

# Business Plan

2024-25

Ministry of Parks, Culture and Sport

*Saskatchewan!* 

# Statement from the Minister



*The Honourable Laura Ross  
Minister of Parks, Culture, and Sport  
Minister Responsible for the Status of Women  
Minister Responsible for Francophone Affairs*

I am pleased to present the Parks, Culture and Sport Plan for 2024-25.

Over the next year, the Ministry of Parks, Culture and Sport will continue building a strong Saskatchewan through programs and services that benefit our communities and our people.

Saskatchewan Provincial Parks are popular destinations that offer affordable getaways, great outdoor experiences, and time to connect with friends and families. This year the ministry will invest \$15 million in capital projects and upgrades that will make sure our parks continue to be enjoyed by Saskatchewan people today and well into the future.

Our commitment to stable funding for the art, culture, and sport sectors will continue along with popular grant programs including the Veteran's Support Program and the Community Rink Affordability Grant. We will also complete the Heritage Conservation Branch online Client Services Initiative, a project that will improve efficiency, reduce red-tape, decrease service timelines, and better meet industry needs, and we will invest further in French-language services to citizens.

The Status of Women Office will continue to lead Saskatchewan's Implementation of the National Action Plan to End-Gender Based Violence. Through this work, we are raising awareness of issues affecting women and supporting women to live safe, healthy, and prosperous lives.

The Ministry of Parks, Culture, and Sport exists to make life better for the people of Saskatchewan by investing in areas that improve our quality of life and our wellbeing. From sports, to parks, to arts and culture and the work done to support women, it is a commitment that is demonstrated in this 2024/25 business plan, and I look forward to reporting on our progress in the 2024-25 annual report.

# 2024-25 Budget Highlights

<b>1</b>	<b>\$1.1M increase to Parks Capital.</b> Invest \$15M to support new capital projects and infrastructure upgrades, work that improves visitor experience.
<b>2</b>	<b>\$615k increase for Saskatchewan Regional Parks.</b> The funds will provide additional support to improve infrastructure and service enhancements within the regional parks.
<b>3</b>	<b>\$470K increase to the Francophone Affairs.</b> The funds will be used to enhance the delivery of French-language services across the public sector.
<b>4</b>	<b>\$228K increase in the Status of Women Office to lead Saskatchewan’s implementation of the National Action Plan to End-Gender Based Violence and support our partnership with Shopper’s Foundation for Women’s Health menstrual equity program in Saskatchewan.</b> This new funding will help address gender-based violence and move forward on initiatives that support women’s health and wellbeing.
<b>5</b>	<b>\$56k increase for Heritage Conservation Branch’s Online Client Services Initiative.</b> The project will streamline heritage assessments, reduce red-tape, and speed up the review of development proposals.

# Government Vision and Goals

## Saskatchewan's Vision

**"...to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."**

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

Saskatchewan's vision and three goals provide the strategic direction for organizations to align their programs and services to build a strong Saskatchewan.

All organizations will report on progress in their 2024-2025 annual reports.

## Ministry of Parks, Culture, and Sport Overview

### Mandate

The ministry's strategic focus is on quality of life and economic growth. The ministry works with diverse groups and communities to enhance the province's cultural, artistic, recreational, and social life; to promote excellence in the arts, culture and heritage, and sport; and to represent the interests of the province's French-language population. The ministry manages and enhances Saskatchewan's provincial parks system and the Royal Saskatchewan Museum; conserves ecosystems and cultural resources; and provides recreational and interpretive opportunities for park and museum visitors.

The ministry is also home to the Status of Women Office.

### Mission

Inspire all citizens and visitors to connect with nature, culture and recreation.

## Goal 1: Offer Valued Experiences for all Guests and Visitors

Ongoing enhancements to programs, services, and infrastructure at our provincial parks and the Royal Saskatchewan Museum are necessary to build compelling and meaningful experiences that inspire new and repeat visitation and participation. Additionally, through support to partner organizations offering programs, the ministry helps to increase access and reduce barriers to sport, culture, heritage, and recreation across the province. All these programs and enhancements contribute to building stronger families and vibrant communities by providing spaces for people to socially connect and enjoy healthful recreation, all of which have a profound effect on the physical and emotional well-being of citizens.

**Strategy:** *The approach we will take to achieve our goal*  
Improve and maintain infrastructure.

**Key Actions:** *What we will do to get there.*

- Enhanced investment of over \$15 million to support expansion, maintenance, accessibility, and renewal of park infrastructure to meet growing park visitor demands for camping, recreational and cultural opportunities.

**Strategy:** *The approach we will take to achieve our goal*  
Enhance programs and opportunities.

**Key Actions:** *What we will do to get there.*

- Attract visitors to the provincial parks and the Royal Saskatchewan Museum (including the T.Rex Discovery Centre) through new and targeted initiatives, such as recreational, and cultural programs, services, and events.
- Promoting participation in sport, culture, recreation and community activities to increase well-being by investing \$1.5 million through the Saskatchewan Veteran Service Club Support Program and \$1.6 million in the Community Rink Affordability Grant.
- The Royal Saskatchewan Museum will add a new interactive learning exhibit to the Life Sciences gallery.
- Implement the Canada-Saskatchewan Agreement on French-language services to enhance the delivery of services in French.

**Strategy:** *The approach we will take to achieve our goal*  
Work with sector partners to deliver safe and accessible experiences.

**Key Actions:** *What we will do to get there.*

- Support community investments through the Active Families Benefit, the Saskatchewan Lotteries Trust Fund, the Community Initiatives Fund, and agency partners to strengthen capacity to access quality sports, culture, recreation, and physical activity programs and services.
- Support the Meewasin Valley Authority and Saskatchewan Regional Parks in providing safe, accessible and valued experiences for citizens.

**Performance Measures:** *What success looks like*

**Royal Saskatchewan Museum and T.Rex Discovery Centre visitation**

Number of visitors to the Royal Saskatchewan Museum and the T.Rex Discovery Centre.

Target: 120,000 visitors to the Royal Saskatchewan Museum In 2024-2025.

Target: 10,000 visitors to the T.Rex Discovery Centre in 2024-2025.

**Participation in sports, culture, and recreation programs**

Total participation in sport, culture, and recreation programs delivered by ministry partners. Ministry partners include Saskatchewan Lotteries, Community Initiatives Fund, Western Development Museum, Saskatchewan Science Centre, and Wanuskewin Heritage Park.

Target: 1.5 million participants in sport, culture, and recreation programs in 2024-2025.

**Visitor Satisfaction**

Satisfaction with visits to Saskatchewan provincial parks and the Royal Saskatchewan Museum

Target (Royal Saskatchewan Museum): 90% satisfaction rate.

Target (Provincial Parks): 90% of visitors are satisfied, and 75% are highly satisfied.

**Youth Engagement**

Youth participation in interpretive and educational programming at historic parks, the Royal Saskatchewan Museum, and provincial parks.

Target: 37% of total visitation for both the Royal Saskatchewan Museum and the T.Rex Discovery Center will be youth.

Target: 40% of participants in interpretive and educational programming at historic and provincial parks are youth.

**Online Content and Reach**

Number of pages on Saskatchewan.ca/bonjour

Target: 385 by March 2025.

## Goal 2: Protect our Natural and Cultural Resources for the Benefit of all Current and Future Generations

The ministry invests in the protection of our natural and cultural resources to ensure Saskatchewan's historic resources and cultural artifacts are preserved and available to support research, education, and awareness. Balancing growth while protecting these invaluable resources helps to build stronger families and vibrant communities. This improves the well-being of our citizens by creating understanding and connection to the past, and responsibilities in the present, and considers the impact on future generations.

**Strategy:** *The approach we will take to achieve our goal*

Strengthen stewardship of our cultural resources and natural ecosystems.

**Key Actions:** *What we will do to get there.*

- Implement the Park Ecosystem Health Index to monitor and improve our understanding of the state and condition of the park ecosystem health and integrity.
- Improve the quality of ecosystem integrity through active management measures such as tree planting, invasive species treatment, and forest harvesting.
- Improve the management and public interaction with heritage data held by the Ministry.

**Strategy:** *The approach we will take to achieve our goal*

Expand research and discovery.

**Key Actions:** *What we will do to get there.*

- Conduct and facilitate scientific research at the Royal Saskatchewan Museum and promote discoveries made by Royal Saskatchewan researchers.
- Continue planning for upgrades to the Royal Saskatchewan Museum Research, Exhibits, and Collection Facility to ensure the safety of staff and the longevity of the collections.
- Work in collaboration with Indigenous communities to improve the stewardship of sacred Indigenous collections.
- Launch the digitized Indigenous Cultural Heritage collection website, making the collection more accessible to communities.

**Strategy:** *The approach we will take to achieve our goal*

Work with indigenous partners to deepen our knowledge of ecosystem and culture.

**Key Actions:** *What we will do to get there.*

- Support Wanuskewin Heritage Park's application to become a United Nations Educational, Scientific and Cultural Organization World Heritage Site.
- Expand engagement with Indigenous communities to increase the inclusiveness of the ministry's programs, services, and policies.

- Partner with Indigenous communities and speakers, in the spirit of reconciliation, to deliver learning opportunities and events at the Royal Saskatchewan Museum including the Speakers Series, Indigenous Story Telling Month, Orange Shirt Day, and Indigenous History Month.

**Performance Measures:** *What success looks like*

**Park Ecosystem Health**

All 12 natural environment provincial parks to be managed by ecosystem-based management plans by March 31, 2028.

Target: 9 natural environment provincial parks are managed by ecosystem-based management plans by March 31, 2025.

**Provincial Heritage Resources and Collections with Conservation Plans**

All heritage resources and collections under the responsibility of the ministry will have an approved plan strategy, or process to regulate preserve, manage, or interpret the resource or collection.

Target: 100% of new archaeological sites will have a conservation plan by March 31, 2026.

Target: 100% of newly designated Provincial Heritage Properties will have a conservation plan by March 31, 2026.

Target: All existing designated Provincial Heritage Properties will have a conservation plan by March 31, 2028.

### Goal 3: Increase Contribution to Provincial Economy

Ongoing enhancements to parks, programs, services, and infrastructure are necessary to build compelling and meaningful experiences that inspire new and repeat visitation and participation. Leveraging partners and private sector interest in delivering new experiences supports economic growth and building strong and vibrant communities. These spaces, events and experiences are vital contributors to tourism and the economy, bringing significant tourist spending to communities across the province.

**Strategy:** *The approach we will take to achieve our goal*

Enhance programs and events that contribute to economic tourism expenditure.

**Key Actions:** *What we will do to get there.*

- Encourage winter and shoulder month visitation in provincial parks with enhanced programming, events, and recreational opportunities such as guided hikes, snowshoeing, and skiing.
- Promote provincial parks as year-round destinations through targeted marketing and promotional campaigns.

**Strategy:** *The approach we will take to achieve our goal*

Enable partnership and investment to deliver on new experiences and services.

**Key Actions:** *What we will do to get there.*

- Strategically invest \$29.95 million in arts, culture, and heritage opportunities with sector partners including Creative Saskatchewan, SK Arts, Saskatchewan Heritage Foundation, Western Development Museum, Wanuskewin Heritage Park, and Saskatchewan Science Center.
- Build awareness of programs, events, and stakeholder engagement opportunities through targeted marketing, social channels, and the Saskatchewanwanderer Program.

**Strategy:** *The approach we will take to achieve our goal*

Reduce red-tape to support private sector investment and economic development opportunities.

**Key Actions:** *What we will do to get there.*

- Heritage Conservation Branch Online Client Services Initiative will streamline heritage assessments for new development projects.
- Increase private sector offerings available in provincial parks through active solicitation of new offerings by current operators.

**Performance Measures:** *What success looks like*

**Visitation to Provincial Parks**

Number of entry permit days in Saskatchewan provincial parks.

Target: 915,000 entry permits in 2024-2025.

**Economic Impact**

Estimated Saskatchewan spend by productions through Creative Saskatchewan's Feature Film and Television Production Grant Program.

Target: To reach an estimated Saskatchewan spend of \$30 million.

Total number of new and expanded private sector offerings and associated capital investment in provincial parks.

Target: Establish a baseline and increase the number of new and expanded private sector offerings.

**Turnaround Time for Requests and Inquiries**

Ensure timely average Heritage Conservation Branch response times to review development proposals.

Target: Respond within 21 days to all development proposals in 2024-2025.

# Government Vision and Goals

## Saskatchewan's Vision

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## Ministry of Parks, Culture, and Sport - Status of Women Office Overview

### Mandate

The Status of Women Office is the sole branch of the Government of Saskatchewan that is responsible for matters related to the status of women. The strategic focus of the Status of Women Office is leading and coordinating the development of policies, programs and other strategic initiatives that support women to live safe, healthy, and prosperous lives.

### Mission

Contribute to enhancing Saskatchewan's economic growth and high quality of life by identifying opportunities and making recommendations that advance the status of women through the development of strategic partnerships to increase their capacity to grow the economy and live high-quality lives.

## Goal 1: Women Are Growing Saskatchewan's Economy

Increasing women's capacity to grow Saskatchewan's economy contributes to a better quality of life for Saskatchewan families and communities. The Status of Women's Office will support achieving this goal by leading and coordinating the development of initiatives that provide opportunities for women and girls in innovation and technology.

**Strategy:** *The approach we will take to achieve our goal*

Increase capacity for women to work in non-traditional sectors and industries.

**Key Actions:** *What we will do to get there.*

- Lead the provincial working group to identify and leverage opportunities to increase women's participation in Science, Technology, Engineering, Arts and Mathematics and non-traditional sectors.
- Leverage opportunities with strategic partners to expand existing programs and services that enable greater participation in the economy.
- Lead and coordinate opportunities with third parties that encourage women and girls to contribute their leadership in Saskatchewan.

**Performance Measures:** *What success looks like*

### **Women in Science, Technology, Engineering, Arts and Mathematics Sectors**

Target: Develop a current state analysis of Science, Technology, Engineering, Arts and Mathematics sectors in Saskatchewan to identify gaps and opportunities for women by March 31, 2025.

### **Women in leadership roles**

Target: Provide opportunities that encourage women and girls to contribute their leadership in Saskatchewan by March 31, 2025.

## Goal 2: Support Women’s Health and Wellbeing

Supporting women’s health and wellbeing contributes to a better quality of life for Saskatchewan families and communities. The Status of Women’s Office will support this goal by leading and coordinating initiatives that provide opportunities for women and girls that supports access to programs and services that increases their overall health and wellbeing.

**Strategy:** *The approach we will take to achieve our goal*

Provide leadership and work with partners to identify strategies and initiatives that increase women’s access to programs and services that increase their health and wellbeing.

**Key Actions:** *What we will do to get there.*

- Lead and provide oversight on the Shopper’s Foundation for Women’s Health menstrual equity program in Saskatchewan.

**Performance Measures:** *What success looks like*

### **Implementation of the Shopper’s Foundation for Women’s Health**

Target: Ensure the allotment of products designated for Saskatchewan reached the individuals in schools, shelters, and transition houses by March 31, 2027.

### Goal 3: Prevent Interpersonal Violence and Abuse in Saskatchewan.

Preventing interpersonal violence and abuse in Saskatchewan supports strong families and stronger communities. The Status of Women Office will support achieving this goal by leading and coordinating initiatives that prevent interpersonal violence and abuse from occurring.

**Strategy:** *The approach we will take to achieve our goal*

Lead and coordinate initiatives that increase women’s safety, security, and wellbeing.

**Key Actions:** *What we will do to get there.*

- Lead Saskatchewan’s implementation of the National Action Plan to End Gender-Based Violence
- Support and implement prevention initiatives that target interpersonal violence and abuse.
- Lead Ministry actions to support the Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People National Action Plan and Pathway Forward.

**Performance Measures:** *What success looks like*

**Implementation of the National Action Plan to End Gender-Based Violence.**

Target: Lead and provide oversight of Saskatchewan’s implementation of the national action plan to end interpersonal violence and abuse by March 31, 2027.

**Interpersonal violence and abuse prevention initiatives.**

Target: Implement grant funding designated for Saskatchewan Status of Women Office under the National Action Plan to end gender-based violence by March 31, 2025.

# 2024-25 Improvement and Innovation Highlights



<p><b>1</b></p>	<p><b>Implementation of the Park Ecosystem Health Index.</b></p> <ul style="list-style-type: none"> <li>• <b>Problem/Opportunity:</b> The management of park ecosystems requires various measures to improve and maintain ecosystem health, with a better understanding of the overall baseline ecosystem health via utilization of an index we can pinpoint specific parks and associated measures to have the greatest improvement impacts.</li> <li>• <b>Improvement work/approach:</b> This improvement is born from an innovative approach the Landscape Protection Unit took utilizing Geographic Information System information in a unique way to develop an overall score to easily identify ecosystem health. With baseline information in place, the Landscape Protection Unit will focus on continuous improvement to proactively identify focus areas and measures based on the health index of parks.</li> <li>• <b>Desired outcomes:</b> The goal of this initiative is improved park ecosystem management. The health index provides us with valuable information to assist in future planning associated with items like invasive species control, forest health, grassland management etc. By utilizing the index, we have a better understanding of what our current state is, planning for future work becomes more targeted and the overall health of the park lands we manage should improve.</li> </ul>
<p><b>2</b></p>	<p><b>Outdoor Classroom Booking Improvements.</b></p> <ul style="list-style-type: none"> <li>• <b>Problem/Opportunity:</b> Saskatchewan Provincial Parks offers educational place-based learning to schools and classrooms across the province, welcoming over 14,000 students to provincial parks in May and June 2023. This programming is connected to the Saskatchewan curriculum and connects students to nature through programs like guided hikes, aquatic ecosystem programming, learn to canoe, history programming, and more. Based on teacher feedback received through end-of-season surveys, Visitor Experiences identified the need to find a solution that improves the booking system for Outdoor Classroom to have it in place for the upcoming 2024 school season.</li> <li>• <b>Improvement work/approach:</b> To accommodate the volume of teachers and educators accessing and inquiring about Outdoor Classroom, Visitor Experiences has implemented a new online booking platform where teachers can explore all available program information by park and book a program for their class almost instantly. This new platform significantly reduces the administrative barriers of responding to booking requests to Outdoor Classroom traditionally done through emailed requests, which can result in slow response times and lost booking requests.</li> <li>• <b>Desired Outcome:</b> To introduce a new booking system for teachers and coordinators that is more efficient and increases satisfaction for all those who access, administer, and deliver Outdoor Classroom programming. This will provide teachers and educators with a consistent and standard approach while ensuring Visitor Experiences has the tools needed to maintain service standards around customer response times. Other anticipated outcomes for this new initiative include easier access to program information for teachers, the ability to confirm and plan class trips sooner, and maintaining or increasing student access to provincial parks for educational programming.</li> </ul>

### 3

#### **Online Client Services Initiative.**

- **Problem/Opportunity:** The Heritage Conservation Branch is responsible for the protection and management of over 25,000 archaeological sites in Saskatchewan. Staff focus on the regulation of impacts to these sites from development projects relating to oil/gas, forestry, gravel quarrying, infrastructure development, and subdivisions, among other industries, from clients in both the private and public sectors. An average of 5,500 development projects are reviewed annually, and response times can be more than four weeks. Project approval delays can be challenging for clients in terms of costs and project timing. The current system requires manual data collection, validation, and approval, relies on databases that no longer meet business requirements, has limited capacity for analytics, and restricts data sharing with clients.
- **Improvement work/approach:** The Online Client Services Initiative of the Heritage Conservation Branch is an online integrated heritage management solution currently being built by an external vendor and is scheduled to go live in the 2024-2025 fiscal year. The primary aim of the Online Client Services Initiative is to improve efficiency and reduce client wait times and costs through digital transformation of the heritage approval process for developments in Saskatchewan.
- **Desired outcome:**
  - The Online Client Services Initiative will streamline the heritage regulatory process by cutting red tape and reducing approval wait times.
  - It will offer clients an enhanced self-service capability, including project screening, online development submission, and remote data access, and improved data storage and reporting.
  - Many development proposals would receive immediate heritage clearance as opposed to the current four-to-five-week turnaround.
  - Faster approvals will result in significant wait cost savings for industry in Saskatchewan.

### 4

#### **Central funding to support intermediate and advanced learners.**

- **Problem/Opportunity:** Currently, the French-language classes for Government of Saskatchewan employees require a minimum of four learners per classes for classes to be offered. This is not an issue for beginner level classes where there are usually enough learners for the class to be offered. It is, however, an issue for intermediate and advanced level classes where there often are not enough registrants. This is unfortunate as people who register for intermediate and advanced level classes are close to having sufficient language skills to offer French-language services to citizens.
- **Improvement work/approach:** Using funding from the Canada-Saskatchewan Agreement on French-language, the Francophone Affairs Branch will set up a central pool of funding to ensure that Government of Saskatchewan employees who want to take intermediate and advanced classes can do so even if the minimum number of learners is not reached.
- **Desired outcome:** Increased number of Government of Saskatchewan employees capable of delivering French-language services to citizens.

# 5

## **Digitization of the Indigenous Heritage Collection.**

- **Problem/Opportunity:** In 2023-2024 the Royal Saskatchewan Museum worked hard to photograph and digitize the Indigenous ethnology collection. By April 1, 2024, the collection will be online for the public to view. In 2023-2024 the Royal Saskatchewan Museum created a digitization strategy and internal policy for the Indigenous Ethnology collection, digitized this collection and we created a webpage (as part of the Royal Saskatchewan Museum webpage) that will serve as a searchable database, with data and photos of Indigenous ethnology collection items.
- **Improvement work/approach:** In 2024-2025 the Royal Saskatchewan Museum will have the collection (and their data) available to the public, with the anticipation that this will serve good value to Indigenous communities in seeing that collections are held at the Royal Saskatchewan Museum, and which may be of interest to them (e.g. repatriation).
- **Desired outcome:** This will also be good value to artists and researchers looking to explore the Royal Saskatchewan Museum's holdings. In 2024/2025 the Royal Saskatchewan Museum will promote, monitor, and evaluate the website for engagement, to learn more about how to best utilize the digitized collections.

# Financial Summary

Ministry of Parks, Culture and Sport 2024-25 Estimates (\$85,459 million)	(in thousands of dollars)
Central Management and Services	\$10,305
Parks	\$28,531
Resource Stewardship	\$8,079
Community Engagement	\$45,414
<b>Total Appropriation</b>	<b>\$92,329</b>
Less Capital Asset Acquisitions	(\$14,010)
Plus Non-Appropriated Expense Adjustment	\$7,140
<b>Total Expense</b>	<b>\$85,459</b>

**Links to More Information**

- [Ministry of Parks Culture Sport](#)
- [Government of Saskatchewan Budget, Planning and Reporting](#)

