



## **Strategic Plan: 2018 to 2020\***

**\*extended to 2021 as per board motion June 02, 2018**

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**OUR MISSION** *Saskatchewan Archaeology Society's Mission: Connecting Saskatchewan's past to you.*

**OUR VISION** *You have a deep understanding of archaeology, recognize its value, and support the preservation of this heritage resource.*

## **OUR VALUES**

*We value and respect:*

**CONSERVATION AND PRESERVATION** - *Archaeology helps tell the Saskatchewan story. We are committed to scientific principles and traditional knowledge, and we adhere to the Saskatchewan Heritage Property Act.*

**GOOD GOVERNANCE** – *we operate with integrity and are transparent in all our actions. We respect one another and are amicable in our relationships with all. We work professionally, selflessly, ethically and democratically.*

**INDIGENOUS CULTURES** – *we respect Indigenous cultures, and encourage First Nations and Metis participation in our programming, services and decision-making. We are mindful of the Duty to Consult and Accommodate, and we consider oral and other cultural traditions in our work.*

**A UNIFIED MESSAGE** – *we strive to be clear in our messaging about our common purpose.*

**CLEAR DIRECTION** - *Our goals and objectives are comprehensive and are examined periodically to ensure we are on track.*

**ENGAGED AUDIENCES** – *we strive to educate and engage the public in the wonder of Saskatchewan archaeology.*

**FLEXIBILITY** – *we are open to new ideas and aim to keep our programming current and relevant to our stakeholders.*

**DIVERSITY** – *we seek diversity and the inclusion of all cultures in our organization – on our Board and staff, in our membership and in the participants of our programs. A range of expertise and thinking helps us to do our job.*

**ACCESSIBILITY** – *we strive to make information and resources related to archeology widely available to all interested parties.*

**OUR PEOPLE** – *the Board and staff work together cooperatively. We trust our staff and value their contributions to the organization. Our members help us to fulfil our mission and are critical to achieving the SAS Vision.*

**Strategic Goal: Organization**

Strategic Goal: Organization	
A responsive, well-resourced, relevant organization.	
Objectives:	Expected Outcomes:
1. The purpose of a program is clear, and specific outcomes and target groups for the program are identified.	<ul style="list-style-type: none"> <li>– Staff will draft program outcomes and identify target groups for the Board’s information</li> <li>– Program committees will develop the purpose, outcomes and targets for all new programs</li> <li>– Approved targets and outcomes are reflected in the 2020 global funding application</li> </ul>
2. SAS’ organizational structure makes sense and is relevant.	<ul style="list-style-type: none"> <li>– The membership fee and benefits are examined and revised for Board discussion</li> <li>– Membership benefits are well-promoted, and shared with potential members</li> <li>– The Chapter structure is re-affirmed or revised</li> <li>– Bylaws are reviewed by the Board</li> <li>– Bylaw amendments, if necessary, are approved by the Board</li> <li>– Bylaw amendments, if necessary, are approved by the membership at the AGM</li> </ul>
3. Governance training and policy development.	<ul style="list-style-type: none"> <li>– Operational and governance policies are separated</li> <li>– Board reviews existing governance policy</li> <li>– Governance training takes place</li> <li>– Governance policy is revised and approved by the Board</li> </ul>

**Strategic Goal: Organization**

**A responsive, well-resourced, relevant organization.**

<b>Objectives:</b>	<b>Expected Outcomes:</b>
4. The Board is kept current and informed.	<ul style="list-style-type: none"><li>– The Board binder (including bylaws, strategic plan, governance policies, operational policies, staff job descriptions, most recent global funding application and Annual Report, and operating budget) is updated annually and provided to the Board on a USB stick</li><li>– An annual orientation takes place with the Board following the AGM that includes responsibilities as a SAS Director vs Chapter Rep or Program Chair, and how the SAS operates</li><li>– A presentation on updates to social media takes place annually with the Board</li></ul>
5. Chapter and Committee information is clear and shared with the Chapters, Board and Staff.	<ul style="list-style-type: none"><li>– Staff conduct training in how to fill out the Chapter and Committee information templates</li><li>– A Chapter Rep meeting is held as a pilot beginning in fall 2018 for Chapters to share information amongst themselves about their activities and to discuss collective issues they would like to send to the Board for decision</li><li>– Chapter Rep meetings take place at least once per year. (recommend twice per year)</li></ul>

**Strategic Goal: Internal Engagement**

Strategic Goal: Internal Engagement	
An engaged and diverse membership.	
Objectives:	Expected Outcomes:
<p>1. The Board and Staff understand the memberships' needs.</p>	<ul style="list-style-type: none"> <li>– A mechanism (e.g. survey and/or focus groups) to poll members about their needs and their levels of satisfaction with SAS programs and services is developed</li> <li>– The membership survey takes place</li> <li>– An 'exit' survey is developed for those not renewing their membership</li> <li>– One-on-one telephone 'exit' interviews are held by Board members with those not renewing their membership</li> <li>– The outcomes of the members and exit surveys inform priority setting for the next funding cycle.</li> </ul>
<p>2. An increase in the number of active members.</p>	<ul style="list-style-type: none"> <li>– A social media presentation is made before the Board</li> <li>– Each program targets a specific number of members and non-members</li> <li>– Non-members are tracked to see if they join as a result of participating in a program</li> <li>– An overall increase of 10% in programs and services year over year</li> </ul>

**Strategic Goal: Internal Engagement**

**An engaged and diverse membership.**

**Objectives:**

3. Chapters submit 3-year program plans to aid in global spending plan development.

**Expected Outcomes:**

- Chapter Reps share the approved Strategic Plan with their Chapter members
- Management shares funding criteria for SAS member funding and SaskCulture funding with Chapter Reps
- Chapter program plans support the SAS mission and vision and are submitted to Management
- Program plans include a budget, target audience and numbers of participants
- Management provides Chapters with evaluation tools (survey?) for participants of Chapter programs that attempt to measure the impact of the program (in new memberships, renewed awareness, financial support, etc)

**Strategic Goal: External Relationships**

Strategic Goal: External Relationships	
Respectful and enhanced involvement of key stakeholders.	
Objectives:	Expected Outcomes:
1. An increase in partnerships for SAS programs and services.	<ul style="list-style-type: none"> <li>– Management shares information on partnered programs and services with the Board and as new partners come on</li> <li>– Management determines which programs and services can be partnered and shares the partnering plan with the Board</li> <li>– Partnering costs are included in the 2020 global funding application</li> <li>– All programs are partnered by 2020</li> </ul>
2. Stakeholder Engagement Development Plan is created.	<ul style="list-style-type: none"> <li>– The list of stakeholders is prioritized for presentations</li> <li>– New and consistent messaging is included in targeted presentations</li> <li>– A minimum of 4 presentations per year are made with specific goals for the presentation (e.g. new partner, member, funder, etc.)</li> </ul>
3. Stronger relationships with Indigenous groups.	<ul style="list-style-type: none"> <li>– Board and Staff determine prioritize which groups should be approached and when</li> <li>– More presentations are made to encourage Indigenous Groups participation</li> </ul>

**Strategic Goal: Marketing & Promotions**

<b>Strategic Goal: Marketing &amp; Promotions</b> <b>A creative and inspiring marketing strategy.</b>	
Objectives:	Expected Outcomes:
1. Marketing training for Board and Staff.	<ul style="list-style-type: none"> <li>– Research training options</li> <li>– Deliver Staff training</li> <li>– Deliver Board training</li> </ul>
2. SAS’ “message” is clear.	<ul style="list-style-type: none"> <li>– Board discusses and agrees on SAS’ overall (broad) message about archaeology</li> <li>– The overall message is reflected in all traditional and social media marketing</li> <li>– The overall message – and detailed messages specific to stakeholders groups</li> <li>– The overall message is reflected in the work of SAS Committees</li> <li>– A plan for 6 Presentations to various groups (Service Clubs, Rural Municipal Managers Association, Saskatchewan Association of Rural Municipalities, etc.) is made for each year of the strategic plan</li> </ul>
3. A comprehensive marketing strategy – including recommendations related to social media content and strategy – is developed by a professional company.	<ul style="list-style-type: none"> <li>– Research on potential marketing firms is complete and presented to the Board - the costs and rationale for the marketing strategy are included in the 2020 global funding application</li> <li>– The strategy includes recommendations for specific marketing methods and materials for each program area of the SAS</li> <li>– Social media impact is measured annually</li> <li>– Methods are found (coupons possibly) to measure traditional marketing methods and traditional marketing is measured annually</li> </ul>

**Strategic Goal: Marketing & Promotions**

**A creative and inspiring marketing strategy.**

<b>Objectives:</b>	<b>Expected Outcomes:</b>
4. Increased participation by Youth.	<ul style="list-style-type: none"><li>– Definition of ‘youth’ is approved</li><li>– New ways to approach youth are discussed by the Board</li><li>– Programs targeting youth are created and included in the 2020 global funding application</li></ul>
5. Increased participation by Indigenous Groups.	<ul style="list-style-type: none"><li>– Groups that will be contacted are prioritized</li><li>– SAS holds more meetings with Indigenous Groups year after year</li><li>– Programs targeting Indigenous groups are created and are included in the 2020 global funding application</li></ul>
6. Adequate funding is in place to carry out various activities.	<ul style="list-style-type: none"><li>– An annual spending plan is approved by the Board each year</li><li>– The staff report any significant deviation (more than 10% in any line item) from the spending plan at each Board meeting</li><li>– Financial limits on spending by the Executive Director outside of an approved budget are discussed and revised</li><li>– A fundraising plan is in place and is included in the global funding application</li></ul>