *Pride of Saskatchewan: A Policy Where Culture, Community and Commerce Meet*. We take seriously Government's call to action to work collaboratively with the community, a basic building block in the policy, to foster "artistic excellence, creative expression, shared stewardship, accessibility and engagement, community capacity and commercial viability". *From Policy to Action: A proposal for the arts sector* is addressed to the Saskatchewan Government and principally to the Ministry of Tourism, Parks, Culture, and Sport. The intent is to present the proposals of the arts community, in recognition of our mutual agreement that policy implementation and action are of first priority to increasing the impact of the sector.

As the Ministry acknowledges in *Pride of Saskatchewan*, there is a history of many reports<sup>2</sup> dealing with the arts sector over the last half century. The establishment of the Arts Board in 1948 and support through the lottery system are significant stimuli to building the arts in Saskatchewan. Now, in 2011, the arts sector is vigorous with many professional artists and arts organizations in a broad spectrum of disciplines. The reports dealing with the arts are valuable with well-considered recommendations for policy development, programs, and funding. Yet they have been ignored to the detriment of growth and development of the arts.

**There are 140,000 artists in Canada who spent more time at their art than at any other occupation in May 2006. The number of artists is slightly larger than the number of Canadians directly employed in the automotive industry (135,000).** *Hill Strategies Research*

*Pride of Saskatchewan* heralds the beginning of an exciting new era for arts development in the province which will be realized when Government takes certain actions. Government's vision that arts and culture is "central to our creativity and

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<sup>1</sup> The arts sector is an inclusive term encompassing the spectrum of arts activity, from avocational to emerging to professional, non-commercial, commercial, and community-based activity. The sector is composed of a large number of components. Any proposal for the sector must reflect this complexity. The plan addresses and encompasses all of these elements:

- a) Individual artists, creators, engagers, and producers
- b) Presentation organizations and institutions, both public and private, including performing companies, theatres, museums, galleries, events, and festivals
- c) Creative industry service organizations
- d) Artists' production and service organizations, arts education organizations, creative arts unions, developmental associations, and media organizations
- e) Arts agencies
- f) Heritage agencies that have arts as a mutual interest in conservation and preservation of the arts such as art museums
- g) Arts businesses and creative enterprises.

<sup>2</sup> More than 20 reports reviewing the culture sector have been written since 1990 including *Human Resources Development in the Saskatchewan Arts and Culture Sector* (1987), *Saskatchewan Arts Strategy Focus on the Future* (1990), *Reports of Minister's advisory committees on status of the artist* (1993 and 2006), and the *Cultural Industries Development Strategy for Saskatchewan* (June 1997) to list a few.

identity, essential to our individual and community quality of life and a valued and integral component of a vibrant and growing economy” coupled with its commitment to “look into the future to realize the benefits ...” provides us all with an ideal opportunity to act with focused attention to development of the sector. In this spirit, SAA proposes an action plan<sup>3</sup> that will lead to the implementation of the policy goals. It builds on the substantial progress and achievements of the government and arts sector, and contains basic strategic steps that, if taken over the next three years, to 2014, will bring Saskatchewan a long way to meeting its vision.

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## **VISION**

The Action Plan vision is to build a strong, productive, and vibrant arts sector that will benefit all people of Saskatchewan.

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## **MANDATE**

The Provincial Government will be responsible for providing leadership in collaboration with the arts sector to take those actions that contribute to the province’s reputation, to community pride, to our quality of life, to making the province a desirable place to live, and to economic growth and social vitality.

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## **CURRENT ENVIRONMENT**

- Government outlined its commitment to the arts in the public policy *Pride of Saskatchewan*.
- Saskatchewan has the *Arts Professions Act*, the 2<sup>nd</sup> province in Canada to have legislation regarding artists. This must be built on. Further, two relevant reports exist which outline artist equity legislation, regulations and programs to form a guide for government action.
- Saskatchewan has a very strong, vibrant arts sector. This provides opportunities for partnerships to be developed between arts organizations and tourism, heritage, parks, and private investors.
- The strength of Saskatchewan’s arts sector provides an attractive basis for business development, retention of youth employment, and stimulates community vitality, job creation and economic development.
- Activity in the arts such as festivals, performance theatre and events, and museums contributes significantly to Saskatchewan’s image and attracts tourism.
- Aboriginal<sup>4</sup> artists and arts organizations have gained strength which contributes to community quality of life, growth, and stabilization.
- Saskatchewan’s artists have gained national and international recognition and respect, and have considerably contributed to the province’s reputation as a centre of creativity.
- The strength of the arts and cultural sector stimulates people’s engagement in community life and develops a sense of pride in our province.

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<sup>3</sup> The Plan is informed by the recent work of the Ministry of Tourism, Parks, Culture and Sport, and the many studies conducted over the past 2 decades including *Human Resources Development in the Saskatchewan Arts and Culture Sector* (1987), *Saskatchewan Arts Strategy Focus on the Future* (1990), *Reports of Minister’s advisory committees on status of the artist* (1993 and 2006), and the *Cultural Industries Development Strategy for Saskatchewan* (June 1997), to list a few.

<sup>4</sup> Throughout the Action Plan, the term Aboriginal is inclusive of First Nations (status, non-status, treaty) and Métis peoples.

**In Saskatchewan, the broader cultural sector has about 13,000 workers and comprises 2.3% of the overall provincial labour force. One in every 43 people in Saskatchewan has a cultural occupation.** *Hill Strategies Research*

## CHALLENGES

- Recognition of the arts as essential and key to health, education, and community well-being needs to be encouraged.
- The role the arts make in contribution to economic growth needs to be promoted.
- Communication and consultation among government ministries and with the arts sector needs to be advanced.
- Attention needs to be paid equally to short term approaches to development and long term solutions.
- Funding for arts agencies must be stabilized at appropriate levels.
- Funding program structures need to promote long term planning.
- Coordinated marketing and promotion programs need to serve the arts sector.
- Opportunities for soliciting corporate support for the arts must be optimized.
- Artists' and arts administrators' compensation must be competitive to attract new talent in today's job market.
- Legislative and regulatory frameworks must be improved to enable artists' ability to make a living, for example, professional artists should have equity in employment benefits, access to social support programs and equitable income.
- Arts programs in schools and in post-secondary institutions must be evenly developed.
- Specialized education in the arts and arts administration training must be adequately supported to the extent that emerging and professional artists do not have to leave the province for training, negatively impacting artist retention.
- The profile and recognition of artists and the work they do must be recognized and promoted, both at home and abroad.
- Implementation of the recommendations of studies that have been conducted addressing culture sector issues is needed.
- Benchmark data on the arts sector is required.

**Saskatchewan's 3,000 artists comprise 0.55% of the province's labour force.**

*Hill Strategies Research*

## PLAN RECOMMENDATIONS AND IMPLEMENTATION

The *Principles* identified in *Pride of Saskatchewan* are critical to the successful implementation of its *Goals*. To those *Goals*, and in relation to *Pride of Saskatchewan Outcomes*, which are highlighted in dashed boxes throughout the document, this Proposal identifies *Objectives*, as well as *Recommendations* for implementation by the Government of Saskatchewan in collaboration<sup>5</sup> with the arts community. The section of *Overarching Recommendations* sets out key actions essential to successful implementation of the *Policy*.

### SUCCESS IS DEPENDENT ON:

- *Collaborations* with the arts community
- *Sufficient resources*, above core funding needs
- *Balance* among the goals
- The primacy of the *individual creator*.

### OVERARCHING RECOMMENDATIONS:

IMMEDIATE	2012	2013	2014
Protect and ensure valid and effective <b>arms-length funding</b> mechanisms.			
Set <b>research</b> priorities for the next three years by identifying present resources and the areas where information is available, and determining what information on the sector is required.	Commission <b>research</b> based on established needs.		
			Establish a <b>long term research plan</b> for the sector that would be conducted in collaboration with arts organizations, agencies, education institutions and cultural research resource centres.
Provide information and develop strategies to <b>create ties</b> between Aboriginal and non-Aboriginal communities.			
As a priority, implement <b>programs</b> designed to attain the outcomes of the Provincial Policy Goals. Programs and initiatives should be designed by arts organizations, which are the front-line bodies created to provide services to the public and deliver programming to address sector needs in collaboration with the provincial arts funding agencies and educational institutions. Organizations already under pressures from chronic underfunding will need supplemental operational funding to address new initiatives.			

**DATA** about the arts sector is sparse and needs to be collected and analyzed. The sector is growing but, as yet, there is no clear picture of its development in Saskatchewan. Arts agencies and organizations are making sound efforts to develop information that will be a resource for the sector and the government. It is necessary that government provide the essential leadership role in gathering and analyzing information about the sector. The arts community should be brought into a collaborative role in the process.

<sup>5</sup> In this document, collaborate means to work together toward mutually agreed upon objectives, with each party sharing joint rights and responsibilities. There is no hierarchy of authority in collaborative ventures.



**GOAL 1: Foster artistic excellence and promote creative expression**  
*by providing support to artists and cultural workers,<sup>6</sup> from emerging to established.*

**ARTS SECTOR OBJECTIVES**

- » Advance stability, diversity and innovation in the arts
- » Advance the economic position and rights of Saskatchewan artists
- » Develop and implement an education and training strategy that addresses both avocational and professional needs and is accessible to all citizens throughout their lifetimes
- » Develop and ensure engagement and employment of Aboriginal artists

**PRIDE OF SASKATCHEWAN OUTCOMES**

- Artists and cultural workers achieve artistic and creative excellence
- The culture sector provides viable career opportunities
- The intellectual property rights of artists are protected
- There is a strong First Nations and Métis presence

*Pride of Saskatchewan: A Policy Where Culture, Community and Commerce Meet, Government of Saskatchewan, 2010*

**RECOMMENDED STEPS:**

IMMEDIATE	2012	2013	2014
In the current fiscal year, an <b>additional \$3 million to the core allocation of the Sask. Arts Board</b> to address pressures of chronic under funding of arts organizations and individual assistance grants programs.	An <b>additional \$1 million to the Sask. Arts Board</b> , with adjustment for cost of living increases, as part of the Sask. Arts Board core allocation to address pressures of chronic under funding of arts organizations and individual assistance grants programs.	An <b>additional \$1 million to the Sask. Arts Board</b> , with adjustment for cost of living increases, as part of the Sask. Arts Board core allocation to address pressures of chronic under funding of arts organizations and individual assistance grants programs.	An <b>additional \$1 million to the Sask. Arts Board</b> , with adjustment for cost of living increases, as part of the Sask. Arts Board core allocation to address pressures of chronic under funding of arts organizations and individual assistance grants programs.

Government investment in the arts is as valuable to the economy of Saskatchewan as investment in any other resource. Money granted to the Saskatchewan Arts Board provides support to individual artists and arts organizations. It is the cornerstone of arts activity in the province. The principles of arms-length and peer juried system of grants are central to it. When funding has not kept up with inflation, all arts organizations and artists have been adversely affected.

<sup>6</sup> The roles of artist and producer/engager often overlap in the sector. The film producer may be a writer, the craft artist may be a sales agent, an actor may be a theatre director, the musician may be a media producer. Multiple roles and skill sets are a common occurrence which is part of the dynamic nature of the arts sector.

IMMEDIATE	2012	2013	2014
	Maintain and enhance the <b>lottery license agreement</b> . Changes in lottery trust obligations would be developed in consultation with the community.		
<b>Promote best practices</b> for engaging artists, particularly with municipal governments.	Establish an effective <b>regulatory framework</b> and adapt existing government benefit programs to enable the optimal application of status legislation including the Arts Professions Act.	Ensure protection of artists' and content providers' <b>intellectual property rights</b> , including royalty and residual rights, in reference to international treaties and obligations.	
	Create an <b>Artist Equity Advisory Council</b> to support legislated contractual requirements and other equity commitments.	As per resolution 217A of the Universal Declaration of <b>Human Rights</b> , adopt collective rights legislation to support orderly negotiation and conflict resolution, and in consideration of the Canadian Artists Code.	
	Establish regulations under the <i>Arts Professions Act</i> to provide either incentive or penalty to ensure contract use.	Create new government and/or collaborate with arts private sector programs and services to address the needs of the <b>cultural economy</b> that would include establishment and/or access to benefits for artists, inclusive of health, insurance, disability, workers compensation, and health and safety programs.	
		Allocate \$0.5 million/year for <b>artist equity</b> implementation and development initiatives.	

Saskatchewan Lotteries Trust Fund was established as a fundraiser of the culture, sport and recreation communities and is licensed by the provincial government through the lottery licence agreement. On behalf of the Trust, SaskCulture provides support to a large network of organizations that provide access to cultural activity throughout Saskatchewan. Support for this core activity must remain, at the very least, at current Lottery License agreement levels. Funding increases will mean cultural programming across the province will be enhanced.

IMMEDIATE	2012	2013	2014
	<p>Develop an integrated strategic plan for <b>professional development and training</b> for arts sector workers that will keep pace with innovation in the sector and utilize the most developed concepts in training, inclusive of mentorship, distance education and exchange models. Of particular importance in this plan will be adapting or creating bridging programs that facilitate the successful transition of emerging artists from educational programs to professional careers in the province. Special consideration should be given to training in arts forms of social, cultural, heritage or historical significance which are at risk of being lost.</p>		



**GOAL 2: Promote shared stewardship**  
*by facilitating the conservation and protection of arts resources for the benefit of present and future generations.*

**ARTS SECTOR OBJECTIVES**

- » Make arts a provincial priority through activity, policy, legislation and regulation
- » Preserve and enrich the arts for their intrinsic value as well as the social and economic benefits
- » Conserve and protect artists’ creations, productions, and artistic heritage, tangible and intangible

**PRIDE OF SASKATCHEWAN OUTCOMES**

- Saskatchewan’s People, including First Nations and Métis, preserve their cultural heritage
- Cultural practices, traditions and languages are conserved and promoted
- Provincially significant cultural assets are protected
- Fewer “at risk” historic places and sites
- Municipalities and communities promote and conserve their cultural heritage to attract business, promote tourism and to create a distinctive community character

*Pride of Saskatchewan: A Policy Where Culture, Community and Commerce Meet, Government of Saskatchewan, 2010*

**RECOMMENDED STEPS:**

IMMEDIATE	2012	2013	2014
<p>The Ministry should undertake an <b>infrastructure survey</b> to document place and condition of arts and heritage facilities and their human resources. The survey should provide an analysis of needs, costs and funding resources. Further, the survey would cover both public and private elements of the cultural infrastructure. In particular it would examine public funding and should compare municipal funding policies and levels across the province as well as with other jurisdictions, Canadian and international. Considerable supporting analysis for such a survey is available from Canadian resources, for example from the Canada Council, Hill Strategies Research, Saskatchewan Arts Board and SaskCulture. The survey of cultural infrastructure should be continued as a periodic project for retention and renewal of critical information.</p>		<p>Evaluate the analysis provided by the infrastructure survey resulting in the creation of an <b>infrastructure program</b>, in collaboration with other Ministries, for development and/or refurbishment of community based arts and heritage spaces, and a strategy for ongoing support for infrastructure needs that includes public and private funding and development.</p>	

The community infrastructure, the art galleries, museums, performance centres, schools and other cultural structures, including multi-use community centres, must remain one of the government’s priorities for cultural funding. These are the institutions that preserve and enrich our culture. They are critical to sustaining and promoting the arts, providing essential community access, plus economic development. Interrelated are the parallel and complementary private enterprises, such as bookstores, craft stores, galleries, arts suppliers, music and dance teachers and many others. Information on the condition of our cultural resource infrastructure needs to be fully explored for effective planning.

IMMEDIATE	2012	2013	2014
		Develop policies to ensure artists' creations, tangible and intangible (including intellectual property and traditional knowledge), and art forms, such as birch bark biting, are conserved, thereby leaving a <b>legacy</b> to future generations.	

**GOAL 3: Build understanding of and access to the arts**  
*by ensuring opportunities for people of all ages and abilities to learn about and experience the arts.*

**ARTS SECTOR OBJECTIVES**

- » Integrate the arts in Saskatchewan communities as a source of pride
- » Make Saskatchewan artists and their creations accessible to the public, especially the people of Saskatchewan, to the maximum extent possible
- » Increase public access and audience development through education, participation and promotion
- » Make available arts resources, including education and training, to all citizens
- » Ensure urban and non-urban access to the arts is equal

**PRIDE OF SASKATCHEWAN OUTCOMES**

- The contribution culture makes to the province is understood and valued
- All citizens have access to great cultural opportunities
- Cultural participation is increased
- First Nations and Métis people have the same access to cultural programs and services as all citizens
- Non-aboriginal people have an increased understanding of First Nations and Métis culture

*Pride of Saskatchewan: A Policy Where Culture, Community and Commerce Meet, Government of Saskatchewan, 2010*

**RECOMMENDED STEPS:**

IMMEDIATE	2012	2013	2014
<p>Excellent post-secondary arts <b>training programs</b> exist in the arts but are endangered. Government needs to take immediate action to stop closure of existing programs and reinstate programs already closed.</p>	<p>With the Department of Advanced Education and each of the province's post-secondary institutions, develop a plan to redress the declining and inadequate funding allocated to <b>Fine Arts degree and certificate programs</b>, as well as to related capital requirements and essential facilities. Additionally, maintain and nurture Saskatchewan talent by providing scholarships dedicated to fine arts post-graduate candidates.</p>	<p>With the Department of Advanced Education, post-secondary and continuing education institutions should seek <b>accreditation</b> for degree and certificate programs that would assure access to an appropriate standard of education and training in arts and cultural disciplines.</p>	

IMMEDIATE	2012	2013	2014
	<p>Establish a directed fund specifically for <b>regional development</b> of arts programming and capacities. The fund should be linked and integrated with infrastructure support expenditures (as proposed in the following Goal) and current arts agency programs such as artist residencies.</p>		<p>Assess the progress of regional development in the arts sector. This will provide the basis for development of a Government strategic plan for future action.</p>
	<p>Develop a long-term strategy to ensure full implementation of high quality instruction in the <b>K-12 Arts Education program</b>. The strategy should include the development of a plan for Fine Arts degree programs in all disciplines of the arts to be offered in Saskatchewan's post-secondary institutions. The strategy must address promotion of career opportunities in the arts that will effectively retain our artists.<sup>7</sup></p>	<p>Establish a continuing education career opportunities program that would include mentoring, apprenticeship and exchange components. The plan should include scholarship and bursary opportunities and, as an aspect of exchange, funding for visiting professional artists and productions.</p>	
	<p>In collaboration with Advanced Education, augment and develop resources about Saskatchewan's arts and artists that will support the <b>K-12 Arts Education program</b>.</p>		

<sup>7</sup> Education in the arts is essential to nurturing and inspiring a literate and innovative population. It is important in itself, for the pleasures of intellectual and sensory engagement and for creating, reflecting and understanding our world. All Saskatchewan citizens deserve access to quality arts education throughout their lives. It is an essential building block for Saskatchewan in the 21st century; literacy in the arts is as critical as other technical skills.

Beyond the intrinsic values of the arts, at the K-12 level, arts based study with an inquiry approach, engages students more fully, resulting in increased learning in all subject areas, development of critical thinking abilities, increased concentration, and greater interest in school. Education in the arts is a powerful tool through which students can develop both self-understanding and contribute to the creative well-being of their communities.

A strong K-12 arts education program creates a demand for post secondary education in arts and culture disciplines which is essential to the development of Saskatchewan's arts and creative industries. Without career opportunities and training in these areas, Saskatchewan risks losing our intellectual capital. Students and Professors will go elsewhere and Saskatchewan will fail to attract emerging artists from outside the province. In a climate in which post-secondary funding is driven by an expectation of high enrollments, quality programs in these areas are in jeopardy because creative practices must be taught in small classes or in one-on-one teaching modes. Steady declines in post secondary funding for arts programs seriously limit the province's capacity to retain and build thriving creative industries and, more generally, to offer an attractive quality of life.

The demographics of Saskatchewan are challenging and require innovative means to deliver training. Strategies should include application of co-op and bridging programs, residencies, mentorship, exchange, distance education and internet options. The Action Plan initiatives should be taken in collaboration with the government education ministries, educational institutions and the cultural community, inclusive of community-based arts education organizations.



IMMEDIATE	2012	2013	2014
		With appropriate funding, establish strategic <b>arts education</b> networks and partnerships, in collaboration with arts organizations and agencies, that will connect arts education in schools and communities with professional artists and arts institutions.	
	Continue an arts presentation and touring initiative such as <b>Culture on the Go</b> .		
	Develop a strategy to <b>promote</b> the arts and art events so that both in and out of province visitors see our communities as attractive places to visit and to live. Exchange projects, both in-coming and out-going, also serve to extend educational and access objectives.	Evaluate the cultural promotion and exchange initiative with the purpose of furthering development and advancing the objectives as a priority for the province.	
		Implement and evaluate the effectiveness of plans and forecast future needs.	



**GOAL 4: Strengthen communities and build strong organizations  
by enhancing capacity to support arts activity and development.**

**ARTS SECTOR OBJECTIVES**

- » Provide the resources to empower arts organizations and communities, including Aboriginal communities, to advance the arts sector
- » Facilitate partnerships within the arts and with related economic partners
- » Work with other levels of government to ensure proper development and maintenance of creative spaces and facilities.
- » Build municipalities and communities that will make Saskatchewan a North American leader in arts activity
- » Ensure implementation of the arts policies in consultation with the arts community

**PRIDE OF SASKATCHEWAN OUTCOMES**

- Communities and organizations have the knowledge, expertise and resources to manage cultural resources and deliver high quality products and programs
- Cultural organizations have the capacity to work with First Nations and/or Métis artists, organizations and communities
- There is increased participation and leadership of First Nations and Métis people in the development and delivery of cultural activities

*Pride of Saskatchewan: A Policy Where Culture, Community and Commerce Meet, Government of Saskatchewan, 2010*

Regions outside of Regina and Saskatoon must be assisted to develop arts potentials. All granting agencies and the SAA recognize the needs for regional development. A museum or an arts festival is as important a source of community pride and drawing card for tourism as a sports centre. Saskatchewan has a lively network of museums, public and private galleries, festivals, heritage institutions, and performance centres. Saskatchewan communities have a long record of fostering arts activity. Witness the many Community Arts Councils that have developed to support regional arts activity.

Communities benefit from the enhancement to the quality of life and also profit from small business development in the arts, such as sound studios, instrument makers or crafts. Regional centres support arts services for the broader surrounding areas, providing access and meeting participation demands. Economic development is the key to building this critical arts component for the province. The infusion of long term economic investment in infrastructure, specific to the creation, production and presentation of arts, is critically linked to regional development.

**RECOMMENDED STEPS:**

IMMEDIATE	2012	2013	2014
In collaboration with other Ministries, ensure government <b>infrastructure</b> programs place high priority on development and/or refurbishment of community-based arts and heritage spaces. This is also an important aspect to advance regional development.		In collaboration with the cultural community (institutions and organizations) and municipal governments and the Ministry, develop a municipal and provincial facilities <b>incentives plan</b> for enhancement of funding for both operating costs and innovation.	

IMMEDIATE	2012	2013	2014
	<p>Municipalities have responsibilities to arts infrastructure. To clarify this responsibility, amend legislation covering <b>municipalities</b> to include arts and culture, particularly infrastructure, within their mandate. Supporting funding would be required to achieve both maintenance and innovation.</p>		

## GOAL 5: Increase the economic potential of the arts sector by facilitating commercial opportunities.

### ARTS SECTOR OBJECTIVES

- » Define the economic impact and potential of the arts in Saskatchewan
- » Establish the arts as an essential building block in the economic foundation of the province, advancing new technologies, creation of jobs
- » Recognize the role of creators and interpreters as the foundation on which the creative industries are built
- » Develop opportunities for economic growth of the arts sector
- » Develop and advance the economic position of Saskatchewan artists, and the creative industries, provincially, federally and internationally
- » Partner with the arts sector to design and deliver promotional and marketing campaigns for the arts directed to 1) increase awareness of the sector's impact, and 2) increase Tourism and marketing of arts products and services<sup>8</sup>
- » Implement strategic policies, including core funding and economic partnerships, to develop the creative industries<sup>9</sup>

### PRIDE OF SASKATCHEWAN OUTCOMES

- Creative industries, organizations, artist and cultural workers achieve their commercial goals
- High quality cultural products have brand recognition, sales and market opportunities provincially, nationally and internationally
- A symbiotic relationship exists between tourism and culture in which the vibrancy of one sector strengthens the other
- Where appropriate, Saskatchewan's First Nations and Métis cultural products are accessible to a growing audience
- There are partnerships between culture, business, technology and educational institutions which allow for and encourage creativity and innovation that fuels our economy

*Pride of Saskatchewan: A Policy Where Culture, Community and Commerce Meet, Government of Saskatchewan, 2010*

**Partnerships** occur when independent, autonomous entities work together to achieve mutually agreed upon objectives. Each in the partnership is an equal principal with joint rights and responsibilities.

<sup>8</sup> At the provincial level the promotion of arts and art events in Saskatchewan serves to encourage out of province visitors to see Saskatchewan as an attractive place to visit and to live. Exchange projects, both incoming and outgoing, in addition to the objectives cited, serve also to extend educational objectives and build the workforce. To quote the Canadian Council of Chief Executives, "artistic and cultural creativity plays an important role in transforming communities into destinations of choice for skilled people in any occupation". In short, cultural promotion and exchange are good for the arts, business, trade, tourism and immigration.

<sup>9</sup> Creative Industries (CI) earn income from development, production, and distribution of cultural products and intellectual property. Those in the production of CI products include professional artist entrepreneurs, single proprietorships, small businesses and larger-scale commercial enterprises.

CI products reflect ideas, attitudes, values and opinions; engage new media and emerging creative technologies; express creativity; provide entertainment and offer information and analysis. Creative Industries provide job creation and primary employment in development of commercial cultural goods and services for the marketplace. In Saskatchewan, Creative Industries are represented and united in strategy through collective organizations.

Creative Industries development must recognize the complex nature and range of creative activity and infrastructures. CI organizations must be free to set their own priorities for industry support, growth and development.

Initiatives must enhance career opportunities and job retention – from elementary school to retirement – and must include increased interdepartmental communication and cooperation on industry issues which involve multiple jurisdictions.

The average earnings of artists are \$15,400, compared with an average of \$30,800 for all Saskatchewanian workers. The gap between artists' average earnings and overall labour force earnings is 50%.

The median earnings of artists are only \$8,800. This means that a typical artist in Saskatchewan earns just over one third of the typical earnings of all Saskatchewan workers (median earnings of \$23,000). *Hill Strategies Research*

**RECOMMENDED STEPS:**

IMMEDIATE	2012	2013	2014
<p>Begin immediately to <b>consult meaningfully</b> with the creative industry sector and creative industry organizations. Consultations should continue on a regular basis.</p>			
<p>Government to implement a policy to ensure fair process for commission and purchase of <b>artists' work</b> and equitable protection of artists' moral rights and copyright, with priority for living Saskatchewan artists and producers inclusive of a 1% arts purchase allocation for building construction and/or refurbishment of public buildings. Additionally, provide tax incentives to corporations who purchase the art of living Saskatchewan artists.</p>		<p>Establish an orderly and effective process for negotiation and dispute resolution to establish stability within the creative industries sector.</p>	

**At 44%, the percentage of artists who are self-employed is four times the self-employment rate in the overall labour force (11%).** *Hill Strategies Research*

IMMEDIATE	2012	2013	2014
<p>Conduct creative industry research, with analysis of strengths, challenges, and examination of the forms of support required to enhance production, professional development, and marketing, (including analysis of the state of cultural export and marketing development, inclusive of artist touring and market access, agents, festivals and other marketing events). Also research on international and global treaties, rights and trade barriers. Based on the research, and in collaboration with the industry, actualize industry agendas in marketing including promotion, funding, marketing initiatives.</p>	<p>In collaboration with the creative industries, develop programs to address the recommendations of the strategic development plan.</p>		<p>Review and evaluate the creative industries strategic development plan, including tax credit program, analysis of the state of cultural export and marketing development, inclusive of artist touring projects, festivals and marketing events, and the effectiveness of the implementation of creative industries studies and implementation of restructuring proposals.</p>
	<p>Government should initiate new tax credit programs for the creative industries, beyond film, to provide incentives for income generating production and development initiatives. Additionally, a line be added to the provincial income tax form that provides tax credits to people to donate to the arts.</p>		
		<p>Provide adequate support for operations and development of tax credit programs, including access to tax credits where appropriate.</p>	
	<p>With cooperation among artists, arts organizations, and agencies, the Ministry bring tourism and economic development forces in Saskatchewan together to develop an independent marketing <b>agency</b> to advance Saskatchewan's profile and establish funding incentives towards this goal. The agency should address marketing development and exchange, and facilitate establishment of appropriate tax credits. Factors to be included are consideration of marketing specific to Saskatchewan artworks and products and their creators/producers and to determine options for cooperation with other provinces and the federal government.</p>		

Saskatchewan and our artists benefit directly and indirectly from cultural exchange. Such exchange serves several objectives. Promotion and marketing of Saskatchewan artists' work nationally and internationally assists artists and related businesses to realize export objectives. Further, this exchange favourably projects Saskatchewan's image across Canada and abroad.

IMMEDIATE	2012	2013	2014
	The Ministry, in cooperation with the Federal Provincial Territorial Working Group, press the Federal Government for reforms that would allow for tax exemption on grant and royalty income, for income averaging, for eligibility of provincial arts service organizations to be registered charities, and reform of self-employment tax criteria.		
	Government should establish a provincial tax program to assist artists and engagers to obtain an equitable tax position, that is, one tailored to the unique circumstances of the sector.	Provincially, artists' grant revenues become income neutral or taxable at a zero rate, thus making grant dollars a more effective development incentive.	
		Establish artists' royalty and copyright revenue as income neutral or taxable at a zero rate. An alternative proposal for consideration would be to use Quebec's model of establishing copyright income as non-taxable to a set income level.	
			Evaluate the reforms undertaken to determine further measures to be taken to improve arts tax incentive programs and artists' income position.

Taxation is a central issue for Canadian artists. The province can take steps to alleviate the inequities and difficulties artists face within the present system and the provincial government can be an advocate for the cultural sector regarding federal policies. The 2006 MACSA Report has identified five proposals to improve the artist's position.



## PARTNERSHIPS AND COMMUNICATIONS STRATEGY

**Partnerships:** The strategic objective of the Plan proposals is to promote partnership and collaboration with government and the arts sector, both public and private enterprises. Particularly, this plan objective addresses building partnerships and collaboration with government, cultural institutions and agencies and/or programs involved in the arts. This should encompass aboriginal arts community programs and organizations, youth, heritage, tourism, and parks.

**Communications:** The strategic objective is to advance the visibility of Saskatchewan's cultural resources – the artists and their work, the galleries and theatres. Collaboration with government and arts organizations should be developed to extend this visibility and communicate to the community as a whole the social value of the arts to quality of life and the economic impact the cultural sector brings to Saskatchewan.

Both Partnership and Communications strategies require a joint effort from government and the sector. Strategic discussions should be organized with all elements of the sector and such forums be held on a regular basis.

## IMPACTS

### Broad impacts of the Plan to advance the arts and cultural sector:

- Enrichment of the province's quality of life
- Furthering development of excellence in the arts
- Extending the development of a vibrant cultural community to the social and economic benefit of the province.

### Specific Impacts:

*Equity:* Artists social and economic status will be improved.

*Economic:* The cultural sector will be strengthened therefore enhancing and diversifying Saskatchewan's economy.

*Stability and visibility:* The value of the arts and the development of the sector will be concretely recognized and the outcome will provide community coherence and stability.

*Leadership:* Saskatchewan will gain visibility with promotion and development of the cultural sector and will be a visible leader in Canada. Development of an arts diplomacy strategy will advance Saskatchewan's image and trade nationally and internationally.

*Community:* The quality of life in our communities, rural and urban, will be amplified and the variety of the social and economic activity in Saskatchewan's communities will be enriched.

## EVALUATION

*The three year initiative plan should be evaluated and impacts measured yearly. This should be undertaken with collaboration among government, arts organizations and the commissioning of an external evaluation panel.*

*Questions to be asked are:*

- In what ways has Government collaborated with the arts community to formulate strategies to realize the provincial Cultural Policy?
- To what extent have the goals been met and outcomes realized?
- In what ways have the barriers to growth diminished?
- To what extent has the visibility of the arts and artists been advanced?

- To what extent has the stability, retention and expansion of the cultural workforce been effectively promoted by the plan?
- Is arts education, both K-12 and post-secondary, adequately funded, widely available throughout the province, meeting the goal of enhancing arts literacy and successfully providing emerging artists with the capacity to develop professional careers in the province?
- Have the artist equity measures been implemented successfully and to what extent have these programs and legislation improved the conditions of artists' lives? Specifically, have artists' actual incomes improved due to these measures? To what percent has artists' income derived from artistic practice increased? To what extent have employment opportunities in the cultural sector increased? Which benefits do artists have access to which previously were unavailable?
- To what extent are there new developments through tourism, partnerships, small business and regional development expansion?
- In what ways have Aboriginal cultural organizations and activities developed and expanded? Has employment for Aboriginal artists improved? Are there new developments emerging such as enterprises, galleries, theatres, festivals?
- To what extent has Saskatchewan's national and international image, trade, marketing and exchange advanced?
- How should the plan be amended and extended?

**Evaluation of the plan recommendations and implementation is essential to answering the last question.**

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## APPENDIX A: SUMMARY OF RECOMMENDATIONS

IMMEDIATE	2012	2013	2014
<b>OVERARCHING RECOMMENDATIONS:</b>			
Protect and ensure valid and effective <b>arms-length funding</b> mechanisms.			
Set <b>research</b> priorities for the next three years by identifying present resources and the areas where information is available, and determining what information on the sector is required.	Commission <b>research</b> based on established needs.		Establish a <b>long term research plan</b> for the sector that would be conducted in collaboration with arts organizations, agencies, education institutions and cultural research resource centres.
Provide information and develop strategies to <b>create ties</b> between Aboriginal and non-Aboriginal communities.			
As a priority, implement <b>programs</b> designed to attain the outcomes of the Provincial Policy Goals. Programs and initiatives should be designed by arts organizations, which are the front-line bodies created to provide services to the public and deliver programming to address sector needs in collaboration with the provincial arts funding agencies and educational institutions. Organizations already under pressures from chronic underfunding will need supplemental operational funding to address new initiatives.			
<b>GOAL 1: Foster artistic excellence and promote creative expression by providing support to artists and cultural workers,<sup>6</sup> from emerging to established.</b>			
In the current fiscal year, an <b>additional \$3 million to the core allocation of the Sask. Arts Board</b> to address pressures of chronic under funding of arts organizations and individual assistance grants programs.	An <b>additional \$1 million to the Sask. Arts Board</b> , with adjustment for cost of living increases, as part of the Sask. Arts Board core allocation to address pressures of chronic under funding of arts organizations and individual assistance grants programs.	An <b>additional \$1 million to the Sask. Arts Board</b> , with adjustment for cost of living increases, as part of the Sask. Arts Board core allocation to address pressures of chronic under funding of arts organizations and individual assistance grants programs.	An <b>additional \$1 million to the Sask. Arts Board</b> , with adjustment for cost of living increases, as part of the Sask. Arts Board core allocation to address pressures of chronic under funding of arts organizations and individual assistance grants programs.
Maintain and enhance the <b>lottery license agreement</b> . Changes in lottery trust obligations would be developed in consultation with the community.			

IMMEDIATE	2012	2013	2014
<p><b>Promote best practices</b> for engaging artists, particularly with municipal governments.</p>	<p>Establish an effective <b>regulatory framework</b> and adapt existing government benefit programs to enable the optimal application of status legislation including the Arts Professions Act.</p>	<p>Ensure protection of artists' and content providers' <b>intellectual property rights</b>, including royalty and residual rights, in reference to international treaties and obligations.</p>	
	<p>Create an <b>Artist Equity Advisory Council</b> to support legislated contractual requirements and other equity commitments.</p>	<p>As per resolution 217A of the Universal Declaration of <b>Human Rights</b>, adopt collective rights legislation to support orderly negotiation and conflict resolution, and in consideration of the Canadian Artists Code.</p>	
	<p>Establish regulations under the <i>Arts Professions Act</i> to provide either incentive or penalty to ensure contract use.</p>	<p>Create new government and/or collaborate with arts private sector programs and services to address the needs of the <b>cultural economy</b> that would include establishment and/or access to benefits for artists, inclusive of health, insurance, disability, workers compensation, and health and safety programs.</p>	
		<p>Allocate \$0.5 million/year for <b>artist equity</b> implementation and development initiatives.</p>	
	<p>Develop an integrated strategic plan for <b>professional development and training</b> for arts sector workers that will keep pace with innovation in the sector and utilize the most developed concepts in training, inclusive of mentorship, distance education and exchange models. Of particular importance in this plan will be adapting or creating bridging programs that facilitate the successful transition of emerging artists from educational programs to professional careers in the province. Special consideration should be given to training in arts forms of social, cultural, heritage or historical significance which are at risk of being lost.</p>		

IMMEDIATE	2012	2013	2014
<p><b>GOAL 2: Promote shared stewardship by facilitating the conservation and protection of arts resources for the benefit of present and future generations.</b></p>			
	<p>The Ministry should undertake an <b>infrastructure survey</b> to document place and condition of arts and heritage facilities and their human resources. The survey should provide an analysis of needs, costs and funding resources. Further, the survey would cover both public and private elements of the cultural infrastructure. In particular it would examine public funding and should compare municipal funding policies and levels across the province as well as with other jurisdictions, Canadian and international. Considerable supporting analysis for such a survey is available from Canadian resources, for example from the Canada Council, Hill Strategies Research, Saskatchewan Arts Board and SaskCulture. The survey of cultural infrastructure should be continued as a periodic project for retention and renewal of critical information.</p>	<p>Evaluate the analysis provided by the infrastructure survey resulting in the creation of an <b>infrastructure program</b>, in collaboration with other Ministries, for development and/or refurbishment of community based arts and heritage spaces, and a strategy for ongoing support for infrastructure needs that includes public and private funding and development.</p>	
			<p>Develop policies to ensure artists' creations, tangible and intangible (including intellectual property and traditional knowledge), and art forms, such as birch bark biting, are conserved, thereby leaving a <b>legacy</b> to future generations.</p>

**GOAL 3: Build understanding of and access to the arts  
by ensuring opportunities for people of all ages and abilities to learn about and experience the arts.**

<p>Excellent post-secondary arts <b>training programs</b> exist in the arts but are endangered. Government needs to take immediate action to stop closure of existing programs and reinstate programs already closed.</p>	<p>With the Department of Advanced Education and each of the province's post-secondary institutions, develop a plan to redress the declining and inadequate funding allocated to <b>Fine Arts degree and certificate programs</b>, as well as to related capital requirements and essential facilities. Additionally, maintain and nurture Saskatchewan talent by providing scholarships dedicated to fine arts post-graduate candidates.</p>	<p>With the Department of Advanced Education, post-secondary and continuing education institutions should seek <b>accreditation</b> for degree and certificate programs that would assure access to an appropriate standard of education and training in arts and cultural disciplines.</p>	
	<p>Establish a directed fund specifically for <b>regional development</b> of arts programming and capacities. The fund should be linked and integrated with infrastructure support expenditures (as proposed in the following Goal) and current arts agency programs such as artist residencies.</p>		<p>Assessment of the progress of regional development in the arts sector. This will provide the basis for development of a Government strategic plan for future action.</p>

IMMEDIATE	2012	2013	2014
	<p>Develop a long-term strategy to ensure full implementation of high quality instruction in the <b>K-12 Arts Education program</b>. The strategy should include the development of a plan for Fine Arts degree programs in all disciplines of the arts to be offered in Saskatchewan's post-secondary institutions. The strategy must address promotion of career opportunities in the arts that will effectively retain our artists.</p>	<p>Establish a continuing education career opportunities program that would include mentoring, apprenticeship and exchange components. The plan should include scholarship and bursary opportunities and, as an aspect of exchange, funding for visiting professional artists and productions.</p>	
	<p>In collaboration with Advanced Education, augment and develop resources about Saskatchewan's arts and artists that will support the <b>K-12 Arts Education program</b>.</p>		
		<p>With appropriate funding, establish strategic <b>arts education</b> networks and partnerships, in collaboration with arts organizations and agencies, that will connect arts education in schools and communities with professional artists and arts institutions.</p>	
	<p>Continue an arts presentation and touring initiative such as <b>Culture on the Go</b>.</p>		
	<p>Develop a strategy to <b>promote</b> the arts and art events so that both in and out of province visitors see our communities as attractive places to visit and to live. Exchange projects, both in-coming and out-going, also serve to extend educational and access objectives.</p>		<p>Evaluate the cultural promotion and exchange initiative with the purpose of furthering development and advancing the objectives as a priority for the province.</p>
		<p>Implement and evaluate the effectiveness of plans and forecast future needs.</p>	

IMMEDIATE	2012	2013	2014
<p><b>GOAL 4: Strengthen communities and build strong organizations by enhancing capacity to support arts activity and development.</b></p>	<p>In collaboration with other Ministries, ensure government <b>infrastructure</b> programs place high priority on development and/or refurbishment of community-based arts and heritage spaces. This is also an important aspect to advance regional development.</p>		<p>In collaboration with the cultural community (institutions and organizations) and municipal governments and the Ministry, develop a municipal and provincial facilities <b>incentives plan</b> for enhancement of funding for both operating costs and innovation.</p>
	<p>Municipalities have responsibilities to arts infrastructure. To clarify this responsibility, amend legislation covering <b>municipalities</b> to include arts and culture, particularly infrastructure, within their mandate. Supporting funding would be required to achieve both maintenance and innovation.</p>		
<p><b>GOAL 5: Increase the economic potential of the arts sector by facilitating commercial opportunities.</b></p>	<p>Begin immediately to <b>consult meaningfully</b> with the creative industry sector and creative industry organizations. Consultations should continue on a regular basis.</p>		



IMMEDIATE	2012	2013	2014
<p>Government to implement a policy to ensure fair process for commission and purchase of <b>artists' work</b> and equitable protection of artists' moral rights and copyright, with priority for living Saskatchewan artists and producers inclusive of a 1% arts purchase allocation for building construction and/or refurbishment of public buildings. Additionally, provide tax incentives to corporations who purchase the art of living Saskatchewan artists.</p>		<p>Establish an orderly and effective process for negotiation and dispute resolution to establish stability within the creative industries sector.</p>	
<p>Conduct creative industry research, with analysis of strengths, challenges, and examination of the forms of support required to enhance production, professional development, and marketing, (including analysis of the state of cultural export and marketing development, inclusive of artist touring and market access, agents, festivals and other marketing events). Also research on international and global treaties, rights and trade barriers. Based on the research, and in collaboration with the industry, actualize industry agendas in marketing including promotion, funding, marketing initiatives.</p>	<p>In collaboration with the creative industries, develop programs to address the recommendations of the strategic development plan.</p> <p>Government should initiate new tax credit programs for the creative industries, beyond film, to provide incentives for income generating production and development initiatives. Additionally, a line be added to the provincial income tax form that provides tax credits to people to donate to the arts.</p>	<p>Provide adequate support for operations and development of tax credit programs, including access to tax credits where appropriate.</p>	<p>Review and evaluate the creative industries strategic development plan, including tax credit program, analysis of the state of cultural export and marketing development, inclusive of artist touring projects, festivals and marketing events, and the effectiveness of the implementation of creative industries studies and implementation of restructuring proposals.</p>

IMMEDIATE	2012	2013	2014
	<p>With cooperation among artists, arts organizations, and agencies, the Ministry bring tourism and economic development forces in Saskatchewan together to develop an independent marketing <b>agency</b> to advance Saskatchewan's profile and establish funding incentives towards this goal. The agency should address marketing development and exchange, and facilitate establishment of appropriate tax credits. Factors to be included are consideration of marketing specific to Saskatchewan artworks and products and their creators/producers and to determine options for cooperation with other provinces and the federal government.</p>		
	<p>The Ministry, in cooperation with the Federal Provincial Territorial Working Group, press the Federal Government for reforms that would allow for tax exemption on grant and royalty income, for income averaging, for eligibility of provincial arts service organizations to be registered charities, and reform of self-employment tax criteria.</p>		
	<p>Government should establish a provincial tax program to assist artists and engagers to obtain an equitable tax position, that is, one tailored to the unique circumstances of the sector.</p>	<p>Provincially, artists' grant revenues become income neutral or taxable at a zero rate, thus making grant dollars a more effective development incentive.</p>	
		<p>Establish artists' royalty and copyright revenue as income neutral or taxable at a zero rate. An alternative proposal for consideration would be to use Quebec's model of establishing copyright income as non-taxable to a set income level.</p>	
			<p>Evaluate the reforms undertaken to determine further measures to be taken to improve arts tax incentive programs and artists' income position.</p>