STRATEGIC PLAN
2016 - 2019

SASKATCHEWAN COUNCIL OF
ARCHIVES AND ARCHIVISTS

Vision

Through our members, SCAA will ensure that history and heritage are documented, preserved and readily available to the public.

Mission

By providing leadership, support, education and promotion the SCAA fosters the development, cooperation and advancement of Saskatchewan archives and archivists. SCAA guides, supports and values our members and our communities. To implement our mission we will:

1. Provide a forum for the exchange of information and ideas among those interested in archives;
2. Promote and encourage cooperation among members;
3. Encourage the establishment of new archival institutions within the province;
4. Promote standard archival policies and practices;
5. Assist members to obtain funding through granting and other funding agencies and, where necessary, to adjudicate grant requests on behalf of members;
6. Assist in the education of archivists and others with interests in the field of archives;
7. Represent the provincial archival community in a national archival network, and;
8. Promote public understanding and use of archives and historical resources in the province.

Philosophy

The approach we use in our work is based on the following key philosophic underpinnings:

- Accessible - we are available, useful, relevant service providers
- Approachable – anyone can talk to us
- Equitable- there is a comfort in diverse relationships and the ability to build skills
- Accurate and Quality – all of our information and services are valued and are of high quality
- Healthy Organization – we are trusted, professional, ethical, open to change and fun

Strategic Goals

Goal	Objectives/Actions	Indicators	Measures/Desired Outcomes
1. Sustainability and Good Governance	Address Human Resource needs and issues – update and streamline board committees	Better continuity of SCAA staff, board and committee members	SCAA remains relevant and effective
	Train the board on diversity issues	Training is provided and is effective	The board and committees are effective and diversity initiatives are incorporated into planning
	Explore options for alternative revenue	Other grant opportunities are investigated	SCAA remains financially secure
	Review and update data gathering processes	Data gathering system is in place and well used	Higher quality information for advocacy and revenue generation
	Pilot an evaluation framework	Evaluation takes place and is used for planning	Increased ability to implement projects
2. Build Capacity	Continue to provide grants and offer professional development and training	Increased capacity to meet and deliver on expectations of the public and members	Skills are in place to respond to the changing environment
	Do a training needs survey	Members have more relevant options for focused training	Increased capacity and continued relevancy
	Create and implement a Capacity Building and Networking Strategy	Explore regional meetings of members. Reach out to other organizations	Sector enhancement and increased member connectivity
	Increase Grant Criteria Awareness	Grant awareness helps to increase member participation	Members use grants to help build community connections and provide excellent service
3. Increase Communication - Awareness and Visibility	Develop and implement a Communication and Information Sharing Strategy	The communication strategy increases and improves information sharing	SCAA is the primary source for archival information in the province
	Continue to build upon outreach initiatives	Better understanding and public awareness of SCAA	Public knows about archives & sees their value. Better understanding in the community of who we are & what we do.
	Identify members communication and information needs and address them	SCAA website, newsletter, email listserve, and other tools are well used	SCAA members are well informed and engaged with the organization
4. Enhance Relationships and Diversity	Develop and implement a Diversity Strategy	SCAA members value diversity and are aware of	Archival holdings, users, and outreach activities reflects the diverse nature of our province

		SCAA's diversity initiatives	Solid partnerships are established
	Set partnership priorities and establish partnerships		
		SCAA takes part in more sector-based activities	SCAA members are well represented at the national level
	Increase national connections and visibility		
		SCAA remains relevant to the national archival community	
5. Provide Member Support and Engagement Options	Continue providing good service with clear priorities and intention	SCAA activities reflect the needs of our members, and provide value to them	Members needs are met
	Create more opportunities for members to connect for networking	Establish a regional network for more isolated members	Members and volunteers feel connected, valued and supported
	Do a member value assessment through surveys	Members are able to provide feedback to SCAA	SCAA activities are more targeted toward the needs of our members
6. Increase Technology Advancement	Develop and implement a Technology Strategy	SCAA website is updated, SAIN continues to be well used, and social media and other tools are used	SCAA's services make use of the best resources and continue to be used by our members and public.
	Provide training to members on electronic records and technology	Members are aware of digital preservation strategies	Members are better able to preserve electronic records

1. Sustainability and Good Governance
    a. Address Human Resource Needs and Issues – Update and Streamline Boards and Committees

        Establish Human Resource Committee – President, Vice President, Treasurer, Secretary; 2016
        The committee will meet with SCAA staff, review staff performance, handle staff contract negotiations, and review means of maintaining staff continuity

        Review Human Resource Policy Manual – Human Resource Committee; 2017
        The committee will review and update the existing human resource policy manual.

        Review Board Committee Terms – Board Committee Chairs; 2017
        Board chairs in consultation with committee members should review the terms of reference for committees and examine ways of streamlining committees or activities and examine means of board and committee succession planning

    b. Train the Board on Diversity Issues – SCAA Board; 2016 ongoing
        As highlighted in the diversity plan, training sessions will be examined to ensure board members are aware of the importance of diversity and to assist with diversity initiatives

    c. Explore Options for Alternative Revenue – SCAA Board, SCAA staff; 2016 ongoing
        To assist with the financial stability of the organization the board and staff are encouraged to identify other grants for SCAA to apply for, as well as other means of revenue generation from SCAA activities or projects

    d. Review and Update Data Gathering Practices – SCAA Board, SCAA staff; 2017

To better assist with planning and providing justification for funding applications and advocacy for the organization, the SCAA will review existing means of gathering statistics and feedback from its members and participants at its events.

   e. Pilot an Evaluation Framework – SCAA Board, SCAA staff; 2018
   SCAA will use the information from the data gathering practices review to establish means of evaluating the effectiveness of our activities and develop and pilot an evaluation framework.

2. Build Capacity
   a. Continue to Provide Grants and Offer Professional Development and Training; Education Committee and Grants Committee; Ongoing
   The SCAA Board will continue to look to maximize the benefits available to our members through professional development training, professional development grants, and institutional grants.

   b. Do a Training Needs Survey; Education Committee; 2016
   To better meet the training needs of our members the Education Committee will look to poll our members on their opinions on current and future workshops.

   c. Create and Implement a Capacity Building and Networking Strategy; SCAA Board; Committees; 2017
   To ensure the ongoing needs of our organization are met, the Board will look for opportunities to reach out to other organizations with potential partnership opportunities. As well, board chairs will encourage involvement in committees and look to develop organizational capacity for our board from committee membership.

3. Increase Communication Awareness and Capacity
   a. Develop and Implement a Communications and Information Sharing Strategy; Communications Committee; SCAA staff; 2017
   Our present means of communicating with our membership will be reviewed and new opportunities will be reviewed including social media tools. As well, the present SCAA website will be reviewed.

   b. Continue to Build Upon Outreach Initiatives; Awareness Committee; SCAA staff; Ongoing
   SCAA will review present outreach activities and identify possible new outreach opportunities to help our members increase awareness of archives throughout the province.

   c. Identify Members Communication and Information Needs and Address Them; SCAA staff, 2016-2017
   SCAA will consult with members to ensure that SCAA information is reaching them. Present tools will be reviewed and new options such as social media will be evaluated.

4. Enhance Relationships and Diversity
   a. Develop and Implement a Diversity Strategy; SCAA Board; 2016
   To ensure that SCAA and our members remain aware of and prioritize diversity the SCAA will establish a diversity strategy and incorporate elements of the diversity strategy in our planning.

   b. Set Partnership Priorities and Establish Partnerships; SCAA Board; 2016-2018
   SCAA will look for opportunities to partner with other organizations, in particular efforts will be made to develop partnership opportunities with other organizations participating in the SaskCulture diversity pilot program.

    c.   Increase national Connections and Visibility; SCAA Board, Ongoing
        SCAA will continue to represent the interests of our members and of archives in Saskatchewan by involvement in national archival organizations and committees.

5. Provide Member Support and Engagement Options

    a.   Continue Providing Good Service with Clear Priorities and Intention; SCAA Board; SCAA staff; Ongoing
        SCAA will continue to endeavor to provide good service to our members, and ensure that our activities are all designed to provide excellent value for our members.

    b.   Create More Opportunities for Members to Connect for Networking; SCAA Board; SCAA staff; 2016-2018
        To better assist some of our more remote and isolated members, SCAA will look to establish several regional meetings of members to encourage them to network

    c.   Do a Member Value Assessment Through Surveys; SCAA Board, SCAA staff; 2016-2017
        To ensure SCAA's activities are meeting the needs of membership, SCAA will survey membership and ask them to evaluate present services and consider possible new or changed services.

6. Increase Technology Advancement

    a.   Develop and implement a Technology Strategy; SCAA Board, SCAA staff; 2016
        SCAA will look to upgrade and revise its current website to ensure our primary communication tool remains relevant. SCAA will also examine means of improving SAIN, and other technology communication tools such as social media.

    b.   Provide Training to Members on Electronic Records and Technology; Education Committee, 2017
        To ensure that SCAA members' skills remain current and up to date with changes in technology, SCAA will look for professional development opportunities on the preservation of electronic records, and the use of technology by archives.

Committees

Current Committees:
1. Communications
2. Education
3. Awareness
4. Grants
5. Human Resource Committee

*Audit and Nomination

Committee Goals and Activities:

- Investigate restructuring of committees to meet priorities (see enabling strategies)
- Ensure committee terms of reference are relevant
- Ensure committees remain active and have established goals/tasks/projects
- Encourage membership participation in committees
- Establish new committee on Member Engagement – Diversity - Relationships

Operational Priorities and Implementation Framework

The following section represents the highest priority operational goals as defined by the 2015-16 SCAA Board of Directors

Goal 1: Refine the criteria for institutional grants
Desired Outcome: More & Different members applying for grants

Objectives	Actions	Roles	Timeframe
More members apply for grants	Better and more advertising and promotion of grants	Archives Advisor Communication Committee	Ongoing
	Grant writing workshops held	Education Committee	2016-17 year; 2018-19 year
	Grants promoted during site visits	Archives Advisor	Ongoing
Diversity component incorporated within institutional grant evaluation criteria	Grant evaluation criteria with an emphasis on diversity, established and grant form modified	Grants committee	Starting 2016 then ongoing
	Diversity emphasis within grant evaluation communicated to members	Grants Committee Communications Committee Archives Advisor	2016-17 year and ongoing

Goal 2: Increase member engagement
Desired Outcome: Members are actively involved in the SCAA & using its services

Objectives	Actions	Roles	Timeframe
Facilitate the meeting of members in regions throughout the province	Review possible region boundaries (See Saskatchewan Museums Association boundaries).	SCAA Board Archives Advisor Executive Director	2016-17
	Contact members within regions, propose regional meeting	Archives Advisor	2016-17
	Hold first regional meeting	SCAA member Archives Advisor	2017-18
	Review regional meeting examine expansion to new regional network	SCAA member SCAA Board	Review conducted in 2017-18, additional meetings ongoing
Facilitate access to subject expertise	Poll SCAA members & Institutes regarding subject expertise	Archives Advisor	2016-17
	Poll other Provincial and National Organizations	Archives Advisor	2016-17
	Publish subject expertise contact list for members	Archives Advisor	2017-18

	Review subject expertise contact use	Archives Advisor SCAA Board	2018-19
Encourage members to be active in SCAA	Encourage committee and project volunteers through promotion	SCAA Board	Ongoing
	Encourage committee members to join board	Nominations Committee SCAA Board	Ongoing
	Form a member engagement & partnership committee	SCAA Board	2016-17
Increase member attendance at workshops and the AGM	Survey member's professional development needs	Education Committee	2016-17
	Plan workshop schedule in advance (Goal 1 year in advance)	Education Committee	2016-17 and ongoing
	Alternate workshop and AGM locations regionally	Education Committee SCAA Board	Ongoing
	Plan a workshop with every AGM	Education Committee	2016-17 and ongoing

Goal 3: Develop and implement a communications strategy

Desired Outcome: Members and Executive are aware of each other's activities

Objectives	Actions	Roles	Timeframe
SCAA activities, information, and objectives are communicated effectively	Newsletter published twice a year (winter/summer)	Communication committee	2016-17 and ongoing
	List-Serve updated monthly	Archives Advisor	Ongoing
	Website and social media sites updated regularly	Archives Advisor	Ongoing
	Other relevant partner organizations are contacted (Museum's Association, Library Association, etc)	Archives Advisor Executive Director	Ongoing
Direct conversations with entire members	Site visit or phone/ email conversations occurs with each member at least once every three years	Archival Advisor Board member	2016-17 and 3 years continuous
SCAA and its events are effectively promoted	Archives week events are well attended and promoted	Awareness Committee Archives Advisor Executive Director and staff	
	Members continue to host archives week events		
	SCAA workshops are well attended		

Objectives	Actions	Roles	Timeframe
SCAA continues to have a presence at tradeshows and other public events (ex. Heritage Festival, Saskatchewan Urban Municipalities Association, etc)	SCAA attends or has a booth at least at one public event annually	Archives Advisor Executive Director SCAA Board Member	2016-17

Goal 4: Establish meaningful relationships with diverse cultures

Desired Outcome: Creating a more inclusive community
Budget:

Objectives	Actions	Roles	Timeframe
Increase diversity within the organization and its members	Develop and implement a Diversity Strategy	SCAA board and staff Members	Begin fall 2015 - ongoing
Establish communications and possible partnerships with ethno-cultural organizations	Set priorities and meet with agencies Prepare a handout or web contact information to sharer	SCAA board and staff Members	Begin Dec 2015 - ongoing

Notes:
Talk to multi-cultural council, FN/Metis organizations, Heritage Saskatchwan, SaskCulture, Media
Sponsor diverse markets
Establish diversity as a grant criteria / scoring point
Consider other diversities – gender / age / geographic distance ie remote rural
Identify the key people we want to build relationships with
Diversity theme at future Archives Week
Sask Youth Heritage Fair = for our award, we could suggest promote

Who:
ED, Board, President, members, volunteers, AW organizing groups
Newspaper, media
Newsletter, group bulletins

Appendices

Environmental Scan – Organizational Snapshot:

Key external factors:

- All non-profits – charities are being asked for more business-like approaches along with a sector approach on results-based evaluations and measurements, long term impact. Therefore we need to better capture our results

- CRA is starting to pay more attention to this sector because the sector is getting bigger – handling lots of money, not just grants.

- SaskCulture has set a policy direction related to diversity and our organization is part of a pilot.

What else is going on that could have impact?
- Budget
- Provincial
- Nationals want money, volunteer, may be competitors
- Expectation from public / members
- Competition / Partnership from members
- Fewer funding sources
- We are viewed as funders by members
- Meeting info technologies – members looking for digital support/guidelines
- Volunteer burnout & skill sets
- Change to evaluation
- Measuring our work
- CRA being more engaged
- Library Archives Canada – New Archivists will change national direction
- More emphasis on Leadership
- Tight Labour Market
- Immigrants looking for opportunities – more fluidity
- Funders more emphasis on diversity – Indicators & Measures, 5 Year agreement that is results based
- Shift in technology
- A lot of information out there not being kept – who should be doing it

Organizational Snapshot

Operational Impact and Scan:

- Professional
- Exist to teach
- Make information available to Sask & World
- 15 years stemmed from 2 separate organizations 1 for individual and 1 for organizations
- To standardize; cooperation to work together
- Continuity on how to do things
- Expectation from society to preserve heritage & history
- Expectation to share it
- Responsibility to collect gather and maintain
- Responsibility by law
- Responsible to maintain to be able to analyze through the generations

Doing Well	Needs Improvement
- Financially sustainable secure - Well received by funder - Board active & engaged - Provide excellent value to members through funding - Outreach activities improving - Archives Week - Archives Advisor activities (Cam in general) - Good grant program - Support to membership - Collections and storage - Grant Programs and Adjudicating - Workshops – Education (topics of interest) - Financially secure - Board is engaged – members are supported - Value to members - Cam's work - Outreach*	- Not enough individual members - Better short term and long term planning - Personal development - Better understanding of members & potential members needs - Improved training of board members - Revised terms of reference - Recruitment from non-standard sources - Expand outreach to different times of year - *Outreach - Diversity - Targeted institutional funding - Communication - Don't know what's happening in other institutes - Generating enthusiasm - More partnerships with "cousins" - Membership connections (Individuals) - Awareness and use – volunteers - Board reps - Communication (pull together) - Partnerships (Libraries – Museums etc)

Analysis: What does the scan mean to us?

- We must stay relevant - Find new things to do
- Aware of short comings
- Limits to what we can do with constraints with staff, volunteers
- Careful on how we go about things
- Partnerships are important
- We should have a Change agenda a Growth agenda (planned well managed growth)
- Communications – Capacity Building – Relationships are key
- Could jeopardize being relative if we don't do these things
- Someone else may step in and take over. We either collaborate or compete

Have we addressed these things in the Strat Plan ? Do we need to?
Operational Outcomes

What change do we want to see?
- *Planning PD in advance, give better opportunity for attendance start thinking a year in advance*
- *Better communication – Identify members' needs*
- *Better connections*

What has not been said?
- *Northern Communities feels isolated*
- *Outstanding Policy & Governance manual needs review*
- *5 committees*

Structure

- Governance
- 4 standing committees
- Paid Staff
- Communications (5-6)
- Education (4-5
- Awareness (7-8)
- Grants (8-9)
- Each committee must have board member & reports back to board

Staffing

- Office - - adequate
- Archives Advisor – could be more sometimes

Infrastructure

- Website needs to be upgraded
- Cam – home office vs work from home
- Discuss at board meeting what we have
- How do we measure success
- Have adequate resources & Planning

Enabling Strategies (link to Committees?)

The following are supporting or enabling strategies to be developed within the strategic plan and supported by committees:

7. **Capacity Building – (Highest priority)**

   - Technology (below)
   - Involved in or assist with oral history and Aboriginal Archives
   - Diversity
   - Board Development and Orientation
   - Annual review of strategic plan
   - Add guidelines for committees (work plans)
   - Evaluation framework and member needs assessments

8. **Communication Strategy** (see sheets) – a strategy to address internal/ external communication and information sharing and ways to increase public awareness, understanding and education.
   - Direct to members
   - Education / information
   - Public awareness & understanding

9. **Regional Network** – a plan for regional get togethers, networking and relationship building – including more recognition of volunteers and committees - increase member engagement – see sheets focus on Smaller communities & holdings and member engagement

10. **Criteria for Grants** – a strategy to place a larger emphasis on and better understanding of criteria for grants as motivation for participation

11. **Diversity and Partnership Plan** – a partnership and diversity plan (with priorities identified) to incorporate into all that we do for increased inclusivity - establish a committee for diversity and engagement (Reach out to other groups. Multicultural association. First nations, newcomers
See more diversity on board of directors. More female, less white (good governance)

12. **Technical Capacity** – a specific plan and process to learn more about and build capacity related to digital technology and other technology needs for the organization and members